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IOM International Organization for Migration  
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OIM Organización Internacional para las Migraciones

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**REPORT OF THE DIRECTOR GENERAL ON  
THE WORK OF THE ORGANIZATION FOR THE YEAR 2008**

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This document is submitted to the Executive Committee at its Hundred and sixth Session in June 2009.

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STATISTICAL ANNEX (English only)

## ABBREVIATIONS

AVRR	Assisted Voluntary Return and Reintegration
CBMM	Capacity-Building for Migration Management
CCCM	Camp Coordination and Camp Management
CERF	Central Emergency Response Fund
CIMIC	Civil Military Coordination
CIS	Commonwealth of Independent States
CTM	Counter-trafficking Module
DDR	Disarmament, Demobilization and Reintegration
DI	Discretionary Income
EC	European Commission
ECA	United Nations Economic Commission for Africa
ECHO	European Community Humanitarian Aid Office
ECOSOC	United Nations Economic and Social Council
EOM	Election Observation Missions
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
EU	European Union
FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union
GFMD	Global Forum on Migration and Development
GMG	Global Migration Group
HIV/AIDS	Human immunodeficiency virus/Acquired immune deficiency syndrome
IASC	Inter-Agency Standing Committee
ICTSD	International Centre for Trade and Sustainable Development
IDM	International Dialogue on Migration
IDP	Internally displaced persons
iGATOR	Integrated Global Airline Ticket Order Record
ILO	International Labour Organization
IRSEM	Institute of Socio-Professional Reintegration for Ex-combatants
ISAF	International Security Assistance Force
MiMOSA	Migrant Management Operational Systems Application
MoU	Memorandum of Understanding
MRF	Missions with Regional Functions
MSP	Medical Service Plan
NATO	North Atlantic Treaty Organisation
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OSCE	Organization for Security and Co-operation in Europe
PRISM	Processes and Resources Integrated Systems Management
RCP	Regional Consultative Process
SAP	Systems, Applications and Products
SPP	Strategic, Policy and Planning
TB	Tuberculosis
TCM	Technical Cooperation on Migration
UNAIDS	Joint United Nations Programme on HIV/AIDS

**ABBREVIATIONS (continued)**

UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	(Office of the) United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
USRP	United States Resettlement Programme
WHO	World Health Organization

## INTRODUCTION

1. This is the first Report of the Director General on the work of the Organization to be issued since I assumed office on 1 October 2008. Given that most of the substance of this Report predates my mandate, I have decided not to change the format or content. I have, however, integrated a statistical annex into the Report which illustrates organizational trends. For next year's Report, I am eager to hear the views of the membership on the type of information which would be most useful for their purposes, and in what format. Moreover, there will be a number of additional elements to take into consideration, including the results of the IOM Organizational Review.

2. During 2008 the Organization admitted as Members Mongolia, the Republic of India and the Somali Republic, bringing the total membership to 125. The Kingdom of Saudi Arabia, the State of Qatar, the Intergovernmental Authority on Development (IGAD) and December 18 were admitted as Observers. As in previous years, other significant activities and decisions by IOM's governing bodies are summarized in the following section of this report to provide a consolidated overview.

3. The sections following this introduction give a brief account of the type and volume of activities during 2008, and particular highlights or developments.

4. Total **expenditures** in 2008 (Administrative and Operational Programmes combined) stood at USD 1,013 million compared with USD 783.8 million in 2007. 2008 was the first year in which total expenditures exceeded the USD 1 billion mark. The Administrative Part of the Budget for 2008 was CHF 38,045,000 as in 2007. Expenditures under the Operational Part of the Budget were USD 978.2 million compared with USD 751.8 million in 2007 (section 1 of the annex).

5. The total number of **active projects** was over 2,000, of which more than 600 started in 2008 (compared with 550 started in 2007) (section 2 of the annex).

6. The breakdown of **operational projects by region in 2008** shows the following (section 3 of the annex):

<i>Africa</i>	478	22%
<i>Asia and Oceania</i>	426	20%
<i>Europe</i>	675	32%
<i>Global activities</i>	199	9%
<i>Latin America and the Caribbean</i>	309	14%
<i>North America</i>	10	0.5%
<i>The Middle East</i>	70	3%
<b>Total</b>	<b>2 167</b>	

7. **Active operational projects by category in 2008** (section 4 of the annex):

<i>Facilitating Migration</i>	219	10%
<i>General Programme Support</i>	229	11%
<i>Migration and Development</i>	98	5%
<i>Migration Health</i>	162	7%
<i>Migration Policy, Research and Communications</i>	56	3%
<i>Movement, Emergency and Post-crisis Migration</i>	579	27%
<i>Regulating Migration</i>	806	36%
<i>Reparation Programmes</i>	18	1%
<b>Total</b>	<b>2 167</b>	

8. **Projects by region and operational expenditure.** In 2007, the region with the highest expenditure was Asia and Oceania (28% of operational expenditure), followed by Europe and Latin America and the Caribbean. In 2008 it was Latin America and the Caribbean that had the highest expenditure (33% of operational expenditure), followed by Asia and Oceania and Europe. Spending in 2008 in both the Middle East and North America increased significantly, while spending on Global Support Services decreased.

	2007 Operational expenditure USD		2008 Operational expenditure USD	
<i>Asia and Oceania</i>	209 834 348	(1)	215 901 480	(2)
<i>Europe</i>	176 814 158	(2)	194 469 198	(3)
<i>Latin America and the Caribbean</i>	173 674 829	(3)	324 636 351	(1)
<i>Africa</i>	130 547 990	(4)	139 156 879	(4)
<i>Global Support Services</i>	29 009 386	(5)	23 762 434	(7)
<i>Middle East</i>	26 782 234	(6)	55 777 431	(5)
<i>North America</i>	5 168 850	(7)	24 490 597	(6)

9. **Projects by category and operational expenditure.** Spending on movement and EPC activities remained the number one area in 2008, as for 2007. The order of spending on the other areas remained the same, but the spending both on regulating migration and on migration and development increased significantly.

	2007 Operational expenditure USD		2008 Operational expenditure USD	
<i>Movement and EPC</i>	406 377 154		538 884 467	
<i>Regulating Migration</i>	189 360 810		224 016 832	
<i>Migration and Development</i>	51 893 257		93 049 925	
<i>Migration Health</i>	44 404 197		51 306 420	
<i>Facilitating Migration</i>	35 581 043		41 674 607	
<i>Reparation Programmes</i>	14 358 713		15 623 434	
<i>General Programme Support</i>	8 507 160		11 279 472	
<i>MPRC</i>	1 349 461		2 359 213	

10. The **total number of staff** stood at some 7,127 at the end of 2008 of which 6,069 were officials<sup>1</sup> and 1,058 employees. 97% of IOM staff members were posted in the Field. This compares with figures of 6,457 total staff in 2007, of which 967 were officials and 5,490 employees; and 6,238 were in the Field (95%) and 219 at Headquarters (sections 9 and 10 of the annex).

11. The number of Field locations reached 430 in 2008; there were 400 in 2007.

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

## **THE COUNCIL AND SUBORDINATE BODIES**

12. The Organization continued to inform Member States about its activities and to consult them on matters having budgetary or financial implications, as well as on issues concerning policies and programmes as outlined below in the light of the role of the new Standing Committee on Programmes and Finance, which was established in late 2007.

### **Standing Committee on Programmes and Finance (5 and 6 May 2008)**

13. The Standing Committee on Programmes and Finance (SCPF), which replaced the Subcommittee on Budget and Finance, held its Second Session on 5 and 6 May 2008. Three meetings were held. The session was opened by the Chairperson, Mr. Juan Antonio March (Spain) who was followed as the presiding officer by the acting Chairperson, Mr. Javier Garrigues (Spain). Agenda items included a proposal by the Chairperson on succession in the Chair as well as the second Vice-chair and consequent decision; the Financial Report for the year ended 31 December 2007; outstanding contributions to the Administrative Part of the Budget; revision of the Programme and Budget for 2008; assessment scale for 2009; support for developing Member States and Member States with economy in transition - 1035 Facility, and exchange of views on items on policy, programme and financial issues proposed by the membership. Under Any Other Business, two issues were raised: (a) participation by the European Commission as an expert and (b) technical briefing on election-day procedures.

14. The full report on the Second Session of the Standing Committee on Programmes and Finance may be found in document MC/EX/690.

### **Executive Committee (17 June 2008)**

15. During the Hundred and fifth Session of the Executive Committee, one meeting was held on the morning of 17 June 2008. The Executive Committee elected Mr. Babacar Carlos Mbaye (Senegal) as Chairperson and Mr. Mauricio Montalvo Samaniego (Ecuador) as Vice-chairperson. The main agenda items included the report of the Director General on the work of the Organization for the year 2007; the Financial Report for the year ended 31 December 2007; statement by a representative of the Staff Association; revision of the Programme and Budget for 2008; assessment scale for 2009 and other items arising from the Report of the Standing Committee on Programmes and Finance.

16. The Report on the Hundred and fifth Session of the Executive Committee (MC/2256) reflects the statements by the Director General, the representative of the Staff Association, as well as interventions by several delegates on the various documents presented to this Session.

### **Council (Special) Session (18 June 2008)**

17. The Ninety-fifth (Special) Session of the Council took place on the morning of 18 June 2008, with Mr Javier Garrigues (Spain) in the Chair, to consider the agenda items on the confirmation of the Bureau's composition, applications for membership and the election of a Director General.

18. The Council confirmed the agreement in principle, reached at the Second Session of the Standing Committee on Programmes and Finance, to appoint the successors to the



Permanent Representatives of Spain, the Bolivarian Republic of Venezuela and Japan as the Chairperson, First Vice-chairperson and Second Vice-chairperson, respectively.

19. The Council approved the applications for membership from Mongolia, the Republic of India and the Somali Republic.

20. After three rounds of voting the Council reached the required two-thirds majority and elected Mr. William Lacy Swing as the new Director General of the Organization.

21. The full report on the Ninety-fifth (Special) Session of the Council may be found in document MC/2251.

#### **Standing Committee on Programmes and Finance (4 and 5 November 2008)**

22. The Standing Committee on Programmes and Finance met for its Third Session on 4 and 5 November 2008. Three meetings were held. Mr. Javier Garrigues (Spain) acted as Chairperson, Mr. Germán Mundaraín Hernández (Bolivarian Republic of Venezuela) as Vice-chairperson and Mr. Mohammed Benjaber (Morocco) as Rapporteur.

23. The Standing Committee's agenda included items on the status report on outstanding contributions to the Administrative Part of the Budget; summary update on the Programme and Budget for 2008; revision of the Financial Regulations; Programme and Budget for 2009; exchange of views on items on policy, programme and financial issues proposed by the membership; support for developing Member States and Member States with economy in transition - 1035 Facility; statement by a representative of the Staff Association; report on human resources and update on delocalization.

24. The full report on the Third Session of the Standing Committee on Programmes and Finance may be found in document MC/2262.

#### **Council (2 to 5 December 2008)**

25. The Ninety-sixth Session of the Council met from 2 to 5 December 2008 and elected Mr. Germán Mundaraín Hernández (Bolivarian Republic of Venezuela) as Chairperson. Other members of the new Bureau were elected as follows: First Vice-chairperson: Mr. Shinichi Kitajima (Japan); Second Vice-chairperson: Mr. Idriss Jazaïry (Algeria), and Rapporteur: Mr. Markus Weidinger (Austria).

26. The Council approved the applications for observership from Saudi Arabia, Qatar, the Intergovernmental Authority on Development (IGAD) and December 18.

27. The agenda of the Council continued with the following items: statements by the Director General and the Deputy Director General, a presentation of the World Migration Report 2008: "Managing Labour Mobility in the Evolving Global Economy", statements by Members and observers in the general debate and a special panel of the Global Migration Group.

28. These items were followed by presentations and discussions of the International Dialogue on Migration which covered three topics: Return Migration: Challenges and Opportunities, Migration Highlights and Addressing Mixed Migration Flows.

29. Other items on the agenda included the draft reports on the Ninety-fourth Session and the Ninety-fifth (Special) Session of the Council; report on the Hundred and fifth Session of the Executive Committee; summary update on the Programme and Budget for 2008; status report on outstanding contributions to the Administrative Part of the Budget; Programme and Budget for 2009; revision of the Financial Regulations and other items arising from the Report of the Standing Committee on Programmes and Finance.

30. Finally, the Council was notified of the tentative dates for the governing body meetings in 2009 as follows: Fourth Session of the Standing Committee on Programmes and Finance, 5 and 6 May 2009<sup>2</sup>; Hundred and sixth Session of the Executive Committee, 23 June 2009<sup>3</sup>; Ninety-seventh (Special) Session of the Council, 24 and 25 June 2009<sup>4</sup>; Fifth Session of the Standing Committee on Programmes and Finance, last week of October 2009<sup>5</sup> and the next regular session of the Council, 23 to 26 November 2009.

31. The full report on the Ninety-sixth Session of the Council may be found in document MC/2266.

### **Informal information meetings and consultations held with Member States**

32. As part of the continuing process of consultations with Member States, the Administration invited representatives of Member States to attend 11 informal consultations on financial, administrative, management and governance issues on the agendas of the IOM governing body sessions in 2008. The informal consultations took place on 26 February, 29 April, 16 May, 26 September, 23 October, 20 November and 28 November 2008. Observers were also invited to three of the above consultations on the topic of the International Dialogue on Migration.

33. Under the aegis of Migration Policy, Research and Communications (MPRC), two intersessional workshops on the International Dialogue on Migration were held in 2008, the first on Managing Return Migration and the second on Enhancing the Role of Return Migration in Fostering Development.

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<sup>2</sup> The dates for the Fourth Session of the Standing Committee on Programmes and Finance were subsequently changed to 11-12 May 2009.

<sup>3</sup> The date for the Hundred and Sixth Session of the Executive Committee was subsequently changed to 26 June 2009.

<sup>4</sup> The dates for the Ninety Seventh (Special) Session of the Council were subsequently changed to 29-30 June 2009.

<sup>5</sup> The dates for the Fifth Session of the Standing Committee on Programmes and Finance were subsequently set for 27-28 October 2009.

## I. MIGRATION MANAGEMENT SERVICES

34. The Migration Management Services Department (MMS) at Headquarters promotes effective migration management through technical expertise, standard setting, policy guidance and innovation. It not only supports IOM Field Missions in project development and implementation, but also provides a range of migration management assistance directly to governments and other partners in the international community.

### A. Technical Cooperation on Migration

35. In support of the IOM Strategy, the Technical Cooperation on Migration (TCM) activities are directed at helping governments to create the policy, legislation, administrative structures, operational systems and human resource base necessary to respond effectively to diverse migration challenges and to institute appropriate migration governance.

**Activities covered by Technical Cooperation on Migration (TCM) fulfil the following three points of the IOM Strategy:**

2. To enhance the humane and orderly management of migration and the effective respect for the human rights 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 in 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.

36. IOM technical cooperation activities are generally designed as partnerships, with IOM and the governments concerned and other partners working closely together to identify needs and priority areas and to determine the appropriate activities. TCM activities may be in the form of direct project design and implementation, or of facilitating and supporting national, bilateral and multilateral activities.

37. The TCM Division at IOM Headquarters helps to establish strategic directions for the Organization in technical cooperation matters, develops and monitors internal standards for TCM project design and delivery, provides assistance to IOM Field Offices in assessing technical needs and establishing programme strategies and priorities, and supports project implementation.

38. TCM activities continued to grow steadily in 2008 with a total of USD 90 million spent on technical cooperation initiatives. Among international donors the European Commission (EC) was the most important source of financial support for new TCM initiatives in 2008, while Japan, the United States, Denmark, Canada and Australia also provided strong support for new initiatives. The combined contributions from EU countries and the EC amounted to 46 per cent of financial support to TCM programming, testifying to the strong linkages between TCM programming and EU priorities. TCM programmes and projects are implemented in all regions of the world, with newly developed activities in 2008 distributed as follows: Africa (47%); Europe (22%); Asia (16%); Latin America and the Caribbean (9%) and the Middle East (6%).

39. In 2008, Technical Cooperation Specialists (TCS) continued to contribute to the work of TCM in the Field, with specialists operating out of Vienna, Canberra, Pretoria and Dakar. Integral to their activities is IOM's strong focus on training and human resource development for migration authorities, including the strengthening of institutional capacities for designing, conducting and continually upgrading in-service training programmes. To complement this

emphasis on training, IOM supported the establishment of the Regional Immigration Training Academy in the United Republic of Tanzania with a view to providing important assistance to the United Republic of Tanzania and other Member States in the region to strengthen migration management. This facility will be further expanded in 2009 to cover the whole of Africa.

### **Capacity-Building in Migration Management**

40. Capacity-Building in Migration Management (CBMM) remains a dominant TCM activity, where IOM supports governments to enhance their overall migration management frameworks. In doing so, TCM builds on an established CBMM model that provides for comprehensive analysis and enhancement of the major elements of national and regional migration control systems, including legislation, policy, procedures, identity management, visa issuance, entry/exit controls, monitoring and reporting.

41. Over recent years effective border management has been promoted through a number of subregional and national CBMM-style programmes and projects implemented by IOM, including, for example, projects in Sri Lanka, the Philippines, Kyrgyzstan, Afghanistan, Ukraine, Papua New Guinea, the Syrian Arab Republic, and the Balkans. Selected new CBMM projects were launched in 2008 in Afghanistan, Jordan, Iraq, Georgia, the Republic of Moldova, Central Asia, Kenya and the Great Lakes region in Africa.

42. TCM is continuing to assist governments in assessing, planning and implementing improvements to international travel documents and their issuance systems, referencing the applicable travel document standards of the International Organization for Standardization (ISO) and the International Civil Aviation Organization (ICAO). Projects related to travel documents, including the introduction of machine-readable travel documents, have been launched and implemented in Bangladesh, Iraq, Nigeria, Ecuador and Belarus, the latter in close collaboration between IOM and OSCE. In this context, a 1035 Facility-funded TCM project supported the publication of a resource manual *Documents: the Developer's Toolkit* in 2008. The manual provides a thorough overview of key topics related to the development and implementation of a new security document with the main focus on travel and identity documents. The translation of the book into French, Spanish, Arabic and Russian is in progress.

43. Furthermore, in 2008 TCM participated in the Fourth Symposium and Exhibition on ICAO Machine Readable Travel Documents (MRTDs), Biometrics and Security Standards. Also, a joint assessment on travel documents was carried out in Kiribati by IOM, ICAO and the United Nations Counter-Terrorism Committee (UNCTC).

44. In view of the broader intersection between migration management and transnational security issues on account of their shared cross-border dimension, TCM enhanced its collaboration with governments as well as partner agencies, especially in planning and policy development in these areas. IOM also worked on developing alert lists, on strengthening the investigations and analysis functions of migration departments or ministries, and on upgrading the complementing policy, legal and regulatory frameworks in the migration sector.

45. Further to the migration and security nexus, IOM is increasingly engaged in multilateral implementation and technical and policy development working groups. TCM has been actively working with the United Nations Counter-Terrorism Committee on in-country assessments and is equally keen to continue its joint efforts within the Global Migration

Group and as a partner of UNODC and FRONTEX to address migration and security-related challenges.

46. IOM's assistance to governments in support of the 2000 Palermo Protocols is increasingly focusing on improving law enforcement capacities in the migration sector, for instance through police reforms, to identify and effectively prosecute criminal organizations as well as to increase accountability, transparency and reliability. In 2008 projects aiming at police reforms, including through training, were implemented in Indonesia, Croatia, Montenegro, the Democratic Republic of the Congo and Haiti. IOM also enjoyed strengthened cooperation with Interpol.

## **B. Return Management and Counter-trafficking**

47. The Assisted Voluntary Returns (AVR) Division and the Counter-Trafficking (CT) Division, both located at IOM Headquarters, were merged in October 2007 to become the Return Management and Counter-Trafficking Division (RMCT).

48. In 2008, this new framework created opportunities to work with a wide range of vulnerable and abused migrants, including trafficked persons and migrants in trafficking-like situations. The Division has sought to: prevent the abuse and exploitation of migrants, particularly at points of transit and destination where they are often most vulnerable; protect and empower migrants who have been trafficked or who may otherwise have experienced abuse or exploitation; provide assisted voluntary return and sustainable reintegration assistance; undertake data collection and research activities, and help strengthen the capacity of States and civil society institutions to enable them to respond appropriately when dealing with vulnerable migrants.

**The overall objectives of RMCT are in line with the following points of the IOM Strategy:**

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.
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.

**The principal activities of RMCT also support the following points of the IOM Strategy:**

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.
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.
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.

## **Migrant Protection**

49. RMCT programmes and projects are all focused on the concern for the human rights of migrants and designed to respond to the specific needs of individuals in the short, medium and long term. While the Division's work has continued to support the development and implementation of IOM projects that focus exclusively on trafficking in persons and assisted voluntary return, projects have increasingly also addressed broader issues of migrant protection in general, and the protection needs of highly vulnerable migrants in particular.

50. RMCT's protection work in 2008 was guided by the understanding that trafficking in persons affects men, women, boys and girls. At the same time, issues such as gender discrimination and gender-based violence, which make women and girls in particular vulnerable to trafficking or other forms of exploitation, continued to be addressed.

- **Human trafficking**

51. A key example of counter-trafficking work in 2008 was the continued implementation of a victim protection project in West Africa. The primary target group was children trafficked from and within a number of countries – namely Senegal, Mali, Gambia, Guinea-Bissau, Guinea, Niger, Côte d'Ivoire and Burkina Faso. In 2008, the project assisted 106 trafficked children who had been left stranded without viable and immediate assistance to return home. The project was designed to complement the return element with viable socio-economic reintegration efforts. Another key example of RMCT's protection work can be found in the Ukraine, where IOM continued its protection and reintegration strategy to deliver effective support to trafficked persons with the aim of laying a viable basis for a sustainable normalization of life for the victims.

- **Exploited and vulnerable migrants**

52. RMCT projects responded to the protection needs of stranded migrants, unsuccessful asylum-seekers, unaccompanied minors and persons who had otherwise experienced abuse or exploitation. Depending on the situation and circumstances of each individual, this consisted of safe accommodation, health, psychosocial and legal assistance, skills development and vocational training, reintegration assistance and the options of voluntary return to the country of origin or, in extreme cases, protective relocation to a third country.

53. Among the initiatives to enhance the assistance to vulnerable migrants, an IOM Bern counter-trafficking project has extended the criteria for assistance to include exploited cabaret workers who were not actually trafficked. In Croatia, IOM received funds for a project targeting vulnerable female migrants. The Return of Highly Vulnerable Migrants in Central America and Mexico (RCM-CA) project continued to provide assistance, under the regional cooperation framework, to highly vulnerable migrants stranded in Central America.

54. As part of a larger project to provide migration management support in North Africa, IOM continued to strengthen the Assisted Voluntary Return and Reintegration (AVRR) mechanism in the Libyan Arab Jamahiriya through the consolidation of the reception centre and the provision of targeted information on the dangers of pursuing means of irregular migration, in addition to the provision of assisted voluntary return and reintegration assistance to stranded and vulnerable migrants.

55. RMCT programmes have also been prioritizing the protection needs of unaccompanied minors (UAM). The provision of direct assistance to UAMs in Ireland is one example of a protection-oriented project that has been incorporated into the country's standard AVR programme. Another recent example involves family tracing for UAMs stranded in Italy in support of the reunification of minors with their families in their country of origin when a minor expresses the wish to return and the legal guardian deems it to be in the child's best interest.

56. Managing mixed migration flows presented some specific challenges. Such challenges included a lack of capacity among transit and destination countries to receive large numbers of undocumented migrants, and the difficulty of quickly identifying and responding to the specific protection needs of individual migrants arriving en masse. The Gulf of Aden and the Mediterranean region between the Libyan Arab Jamahiriya and the Italian island of Lampedusa have been sites of significant mixed migration in recent years. In these cases, IOM projects have primarily focused on identifying and assessing migrant needs, including systematic screening of victims of trafficking or migrants who have suffered abuse or exploitation. In addition, IOM projects have provided timely counselling and referral services and assistance, including voluntary return assistance to the most vulnerable, where appropriate.

- **Reintegration**

57. IOM provided AVRR services to approximately 28,000 migrants in 2008. This figure does not include repatriated refugees, internally displaced persons who are also recipients of IOM return assistance, nor those who benefited only from partial support such as return counselling and post-arrival assistance.

58. The trends in 2008 showed a slight decrease in the number of returns of assisted unsuccessful asylum-seekers where IOM traditionally implemented large AVRR programmes, such as in Belgium, the United Kingdom, Germany and the Netherlands. However the number of returnees who received post-arrival assistance increased. In addition, voluntary return assistance continued to be offered to a number of migrants stranded in transit, as noted above.

59. In 2008, Iraq continued to rank as the major countries of return and reintegration. The majority of beneficiaries continued to be single young men, despite an increasing number of vulnerable migrants, including unaccompanied minors and persons with medical needs.

60. While the number of failed asylum-seekers volunteering to return home had stabilized, other categories of migrants wishing to participate in AVRR programmes increased, requiring IOM to develop new outreach and communication strategies. The individually-tailored reintegration assistance also increased in response to the diversification of beneficiaries.

61. Building upon the Information on Return and Reintegration in Countries of Origin (IRriCO) programme, funded by the EC RETURN Preparatory Actions in 2005, a new project, Enhancing Integrated Approach and Cooperation in EU Through Return and Reintegration Information Gathering, was set up to further contribute to the joint efforts in the enlarged EU in facilitating sustainable voluntary return and reintegration of irregular migrants and rejected asylum seekers. Up to 27 countries of origin are involved in the project, with over 10 participating host countries. This highlights a shift from traditional bilateral approaches towards a multilateral approach creating synergies among AVRR activities.

62. The delivery of reintegration assistance continued to remain a key focus for AVRRC programmes in 2008. AVRRC assistance became more individualized and comprehensive with special attention being paid to vulnerable migrants. Projects were implemented to facilitate cooperation between host and home countries, as well as to enhance the capacities in home countries to support the reintegration of returning migrants.

63. One such project funded by the Czech Republic has been operating two job counselling and referral centres (JCRCs) in Tblisi and Batumi for Georgian job seekers. In 2008 these JCRCs offered counselling to 701 potential migrants, an increase of 300 per cent over 2007. In addition to the counselling services provided by the JCRCs, 178 returnees from the Czech Republic were assisted to reintegrate into the Georgian labour market.

### **Institutional Capacity-building**

64. As part of its comprehensive approach to managing migration, IOM's institutional capacity-building efforts continued to focus on the training of police and immigration authorities, prosecutors and the judiciary, parliamentarians and drafters of legislation, as well as social workers, civil society organizations and members of religious groups who are directly involved in migrant protection. Throughout the year, IOM offered training programmes that covered the full range of preventive, protective and prosecutorial themes, including international and domestic legal frameworks, screening and identification of trafficked persons, shelter management, reintegration, assisted voluntary return, legislative development, data collection, as well as the development of regional and national action plans and referral systems.

65. Examples of this work in 2008 include a project in the Republic of Moldova that aims to develop the capacity of key government counterparts to gradually assume the responsibility of providing direct assistance to trafficked and other vulnerable persons. In Mongolia, IOM continued the implementation of capacity-building that included training consular officials, given their specific role in the identification of victims of trafficking.

66. Due priority was also given to building the capacity of IOM's own staff at the national and regional level. For example, IOM convened a meeting of its counter-trafficking focal points in Latin America to share experiences, strengthen cooperation and coordinate strategies to improve the Organization's counter-trafficking activities in the region.

67. IOM has also continued to encourage efforts to promote understanding of human trafficking phenomenon and its causes and consequences, while at the same time offering expert technical advice through research and enhanced data collection. Specific thematic focus areas have included: human trafficking routes and trends, with in-depth focus on internal and interregional trafficking; the causes and consequences of human trafficking both for the trafficked individuals and society at large; patterns of exploitation and abuse as well as the structures, motivations and modus operandi of organized criminal groups.

68. The focal point of the RMCT research strategy is the Global Human Trafficking Database (also known as the Counter-Trafficking Module (CTM)). It was designed in 2000 as a case management system for victims of trafficking who benefited from IOM direct assistance, including voluntary return and reintegration. By 2008, the CTM had evolved into a unique and formidable research tool that currently stores detailed primary data on approximately 15,000 trafficked persons. Funded by the US State Department's Office to



Combat and Monitor Trafficking in Persons (G/TIP), the CTM serves as a knowledge bank from which statistics and (non-personal) detailed reports can be drawn, involving research, anti-trafficking programme development and policymaking. The continued operational use of the CTM enables the Organization to remain a primary reference point for information and research in relation to human trafficking.

69. In 2008, IOM launched a substantial revision of the CTM to better meet the needs of an increasingly diverse range of IOM victim protection specialists and both IOM and external researchers. Recognizing the need to reflect upon and share best practices for standardized human trafficking data collection, IOM has also begun to extend the technology, methodology and core indicators of the CTM to governments and civil society organizations. Not only is this system a ready-made case management solution for service providers, it also allows for the attainment of comparable transnational data and has the potential to become one of the primary data collection and statistical tools for research on trafficking in human beings. Through the global database IOM seeks to promote and ensure international best practices for the secure collection, storage and processing of standardized and comparable data on human trafficking. Based upon the experience gained through the CTM, in 2008 RMCT was also an active member of the IOM Data Protection working group contributing to the IOM Data Protection Principles and Guidelines, and ensuring that data protection and ethical practices are upheld when collecting information on human trafficking.

### **C. Labour and Facilitated Migration**

70. The Labour and Facilitated Migration Division (LFM) at Headquarters has been covering labour migration, remittances, pre-consular assistance, migrant training, travel assistance to individuals and governments, and migrant integration. In March 2008, two additional areas - migration and economic/community development, and return and reintegration of qualified nationals - were added to these responsibilities. During 2008, USD 135 million were spent on LFM projects.

**LFM programmes support the following five IOM strategic points:**

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
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.
8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.
12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

71. LFM acts as the institutional focal point for programme development and technical support on labour migration, including capacity-building, inter-State dialogue, policy advice, recruitment facilitation, and remittances. It is responsible for coordinating and developing initiatives to assist migrants and governments through organized and regular migration regimes, for example by providing cost-effective migration facilitation services. LFM activities also aim to enhance or harness the positive impact of migration on the economic and social development of countries of origin and of destination. Addressing root causes of economically-induced migration in countries of origin may encourage potential

migrants to remain at home, and provide the opportunity and incentive for expatriates abroad to contribute to the development of their home communities.

72. **Labour migration.** LFM continued to foster the synergies between labour mobility and economic development by bringing together stakeholders from countries of origin and destination to discuss and establish labour migration projects, programmes and mechanisms that balance different interests and protect the rights and welfare of migrant workers and their families. Promoting inter-State dialogue and regional cooperation on labour migration issues is one of the main LFM activities to facilitate international, regional and bilateral cooperation on migration matters. The Abu Dhabi Dialogue, which took place in January 2008, brought together labour ministers from 20 countries of origin and destination who adopted the Abu Dhabi Declaration. Labour mobility was also the focus of the Asia-EU Consultations held in April 2008 in Brussels under the EC-funded project Regional Dialogue and Programme on Facilitating Managed and Legal Migration between Asia and the EU. The XIII Vice-Ministerial meeting of the Regional Conference on Migration for Central and North America, also known as the Puebla Process, held in Tela, Honduras, in May 2008, devoted a full session to labour migration. The resulting Declaration of the Vice-Ministers included the decision to organize a regional workshop in 2009 to share experiences and lessons learned on labour migration in the region.

73. In partnership with OSCE and with the technical support of ILO and the Council of Europe, IOM began to develop a training module on labour migration based on the Handbook on Establishing Effective Labour Migration Policies, itself the result of a joint effort between IOM, OSCE and ILO. The training module aims to enhance existing capacities to manage labour migration by governments and social partners in selected countries of origin, transit and destination.

74. In support of the efforts of States in the area of labour migration, particularly concerning temporary contractual labour mobility, IOM continued the facilitation of recruitment of temporary foreign workers, while raising the awareness in countries of origin and destination of the importance of maximizing the development impact of migration in communities of origin. Main activities included the long-standing seasonal farm workers programme from Guatemala to the Province of Quebec, Canada, which deployed over 3,000 workers in 2008, as well as temporary foreign workers projects from Colombia, El Salvador, Honduras and Mauritius to the Canadian Provinces of Alberta, Manitoba and Saskatchewan, which deployed 977 workers. In parallel, Colombia continued to expand its Temporary and Circular Labour Migration project, funded by the EU and aimed at developing and consolidating a model circular migration and a local development programme based on temporary labour flows between Colombia and Spain.

75. **Remittances.** IOM contributed to the economic and social development of States by helping to reduce the transfer costs for remittances and by increasing financial literacy and awareness of the financial products on offer among migrants and the receivers of remittances. IOM works with partners among migrant communities, governments, academic institutions, other intergovernmental actors and donors to build development-enhancing remittance projects in three main areas: research, policy dialogue and pilot projects. Key projects include the publication *How Moldovan Households Manage Their Finances: Knowledge and Practices Survey Report 2008*, a study conducted in collaboration with ILO, the EC, the Italian Ministry of Foreign Affairs and the Moldovan Ministry of Economy and Trade. IOM initiated the project Testing New Channels and Products to Maximize the Development

Impact of Remittances for the Rural Poor in Georgia, which aims to diversify remittance transfer services and products in the country. A project focusing on remittances to South-East Asia, particularly Indonesia and the Philippines and funded under the EC's AENEAS and co-funded under the 1035 Facility, entered into operation with the aim to provide data and facilitate dialogue on remittances and to promote pilot projects for their productive investment. IOM, through the 1035 Facility, initiated a pilot project in Tanzania and Uganda, in collaboration with the Universal Postal Union to improve electronic money transfer between the two countries.

76. **Pre-consular assistance.** Certain countries of destination need pre-consular assistance services in parts of the world where they either have no or insufficient representation and resources. This is so also for private employers or associations which recruit temporary foreign workers. They rely on reputable service providers to facilitate routine and time-consuming but essential pre-consular services. IOM has been identified as a reliable partner by a number of governments and private employers to address these needs either through competitive public tender or bilateral negotiation. During the reporting period, IOM served 61,189 visa applicants (a 42% increase over 2007) bound mainly for Australia, Canada, the United States and New Zealand. Other countries using pre-consular assistance services were Finland, Germany, the United Kingdom and Switzerland. The outsourcing of pre-consular work to IOM is likely to continue as governments' resources are diminishing, concerns about security and the integrity of travel documents are increasing, while the number of people on the move is rising.

77. **Migrant training.** IOM's migrant training programmes are designed to help reduce refugee and migrant anxiety by providing realistic and up-to-date information on the realities that await them. Receiving communities gain through the reduced need to support newcomers, and by fostering an atmosphere of mutual understanding and respect among all community members, while governments stand to gain from a reduction of public expenditures as newcomers become self-sufficient, productive and integrated members of the receiving society more rapidly. Migrant training activities were carried out in 44 countries (vs. 35 in 2007) with significant numbers in South-East Asia, the Middle East and the Philippines. A total of 50,678 refugees, humanitarian entrants, labour migrants, immigrants and others attended a migrant training session during 2008 (vs. 45,619 in 2007, an 11% increase in 2008). The vast majority of participants were resettlement cases. Migrant training numbers in 2008 also included temporary foreign workers bound for Canada, marriage migrants bound for the Republic of Korea, and immigrant-visa holders bound for the United States. 49 per cent of this year's participants were women (vs. 54% in 2007).

78. The Australian Cultural Orientation opened a new site in Nepal and held its first class there in 2008. The Canadian Orientation Abroad (COA) moved its global oversight from Manila, the Philippines, to Amman, Jordan, and has opened new training sites in Colombia, Nepal, Jordan and Sri Lanka. COA serves a consistently high percentage of female migrants; in 2008 over 53 per cent were women. The most significant increases in cultural orientation training activities occurred in the Middle East, where the number of U.S. Cultural Orientation (USCO) participants rose from 833 in 2007 to over 7,500 in 2008, and in Nepal, where USCO participants increased from 160 in 2007 to 5,858 in 2008. In 2008 IOM also began providing pre-departure orientation to refugees bound for France.

79. **Travel assistance to individuals and governments.** IOM's travel assistance in this category is basically the same as that provided under government-funded resettlement programmes, with the difference that the individuals assisted are not refugees and the costs are covered by the migrants themselves or their sponsors. Specific activities include information on air travel, on-site ticketing assistance, airport check-in and arrival assistance, advance notification to sponsors of travel details, assistance in completing required departure and arrival documentation, normal or medical escorting and airport transit assistance in some countries. Such assistance typically involves individuals who are first-time air travellers with no English language skills, often travelling alone and predominantly from rural areas in developing countries. These individuals are frequently referred to IOM by their sponsors, who themselves originally travelled with IOM as a refugee or humanitarian entrant. In 2008, 25,021 individuals were served (up from 21,521 in 2007), most of whom were leaving for Canada, Australia, the United States., New Zealand and Sweden.

80. **Migrant integration.** Governments seek to develop and implement policies to better ensure the harmonious co-existence between the newcomers (on temporary or permanent status) and the host community. IOM works closely with governments to find solutions, including raising awareness among host communities, advisory and technical support to practitioners working directly with migrants, and research and studies that provide overviews and analysis of international experiences. One example is the multi-faith project implemented in Finland, which provides civic education training for religious community leaders to gain a better understanding of the values, freedoms and responsibilities of an open, democratic society based on core European values. Most of these projects were concentrated in the European Union, in Central Asia and in Southern Africa. In view of new migratory patterns and greater global mobility, assistance to governments to facilitate the integration of migrants will remain a key priority for IOM.

81. **Migration and economic/community development.** IOM contributed to the economic and social development of States, aimed at maximizing the benefits to be gained from migration, by working with governments to develop innovative programmes at grass-root and policy levels to assist in infrastructure development, and the provision of microcredit and health services to improve people's well-being. As part of the Integral Community Development Programme's promotion of social investment in rural areas through the development of productive infrastructure, IOM Guatemala assisted in the building of the study centre *Instituto Tecnológico del Sur*. In Ecuador, IOM was involved in infrastructure development that has benefited 60,000 people among the northern border populations. In Azerbaijan, the community-owned Sustainable Water Use and Agricultural Initiatives project entered into a fourth phase of operation, providing communities with drinking water. IOM was involved in a Joint Migration and Development Initiative with UNDP, ILO, UNFPA and UNHCR, which aims to build networks, share knowledge and feed into policymaking in this area. As part of this Initiative, IOM mapped diaspora organizations in Europe from 16 target countries. At the policy level, IOM assisted the Government of Ghana to integrate migration into its Growth and Poverty Reduction Strategy.

82. The Migration and Development in Africa (MIDA) programme continues to grow with, for example, new programmes being developed targeting Senegalese migrants living in the Canary Islands. This is in addition to the implementation of a Migrant Women for Development in Africa project, targeting West African women in Italy. In response to a call for proposals under this project, 38 project proposals have been received so far. Meanwhile, the MIDA Ghana Health and the MIDA Great Lakes projects entered new, scaled-up phases

of implementation (III and IV respectively). The former has already provided a comprehensive Health Institution Human Resource Needs Assessment Survey for 2008, while the fourth phase of the MIDA Great Lakes project represents an ambitious new four-year programme of local capacity development. Beyond Africa, the framework is being adapted to the Latin American context in the Migration for Development in Latin America (MIDLA) project. IOM continued to engage diasporas as development partners, harnessing the positive potentials of migration.

83. **Return and reintegration of qualified nationals (RQN).** IOM helped countries to develop their human capital by assisting in the return (temporary, permanent or virtual) of highly qualified nationals with relevant skills and their placement in key sectors of the economy. This is particularly relevant in post-conflict societies where the need for such skills is even more urgent to sustain a still fragile peace. The Return of Qualified Afghans from Neighbouring Countries has been operating since 2005 and assisted the return of 30 highly qualified Afghans (three of whom were women) to work in the public and private sectors, as well as the Placement of Afghan Professionals Programme, which deployed 14 candidates (one of whom was a woman) from countries in the EU to work for up to a year in the public sector. Meanwhile, the Temporary Return of Qualified Nationals programme, run by IOM The Hague and focusing on post-conflict reconstruction, moved to phase II in July 2008. Twenty-six assignments were undertaken in Sudan, Sierra Leone, Afghanistan and Bosnia and Herzegovina. The Return of Qualified Sudanese programme assisted 284 internally displaced persons (IDPs) up to December 2008 to return to their communities of origin from Khartoum. Eighty participants in this project were women. A temporary RQN project has seen a further 48 Sudanese nationals return to undertake projects, eight of whom were women.

## II. OPERATIONS SUPPORT

84. The Operations Support Department (OSD) is responsible for monitoring and coordinating the activities of the three units referred to below, and assists the Director General in global operational decision-making. It ensures that secure, reliable, flexible and cost-effective services are provided to migrants and governments alike.

### A. Movement Management Division

85. IOM provided movement assistance to 190,647 persons during 2008, 11 per cent less than in 2007 (214,100).

86. The majority of the movements were carried out in the framework of resettlement/repatriation of refugees (100,761 persons or over 52% of the overall IOM assistance to persons in need of international support). 39,606 persons were supported through the IDP assistance and relocation (vs. 47,424 in 2007); 24,282 under Regulating Migration (vs. 25,052 in 2007); 25,021 under Facilitating Migration (vs. 24,914 in 2007); 381 under General Programme Support (vs. 873 in 2007); 582 under Migration and Development (vs. 612 in 2007) and 14 under Migration Health (vs. 27 in 2007).

**Activities covered by MMD fulfil the following points of the IOM Strategy:**

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.

## Highlights

### **Humanitarian Assistance to Stranded Migrants**

87. Humanitarian Assistance to Stranded Migrants (HASM) assists stranded migrants, irrespective of their status, provided there is an established humanitarian need, a confirmed desire to move and the migrants are not eligible under any other programme run by IOM or other agencies.

88. In 2008, IOM assisted a total of 381 persons (vs. 359 in 2007) to return to their country of origin (179 females and 202 males), 93 per cent of whom were above 12 years old (vs. 97% in 2007). Requests for assistance were received from all four continents, with Asia and Africa accounting for 30 per cent of the total. Final destinations concerned all continents, in particular Africa with over 60 per cent of returns (vs. 55% in 2007).

### **Repatriation**

89. A total of 14,862 persons were assisted under the repatriation activities, (vs. 38,501 in 2007). The majority of returnees (9,612) returned from Ethiopia to Sudan, following the repatriation process engaged in 2006, and a further 2,599 Sudanese were repatriated from Kenya under the same programme.

90. The repatriation of Congolese nationals continued to be the main focus in Zambia, from where 1,544 persons were repatriated, as well as from Mozambique (322) and South Africa (107).

### **Resettlement Assistance**

91. Movement assistance under this category increased in 2008. A total of 95,135 persons benefited from resettlement assistance, an increase of 24 per cent over 2007 (76,684) owing to the resettlement volume from the Middle East (20,004 vs. 4,679 in 2007) and from South Asia (9,590 vs. 562 in 2007).

92. The number of persons resettled in the United States reached 65,054, up by more than 35 per cent over 2007, largely owing to significantly increased caseloads from the Middle East and South Asia.

93. A total of 10,483 persons received resettlement assistance to Canada (vs. 10,867 in 2007) and 6,839 to Australia, a figure similar to 2007.

94. A total of 7,480 persons benefited from resettlement assistance to the Nordic countries, a similar number to that of 2007, with another 3,578 individuals resettled in Western Europe, essentially the new emerging EU resettlement countries.

### **Management Review**

95. Following the 2007 development of its movement management system tools - such as the Global Ticket Order Recording System (GATOR) and the Seat Inventory Management Application (SIMA) -, the Division focused on integrating them in the MiMOSA interface with the global processes IOM engaged with SAP and PRISM. This process has led to intensive and dedicated training courses in a number of IOM Missions.

96. Following the 2005 extensive survey of the movement training needs, the Division continued to strengthen staff capacity in 2008, operating training workshops in Bangkok, Cairo and Lisbon. The integrated training module SAFARI (standard airline fares and reservation for IOM staff) provides guidance on IOM-specific procedures in handling IOM movement programmes using applications such as the Amadeus computer reservation system and the GATOR.

**B. Statistical Tables for 2008**

- **Table 1: 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 2008, document MC/2227).

- **Table 2: Movements by region of departure and destination**

Summarizes IOM movement activity by geographical region and area of departure and destination.

- **Table 3: Movements by service and region of departure/countries of destination**

Summarizes IOM movement activity broken down by service, programme/projects and geographical region of departure and main countries of destination. All other countries of destination are grouped under their respective geographical region.

- **Table 4: Statistics by gender**

Provides the gender and age group breakdown of migrants assisted by IOM. The table shows that male migrants outnumbering female migrants by a margin of 11 per cent.





**Table 1: Movements by budgetary region and service classification**

<b>Region</b>	<b>Service Area Classification</b>	<b>Total Migrants</b>
<b>Africa</b>	Emergency and Post-crisis Division	39 524
	Resettlement Assistance	8 488
	Repatriation Assistance	5 106
	Migrant Processing and Integration	1 703
	Return Assistance to Migrants and Governments	421
	Labour Migration	410
	Capacity-building through Qualified Human Resources	405
	Emergency Operations Assistance	375
	Counter-trafficking	266
<b>Africa Total</b>		<b>56 698</b>
<b>Asia and Oceania</b>	Resettlement Assistance	45 957
	Migrant Processing and Integration	9 357
	Return Assistance to Migrants and Governments	345
	Emergency and Post-crisis Division	82
	Counter-trafficking	42
	Capacity-building through Qualified Human Resources	8
<b>Asia and Oceania Total</b>		<b>55 791</b>
<b>Europe</b>	Return Assistance to Migrants and Governments	19 148
	Resettlement Assistance	13 144
	Migrant Processing and Integration	3 096
	Technical Cooperation on Migration Management and Capacity-building	787
	Counter-trafficking	331
	Repatriation Assistance	14
	Migration Health Assessment and Travel Assistance	8
	Migration Health Assistance for Crisis	6
	Labour Migration	1
Capacity-building through Qualified Human Resources	1	
<b>Europe Total</b>		<b>36 536</b>
<b>Middle East</b>	Resettlement Assistance	14 071
	Return Assistance to Migrants and Governments	1 056
<b>Middle East Total</b>		<b>15 127</b>
<b>Latin America and the Caribbean</b>	Migrant Processing and Integration	4 663
	Labour Migration	4 444
	Return Assistance to Migrants and Governments	1 361
	Technical Cooperation on Migration Management and Capacity-building	397
	Community and Economic Development	169
	Repatriation Assistance	97
	Counter-trafficking	92
<b>Latin America and the Caribbean Total</b>		<b>11 223</b>
<b>North America</b>	Resettlement Assistance	4 403
	Migrant Processing and Integration	1 347
<b>North America Total</b>		<b>5 750</b>
<b>Global Support / Services</b>	Resettlement Assistance	9 072
	Humanitarian Assistance to Stranded Migrants	381
	Repatriation Assistance	33
	Counter-trafficking	20
	Return Assistance to Migrants and Governments	16
<b>Global Support / Services Total</b>		<b>9 522</b>
<b>Grand Total</b>		<b>190 647</b>

**Table 2: Movements by region of departure and destination**

Region / Area of destination		Africa and the Middle East							Africa and the Middle East Total	Americas						Americas Total	
Region of departure	Area of departure	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	36						1				479					479
	East Africa	221	2	2 604								7 138			2		7 140
	Horn of Africa		3	39 953						2		1 530					1 532
	Middle East		5	134	109				1			15 838			119		15 957
	North Africa	45		513	631		2	1 081		5	1	623			5		634
	Southern Africa	2 362	56	29	1		3	28		391		967					1 358
	West Africa	3	43				1	73				2	2 027		12		2 041
<b>Africa and the Middle East Total</b>		<b>2 667</b>	<b>109</b>	<b>43 233</b>	<b>741</b>	<b>1</b>	<b>5 1 184</b>	<b>47 940</b>	<b>398</b>		<b>3</b>	<b>28 602</b>		<b>138</b>		<b>29 141</b>	
Americas	Andean Countries				1			3	4	61	7	207	3 327		349		3 951
	Caribbean			1					1	2	102	10	4 349		15		4 478
	Central America and Mexico							3	3	1 097	2	106	3 633		206		5 044
	North America				5				5	12		22	2		97		133
	South America, other									2							2
	Southern Cone						8	4	1	13	190	70	81	445	1 654		2 440
<b>Americas Total</b>				<b>6</b>	<b>1</b>	<b>8</b>	<b>4</b>	<b>7</b>	<b>26</b>	<b>1 364</b>	<b>181</b>	<b>426</b>	<b>11 756</b>		<b>2 321</b>		<b>16 048</b>
Asia and Oceania	Australia and New Zealand			1	22		13	2	38	4	1		5		5		15
	Central Asia				1			1	2				639				639
	Far East	3		1	6			4	14	3			159		1		163
	Micronesia																
	South Asia		8				1	1	10				8 074		3		8 077
	South-East Asia				16				16				24 858				24 858
	South-West Asia			1	1				2				1 930				1 930
<b>Asia and Oceania Total</b>		<b>3</b>	<b>8</b>	<b>3</b>	<b>46</b>		<b>14</b>	<b>8</b>	<b>82</b>	<b>7</b>	<b>1</b>		<b>35 665</b>		<b>9</b>		<b>35 682</b>
Europe	Baltic States			1	1			5	7				12				12
	Caucasus							1	1				48				48
	Central Europe		3	2	67	33	2	90	197	5	4	4	5 096		12		5 121
	Eastern Europe	7	3	3	1	3		31	48	8			2 627				2 635
	Nordic Countries	11	9	9	237	16	3	19	304	3	2	1	1		18		25
	South-Eastern Europe	1			6	1		1	9				3 551				3 551
	South Europe	2	1	9	17	9	29	64	131	720	3	160	313		1 002		2 198
	West Europe	94	156	113	1 368	307	611	668	3 317	290	142	21	1 564	51	1 831		3 899
<b>Europe Total</b>		<b>115</b>	<b>172</b>	<b>137</b>	<b>1 697</b>	<b>369</b>	<b>645</b>	<b>879</b>	<b>4 014</b>	<b>1 026</b>	<b>151</b>	<b>186</b>	<b>13 212</b>	<b>51</b>	<b>2 863</b>		<b>17 489</b>
<b>Grand Total</b>		<b>2 785</b>	<b>289</b>	<b>43 379</b>	<b>2 485</b>	<b>378</b>	<b>668</b>	<b>2 078</b>	<b>52 062</b>	<b>2 795</b>	<b>333</b>	<b>615</b>	<b>89 235</b>	<b>51</b>	<b>5 331</b>		<b>98 360</b>

**Table 2: Movements by region of departure and destination (continued)**

Asia and Oceania								Asia and Oceania Total	Europe								Europe Total	Total Migrants
Australia and New Zealand	Central Asia	Far East	Melanesia	Polynesia	South Asia	South-East Asia	South-West Asia		Baltic States	Caucasus	Central Europe	Eastern Europe	Nordic Countries	South-Eastern Europe	South Europe	West Europe		
31								31		8		364			989	1 361	1 908	
1 233								1 233				398		318	642	1 358	12 558	
419								419		12		2 208		2	681	2 903	44 810	
1 344					307	7		1 658		122	9	1 646	1	6	1 152	2 936	20 800	
159					6			165		38	1	372		30	86	527	3 598	
1 827						26		1 853				177		6	229	412	6 102	
1 037								1 037		22	3	125			461	611	3 809	
<b>6 050</b>					<b>313</b>	<b>33</b>		<b>6 396</b>			<b>202</b>	<b>13</b>	<b>5 290</b>	<b>1</b>	<b>362</b>	<b>4 240</b>	<b>10 108</b>	<b>93 585</b>
628		1	1					630		7		103		921	434	1 465	6 050	
						1		1		8		9			70	87	4 567	
10					1	1		12		5		7		8	13	33	5 092	
85		1				1		87		3				1		4	229	
																	2	
192		5			3	1		201		1		13		460	314	788	3 442	
<b>915</b>		<b>7</b>	<b>1</b>		<b>4</b>	<b>4</b>		<b>931</b>		<b>3</b>	<b>21</b>		<b>132</b>		<b>1 390</b>	<b>831</b>	<b>2 377</b>	<b>19 382</b>
5		26	1	17	65	49	6	169		3	3		6	5	50	67	289	
36					3			39			4	239			24	267	947	
32	1	6				12		51		5	1	33			11	50	278	
82					9			91									91	
1 005						1		1 006		4		427			172	603	9 696	
3 229	9				9	43	27	3 317		23		1 050			225	1 298	29 489	
933					2		9	944		5		445		5	71	526	3 402	
<b>5 322</b>	<b>10</b>	<b>32</b>	<b>1</b>	<b>17</b>	<b>88</b>	<b>105</b>	<b>42</b>	<b>5 617</b>		<b>40</b>	<b>8</b>	<b>2 194</b>	<b>6</b>	<b>10</b>	<b>553</b>	<b>2 811</b>	<b>44 192</b>	
	1					1	1	3		3	3					6	28	
8	1							9				47			46	93	151	
82	176	63			123	27	60	531	14	178	160	747	2	1 288	29	8	2 426	8 275
65	51	9			36	23	66	250		6	8	71	73	5	1	11	175	3 108
4	25	40			32	15	68	184	5	17	13	73	17	154	5	1	285	798
301	40	16			20		8	385		6	3	42	230	11	19	51	362	4 307
62		2			8	11	63	146		18	55	61	1	43	22	3	203	2 678
412	297	469	1	1	639	404	1 124	3 347	1	600	538	1 261	6	1 029	143	2	3 580	14 143
<b>934</b>	<b>591</b>	<b>599</b>	<b>1</b>	<b>1</b>	<b>858</b>	<b>481</b>	<b>1 390</b>	<b>4 855</b>	<b>20</b>	<b>828</b>	<b>777</b>	<b>2 258</b>	<b>376</b>	<b>2 530</b>	<b>219</b>	<b>122</b>	<b>7 130</b>	<b>33 488</b>
<b>13 221</b>	<b>601</b>	<b>638</b>	<b>3</b>	<b>18</b>	<b>1 263</b>	<b>623</b>	<b>1 432</b>	<b>17 799</b>	<b>20</b>	<b>831</b>	<b>1 040</b>	<b>2 279</b>	<b>7 992</b>	<b>2 537</b>	<b>1 981</b>	<b>5 746</b>	<b>22 426</b>	<b>190 647</b>

**Table 3: Movements by service and region of departure / countries of destination**

Service	Programme / Project	Region of departure	Total Migrants	Countries of destination														
				Afghanistan	Argentina	Australia	Bolivia	Brazil	Canada	Chile	China	Colombia	Congo	Dem. Rep. of the Congo				
Movement, Emergency and Post-crisis Migration Management	Resettlement Assistance	Africa and the Middle East	39 586		12	3 162				5 675	116						1	
		Americas	6 472		77		20	1 698	45				2					
		Asia and Oceania	37 430		3	3 369			2 179									
		Europe	11 647	4		308	1	931	1								5	
	<b>Subtotal 1/</b>	<b>95 135</b>	<b>4</b>	<b>92</b>	<b>6 839</b>	<b>21</b>	<b>10 483</b>	<b>162</b>				<b>5</b>					<b>6</b>	
	Emergency and Post-crisis Division	Africa and the Middle East	39 524															
		Asia and Oceania	82			82												
	<b>Subtotal</b>	<b>39 606</b>			<b>82</b>													
	Repatriation Assistance	Africa and the Middle East	5 079			2							390	1 544	448			
		Americas	102		9			2			2		11					
Asia and Oceania		17								1								
Europe		52		3						6								
<b>Subtotal</b>	<b>5 250</b>		<b>12</b>	<b>2</b>		<b>2</b>			<b>9</b>		<b>401</b>	<b>1 544</b>	<b>448</b>					
Emergency Operations Assistance	Africa and the Middle East	375														1	123	
<b>Subtotal</b>	<b>375</b>															<b>1</b>	<b>123</b>	
<b>Movement, Emergency and Post-crisis Migration Management Total 1/</b>	<b>140 366</b>	<b>4</b>	<b>104</b>	<b>6 923</b>	<b>23</b>	<b>10 483</b>	<b>171</b>				<b>406</b>	<b>1 545</b>	<b>577</b>					
Facilitating Migration	Migrant Processing and Integration	Africa and the Middle East	5 312		5	2 368				211	5							
		Americas	6 245		1 272	866	23	44	1 000	134	5	93						
		Asia and Oceania	6 188			1 518			2 149	2								
		Europe	2 421	1	2	386	4	2	953	169	8	2						
<b>Subtotal</b>	<b>20 166</b>	<b>1</b>	<b>1 279</b>	<b>5 138</b>	<b>27</b>	<b>46</b>	<b>4 313</b>	<b>310</b>	<b>13</b>	<b>95</b>								
Labour Migration	Africa and the Middle East	410							132									
	Americas	4 444			4				3 932									
	Europe	1																
<b>Subtotal</b>	<b>4 855</b>			<b>4</b>				<b>4 064</b>										
<b>Facilitating Migration Total</b>	<b>25 021</b>	<b>1</b>	<b>1 279</b>	<b>5 142</b>	<b>27</b>	<b>46</b>	<b>8 377</b>	<b>310</b>	<b>13</b>	<b>95</b>								
Regulating Migration	Return Assistance to Migrants and Governments	Africa and the Middle East	1 775			2										11	27	
		Americas	1 384		24	1	31	130			5		11					
		Asia and Oceania	328	26	1	5						15	2					
		Europe	18 860	485	202	226	615	2 200	1 514	120	529	108	7	49				
	<b>Subtotal 1/</b>	<b>22 347</b>	<b>511</b>	<b>227</b>	<b>232</b>	<b>648</b>	<b>2 330</b>	<b>1 514</b>	<b>125</b>	<b>544</b>	<b>121</b>	<b>18</b>	<b>76</b>					
	Technical Cooperation on Migration Management and Capacity-building	Africa and the Middle East	653														1	5
		Americas	397		250								15					
		Europe	134	12			39	3			2					1	5	
	<b>Subtotal</b>	<b>1 184</b>	<b>12</b>	<b>250</b>		<b>47</b>	<b>3</b>			<b>2</b>		<b>15</b>			<b>2</b>	<b>10</b>		
	Counter-trafficking	Africa and the Middle East	279															214
Americas		46										1	1					
Asia and Oceania		89									2	3						
Europe		337			1	3	9											
<b>Subtotal 2/</b>	<b>751</b>			<b>1</b>	<b>3</b>	<b>9</b>					<b>3</b>	<b>4</b>				<b>215</b>		
<b>Regulating Migration Total 1/</b>	<b>24 282</b>	<b>523</b>	<b>477</b>	<b>233</b>	<b>698</b>	<b>2 342</b>	<b>1 514</b>	<b>127</b>	<b>547</b>	<b>140</b>	<b>20</b>	<b>301</b>						
Migration and Development	Capacity-building through Qualified Human Resources	Africa and the Middle East	400															
		Americas	1															
		Asia and Oceania	7															
Europe		6	1															
<b>Subtotal</b>	<b>414</b>	<b>1</b>																
Community and Economic Development	Americas	169		158								1						
	<b>Subtotal</b>	<b>169</b>		<b>158</b>								<b>1</b>						
<b>Migration and Development Total</b>	<b>583</b>	<b>1</b>	<b>158</b>								<b>1</b>							
General Programme Support	Humanitarian Assistance to Stranded Migrants	Africa and the Middle East	192				2									3		
		Americas	122										2					
		Asia and Oceania	51														2	
		Europe	16	8														
<b>Subtotal</b>	<b>381</b>	<b>8</b>			<b>2</b>						<b>2</b>	<b>3</b>	<b>2</b>					
<b>General Programme Support Total</b>	<b>381</b>	<b>8</b>			<b>2</b>						<b>2</b>	<b>3</b>	<b>2</b>					
Migration Health	Migration Health Assessment and Travel Assistance	Europe	8															
		<b>Subtotal</b>	<b>8</b>															
	Migration Health Assistance for Crisis	Europe	6															
<b>Subtotal</b>	<b>6</b>																	
<b>Migration Health Total</b>	<b>14</b>																	
<b>Grand Total</b>	<b>190 647</b>	<b>537</b>	<b>2 018</b>	<b>12 298</b>	<b>727</b>	<b>2 411</b>	<b>20 374</b>	<b>608</b>	<b>560</b>	<b>644</b>	<b>1 568</b>	<b>880</b>						

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

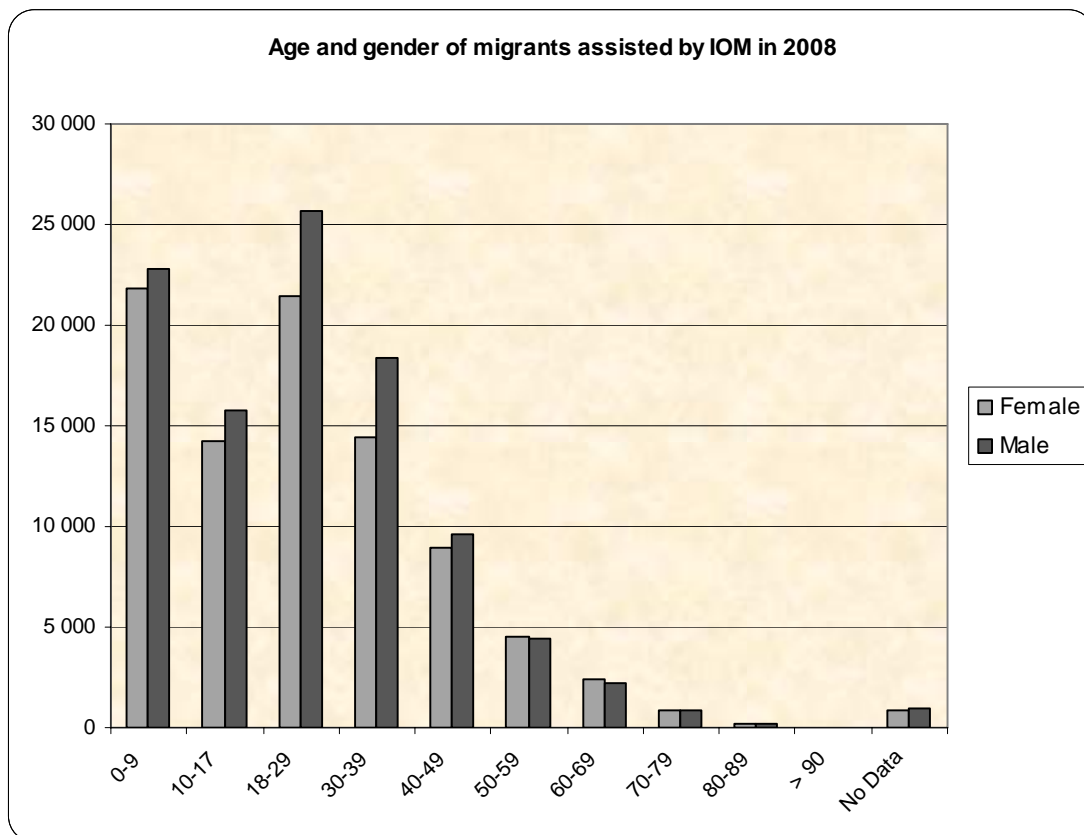
2/ Some of the trafficked persons assisted by IOM are moved under projects falling under the service for Assisted Voluntary Returns and Integration.

**Table 3: Movements by service and region of departure / countries of destination (cont'd)**

Denmark	Countries of destination																			Other countries in region of destination				
	Ecuador	Finland	France	India	Iraq	Netherlands	New Zealand	Nigeria	Norway	Russian Federation	Serbia	Spain	Sudan	Sweden	Turkey	Ukraine	United Kingdom	USA	Africa and the Middle East	Americas	Asia and Oceania	Europe		
420		716	1 572			367	377		738			1	4	2 916			778	22 131	103			493		
219		416	56			10	25		5					110				4 403		2		4		
24	7	155	59	9		232	342		550					1 000			68	28 906		17		78		
663	7	1 287	1 743	14	59	624	750	45	1 308	9	29	1	5	4 191		5	846	65 054	161	22	32	668		
													39 491											
													39 491											
	1		13		1							2	2 603					11		9		27		
					7							11	5				1							
	1		13		17			1		10		18	2 608				1	11		9	1	27		
													1											
663	8	1 287	1 756	14	84	624	750	46	1 308	19	29	19	42 105	4 191		5	847	65 065	541	31	43	695		
7		71	126			751	141		365					24			48	449	53			688		
10	14		231	1		19	19		1			770		6			331	659	12	496	2	237		
			4			79	6		3					1			3	2 389	8		1	25		
1			3	4	7		1	14	10	17	199	4			36	23	4	148	23	20	24	356		
18	14	71	364	5	7	849	167	14	379	17	199	774		31	36	23	386	3 645	96	516	27	1 306		
			1					91				476					1		187	19		11		
								91				476					1		187	19		12		
18	14	71	365	5	7	849	167	105	379	17	199	1 250		31	36	23	387	3 645	283	535	27	1 318		
1				3	740			33					458				2	2	310	4	178	8		
	930																	2	2	220	4	13		
			6	32	15	2		1		1				2			23	5	33	5	135	17		
		181	1	1 415	1 186		6 328			1 101	1 162	17	46	3	474	547	2	46	2 089	606	2 209	2 385		
1	1 111	1	7	450	1 941	2	6 362		1 102	1 162	27	504	3	476	548	27	53	2 434	835	2 526	2 423			
								13				127							507	62		19		
	1							9				1			1			5	20		57			
				21																				
	1			21				22				1	127		1			5	527	62	57	19		
								1								5		4	25	4	26	4		
										1								38		4	2			
	2			3	1		16		57	10						25		37	12	1	92	3		
	2			3	1		17		58	10						30		6	37	5	163	105		
1	1 114	1	7	474	1 942	2	6 401		1 160	1 172	28	631	3	477	578	27	143	2 998	902	2 746	2 547			
												400												
								2				5					2				1	2		
682	1 138	1 359	2 129	495	2 033	1 477	923	555	1 690	1 196	1 403	1 297	43 141	4 230	513	610	1 263	68 861	3 885	1 579	2 986	4 577		

**Table 4: Statistics by gender**

Age Group	Gender		Total
	Female	Male	
0-9	21 816	22 796	44 612
10-17	14 216	15 743	29 959
18-29	21 485	25 692	47 177
30-39	14 462	18 392	32 854
40-49	8 954	9 607	18 561
50-59	4 500	4 392	8 892
60-69	2 360	2 193	4 553
70-79	873	886	1 759
80-89	195	194	389
> 90	20	23	43
No Data	852	996	1 848
<b>Total</b>	<b>89 733</b>	<b>100 914</b>	<b>190 647</b>



### C. Emergency and Post-crisis Division

97. Within the Operations Support Department (OSD), the Emergency and Post-crisis Division (EPC) facilitates IOM's institutional migration crisis management through a coordinated internal and external pool of services.

**Activities covered by MMD fulfil the following points of the IOM Strategy:**

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.
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.
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.
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.

98. During 2008, EPC technically reviewed and endorsed a total of 212 projects in response to migration emergencies and post-crisis situations, of which 173 (81.6%) received donor funding and are in the process of being implemented. In addition, five projects endorsed in 2007 have received funding and are being implemented. Of the overall funds received, 75 projects (42%) were related to emergencies and 103 (58%) to post-crisis operations.

99. **Emergencies:** EPC mentored 21 Missions to develop 87 proposals, from which 75 (92.5%) were funded for a total of USD 46,365,482. By designated regions, 25 projects (33.3%) were set up in Africa, mainly in response to the unrests in Kenya, the Democratic Republic of the Congo or Zimbabwe; 17 (22%) in the Americas due to the floods in Colombia, Honduras, Bolivia and Haiti; 28 (37.3%) in Asia mainly due to natural disasters (Myanmar, Afghanistan, Sri Lanka or Pakistan) and five (6.6%) in Europe due to the Russian intervention in Georgia. EPC emergency activities focused on life-saving support through logistics, the provision of shelter, the distribution of non-food items, transportation, protection, camp management and coordination, infrastructure, water sanitation and reintegration. Main donor support for IOM activities was received from OCHA-CERF, ECHO, USAID, Australia, Japan, Norway and the Netherlands.

100. **Post-crisis:** EPC provided technical assistance to 30 Missions and developed two projects to be implemented at global and regional levels. Technical support and endorsement was given to 136 proposals, of which 103 were funded for a total of USD 294,733,362. By region, 46 projects (44.6%) were set up in Africa, mainly on recovery activities after emergencies; 29 (28%) in Asia; 23 (22%) in America and five (4.8%) in Europe. Activities mainly concerned the areas of community stabilization, return and reintegration, protection and monitoring, conflict mitigation, human security, DDR, awareness raising and disaster risk reduction. Main donors supporting IOM post-crisis activities were the Common Humanitarian Fund (in Sudan), the World Bank through IRSEM/Government of Angola, the European



Commission, the NATO Trust Fund, the United States, Japan, the Netherlands and several UN Agencies.

101. As part of the **Preparedness** mechanisms, EPC supported more than ten Missions in the development of contingency plans ensuring IOM activities were included within the country's response to any emergency.

102. **Duty travel/Support missions:** EPC staff undertook these to Afghanistan, Iraq-Jordan, Kenya, Serbia, Sri Lanka, Haiti, Ethiopia, Zimbabwe and Uganda, equivalent to 262 man-days. The lower figure relative to previous years is compensated by support provided to the emergencies in Haiti, Myanmar, Georgia, Nepal, Yemen, Honduras and the Democratic Republic of the Congo by staff based in the region and already trained by EPC. Their support contributed to the start-up of operations and the development of operational plans during the early days of the response.

103. **Funds:** Emergency and Preparedness Account (EPA) granted revolving funds to kick-start IOM operations in Sri Lanka, Uganda, UNSC Resolution 1244-administered Kosovo and Georgia for a total of USD 209,000, out of which USD 60,000 was refunded by year end. Funds from the Emergency Response Support Team (ERSUT) were used on an ad hoc basis to support the deployment of EPC experts to Honduras, the Democratic Republic of the Congo, Yemen, Georgia and Nepal, totalling in all USD 341,689.

104. The Humanitarian Reform Process (HRP) and the roll-out of the Cluster Approach for new emergencies, have led to the ongoing revision of the EPC Standard Operations Procedures (SOPs) and the framework for operational response. The Division intensified its preparedness and response capabilities through further enhancing the Expert Roster, promoting internal capacity development with the provision of targeted training courses, and the strengthening of the internal community of practitioners.

105. The **EPC Expert Roster**<sup>6</sup> maps specific skills, languages, experience and abilities by region so that available profiles can be matched with EPC areas of work. The number of applicants increased by 221 in 2008 to a total of 322 profiles (123 female and 199 male), of which 28 are non-IOM staff (18 male and 10 female).

106. **Training courses and Workshops:** EPC provided training or referred 156 staff members to training courses (97 male and 59 female) from 47 Missions. Training courses ranged from internal emergency response to inter-agency Cluster and CIMIC related training as well as DDR and logistics.

107. **Knowledge management:** efforts were made to formalize the information management tools and develop a systematic operating system as part of a knowledge management (KM) strategy. The KM strategy is based on the analysis of information received, development of best practices and lessons learnt to be replicated, and comparing experiences and contributions to policy and strategic thinking. The Division has begun to develop several initiatives, such as the creation of EPC bulletins in which information, practices and policies are shared every two months with all relevant Missions, applicants to the EPC Expert Roster and community of practitioners.

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<sup>6</sup> The *Applicants Guideline for the EPC Expert Roster* became IOM instruction IN/120 during the year (available at the Intranet/Compendium). The *EPC Expert Roster* does not replace the PRISM system, but rather builds upon the information that can be found in the system while specifying particular expertise for emergency and post-crisis activities.

108. EPC continued to liaise with UN agencies and Inter-Agency Standing Committee (IASC) members to develop guidance, tools and training, to initiate assessment missions, prepare operational plans, set up operations and logistics, stockpile materials and equipment, and act as focal point to support relevant regional/country offices.

- The Division attended three IASC Working Group meetings held in Geneva, Rome and New York and contributed to inter-agency standard setting and policy development exercises. EPC also represented IOM at the semi-annual Global Cluster Lead meetings. Issues such as mainstreaming the activities within agencies' budgets and the operational implications of the cluster approach were discussed in this forum.
- In February 2008 and following the roll-out of the cluster for major new emergencies, EPC approached all IOM Missions to encourage discussions with the humanitarian/resident coordinators to ensure IOM participation in the review of country preparedness activities and implementation of the cluster approach. EPC was also involved in various IASC sub-working groups and task forces on specific responses, e.g., relative to Myanmar, Georgia, Honduras, Nepal, Zimbabwe, Haiti or Kenya, ensuring that the operational interest of the Organization was represented.
- On the occasion of the 10<sup>th</sup> Anniversary of the Guiding Principles for Internal Displacement, EPC participated in the Oslo Conference in relation to the operational aspects of the Guiding Principles and their application in the daily operational tasks. In addition, EPC was invited to attend the Council of Europe Parliamentary Assembly Committee on Migration, Refugees and Population to introduce the perspective of displacement and natural disasters.
- EPC contributed to the global clusters, particularly on Camp Coordination and Camp Management (CCCM) (where IOM is the lead agency for natural disasters), Emergency Shelter, Early Recovery, Protection and Logistics, and participated at the IASC thematic/working groups on DDR, Information Management and Climate Change.
- EPC continued to carry out secretariat functions for the CCCM as Cluster Lead for Natural Disasters. This consisted of regular liaison with UN and non-UN partners, the development of tools and the provision of operational guidance on the cluster approach to Field Missions.
- IOM participation in the *One UN and Cluster Approach* was formally presented to the Member States through the Standing Committee on Programmes and Finance (SCPF/18) in November 2008. The document received a positive response and acknowledged the efforts undertaken with limited resources (owing to its projectized character) as opposed to other UN partners.
- In April 2008, a team of IOM experts drafted and circulated an internal document, *IOM Global Logistics Paper*, among senior Headquarters and pertinent field staff, which set out the pivotal function of logistics, acknowledged the challenges and offered suggestions. The results and recommendations of the assessment have been reflected and circulated internally in a more comprehensive paper, *Improving IOM's Global Emergency Preparedness and Response Capacity through effective supply chain management (SCM) and enhanced human resources*.

- The first draft of the *Manual for the Information Counselling and Referral Service (ICRS)* was completed and is currently undergoing revision. The manual aims to strengthen the capacity of IOM staff in programming related to the Disarmament Demobilization and Reintegration (DDR) of former combatants, and Security Sector Reform (SSR) activities. It will also serve to enhance IOM capacity in return and reintegration operations for other vulnerable groups.
- EPC also actively participated in the development of the following inter-agency tools: *Inter-agency IDP Profiling Guidelines; IDP Protection Handbook; Camp Management Toolkit; CCCM Guidance Note; Camp Closure Guidance Note; Selecting NFIs for Shelter; Guidance Note on Early Recovery; Framework on Durable Solutions for IDPs; Local Early Recovery Programming Guide; Integrated Livelihoods Assessment Toolkit; Environmental Guide for Disaster Assessment; Reintegration Information Management System; Including Early Recovery Requirements in Flash Appeals: A Phased Approach; Guidelines on Post-Disaster Land, Tenure and Property Issues; IASC Guidelines for HIV Prevention and Response Interventions in Emergency Settings; Guide to Multi-Stakeholder Needs Assessment (PDNA) and Recovery Framework (RF), and IASC Early Warning/Early Action Report.*
- Lessons learned from the implementation of the Cluster Approach have shown that the inclusion of the Organization's capabilities in the UNCT Contingency Plan is crucial to creating space for implementation in the wake of an emergency; early deployment of cluster-knowledgeable staff helps to set up the operational plan in the early days; information management (data collection and analysis) is essential for a good response, while ensuring the inclusion of an early recovery and exit strategy in the early stages; flexibility and adaptability to the context are essential. The Cluster approach, and particularly the CCCM, need to be adapted to the needs of the country and government specific requirements.

109. Two meetings took place with NATO in the context of Civil-Military Coordination (CIMIC) to discuss ongoing cooperation and issues related to the implementation of activities funded under the NATO Partnership for Peace Trust Fund. Developments arising from this partnership are as follows:

- A Humanitarian and Migration Adviser (HMA) was seconded to NATO's Joint Force Command Brunssum, the Netherlands, with the aim of strategically converging best practices in CIMIC planning related to ISAF deployments in Afghanistan.
- An IOM Humanitarian Adviser was seconded to ISAF Headquarters in Afghanistan to act as a Forward Knowledge Manager (FKM) and to support the development and design of concepts and capabilities that enhance civil-military interaction, including the de-confliction of related information between civil and military partners.
- Further IOM secondments to NATO SACT in Norfolk Virginia (USA) and for the East Africa region are being discussed.

110. The EPC Division closely coordinated its activities with other departments and Field Missions. Regular contacts were maintained with IOM Washington, IOM Brussels, IOM-SLM Tokyo, the IOM-NY Observer Mission to the UN and the Donor Relations Department (DRD) with regard to funding for emergencies and post-crisis activities undertaken by IOM. Likewise, close coordination with the Migration Policy and Research Department (MPRD) on the informal IASC climate change task force, as well as with the Migration Health Department (MHD) on health-related activities in emergencies and pandemic influenza. EPC also coordinated closely with the Gender Officer/Issues Coordination Unit to ensure that IOM's emergency documents and training duly reflected and incorporated relevant gender issues. In addition, internal EPC training was coordinated with the Staff Development and Learning Unit (SDL).

111. Close coordination was maintained with the IOM-DRD Private Sector Liaison Officer in the identification or strengthening of partnerships with private sector companies, such as D&D-Dow, Microsoft and Worldwide Shelters. Private sector contributions from Chevron, the University of Michigan (USA), Fiduciaria Occidente (Colombia) or SPAPEV (Pakistan) contributed to IOM operations in 2008 both in emergencies (Myanmar, Sudan, Pakistan) and post-crisis/reintegration and stabilization activities (Colombia, Angola).

112. As part of the coordination with academia and following the MoU with York University's Post-War Reconstruction and Development Unit (PRDU) in the United Kingdom (signed at the end of November 2007), the Division identified internship opportunities for Master of Arts students in six IOM Missions as well as EPC for periods of eight to ten weeks. A similar agreement with the Swedish Defence Research Agency (SDRA) in Stockholm is under consideration as a means to specifically support IOM's CIMIC activities. Other engagements related to the above include links with, among others, Lugano University, the Fritz Institute, INSEAD, WFP Logistics Response Team Training, Naval Post-Graduate School and the Japanese Self-Defence Force.

#### **D. Election Support Unit**

113. The Election Support Unit (ESU) in the Operations Support Department (OSD) is responsible for the planning, coordination and oversight of all IOM activities related to electoral processes as they apply to migrants and mobile population. The Unit provides support to governments in their efforts to facilitate access by migrant or potential migrant communities to democratic electoral process in their countries or territories of origin. ESU activities include capacity development for Electoral Management Bodies (EMB), support to the Out-of-Country Voting (OCV) and logistic support to those monitoring voting processes.

**Activities covered by the ESU fulfil the following points of the IOM Strategy:**

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

**...continued**

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.
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.

114. During 2008, ESU technically reviewed and endorsed a total of 13 projects concerning electoral and related activities. Of these, three projects concerned electoral assistance, nine logistic support to EU Election Observation Missions (EOM) and one OCV. Moreover, ten projects received donor funding and activities started as planned.

115. **Support to Missions:** The ESU mentored seven Missions to develop nine proposals, from which three were funded in 2008. In particular, IOM supported the Independent Election Commission (IEC) in Afghanistan, updating the voter registration process by providing a database and payroll system for more than 27,000 temporary voter registration staff. Similar support will be given to the IEC in preparation of the elections.

116. **Duty travel** was undertaken by members of the ESU to Afghanistan, Sudan, Mozambique, Belgium, Sweden, Denmark, Austria and Italy equivalent to 121 man-days.

117. The main donors supporting IOM's electoral activities were the EC for the EOM, and USAID through the UNDP basket fund to support the voter registration process in Afghanistan.

118. **Training courses and Workshops:** In 2008, 11 staff members attended training courses and workshops (internal and external to IOM), related mainly to Effective Electoral Assistance, Electronic Voting and Procurement in Elections.

119. **Information Management:** A database was developed to consolidate the institutional memory on electoral and related activities. The database captures electronic publications, final reports, legal frameworks and other materials from IOM and other organizations involved in electoral support activities. As a means of identifying and developing the skills and abilities of staff engaged in electoral related activities, ESU dedicated one section of its database to the CVs of experts in electoral matters. In 2009, the ESU plans to expand the database by developing an ESU experts form for circulation, which will register technical qualifications of experts on the roster and expand its scope.

120. Info-sheets - an information tool for staff and stakeholders - on ESU, OCV, Enfranchisement of IDPs, and EOM were created or updated in a "user-friendly" format. In addition to the Division's Information Management improvement efforts, a Resource Site was created on the IOM Intranet under the Operations Support Department (OSD) with info-sheets. IOM's training manual, *The Enfranchisement of Displaced Electorates: A Course on Policy and Best Practice*, and the Out-of-Country Voting (OCV) Manual were made available on the Intranet for IOM Missions worldwide.

121. During the reporting period, ESU was involved in fostering IOM's cooperation and partnerships with organizations working on electoral assistance. In particular, IOM was involved in the subgroup on Effective Electoral Assistance of the Joint Donors' Competence Development Network (the Train4Dev Network) and the EC-UNDP-IDEA Global Training

Platform on Effective Electoral Assistance (EEA), aimed at meeting the specific needs of the donor community and partner countries in electoral assistance and democratic development to ensure aid effectiveness. Moreover, through ESU IOM expressed its interest in joining the ACE Electoral Knowledge Network. In 2008, IOM also actively advanced cooperation agreements with the Institute for Democracy and Effective Electoral Assistance (IDEA) for cooperation on electoral assistance projects and activities, as well as the UNDP Procurement Support Office (PSO) on the procurement of electoral materials, including biometric voting devices and e-voting software for electoral assistance projects. The Senior Logistics Coordinator from IOM Iraq in Amman participated in this event.

122. The Unit attended a Train4Dev meeting held in Turin and another with UNDP and UNDP PSO (Procurement Support Office), held in Copenhagen, the latter focusing on the use of biometrics in elections.

123. ESU closely coordinated its activities with IOM Washington, IOM Brussels, the IOM Permanent Observer Mission to the UN in New York, the IOM/DSS office in Manila, ITC, IML and ERD in Headquarters.

124. ESU worked closely with the ITC department to identify new possible areas of operation with reference to the applicability of new technologies in the electoral process, and with IML for the preparation of relevant documents on the political rights of migrants.

### **III. MIGRATION HEALTH**

<p><b>As health cuts across all issues and concerns migrants throughout every phase of the migration process, the work of MHD contributes to the achievement of all 12 activities of the IOM Strategy.</b></p>
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125. The Migration Health Department (MHD) addresses the needs of individual migrants as well as the public health needs of host communities through evidence-informed policies and practices in accordance with the emerging challenges facing mobile populations and health systems today. In 2008, IOM pursued migration health activities in 78 countries, mostly in Asia and Oceania (44%), followed by Africa and the Middle East (32%), Europe and the Commonwealth of Independent States (14%), the Americas and the Caribbean (6%), and the remainder in IOM Headquarters (4%). Most contributions towards migrant health activities were received from governments (60%), followed by migrant fees for IOM services (21%), the UN system (9%), the European Commission (3%) and non governmental organizations (3%).

#### **Migration health gaining interest**

126. Migration health was a major focus of interest for the IOM membership, both at the spring session of the SCPF, which included a special item on migration health towards a multi sectoral approach, and the IOM Council, where a session of the IDM was devoted to migrant health. Similar strong emphasis on migration health was observed at WHO, where a Resolution on Migrant Health was passed in May 2008, as well as UNAIDS, which announced that the 2009 Programme Coordinating Board meeting would be devoted to HIV and human mobility. In Europe, IOM was a member of the European Union Advisory Group on Migration and Health, which merged with the EU Expert Group on Social Determinants and Health Inequalities. IOM also joined the Tallinn Charter on Health Systems in the WHO

EURO region, with a strong emphasis on the health of migrants in Europe. In the Americas, at the request of the member states of the Regional Conference on Migration (Puebla Process), IOM and UNFPA laid the basis for a formal collaboration to establish a Working Group on Migrant Health.

#### **A. Migration Health Assessments and Travel Health Assistance**

127. In response to point 1 of the IOM Strategy, “To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance” and point 8 “...to facilitate the integration of migrants...”, MHD global Health Assessment Programmes aim to reduce and better manage the public health impact of population mobility on receiving countries, and to facilitate the integration of migrants through detection, information sharing and the cost-effective management of health conditions of prospective migrants. Furthermore, this MHD area of work responds to points 2, 3, 6 and 10 of the IOM Strategy. IOM undertakes health assessments at the request of resettlement countries as an accredited “panel physician” and in accordance with national immigration requirements. Approximately two-thirds of MHD resources were devoted to these programmes.

128. MHD carried out more than 200,000 health assessments in 2008 for migrants whose countries of destination were mostly, the United Kingdom (48%), the United States of America (34.9%), Canada (8.4%), and Australia (7.5%). The majority of migrants departed from Asia (73.2%), Africa and the Middle East (15%) and Europe (11.8%). Forty two per cent of migrants were women; the average age of migrants was 27 years; 32 per cent were government sponsored refugees and the remainder self-payers. Less than one per cent of migrants were excluded from travelling owing to medical conditions considered to be a potential public health risk or presenting an excessive burden on the local services of the resettlement country according to regulations in force.

129. Health assessments promoted migrant health through diagnosis and treatment of tuberculosis (TB) and sexually transmitted infections (STI); immunization for vaccine-preventable diseases; pre- and post-test HIV counselling and treatment for malaria and intestinal parasites.

130. Migrants resettled through IOM received pre-departure medical checks (in total 10,899). Of those, 917 were provided with medical travel assistance, including medical escorts to ensure they travelled safely and without undue hardship to themselves or other passengers.

- **DNA testing**

131. 6,023 Deoxyribonucleic Acid (DNA) samples were collected by a number of IOM Missions for the purpose of family reunification. Most applicants came from Cambodia, Kenya and Viet Nam to join family members mainly in Canada, Italy and the United States.

## **B. Health Promotion and Assistance for Migrants**

132. To fulfil point 3 of the IOM Strategy, “To offer expert advice, research, technical cooperation and operational assistance ... in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters”, MHD responds to the health needs of migrants and their host communities by, for example, addressing reproductive and mental health needs, prevention and control of communicable diseases, and the strengthening of local capacities to achieve durable national solutions. Approximately 23 per cent of MHD expenditures went towards this area of work which, in addition, responds to the following points of the IOM Strategy: 1, 2, 5, 6, 7, 8, 9, 10 and 11.

- **Enhancing access to health services for migrants and capacity-building**

133. MHD aims to enhance access to health services for migrants, regardless of their legal status and, at the same time, to increase the necessary national awareness and the capacity to manage migrant health issues. Throughout 2008, such activities were implemented in all regions of the world; for example IOM, WHO and the Thai Ministry of Public Health continued to strengthen the capacity of local health personnel and delivered basic curative and preventive health services to migrants and their host communities in the provinces of Ranong and Samutsakorn in Thailand. Mobile medical services reached 3,537 migrants; outreach primary health services and health education activities were provided for 34,223 migrants, and close to 10,000 migrant children received immunization services. Other examples included projects for migrants in the Mediterranean region and the new Eastern European border region, migrant women and unaccompanied minors in Mexico and irregular migrants in Zimbabwe.

- **HIV, mobility and reproductive health**

134. In 2008, MHD developed or supported projects relative to HIV and mobility in 26 countries. Activities were structured in accordance with the following main strategic objectives: to decrease the risk of exposure among migrants; to advocate universal access for migrants to HIV care and treatment; to support governments in managing the health impacts of migration, and to address the HIV needs and vulnerabilities of mobile populations in emergency settings. Key examples in 2008 included a culturally appropriate HIV and AIDS training curriculum, developed in collaboration with the Ministry of Public Works and Transport of the Lao People’s Democratic Republic, to be used, in particular, for road construction workers and the surrounding local communities. In West Africa, a project to reduce youth vulnerability to HIV and STIs and strengthen reproductive and sexual health in cross-border communities covered 114 localities in Guinea, Mali, Mauritania and Senegal, and reached 389,993 boys and 303,391 girls aged 15 to 24 with HIV prevention, awareness-raising of sexuality and reproductive health, and voluntary HIV testing. In South Africa, IOM conducted a survey among ten commercial farms in the Limpopo province through the Partnership on HIV/AIDS and Mobility in Southern Africa (PHAMSA) project. The study found that farm workers, who are often internal and cross-border migrants, were highly vulnerable to HIV; 32 per cent of the female employees were HIV positive, significantly higher than their male counterparts (17.9%). In 2008, PHAMSA secured USD 5.1 million from the US President’s Emergency Plan for AIDS Relief (PEPFAR) for a three-year HIV project aimed at migrant farm workers in South Africa.



135. In addition, IOM participated in two major global conferences: the XVII International AIDS Conference in Mexico, and the Africa AIDS Conference in Senegal. IOM was an active member of the International Task Team on HIV-related Travel Restrictions, which calls on governments to lift travel/entry restrictions for people living with HIV. Finally, UNAIDS, IOM and the ILO published a Policy Brief on International Labour Migration and HIV.

- **Global fight against AIDS, tuberculosis and malaria**

136. IOM Missions in Africa, Asia and Latin America continued their efforts to increase financial support from the Global Fund Against Aids, Tuberculosis and Malaria (GFATM), working with governments on the development of national and regional GFATM proposals. So far, IOM implemented activities with GFATM funding in Colombia, Croatia, Kenya, the Republic of Moldova and Thailand. Other IOM activities to fight the three major public health problems included activities in Mon State, Myanmar, where IOM facilitated access to HIV, TB and malaria prevention, quality diagnosis, treatment, care and support for migrants and host communities. In 2008, 1,462 persons (781 male and 681 female), received voluntary testing and counselling; home-based care and nutritional support were provided to 708 people living with HIV, and 122 AIDS-affected orphans were given educational support. Supervised TB treatment was provided for 1,424 patients. Rapid malaria testing was made available to 10,562 patients (5,043 males and 5,519 females), where 21 per cent had access to malaria treatment. In addition, 23,417 mosquito net treatment tablets and 2,240 long-lasting impregnated nets were distributed to protect the most vulnerable migrant populations against malaria.

- **Avian, human influenza and pandemic preparedness**

137. IOM implemented social mobilization activities and information campaigns to raise pandemic-preparedness awareness for migrants and their host communities in close collaboration with governments, NGOs and UN partners. In 2008, activities to fight an avian and human influenza pandemic focused on Cambodia, Indonesia, Kenya, Laos, Nigeria and Thailand, including workshops on behaviour change, disease surveillance and pandemic preparedness for over 200 health workers, civil society members, government representatives and poultry workers, and produced thousands of awareness-raising materials including posters, booklets and flyers to hundreds of thousands of migrants and members of the host communities.

- **Managing migration of health workers**

138. As a member of the Global Health Workforce Alliance, IOM hosted a satellite meeting during the first Global Human Resources for Health Forum in Uganda. With members of the East African Community, IOM began the review of human resources for health policies and studies on the migration of health workers. IOM also contributed to the revision of the WHO guidelines for ethical codes of practice for international recruitment. This area of work focused on engaging the diaspora to strengthen public health systems in developing countries and, in this regard, addressed in particular point 8 of the IOM Strategy.

### **C. Migration Health Assistance for Crisis-affected Populations**

139. In line with point 9 of the IOM Strategy, “to participate in coordinated humanitarian responses...and to provide migration services in other emergency or post-crisis situations ...”,

emergency and post-crisis health activities assist communities and governments during and after emergencies. Activities ensure the safe movement of people, emergency health-care services and screening, medical evacuations for those requiring locally unavailable treatment, community-based health support mechanisms as well as rehabilitation of health-care infrastructures and building local capacity. IOM continued its contributions within the humanitarian reform process through close interaction with the Inter-Agency Standing Committee (IASC) Taskforces on HIV in Emergency Settings and Mental Health and Psychosocial Support, and the Health Cluster. MHD contributed to the fulfilment of points 1, 2, 3 and 10 of the IOM Strategy in extending health assistance to crisis-affected populations. Approximately 9 per cent of MHD expenditures went towards this area of activities. Major efforts in 2008 are referred to below.

- **Health and emergency response to cyclone Nargis in Myanmar**

140. In the aftermath of cyclone Nargis that struck the Ayeyawaddy Delta in May 2008, IOM established mobile medical services, set up temporary and fixed tent clinics, distributed medicines, hygiene kits, treated bed nets and other medical supplies to address the most urgent health needs of cyclone survivors, especially women, children, the elderly and those with special needs. Medical teams covered 779 hard-to-reach villages in the cyclone affected townships, and treated close to 80,000 displaced persons (50% male and 50% female; 13% of whom were under the age of five), and referred about 395 (161 male and 234 female) patients in need of secondary or tertiary health-care services.

- **Response to cholera outbreak in Zimbabwe**

141. IOM worked in coordination with the UN and local Zimbabwean authorities to combat the deadly outbreak of cholera, which had affected 31,656 people and claimed over 1,586 lives at the end of the year. IOM responses included case finding among the displaced; reporting and hospital referrals; deployment of nurses to the Cholera Treatment Centres; provision of clean water, drugs, medical supplies and non-food items, and conducting health and hygiene awareness promotion campaigns for populations on the move, reaching 61,360 and training 116 Health and Hygiene Educators. In addition, IOM supported the Health Cluster in their request to coordinate the response in seven districts covering the border areas and 16 border crossings to avoid the further spread of the disease.

- **Improving child, maternal and community health in Indonesia**

142. Project activities in Aceh, Indonesia, focused on maternal and child health and trained 46 midwives as clinical educators on post-partum health, who in turn trained 273 village midwives in their health centres. Similarly, in a joint project implemented by Save the Children, UNICEF and IOM together with 48 midwives in Bireuen were engaged in a training of trainers course for the management of asphyxia and post-partum haemorrhage, following which the midwives were in turn able to train a further 661 midwives in the Field.

- **Mental health and psychosocial support**

143. IOM Headquarters hosted the IASC reference group meeting on Mental Health and Psychosocial Assistance in Emergencies Situations in September 2008. Psychosocial activities for crisis-affected displaced populations were implemented in Indonesia, Kenya, Lebanon and Myanmar. Needs assessments and new programme proposals were developed in the Democratic Republic of the Congo, Georgia and Liberia.

#### IV. MIGRATION POLICY, RESEARCH AND COMMUNICATIONS

144. The Migration Policy, Research and Communications Department (MPRC) manages and coordinates:

- IOM's principal migration policy forum and dialogue activities, notably through the International Dialogue on Migration;
- the development and dissemination to internal and external stakeholders of IOM migration policy strategies;
- the development, management and dissemination to internal and external stakeholders of IOM's research programmes and publications;
- external and internal communications on migration issues and on IOM in synergy with the development and management of IOM's website and Intranet.

145. MPRC aims to enhance IOM's capacity to assist governments in their efforts to monitor and manage migration flows and to implement sound migration policies, programmes, legislation and procedures.

<p><b>Activities covered by MPRC fulfil or contribute to the following points of the IOM Strategy:</b></p> <ol style="list-style-type: none"><li>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.</li><li>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.</li><li>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.</li><li>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.</li><li>6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.</li><li>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.</li><li>8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.</li><li>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.</li><li>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.</li><li>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.</li><li>12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.</li></ol>
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146. In 2008, MPRC's work to support policy coherence between migration and related disciplines focused on two major cross-cutting issues. First, MPRC continued to explore the links between migration and development and the means to strengthen such links in countries of origin, transit and destination. The second priority area concerned the nexus between migration, climate change and environmental degradation – an increasingly prominent issue

on the international agenda. In addition, MPRC continued to support regional consultative mechanisms such as the Regional Consultative Processes (RCPs) and to develop the substantive contributions by IOM to the Global Forum on Migration and Development and other forms of inter-State dialogue and cooperation on migration issues.

#### **A. International Dialogue on Migration**

147. Consistent with the mandate enshrined in the IOM Constitution<sup>7</sup> and in furtherance of IOM Strategy point 7, the International Dialogue on Migration (IDM) provides a forum for IOM Member and Observer States, as well as international and non-governmental organizations and other partners, to share experiences and perspectives on contemporary migration matters with a view to identifying practical solutions and fostering greater cooperation. The IDM also contributes to the objectives outlined in Point 3 of the Strategy.

148. In 2008, the IDM was guided by the overarching theme selected by the membership, “Return Migration: Challenges and Opportunities”. Both intersessional workshops in 2008 and the IDM at the Council session contributed to Points 4 and 10 of the Strategy.

#### **Seminars and briefings**

149. IDM also conducts conferences, expert seminars, round tables and briefings on emerging themes, such as the conference on Climate Change, Environmental Degradation and Migration: Addressing Vulnerabilities and Harnessing Opportunities, co-hosted in February 2008 by the Government of Greece in its capacity as Chair of the Human Security Network, and IOM.

#### **Support to migration dialogues in other fora**

150. In addition to IOM’s IDM, MPRC provides support and contributes to other fora for migration dialogue and cooperation, including State-led and inter-agency processes at the regional, interregional and global levels. These activities are in line with Points 3 and 7 of the IOM Strategy.

151. MPRC played a key role in developing and coordinating IOM’s input to the Global Forum on Migration and Development (GFMD), hosted by the Government of the Philippines in October 2008, upon the request of the organizers and certain participating governments. For example, MPRC produced background papers for the governmental and Civil Society Day consideration of Regional Consultative Processes and other forms of inter-State cooperation (R/T 3.3), the Compendium of Good Practice Elements in Temporary Bilateral Labour Arrangements with ILO and OSCE sponsored by Spain and Morocco and a related expert seminar, and substantial input to the EC/Mauritius Circular Migration workshop.

152. MPRC continued to support regional dialogues on migration in 2008, *inter alia* by enhancing the section of the IOM website on Regional Consultative Processes (RCPs) to ensure a centralized source of information on each of the main RCPs. In addition, the IDM team developed IOM contributions to State-led dialogues such as the French EU Presidency’s EU/Africa Ministerial Conference on Migration and Development.

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<sup>7</sup> The Constitution of the International Organization for Migration, Article 1(1)(e), sets forth as one of five primary purposes of the Organization: “to provide a forum to States as well as international and other organizations for the exchange of views and experiences, and the promotion of co-operation and co-ordination of efforts on international migration issues . . .”.

## Migration and the environment focal point

153. In furtherance of IOM Strategy points 6, 7 and 9 and in line with its objective to support the growing needs of governments and other stakeholders to better understand the multidimensional aspects of contemporary migration, in particular emerging migration policy issues, MPRC served as IOM focal point on migration and the environment. MPRC endeavoured to help close the knowledge gap between environmental issues and migration implications (and vice versa) and identify means to ensure proper policy and operational coherence and planning between them. To this end, MPRC engaged with a broad range of actors representing a variety of relevant disciplines, including *inter alia* the United Nations University (UNU), the United Nations Environment Programme (UNEP) and the Munich Re Foundation. On the humanitarian side MPRC, in coordination with OSD/EPC, played an active role in the Inter-Agency Standing Committee (IASC) by incorporating climate change on the humanitarian agenda.

### B. Strategic Policy and Planning

154. Most of Strategic Policy and Planning (SPP) activities in 2008 can be subsumed under two cross-cutting themes: labour migration (IOM Strategy point 12) and maximizing the economic and social development impact of migration (IOM Strategy point 4).

155. Regarding IOM Strategy point 6, SPP:

- produced the fourth edition of IOM's flagship publication, *World Migration Report 2008: Managing Labour Mobility in the Evolving Global Economy*, in collaboration with Gervais Appave, the Resettlement Unit (RES) and other IOM experts, external experts and GMG partners;
- pursued work on a handbook on *Mainstreaming Migration Into Poverty Reduction Strategy Papers (PRSPs) and Other National and Regional Development Strategies*, to be used as common tool by various agencies (ILO, IOM, UNDP, UNICEF).

156. SPP also provided expert advice and support to governments, intergovernmental and non-governmental organizations and other stakeholders (IOM Strategy point 3). Some key examples of these activities are referred to below:

- **Support to Member States:** SPP, in collaboration with TCM Vienna, conducted a scoping mission to Serbia to provide expert policy and operational advice on efforts being made by IOM Belgrade to assist the Serbian Government in the preparation of a national migration management strategy.
- **Regional Initiatives:** SPP provided advice on the movement of service providers in the context of the "Regional Dialogue on the Seventh Economic Partnership Agreement (EPA): a regional dimension to trade and development", held by the International Centre for Trade and Sustainable Development (ICTSD) in Kigali, Rwanda, in June 2008. SPP also took part in the independent Network on Free Movement of Workers within the EU, which advises the European Commission on the state of implementation of the EU legislation on freedom of movement.

- **Training:** SPP trained government officials on labour migration in a two-day workshop organized with LFM on the IOM-OSCE-ILO *Handbook on Establishing Effective Labour Migration Policies* (first edition published in July 2006 and second (Mediterranean) edition in December 2007) in Rabat, as well as in the context of the IOM, UNITAR, UNFPA and MacArthur Foundation Migration and Development Series in New York in October 2008, and on the rights of migrant workers at the International Migration Law Course in San Remo in November 2008.

### C. Research and Publications

157. The Research and Publications Division coordinates the overall IOM strategy on migration research and publications, in line with points 3, 4, 5, 6 and 7 of the IOM Strategy.

#### Research and publications programme

158. Several new and ongoing areas of research activity were developed and continued in 2008.

159. IOM has been pioneering the development and implementation of national migration profiles in several parts of the world throughout 2008. In 2008 the EC-funded project Migration in Western and Central Africa: National Profiles for Strategic Policy Development was launched. As one of the key policy tools of the EC's Global Approach to Migration, migration profiles are intended to assist governments to gather and share critical migration-related data and analyse migration trends as a basis for the development of informed migration policies and migration-related assistance for the EC and other donors. The two-year research and capacity-building project, implemented by MPRC/RES and MRF Dakar, pilot tests this tool in selected Western and Central African countries (IOM Strategy points 3, 4, 5, 6 and 7).

160. Migration profiles were also prepared for the Black Sea region and South America in coordination with regional Field Offices. In the Black Sea region, three meetings were held in 2008 with the Organization of the Black Sea Economic Community (BSEC) to present the migration profiles and in order for the Council of Ministers of the BSEC to endorse the final regional recommendations. With support from the Sasakawa Endowment Fund, migration profiles were prepared for Argentina, Colombia and Ecuador. These could serve as the starting point for a South American migration policy network as stipulated by governments participating in the South American Conference on Migration in their final declaration in Montevideo, to support the evidence base and capacities of that Regional Consultative Process (IOM Strategy points 3, 5 and 6).

161. In the field of migration data, MPRC/RES, with the assistance of other departments at Headquarters and colleagues in the Field, prepared the first info-sheet on IOM activities on migration data together with recommendations for future activities. In addition, RES participated in the Commission on International Migration Data for Development Research, chaired by Patricia A. Santo Tomas (Development Bank of the Philippines) and Lawrence Summers (Harvard University). Consisting of well-known migration experts from international organizations and universities, this Commission prepared key recommendations for the improvement of migration data in the short term and at low costs. MPRC/RES plans to follow up some of the Commission's recommendations through its work on Migration Profiles (IOM Strategy points 3, 5 and 6).

162. IOM has taken the lead in providing expertise in the field of migration and the environment. In addition to the activities mentioned under the IDM section above, MPRC/RES, together with the United Nations University Institute for Environment and Human Security (UNU-EHS), Munich Re and the United Nations Environment Programme (UNEP), organized a research workshop on Migration and the Environment: Developing a Global Research Agenda, held in Munich in April 2008 and attended by 35 experts in both fields to identify the priorities for future research on the subject (IOM Strategy point 6).

163. As follow-up to the research workshop, a research project on Migration and the Environment Research: A State of the Art Review was launched, funded by the Rockefeller Foundation and focusing on several thematic areas: data collection and research methodology; conceptualizing migration and the environment; natural disasters and environmental degradation; policy and legal frameworks (IOM Strategy point 6).

164. Migration and the financial crisis is a further thematic area which MPRC/RES began to develop in 2008. RES, in coordination with the Euro-Mediterranean Consortium for Applied Research on International Migration (CARIM), initiated the organization of a brainstorming session on Migration and the Financial Crisis: Euro-Mediterranean Region and Beyond, scheduled for January 2009, to contribute to the current debate and knowledge on migration and the financial crisis in the Euro-Mediterranean region based on an assessment of the effects of the financial and economic crisis on migrants and their countries of origin. RES has also commissioned a research paper on Lessons Learned from Past Economic Crises (IOM Strategy point 6).

165. In 2007 the UN launched a Global Initiative to Fight Human Trafficking (UN GIFT), one of the main goals of which is to enhance the knowledge base and data on trafficking. IOM organized a global expert meeting in Cairo, Egypt, in 2008 to assess how to advance a new global agenda for research on human trafficking across regions (IOM Strategy points 6 and 11).

166. MPRC/RES, in partnership with ILO, has been implementing a project on Capacity Building for Migration Management (CBMM) in China, funded by the European Commission under the AENEAS Programme. In that context, RES produced a paper on Recent Regular and Irregular Migration Trends from China Towards the EU (IOM Strategy points 3, 6 and 11).

167. At the request of the Governments of Spain and Morocco in connection with the GFMD, MPRC, in partnership with ILO and OSCE and with the assistance of LFM and several IOM Field Missions, prepared a Compendium of Good Practice Policy Elements in Bilateral Temporary Labour Migration Arrangements. The Compendium, which was further elaborated and complemented by an analytical paper developed by an expert seminar held in Madrid on this subject, was presented by the Governments of Spain and Morocco at the GFMD in Manila (IOM Strategy point 12).

168. IOM prepared a comparative study to examine how migration policies and programmes are currently evaluated. Presentations of this study were made to the Tenth National Metropolis Conference 2008, and a proposal was developed to enable IOM to assist Member States concerning good evaluation practices (IOM Strategy points 3 and 6).

169. Through a BMU/Metropolis-funded initiative, MPRC/RES prepared a multi-author study and convened an expert seminar on inter-State cooperation on migration in Geneva, with particular emphasis on south-south cooperation. Given the growing cooperation among States on migration matters, and the increasing importance of south-south migration, this study could provide useful input and insights for further developments in this field (IOM Strategy points 3 and 6).

170. Gender-specific research remained a priority in 2008. Three main areas of activity concerned: (1) the overall enhancement of gender analysis in research projects; (2) input on the production of gender-specific training and information material and (3) the implementation of a project on Gender and Labour Migration in Asia, sponsored by the Working Group on Gender Issues (WGGI). The preliminary results of this project were presented at a workshop devoted to “Women Who Migrate, Building New Lives While Supporting Those Left Behind” in Haifa, Israel. The workshop considered the potential positive and negative outcomes of migration from a gender perspective, with RES and the Gender Issues Coordination (GIC) unit participating as trainers (IOM Strategy points 3 and 6).

171. In addition to developing its own research projects, RES continued to provide support to the Field through the review of research project proposals and research studies on a variety of migration topics, such as labour migration, trafficking, migration and the environment, irregular migration and migration and development.

## **Publications**

172. The Publications Catalogue currently lists over 600 titles. The range of publications in 2008 is wide, reflecting the diversity of IOM activities in terms of subjects, geographical scope and purpose. The Publications Unit (PUB) produced 25 publications in 2008, among which the *World Migration Report 2008*, which focuses on labour mobility in the evolving global economy; *Migration and Development Within and Across Borders: Research and Policy Perspectives on Internal and International Migration*, the outcome of an expert meeting organized jointly by the Social Science Research Council, IOM, the Economic and Social Research Council and the Centre on Migration Policy and Society; *Migration and Development: Perspectives from the South*; *Indigenous Routes: A framework for Understanding Indigenous Migration*; *Assessing the Costs and Impacts of Migration Policy: An International Comparison*, providing a range of recommendations for improving the design and implementation of evidence-based and accountable policies in the field of migration and asylum.

173. In addition, six new titles were published under the Migration Research Series: (1) *Migration and Climate Change*; (2) *Irregular Migration from West Africa to the Maghreb and the European Union: An Overview of Recent Trends*; (3) *Climate Change and Migration: Improving Methodologies to Estimate Flows*; (4) *Migration and Development: Achieving Policy Coherence*; (5) *Migration, Development and Environment*; (6) *Trafficking of Men - A Trend Less Considered: The Case of Belarus and Ukraine*. Two of these are available in the three official IOM languages.

174. Two new titles were published in the International Migration Law Series: *Droit international de la migration - recueil d'instruments*, and *Human Rights of Migrant Children*. The new Chinese version of the *Glossary on Migration* also belongs to this series.



Likewise, the International Dialogue on Migration has two more titles: (1) *Expert Seminar: Migration and the Environment*, and (2) *Migrants and the Host Society: Partnerships for Success*. Both of these are available in English, French and Spanish. Some country reports on counter-trafficking were also published in Spanish by Latin American Missions.

### **Library services**

175. The library registered a marked increase in the demand for its services during 2008. A larger number of IOM staff, as well as academics and diplomats, consulted the collection and the feedback on the quality of the material was very positive.

176. IOM's specialized library on migration contributed to the IOM Basic Orientation Course on Library, Web, Publication and Communication Management in order to assist the Department of Labour and Employment of the Philippines in establishing a Migration Information Resource Centre and Network.

### **D. Media and Public Information**

177. In accordance with IOM Strategy points 3, 5, 6, 7, 8, 9, 10, 11 and 12, Media and Public Information (MPI) developed and successfully implemented media and communication strategies in 2008 to highlight a variety of migration issues, reports, partnerships and key institutional and international events, such as IOM's International Dialogue on Migration, intersessional workshops, conference on human security and climate change, and the second Global Forum on Migration and Development.

178. Over the reporting period, MPI ensured the successful media launch of IOM's flagship publication, the *World Migration Report 2008: Managing Labour Mobility in the Evolving Global Economy*, and continued to provide audio-visual material to broadcasters through the Organization's web-based Quicklink distribution system.

179. In 2008, there were 365 video downloads by broadcasters, up from 239 in 2007. This has allowed MPI to expand a fruitful and mutually beneficial partnership with broadcasters globally.

180. Working with MRF Dakar and Rome, an EU-funded documentary on alternatives to irregular migration in West Africa was produced for global broadcasting in 2009.

181. MPI also worked with the IOM counter-trafficking team to develop a successful relationship with the global advertising agency Saatchi and Saatchi aimed at raising awareness of trafficking for labour exploitation. By the end of 2008, campaign materials were being finalized for launch in 2009.

182. MPI covered major emergencies, such as cyclone Nargis in Myanmar, hurricanes and tropical storms in Haiti, displacement and challenges of return in Iraq and the cholera epidemic in Zimbabwe.

183. MPI continued to provide the media and other important stakeholders, such as diplomatic missions, international intergovernmental and non-governmental organizations, as well as IOM Missions, with twice-weekly press briefing notes in the three official languages.

184. MPI's outreach strategy contributed to IOM's efforts to raise awareness among the media and other stakeholders of significant migration issues, such as the impact of the financial crisis on migrants and migration, and efforts to counter xenophobia and irregular migration with a particular focus on West Africa, the Horn of Africa and the Maghreb, with an emphasis on IOM's return and reintegration assistance to stranded migrants in the Libyan Arab Jamahiriya.

185. MPI defined and disseminated messages for International Days. On International Women's Day, the emphasis was on the need to ensure the well-being of families left behind in the migration process. On International Migrants' Day, IOM's message focused on the positive contribution migrants make, even at times of global economic slowdown.

186. In 2008, MPI's Regional Public Information Officers (RPIOs) in Bangkok and Washington strengthened their regional strategy to collect, process, analyse and disseminate information on IOM's programmes and policies to internal and external stakeholders.

187. RPIOs continued to provide guidance, supervision and training to IOM's network of regional Media Focal Points and Missions. This resulted in increased awareness and a better understanding of the Organization's programmes and policies in the press and in the public at large.

#### **E. Mass Communication**

188. In line with IOM Strategy points 3, 4, 5, 6, 7, 8, 10 and 12, in 2008 Mass Communication assisted IOM Field Missions and governments in their efforts to inform potential migrants on the realities of migration through information campaigns, Migrant Information Centres and other channels, providing technical assistance and training on communication strategies, key messages, dissemination mechanisms, channels and media, monitoring and evaluation.

189. This assistance enabled governments to devise more efficient, comprehensive and better adapted communication response strategies, and helped migrants to take more informed, realistic migration decisions and has raised awareness of their rights and obligations.

190. Mass Communication has provided assistance to governments in designing communication policies on key migration issues such as regular migration channels, voluntary return, reintegration and resettlement options, the rights of migrants, migration and development and relations with diasporas.

191. Mass Communication has proposed, designed, produced and overseen institutional communication materials and activities that have informed key institutional partners - Member and observer States, donors, operational partners and other relevant parties - of IOM's policies, objectives, activities and areas of concern.

## **F. Website, Intranet and Digital Assets Management**

192. Website, Intranet and Digital Assets Management (WIDAM) is responsible for meeting IOM's web-based information and communication needs in line with points 3, 6 and 7 of the IOM Strategy.

193. In 2008 the total number of visits to the IOM website ([www.iom.int](http://www.iom.int)) reached 1,063,529, representing on average 88,600 visits per month and a 16.1 per cent increase over 2007. Visitors accessing the site from over 200 countries and territories logged a total of 3,350,000 page views.

194. WIDAM also created and hosts a website for the Global Migration Group ([www.globalmigrationgroup.org](http://www.globalmigrationgroup.org)), as requested by the Group.

195. Working with Headquarters departments, WIDAM added three more main sections on the Intranet and 65 subsections. At the end of 2008, more than 180 sections and subsections holding key institutional information were available to IOM staff worldwide.

196. The most notable addition to the IOM Intranet was the introduction of the e-Compendium, an updated repository of IOM's institutional rules and regulations, instructions, information and guidance documents. Other new sections and subsections hold information and documents on gender, operations support and labour migration. The design of the Intranet was also significantly improved.

197. In 2008, WIDAM assisted several departments and one large Field Office in gathering feedback and inputs from IOM staff worldwide by conducting a total of 37 online surveys.

198. The number of organizational documents accessible to IOM staff worldwide reached 45,000. Uploaded by WIDAM and web focal points at Headquarters and MAC, most of them are project documents, followed by administrative documents, governing bodies documents and international migration law instruments in more than ten languages.

199. WIDAM continued to manage the IOM Image Library, a comprehensive collection of images documenting IOM's activities around the world, which grew by over 1,400 images to around 9,400. The Image Library supplied various magazines, aid agencies and academic institutions with photos for use on their websites and in their publications.

200. In 2008, WIDAM introduced a quarterly e-newsletter informing IOM staff of new photo acquisitions and best practices for taking photos.

## V. INTERNATIONAL MIGRATION LAW AND LEGAL AFFAIRS

201. The activities of the Department can be divided into (i) Legal Affairs (LEG) functions, and (ii) training and capacity-building for governments, civil society and IOM staff, and research activities on IML.

### A. Legal Affairs

Legal Affairs (LEG) provides legal support to all activities of the Organization, thereby contributing to the achievement of all aspects of the IOM Strategy.

202. The regular tasks of LEG include advising on matters of a legal and constitutional nature, including information and monitoring of the amendments to the Constitution; preparing, negotiating and overseeing agreements on IOM Privileges and Immunities; advising 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 (JARB) and/or the ILO Administrative Tribunal (ILOAT); conducting research and drafting papers on the legal and policy aspects of IOM purposes and functions; preparing, negotiating or coordinating e.g., cooperation agreements, operational agreements and contracts; reviewing, interpreting and advising on 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 and reductions in staff.

203. In 2008, LEG undertook the following activities:

- **Agreements:** LEG coordinates all agreements entered into by IOM. In particular, LEG finalized, *inter alia*, the Memorandum of Understanding on Cooperation between IOM and the Commonwealth of Independent States (CIS); an Exchange of Letters with the European Agency for the Management of the Operational Cooperation at the External Borders of the Member States of the European Union (FRONTEX), the revision of the Framework Partnership Agreement with the Directorate-General for Humanitarian Aid, European Commission (ECHO), and the Memorandum of Understanding on the Administrative Arrangements for the Support Unit of the Global Forum on Migration and Development (GFMD).
- **Staff Regulations and Rules (SRRs):** LEG is involved in the process of preparing a revised set of staff regulations in coordination with Human Resources Management and SAC.
- **Staff Disputes:** During 2008, 11 appeals were lodged with the JARB and two complaints were filed with the ILOAT.
- **Director General election:** the Legal Adviser was actively involved in the organization of the Director General election.
- **Policy documents:** LEG issued and/or coordinated a number of IOM policy documents throughout 2008 relevant to the functioning of IOM departments. Of particular note, LEG is responsible for the IOM Data Protection Principles which were released during 2008 and has been involved in a number of staff training sessions in various regions.

- **Amendments to the Constitution:** LEG continued to promote ratifications of the amendments to the IOM Constitution.

## B. International Migration Law

**International Migration Law (IML) contributes to the achievement of point 2 of the IOM Strategy:**

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.

204. This is achieved *inter alia* through IML training and capacity-building for Member States with a view to contributing to the development of legislative and administrative structures to manage migration respectful of the human rights of migrants, collating IML instruments and undertaking research on IML issues. Promoting the respect for human rights throughout IOM activities is relevant to the entirety of the IOM Strategy.

205. The regular tasks of IML include advising on matters of international migration law and providing inputs to the development of national migration legislation; an annual five-day training course on International Migration Law for government officials, lawyers, post-graduates and representatives of non-governmental organizations; training and capacity-building for governments, civil society and IOM staff; various research activities and the compilation of migration law at the international, regional and national level for inclusion in the Migration Law Database.

206. In 2008, the Department conducted the following activities as distinct IML activities or contributing to other IOM projects:

- **Training and Capacity-building**

207. IML conducted three five-day IML courses for government officials and members of civil society at the International Institute of Humanitarian Law (IIHL) in San Remo, Italy. Two courses targeting Latin America, Eastern Europe and anglophone Africa were conducted in English, while the third was conducted in French for francophone African countries. IML also co-organized a Round Table on “International Migration Law and Migration Policies in the Mediterranean Context”, in collaboration with the IIHL, attended by approximately 60 government officials and civil society representatives.

208. Throughout the year, IML conducted training courses for government officials in Afghanistan, Azerbaijan, Egypt, Ethiopia, Sierra Leone, Trinidad and Tobago, and Turkey, in addition to a regional IML training course for the Andean countries in Lima and training for diplomats at the UN in New York, in conjunction with UNITAR. IML contributed to workshops organized by IOM Missions in China, the Libyan Arab Jamahiriya and the Russian Federation.

209. In addition, the Department responded to various requests to review national migration legislation and provided legal advice on, in particular, the legislation of the Russian Federation concerning entry and stay of migrants, and on labour migration; the Zimbabwean migration law in the framework of the International Migration Law Project for Zimbabwe; the Polish Aliens Law; the Commonwealth of Independent States (CIS) Convention on the legal status of migrant workers and the draft CIS model law on private employment agencies; the institutional structures and migration legislation for Kazakhstan; the Montenegrin Foreigners’

Law; the Italian Bill 733 on public security amending Article 35, “health care for foreigners not registered with the National Health Service” of Legislative Decree No. 286 of 25 July 1998; the Philippine Senate Bill No. 679 “women and children’s HIV protection act of 2007”, and the draft Law on HIV infection/AIDS of Georgia.

210. IML was also involved in the implementation of the legal component of the EC-funded programme “Assistance to the Government of the Russian Federation in Establishing a Legal and Administrative Framework for the Implementation and Development of Readmission Agreements”, involving a number of IML training courses for government officials, and participation in technical workshops. Additionally, IML finalized a manual on readmission, compiling the relevant international law provisions, international experience on readmission agreements, as well as the implementation of such agreements.

- **Database on Migration Law**

211. The Database on Migration Law draws together relevant instruments regulating migration at the international, regional and national levels. The work on the database is ongoing. By the end of 2008, it contained more than 1,869 legal texts in various languages and had received approximately 1,133 monthly visits, including returning visitors. In addition to international instruments, the database contains the migration legislation of 93 States.

- **Research and Publications**

212. IML conducted a study sponsored by UNAIDS on national legislation concerning people living with HIV who seek to enter and stay in a third country. The aim of the project was to identify best practices as reflected in national laws in various regions of the world. IML has also completed a study on Migration and HIV/AIDS in the Caribbean region funded by the Pan American Health Organization (PAHO). In 2008, the Department published the following volumes in the International Migration Law Series: *Glossary on Migration* (Chinese), *International Migration Law N°13*; *Recueil d’instruments, Droit international de la migration N°14*; *Human Rights of Migrant Children, International Migration Law N°15*; *Glossary on Migration* (Greek).

213. IML contributed three texts on migrants’ political, economic and social rights, and on south-south migration for inclusion in a publication by the Human Rights Center of the University of Chile.

214. In the context of IML research on the right to health for persons involved in migration, on regular migration in Europe, and biometrics and migration, IML contributed to various expert meetings, seminars, workshops and conferences organized by IOM and others, as part of EC and other projects.

215. In addition to the activities outlined above, the Department acts as the focal point for the human rights of migrants and other international law issues of interest to the Organization. It represents the Organization in relation to the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families, and the International Steering Committee for the Promotion of the Ratification of the Migrant Workers Convention. It cooperates with the Special Rapporteur on the Human Rights of Migrants and the Special Rapporteur on the Right of Everyone to the Enjoyment of the Highest Attainable Standard of Physical and Mental Health in the fulfilment of their functions. IML acts as the

Organization's focal point for the legal aspects concerning Internally Displaced Persons and participates, together with MPR and EPC, in the Inter-Agency Standing Committee (IASC) Working Group on climate change and migration.

216. As focal point for the topic of rescue at sea, IML contributes to the inter-agency working group "Rescue at Sea", composed of various intergovernmental organizations working on this topic. Furthermore, IML participates in the guideline drafting group for the European Agency for the Management of Operational Cooperation at the External Borders (FRONTEX).

## VI. REPARATION PROGRAMMES

217. Since the completion of its two large compensation claims programmes in 2007, the work of the IOM Reparation Programmes shifted to providing expert advice, technical assistance and capacity-building to other national and international reparation and claims mechanisms. These are being set up to deal with land and property issues and to provide restitution, compensation or other forms of reparation to victims of conflicts, including internally displaced persons (IDPs) and members of the diaspora, and to victims of other large-scale human rights violations. The activities undertaken by the Reparation Programmes enhance the capacities of national transitional justice mechanisms and contribute to the improvement of living conditions of victims of conflict and IDPs. At the end of 2008 the Reparation Programmes counted 12 staff members, more than half of them women.

**Activities covered by the Reparation Programmes fulfil the following points of the IOM Strategy:**

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.
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.
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, taking into account the needs and concerns of local communities.

### Roma Humanitarian Assistance Project

218. In pursuance of earlier humanitarian and social assistance activities under the German Forced Labour Compensation Programme (GFLCP), the Roma Humanitarian Assistance Project (RHAP) used residual GFLCP funds for the benefit of needy, elderly Roma survivors of Nazi persecution. The project had funds of EUR 11.3 million available and was implemented with the assistance of IOM Field Offices and service providers in five Central and South-Eastern European countries (the former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia and Slovakia) to benefit approximately 14,000 elderly Roma in selected target communities throughout the region. The project included a broad range of humanitarian assistance (material, social, medical and legal) with the aim of contributing to a tangible and sustainable improvement of living conditions for elderly Roma survivors. One of the distinctive features of RHAP was a community-based integrative approach that successfully created effective synergies between IOM and NGOs, municipalities and beneficiaries. Most of the RHAP activities were completed by the end of 2008. The EUR 276,000 remaining for 2009 have been allocated to the IRESI (Inclusion of Roma Elders through Social Interaction) project in Serbia and the former Yugoslav Republic of Macedonia.

## **Iraq Property Claims Programme**

219. IOM continued to provide advice, technical assistance and training to the Iraqi Commission for the Resolution of Real Property Disputes (CRRPD) through its Iraq Property Claims Programme (IPCP). Although security in Iraq improved in 2008, the situation remained tense. A senior member of the CRRPD management team, with whom the IPCP had worked closely over the years, was the victim of a targeted killing, and the head of the CRRPD survived an assassination attempt in November 2008. The CRRPD nonetheless continued to make progress in the processing of its claims, the restitution of property and the payment of compensation.

220. The meetings, workshops and training sessions held with and for the CRRPD included the following: two meetings with CRRPD judges where they discussed ways with staff from the IPCP on how to address the challenges they faced, which provided an overview of other reparation programmes and how they overcame similar challenges; a comprehensive network administration course for three senior CRRPD IT representatives, and a workshop for the manager of the CRRPD Legal Research and Studies Branch, the manager of the CRRPD Planning and Follow-Up Department and nine legal representatives to familiarize participants with claims processing techniques and other tools and strategies for the efficient handling of their case workload.

221. Members of the IOM Reparations Team participated in a workshop in Amman, Jordan, sponsored by the United States Institute for Peace, and the World Bank. The focus of the workshop was on property issues arising from post-2003 displacement and return in Iraq. Members of the team participated in another workshop in Amman, Jordan, sponsored by the International Center for Transitional Justice, the focus of which was on the implementation of a more comprehensive reparations programme in Iraq. The head of the CRRPD participated in both these conferences.

## **Justice and Peace Law in Colombia**

222. IOM has been providing humanitarian assistance to vulnerable populations who become victims of violence by illegal armed groups, and is actively engaged in strengthening peace-building initiatives in Colombia. Under this project, IOM continued in 2008 to help boost the capacity of the National Commission for Reparation and Reconciliation (NCCR) to develop mechanisms to facilitate support for victim assistance activities, and strategies to ensure access to reparation mechanisms. This included the integration of administrative, legal and social processes at the regional and national level, formulating recommendations to the NCCR, participating in the development of a register of victims and elaborating monitoring and evaluation systems.

223. In 2008, the Colombian Government established an Administrative Reparations Programme to specifically address the needs of victims, and to speed up the reparations process and make it more efficient. IOM had recommended such a programme and accompanied its elaboration with proposals and comments on the various drafts. Together with the IOM Mission in Colombia, members of the IOM Reparations Team participated in preparatory meetings, assisted in the drafting of procedures for the registration and processing of the claims, and provided advice to the National Reparations Committee, the policy and ultimate decision-making organ of the programme.



### **Timor-Leste**

224. In June 2008, staff from the IOM Reparation Programmes continued to work with the IOM Mission in Timor-Leste to secure durable solutions for the crisis of internal displacement in Timor-Leste. Members of the IOM Reparations Team provided expert advice and support to the IOM Mission regarding the development and implementation of a national internal-displacement recovery strategy and land and property rights issues in Timor-Leste. A member of the Reparations Team conducted several weeks of training and capacity-building for national staff of the newly established compensation programme for IDPs in Timor-Leste.

### **Sierra Leone**

225. IOM is the administering agency of a fund of USD 3 million, made available at the end of 2008 by the UN Peace-building Fund for a Reparations Programme in Sierra Leone. The IOM Reparations Team launched a technical assistance and capacity-building project for this programme, which is intended to continue throughout 2009. Drawing on the experiences of other reparation programmes, this project focuses on assistance to Sierra Leone counterparts in order to contribute to the speedy provision of services to the neediest victims with the limited time and the resources available.

### **Publication on Property Restitution and Compensation**

226. As the final instalment of a Canadian-funded project, the IOM Reparations Team prepared a comparative study on “Property Restitution and Compensation – Practices and Experiences of Claims Programmes”. The study is available in book form as an IOM publication.

## **VII. EXTERNAL RELATIONS**

227. One of the major functions of the External Relations Department (ERD) is to support the Organization's overall dealings with Member, observer and other States. In 2008, in addition to its regular inputs for governing body sessions, ERD continued to play an active role in informal consultations in support of the SCPF and the IDM, working closely with the Bureau and delegations. Following the election of a new Director General in June, the ERD Director was designated as one of the three members of the transition team led by the Deputy Director General. ERD provided substantial inputs throughout the transition period, notably with respect to stakeholder relations.

228. In 2008, both the Director and the Regional Advisers further strengthened their efforts to address Member States' requests for regular and transparent dialogue between the Administration and the membership. Frequent briefings for formally constituted regional groups and informal gatherings of Member States, as well as outreach to new counterparts in Geneva permanent missions, were pursued through the year. The latter part of the year saw an increase in these briefing meetings with the arrival of the new Director General. The annual introductory briefing for newly arrived permanent mission staff from Member and observer States, which ERD arranges every year in early September, continued in 2008. Structured feedback from a range of stakeholders on IOM events, with a view to improvement, contributed to revisions in form and content.

229. Providing and/or arranging briefings for outside stakeholders, including research institutions and NGOs, continued to be a major function of the Department, as did representing IOM at meetings and conferences in Geneva and elsewhere. In 2008, for the first time, a briefing was arranged for a group of new UN Resident Coordinators visiting Geneva before taking up their posts in various regions.

230. The Department again took the lead in preparing IOM's annual calendar of formal and informal IOM meetings (governing body sessions, intersessional meetings and informal consultations), which as always entailed considerable effort to ensure there were no overlaps with meetings planned by other institutions. The calendar was circulated internally and to Member States and partner organizations in January 2008 as a forward planning tool and to establish a predictable pattern of consultations throughout the year in response to Member States' requests. ERD also continued providing region/country specific briefings to visiting governmental and non-governmental delegations throughout the year upon request. With regard to external meetings, ERD coordinated IOM's overall participation in international and regional meetings and conferences, of which there were invitations to some 658 in 2008 – a slight increase compared to 2007. Priority continued to be given to a process begun two years ago to increase meetings coverage by Field colleagues, which has required improved advance planning and substantive preparatory support from Headquarters. The Intranet-based electronic calendar and tracking tool established in 2007 was further improved in 2008.

231. For the third consecutive year, the Director of ERD led the multidisciplinary team of Headquarters and Field colleagues tasked with planning and delivering IOM's support for the Global Forum on Migration and Development (GFMD). The IOM team's role was to provide technical support to governments requesting it, as well as to ensure internally well-prepared and coherent institutional positions and inputs on the themes areas selected for GFMD 2008. An integral part of the task, as in previous years, was ERD's regular global reporting system for Headquarters and Field Missions to keep colleagues fully informed of developments related to the GFMD process, in order that they be able to address governments' requests for information and/or technical support in an appropriate and timely manner.

232. At the national and regional levels, there was considerable demand for workshops and briefings in preparation for the GFMD. A similar demand was witnessed at the regional level, especially within the framework of existing Regional Consultative Processes (RCPs). ERD guided the IOM response, working with other departments and the IOM Permanent Observer to the United Nations office in New York to develop briefing tools and provide speakers or facilitators for various events. Interest in migration and development, both at the national and regional level, remained high on the agenda and several events engaged ERD through the year across regions.

233. Drawing on its regional and diplomatic expertise, the Department continued regularly to advise and provide regional support to colleagues at Headquarters and in the Field on various publications. The Department also played a major role in following up with regional experts and institutions in planning the International Dialogue on Migration (IDM) and its intersessional workshops, and in developing cooperation and joint activities with relevant regional organizations like ESCAP, ECA and the Asian Development Bank. Furthermore, both the Regional Advisers and the Donor Relations Division (see below) worked closely with the concerned departments and technical service areas in the revision of projects, including flash appeals at time of emergency, for which funding from the donor community was being sought.

234. The Regional Advisers also supported national efforts to strengthen regional coherence by supporting and participating in internal coordination meetings in Asia, Europe, the Americas and Africa in 2008. Externally, the Regional Advisers contributed to strengthening migration policy dialogues and cooperative mechanisms at the regional, subregional and international levels, notably by participating in meetings, workshops and conferences of the 5+5 Dialogue on Migration in the Western Mediterranean, the Euro-Africa Dialogue, the South American Conference on Migration, the IGC, the Budapest Process, the Colombo Process and the RCM (Puebla Process). They also assisted IOM Missions in their regions with technical advice on mainstreaming national development strategies and policies, and engaged in drawing on lessons learned from across the regions. All the regional advisers were actively involved in the Director General's regional meetings on the organizational structural.

235. Overseeing and developing institutional relations with other international and non-governmental organizations, including new partners, are also functions of ERD. During 2008, the Director of the Department continued working with teams of colleagues to pursue a regular policy dialogue with the European Commission and to pursue IOM's active participation in the United Nations Inter-Agency Standing Committee (IASC). The latter cooperation was further strengthened in 2008 as a result of IOM's formal role as lead of the Camp Management/Camp Coordination Cluster (CCCM) in situations of natural disasters. As the NGO focal point, the Director also continued in 2008 to work with NGO partners to strengthen dialogue through both the annual consultation held in April 2008 and ad hoc briefings on IOM activities.

236. The Office of the Permanent Observer to the United Nations in New York remained closely engaged in all areas of United Nations work related to international migration, via liaison with the UN Secretariat and participation in debates in the General Assembly and its main Committees, the Economic and Social Council (ECOSOC), its functional commissions, subsidiary bodies and numerous United Nations meetings, contributing to intergovernmental policy discussions on a broad range of issues.

237. The Office contributed to the political, social, economic and humanitarian debate and actions on migration and related issues and participated in the main UN intergovernmental activities including preparation of and/or participation in debates and negotiations on migration related topics and resolutions of interest to IOM in the General Assembly, ECOSOC and its relevant functional Commissions reflecting the corporate expertise of the IOM network, sharing information and best practices, including inputs to a number of reports of the Secretary-General. Overall the Office of the Permanent Observer prepared and delivered some 15 formal statements in relevant bodies of the General Assembly, and in the functional Commissions. In addition, the Office collaborated with the General Assembly in the organization of various meetings and expert discussions on selected areas, such as a thematic discussions of the General Assembly on "Climate change and the most vulnerable communities", on "Human Trafficking" and on "Migration, Population Displacement and Sustainable Development in Africa", with IOM serving as a resource organization and participating in panel discussions. During the High Level Segment of ECOSOC between 30 June and 3 July, the Office co-organized with UNFPA and OSAGI a ministerial round-table breakfast on the theme of "Migration, Environment and Climate Change: The Gender Perspective".

238. A related activity carried out by the Office in 2008 was the international Conference organized in cooperation with the Center for Migration Studies (CMS) in January 2008 on “Migration and Development, Continuing the Dialogue: Legal and Policy Perspectives” which represented an important opportunity for the exchange of ideas between the academic and practitioner community and policymakers/UN delegates and affiliated personnel. The proceedings of the conference were published in book format and launched at a related event later in the year.

239. Additionally, five thematic workshops – including the international migration law course – were organized by IOM in 2008 for the diplomatic community accredited to the UN in New York in cooperation with UNITAR, UNFPA and the McArthur Foundation, under the “Migration and Development Series”, now in its fourth edition. Topics covered by the series in 2008 mirrored main topical discussions such as climate change and migration, countering human trafficking, labour migration and the participation of migrants in national and international affairs. The focus of these workshops was on practical approaches to continuing education and dialogue in the migration/development field.

240. An ongoing responsibility of the Office was to maintain active liaison with the United Nations Secretariat in order to provide information about IOM’s policies and activities and to furnish advice on substantive matters related to the Organization’s fields of expertise. It participated actively in IOM’s efforts to track such emerging issues as migration, the environment and climate change, the debate on enhanced inter-agency collaboration on trafficking, and the migration and development discussions leading to the convening of a Second UN High-Level Dialogue on International Migration and Development in 2013. On climate change, a number of related initiatives have been promoted by the UN Secretariat and the Chief Executive Board for Coordination (CEB), and the issue has also acquired relevance for the international humanitarian system in the context of the emergency response. The “Humanitarian Implications of Climate Change” focused on the relation of global warming and how increased risks of disasters might exacerbate human vulnerability and could contribute to forced migration flows. The IASC started considering the development of inter-organizational strategies and policies on climate change and population mobility and its Working Group has been devoting considerable attention to this matter. These developments called for IOM’s enhanced involvement at the organizational and policy levels.

241. The Office served as a liaison with the United Nations Secretariat and the various United Nations agencies, funds and programmes informing on, advocating for and coordinating the delivery of IOM’s expertise, technical cooperation and services, pursuing partnerships with a variety of UN bodies. For instance, the Office developed a close partnership with the UN Alliance of Civilization (AoC), joining the AoC in the “group of friends” and providing advice and technical support on migration and integration related matters. In cooperation with UNFPA, the Office finalized and disseminated the “UNFPA-IOM Framework for Collaboration”, a document meant to be a road map for the implementation of the IOM/UNFPA MoU with particular attention to some selected areas of work where joint collaboration and complementarity could be particularly useful.

242. The Office also continued to represent IOM at various working groups set up by the United Nations Development Group (UNDG) and OCHA, and advised IOM Field Offices on inter-agency coordination issues of relevance to IOM, e.g., the piloting of the recommendations of the High Level Panel on UN System-wide Coherence “Delivery as One”, and a number of related initiatives directed at reducing duplication and enhancing

collaboration. IOM expanded its access to joint programming modalities and to pooled funding mechanisms as developed under the “One UN” approach in most of the eight pilot countries (for details see the document SCPF/18 “IOM and UN Reform, Including the Cluster Approach”).

243. Concerning IOM participation in the IASC and coordination of humanitarian activities in general, one of the main functions of the Office was to interact and coordinate with the UN Secretariat and the various funds and programmes, including for humanitarian response. Such activities include *inter alia* information on implementing the cluster approach, Flash appeals or CERF funding, requiring regular contact with the CERF Secretariat within OCHA-New York on IOM’s grants submissions supporting the Donor Relations Division (DRD) and IOM Missions in their applications for funding. In the course of 2008 the CERF Secretariat responded favorably to 31 grant requests making available a cumulative total of nearly USD 17 million for IOM’s emergency activities.

244. Guidance to Field Offices was also provided on other funding mechanisms, including the Peace-building Fund (PBF), the UN Democracy Fund (UNDEF), the Central Fund for Inflation Action (CFIA), and the UN Trust Fund for Human Security (UNTFHS). Concerning the latter, in March 2008 OCHA issued revised guidelines to grant IOM direct access to the Fund and in October 2008 IOM concluded a MoU with the UN Controller related to the implementation of the guidelines. Under the UNDP/Spain MDG Achievement Fund (MDG-F), IOM participated in successful joint programme submissions by UNCTs in 22 countries in relations to calls for proposals on “youth, employment and migration” and other related thematic areas. Overall, IOM has managed to conclude agreements allowing the Organization’s access to and eligibility for the most relevant UN funding sources.

## **A. Donor Relations Division**

### **Summary/Overview**

245. In 2008, the Donor Relations Division (DRD) continued to serve as the institutional focal point for liaison with Member States and other donors, as well as partners based in Geneva, ensuring accountability and coordination through rapid, reliable and concrete responses. This entailed the organization of bilateral meetings, donor briefings and donor visits in addition to regularly responding to donor queries on a wide range of issues. DRD organized bilateral consultations in Geneva and in donor capitals, while also attending multilateral meetings such as the annual Montreux Humanitarian Retreat and the Consolidated Appeal Process (CAP) Launch.

246. DRD provided technical support and guidance to Field and Headquarters staff on resource mobilization and donor relations through the coordination of appeals, the creation of support tools and the regular review of donor reports. By analysing data on donor contributions, DRD created a number of resources on donor trends and profiles to support the efforts of Field and Headquarters colleagues. These activities were aimed at ensuring high efficiency and quality standards, facilitating the flow of information and ensuring close adherence to terms of contracts with donors.

### **Coordination of Appeals**

247. In 2008, DRD supported IOM participation in inter-agency planning and response measures for complex emergencies and humanitarian assistance. IOM participated in eight regional and country inter-agency CAPs. In addition, funding was received for some 20 emergencies and inter-agency Flash Appeals. The Organization received USD 84.3 million for CAPs and Flash Appeals in 2008. Since the establishment of the Central Emergency Response Fund (CERF) in early 2006, IOM has received a total of USD 40.3 million for emergency assistance to countries affected by a crisis.

248. For both CAPs and Flash Appeals, DRD coordinated between Field colleagues and the UN Office for the Coordination of Humanitarian Affairs (OCHA) and then submitted finalized appeals to donors. Additionally, DRD participated in the monthly OCHA CAP Sub-working Group and OCHA donor briefings, and disseminated this information to the Field Missions.

### **Partnership Development and Resource Mobilization**

249. DRD continued to focus on the Organization's partners and donor community, reviewing and jointly exploring programmes of strategic interest. A variety of different channels and contacts were used to achieve optimal results.

250. A donor visit to Ukraine and the Republic of Moldova was organized in early October 2008 with participants from Italy, ECHO, Germany, Norway and the United States. The visit provided an opportunity to see a variety of projects implemented by IOM, including capacity-building in migration management, counter-trafficking and health activities. Donor participants agreed that it was an outstanding opportunity to familiarize themselves with IOM activities in the region and to witness the importance of IOM's work as seen by local governments, NGOs and partners.

251. In 2008, several Member States, including Romania, the Czech Republic, Poland and Slovakia, emerged as new donors by significantly increasing their levels of contribution in support of IOM programming. In addition, IOM continued to collaborate with UN agencies in the Field, as well as with NGOs and Red Cross and Red Crescent Societies. IOM was also successful in accessing a range of multi-donor trust funds, such as the Central Fund for Influenza Action (CFIA), Spain MDG Achievement Fund, UN Peace-building Fund (UNPF) and "One UN" funds.

### **Private Sector Liaison**

252. DRD continued its efforts to strengthen its Private Sector Liaison function in 2008 to increase partnerships with corporations, foundations and individuals. Private sector financial support in 2008 continued to grow for the Organization, reaching over USD 7 million for activities worldwide.

253. An internal Workshop on Private Sector Liaison was organized in late October 2008, targeting Field colleagues who carry out regular liaison activities with the private sector. The workshop provided an opportunity to brainstorm on priorities within the Organization, exchange experiences and best practices by sharing information on successful projects, as

well as to review current and newly developed tools to assist the Field in its private-sector fund-raising activities.

### **Advocacy Tools**

254. *Migration Initiatives* (MI), IOM's annual appeals document, is one of DRD's principal outputs and presents the proposed programming of all IOM Missions worldwide for which funding is required. *Migration Initiatives* is the Organization's most comprehensive yearly planning and resource mobilization tool as it maps out IOM's responses to major migration challenges and provides a detailed overview of IOM funding needs on a regional and country basis. The total funding requested for 2008 was USD 760 million. After publication, the *Migration Initiatives* is distributed widely among Member States, other governments and the private sector.

255. A review of MI 2007 and update on MI 2008 was also presented to Member States during the spring session of the Standing Committee on Programmes and Finance (SCPF) in May 2008. Starting in mid-2008, DRD began work on the preparation of MI 2009, collecting, reviewing and coordinating input from Field colleagues. Additionally, DRD produced focused resource mobilization documents, such as the *IOM CAP Compendium* and *IOM Counter-Trafficking Compendium*, which addressed specific sectors.

256. The section on resource mobilization and donor relations within IOM's Intranet was enhanced to provide colleagues with information on donor trends, funding mechanisms, and guidelines. The site also includes profiles of traditional IOM donors and donor funding histories, as well as new private sector liaison tools and guidelines developed by the DRD Private Sector Liaison.

### **Accountability**

257. In February 2008, the finalized Donor Relations Manual was shared with all IOM Missions to support staff outreach and resource mobilization activities with the private and public sectors. Throughout the year, DRD continued to work with Headquarters and Field colleagues to ensure the quality and relevance of Field-based reporting on projects to donors. Each report is carefully reviewed to ensure high standards of quality and adherence to contractual obligations.

### **B. Meetings Secretariat**

258. The Meetings Secretariat (MGS) continued to plan and organize governing body meetings as well as working groups and informal consultations with government representatives. In 2008, MGS organized 15 meetings (23 in 2007) and provided advice and logistical support for two intersessional workshops on the International Dialogue on Migration. The Secretariat was responsible for the production of all documents for such meetings, involving liaison with all parties concerned, editing, formatting, finalization and distribution. The number of documents processed (300 with a total of 4,266 pages) increased by approximately 10 per cent from the previous year (275 with 3,350 pages) and reflects the demand for more information from Member States. To cope with the heavier workload, the Secretariat continued its efforts to optimize the use of information technology.

### **C. Translation Services**

259. Translation Services (TRS) handles the translations of all official documents and publications in the three IOM official working languages, and other languages as required. In 2008 the total number of words translated into French was 631,039 (vs. 586,846 in 2007 or up by 7.5%) and into Spanish 799,165 (vs. 684,459 in 2007 or up by 11.7%), while the total for other languages, including English, stood at 20,413 words.

## **VIII. RESOURCES MANAGEMENT**

260. The Department of Resources Management (DRM) is responsible for the establishment and implementation of human and financial resources policies to ensure the efficient implementation of the Organization's activities. In 2008, DRM continued to advise both internal and external partners on various aspects of the Organization's resource management policies, proposals and challenges. Regular consultations were held with Member States and donors on financial and administrative matters.

261. Overall expenditures for various activities of the Organization exceeded USD 1 billion for the first time in its history. This illustrates the increasing importance of IOM and reflects growth in all areas of the Organization's work, highlighting also the need for effective financial controls.

262. The phased roll-out of the new PRISM financial management system to all offices worldwide started in 2008 and was completed in the first quarter of 2009.

263. Following the decision by the IOM Council, Line 2 of the 1035 Facility became operational as of January 2008 with USD 3,047,491 available for projects in 2008.

264. The Division of Accounting (ACO) continued its work towards adopting International Public Sector Accounting Standards (IPSAS) for the preparation of the annual financial reports. An international accountancy firm conducted an assessment of IOM's proposed approach to the introduction of IPSAS, and the necessary changes were made to the Financial Regulations to enable these new standards to take effect during 2009.

265. ACO also worked closely with IOM's global back-office accounting support units in Manila and Panama to restructure these units along regional (as opposed to functional) lines. Although this change was not expected to take effect until January 2009, this new structure is intended to enable these units to improve their accounting support capacity to Field Missions and, at the same time, to better serve the information needs of senior management.

266. As one of the key "owners" of the new financial management system introduced at the beginning of 2008, ACO worked extensively with the PRISM team to resolve issues arising as the system was progressively rolled out.

267. Projects mostly funded by the European Commission (EC) requiring co-funding continued to be a challenge in 2008, and the co-funding review group met regularly to manage the Organization's co-funding exposure.



268. A number of documents on budgetary matters were prepared by the Division of Budget (BUD) to facilitate discussions with Member States.

269. The Administrative Part of the Budget for 2009 was initially proposed on the basis of zero real growth (ZRG) to cover cost and statutory increases of approximately 3.5 per cent. However, Member States approved an increase of only 2 per cent and requested that a budget reform process be initiated to find a sustainable solution for the funding of the Organization's core structure.

270. An assessment scale which, for the first time, fully equates the IOM scale with that of the UN was approved by the Executive Committee in June 2008 to serve as the basis starting with the 2009 Programme and Budget.

271. The Review Group of IOM staff from Headquarters and the Field, which makes recommendations to the Director General on the yearly budget allocation of core funds from the Administrative Budget and Discretionary Income (DI), was expanded to include two representatives from each region.

272. At the request of Member States, several meetings were organized over the course of 2008 to facilitate the work of the Working Group on Discretionary Income, established to review the legal basis, trends and oversight process on the use of DI. The Group decided to (a) segregate the overhead component of DI, requiring the approval of Member States, from the Miscellaneous Income component and (b) revise the Financial Regulations to provide a formal framework on the application of DI.

273. The Financial Regulations were revised to: (a) incorporate the framework to formalize the application of DI; (b) incorporate the basis for the preparation of IOM financial statements and (c) reflect other relevant changes, particularly changes in the governing bodies' structure.

274. In 2008, the design and development of the PRISM module for integrated planning and budget were undertaken to facilitate IOM's budgeting processes, to be followed by testing and rollout phases in 2009 and 2010.

275. The main function of the Treasury Division (TSY) remains the overall cash management and investment of the Organization's funds, including the Savings Scheme (ex-Provident Fund). TSY oversees and executes the receipt and disbursement of payments, arranges the investment of surplus cash to coincide with planned disbursements and monitors the Organization's foreign exchange exposure to minimize the effects of currency fluctuations. Its operations are shared between the Manila Treasury Services Unit and Geneva Headquarters, using web-based banking platforms. The Chief of TSY also acts as the head of the administrative unit set up to manage the Organization's participation in the United Nations Joint Staff Pension Fund (UNJSPF). This unit is primarily centred in Manila with TSY in Geneva providing assistance.

276. The Staff Travel Coordination (STC) Unit continued to exercise control over expenditure for long-distance and entitlement travel, and provided support and guidance to Missions worldwide in resolving travel-related issues. Over 2,500 staff movements were handled during 2008 (2,100 in 2007) of which almost 1,500 tickets and Internet arrangements were purchased from Geneva, and 430 visas issued. Support to incoming staff to Headquarters was also provided by arranging cost-effective accommodation in hotels and short-let studios.

277. In addition to its responsibilities for Headquarters building maintenance and general support to Headquarters staff concerning office space, removals and equipment, Common Services (COS) was also involved in: (a) rearranging Headquarters office space to accommodate new staff and consultants; (b) the daily management of the building and ID access control system to ensure greater security for IOM staff and assets; (c) the security working group of the United Nations to address new challenges for the security of staff based in Geneva; (d) the processing of all payment requests from Headquarters departments into the PRISM procurement module; (e) the delivery and reception of all mail worldwide and (f) the printing of all documentation needed for informal consultations with the Member States and governing bodies meetings.

## A. Financial Highlights

### Overview

278. For the first time, the combined total expenditure for the Administrative and Operational Programmes exceeded USD 1 billion in 2008, representing an increase of 29 per cent over the 2007 level of USD 783.8 million.

<b>Expenditure</b>	<b>2008 USD million</b>	<b>2007 USD million</b>
Administrative Programme	34.8	32.0
Operational Programmes	<u>978.2</u>	<u>751.8</u>
<b>Total expenditure for the year</b>	<b><u>1 013.0</u></b>	<b><u>783.8</u></b>

279. Three new Member States joined IOM in 2008: Mongolia, the Republic of India and the Somali Republic, bringing the total membership to 125: Over 600 new projects were started (550 in 2007), raising the number of active operational projects in 2008 to over 2,000 (1,600 in 2007). Some 6,700 staff were deployed, primarily in the 430 Field locations throughout the world (400 in 2007).

### Administrative Programme

280. The approved budget for the 2008 Administrative Programme was CHF 38,045,000 (2007: CHF 38,045,000). The Administrative Programme remains a very small part of total expenditure, accounting for only 3.4 per cent of consolidated expenditure in 2008. Expenditure for 2008 amounted to CHF 37,789,321 (2007: CHF 38,229,322), slightly less (CHF 4,440) than budgeted. The total terminal emoluments budget was of CHF 620,000, whereas actual expenditure totalled CHF 735,205. The Administrative Part of the Budget uses the budgetary method of funding terminal emoluments for staff retiring from the Organization. It is difficult to accurately anticipate and budget for staff resignations and terminations for the coming year.

281. The net result and carry-forward to 2009 in the Administrative Part of the Budget of CHF 4,440 comprises: (a) contributions from new Member States of CHF 129,339; (b) an excess of resources in 2008 of CHF 255,679; (c) the negative carry-forward from 2007 of CHF 163,409, and (d) the increase in the provision for doubtful receivables of CHF 217,169.

282. At 31 December 2008, total outstanding assessed contributions amounted to CHF 7,059,777 (2007: CHF 7,885,066). Eleven Member States concluded repayment plans, accounting for CHF 2,412,095 of the total amount outstanding. A limited number of Member States account for most of the overdue amount.

### **Operational Programmes**

283. Total expenditure increased by USD 226.4 million from USD 751.8 million in 2007 to USD 978.2 million in 2008, an increase of 30 per cent overall.

284. The Field locations with the highest levels of expenditure were Colombia, Peru, Thailand, Afghanistan, Sudan, Haiti, the United Kingdom and Iraq.

285. The Operational Programmes ended 2008 as follows:

- (a) a carry-forward from the staff security mechanism of USD 5,693,277 (2007: USD 4,242,962);
- (b) a carry-forward to 2009 of USD 1,000,000 (anticipated in the 2008 Summary Update on the Programme and Budget (MC/2257)); and
- (c) an additional carry-forward of USD 1,000,000 proposed to be used to cover the core structure in 2009. The total additional Discretionary Income proposed to be used to support the core structure amounts to USD 2.0 million as outlined in the Revision of the 2009 Programme and Budget (MC/EX/695).
- (d) the remaining Discretionary Income of USD 101,462 (2007: USD 74,691) will be carried forward to establish a Discretionary Income reserve which will be used to address fluctuations in the future.

286. Discretionary Income for 2008, excluding staff security, amounted to USD 38.8 million. Discretionary Income is composed of miscellaneous income (unearmarked contributions from governments and net interest income) and project-related overhead. 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. It was higher than anticipated in the Summary Update on the Programme and Budget for 2008 (MC/2257) because of higher overhead and interest income.

## **B. Human Resources Management**

### **Summary of 2008 Activities**

287. Human Resources Management (HRM) develops and implements human resource policies to provide support in linking programme and operational activities on the ground to staff recruitment, retention and professional development. This includes the recruitment, selection, placement and mobility of staff, staff deployment in emergencies and the management of programmes such as the Associate Experts Programme, internships, volunteers and secondments. Human Resources Management is responsible for establishing conditions of services, benefits and entitlements, job classifications and staff social security (see MC/2227 paragraph 152, page 37).

288. In 2008, HRM strengthened IOM human resource policies, planning and practices, focusing principally on:

- streamlining IOM Staff Regulations and Rules based on the draft provided in 2007;
- attracting qualified expertise from governments, international agencies, the private sector and the public at large;
- extending insurance coverage for General Service Staff to all Field Offices not covered by national social security schemes. New Health Claims Processing and Health Insurance Medical functions were established in Panama to administer claims and insurance coverage for local staff in Africa and the Americas;
- the implementation of the Performance Development System to enhance organizational management at all levels, and facilitate professional growth;
- consolidating core learning programmes, facilitating training in specialized skills and exploring new avenues for effective staff development.

289. In 2008, the management of IOM Human Resources was further reviewed to achieve greater efficiency of HR processes. Internal structural changes were implemented in MAC – HR Operations (MHRO) and PAC – Field Personnel Unit (PAC-FPSU) to clearly delineate respective roles and responsibilities, while creating mechanisms to respond to the needs of Field Missions.

### **Human Resources Policy**

290. In 2008, HRM developed policies and official guidelines to clarify administrative processes and ensure coherence in their application. HRM identified a number of areas where it was necessary to update the present rules. As a result, HRM reviewed and promoted new policies on rotation, recruitment of nationals of non-represented Member States, and the selection and employment of consultants.

291. Policies issued during 2008 concerned:

- granting of regular contracts
- special leave without pay
- salary advances
- staff evacuation, relocation and reassignment
- adoption leave

292. The Staff Regulations and Rules (SRRs) for Field staff were updated and SRRs were implemented in Nepal and Afghanistan. The conditions of service of employees in Colombia were also reviewed and new SRRs for this Mission are being finalized.

293. During 2008, HRM granted the Medical Service Plan (MSP) to most local staff in Field Missions who were not covered under national social security schemes. New Health Claims Processing and Health Medical Insurance Units were opened in PAC to service the Missions in Africa and the Americas participating in the MSP.

## Staffing Trends

294. Staff figures continued to increase in 2008 in line with the global expansion of IOM operations and activities. As at 31 December 2008, the Organization employed a total of 7,127 Officials and General Service Staff, an increase of 10.38 per cent over 2007.

295. The Recruitment Unit (REC) in MAC continued to provide support to IOM programmes by managing the selection, recruitment and deployment of IOM international staff worldwide and General Service Staff at Headquarters. In 2008, HRM issued:

- 71 vacancy notices (VNs) for Officials<sup>8</sup> (105 in 2007)
- 4 vacancy notices for General Service Staff at Headquarters<sup>9</sup> (3 in 2007)
- 65 short-term vacancy notices (SVNs) for Officials<sup>10</sup> (77 in 2007)

296. A total of 3,828 applications were received in response to vacancy notices in 2008 (3,200 in 2007), and 2,892 responses to short-term vacancy notices (1,900 in 2007). Substantial recruitment and deployment of staff continued for programmes in post-crisis Missions, such as Afghanistan, Sri Lanka, Sudan and Zimbabwe.

297. Six new staff members, nationals of non-represented Member States,<sup>11</sup> were recruited in 2008.

298. Internal capacity-building was reinforced through targeted Field visits and training sessions. At the request of hiring managers, staff from the REC Unit travelled to Nepal and Egypt to assist in the recruitment process for international and local positions and to train Field staff in the overall recruitment and selection process.

## Associate experts and secondments

299. In cooperation with HRM/Headquarters, REC continued to provide support and administrative assistance for the recruitment and placement of associate experts. Ten new associate experts joined IOM in 2008,<sup>12</sup> funded by Austria, Belgium, Denmark, Finland, France, Germany, Italy, Japan, Sweden and the United States of America.

300. During 2008, IOM benefited from ten new secondments from SYNI.<sup>13</sup>

## Personnel Administration and Payroll

301. The Manila Human Resource Operations (MHRO) at the Manila Administrative Centre provides personnel administration and payroll services to Officials worldwide and General Service Staff at Headquarters.

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<sup>8</sup> 53 open to internal and non-represented Member States candidates, and 18 to internal and external candidates.

<sup>9</sup> One open to external candidates.

<sup>10</sup> 26 open to internal and non-represented Member States candidates, and 39 to internal and external candidates.

<sup>11</sup> Burundi, Cameroon, El Salvador, Morocco and Nigeria.

<sup>12</sup> Based in Addis Ababa, Ankara, Bangkok, Brussels, Chisinau, Dakar, Geneva/ Headquarters Harare, Kampala, Kiev, Nairobi, Rabat, Rome and Tripoli.

<sup>13</sup> SYNI is a non-profit professional project carried out by the Lausanne City Council which aims to offer motivated professionals the possibility of participating in formative assignments in the field of international cooperation in Switzerland and abroad, by facilitating short-term subsidized assignments to Swiss resident professionals interested in acquiring international working experience. SYNI is funded and commissioned by the Swiss State Secretariat for Economic Affairs (SECO) and the Lausanne City Council.

302. In 2008, MHRO staff travelled to IOM country offices and sub-offices to offer human resources management support in the Field. Such missions included, *inter alia*, system training in Panama and Nepal and organizational structure review in Sri Lanka. A number of missions are planned for 2009 to support Field activities more efficiently.

#### **Field Personnel Support Unit, Panama Administrative Centre (PAC-FPSU)**

303. With the opening of PAC HR functions, HRM provides 24-hour services to IOM staff members worldwide. PAC currently supports over 8,000 locally-hired Field personnel active in 135 countries, including General Service Staff, national officers, local interns as well as consultants, escorts and other temporary staff.

304. PAC-FPSU supports Missions in the classification of local Field positions and the promotion of staff, and ensures consistency of grade levels commensurate with the level of job responsibilities within IOM. As of June 2008, the process of position classification for Officials and Headquarters General Service Staff is also administered by PAC-FPSU.

305. During 2008, PAC-FPSU worked closely with HRM/Headquarters and other responsible IOM units in providing generic job profiles for the United States Resettlement Programme/Overseas Processing Entity (USRP/OPE). A review of positions and organizational structure of this programme was carried out in the Middle East and in Nepal, the results of which will serve as the standard for developing other OPE operations.

306. PAC-FPSU also conducted on-site reviews in Sri Lanka, Colombia and Nepal on HR processes, organizational structure, position classification and terms of reference. HR personnel and supervisors were briefed on the administration of Field personnel, especially concerning benefits and entitlements, contract types, recruitment and selection processes.

#### **Insurance Administration and Occupational Health**

307. HRM supported the establishment of the Health Claims Processing (HCP) unit in Panama, including the recruitment of two health insurance assistants. As of 1 September 2008, HCP Panama administers the MSP participation of IOM Missions in Africa and the Americas. In addition, HRM coordinates the MSP participation of new Missions and the extension of MSP participation of Missions in MAC and PAC.

308. Discussions held with insurance providers in 2008 led to better benefits for staff and the introduction of periodical medical examination for Field employees covered by the MSP. The Occupational Health Unit (OHU) and the Insurance Administration revised and updated all necessary instructions and forms accordingly.

309. HRM continued its efforts to conclude agreements with hospitals to facilitate admission procedures for IOM staff worldwide and obtain preferential tariffs. Negotiations are under way to sign new agreements with six major hospitals.

310. In 2008, the OHU/Health Insurance and Medical services (HIM) team processed approximately 3,000 pre-employment, exit, periodic and drivers' medical examinations. OHU also ensured that IOM staff were medically cleared prior to transfer or duty travel, and prior to their admission into the IOM health insurance plans. In 2008, 27 trips for medical reasons and evacuations were administered worldwide. Only one air medical evacuation case required the services of an external private medical evacuation provider. OHU monitored staff sick leave

and facilitated rehabilitation in the workplace, and evaluated and obtained disability benefits in 19 cases of occupational and non-occupational events under various schemes.

311. As part of its outreach efforts, OHU/HIM examined closely the physical and mental work environment of staff throughout the Organization to ensure reasonable and safe conditions. In 2008, stress evaluations were conducted in Afghanistan, Myanmar and Pakistan, and IOM staff were encouraged to consult with the UN or private counsellors as needed. Direct evaluations of offices, guest-houses and local medical facilities were conducted in Missions in Myanmar, Pakistan, Afghanistan, Jordan, Syria, UNSC Resolution 1244-administered Kosovo and Italy. OHU provided ergonomic, social and mental health advice and evaluated the quality of hospitals in these countries with the aim of expanding access for IOM staff to high-quality medical services.

312. In 2008, 24 staff members were granted access to the Malicious Act Insurance during employment. OHU has raised the general awareness of IOM staff worldwide concerning non-communicable and infectious diseases through information campaigns and the dissemination of fact sheets on cholera, dengue and typhoid, and provided seasonal flu vaccinations, travel medical advice and medical kits, and has updated travellers' vaccinations.

313. OHU continued to work with the medical directors of various UN agencies on common standard issues such as HIV/AIDS in the workplace and the Pandemic Staff Preparedness. It also reviewed policies concerning the well-being of staff, such as the policy on tobacco use in the workplace.

### **Staff Development and Learning**

314. IOM Core Learning Programmes have been systematically addressed in 2008, with ten sessions organized to strengthen the competencies of IOM staff in three main areas: leadership and managerial skills, project management, and communication. In 2008, 83 learning events were organized (89 in 2007) with the support of Staff Development and Learning (SDL), for the benefit of 1,150 staff worldwide (894 in 2007).

315. In addition to the core programmes, SDL has supported targeted learning on key managerial and specialized migration knowledge at field level; it has facilitated team planning initiatives for Field Missions and units in Geneva and has provided specialized advice in the setting up of the Migration Research and Training Centre in Seoul. SDL has supported the organization of the meeting of heads of MRFs, SLMs and Administrative Centres in November, called by the Director General, and the setting up of the Staff Satisfaction Survey launched in January 2009.

316. Continuing the consolidation of Administrative Centres in Manila and Panama, an SDL unit was established in Panama, completing the delocalization process for the SDL function, which began with the creation of the SDL assistant position in Manila in February 2006. Since March 2008, the SDL assistant in Panama has facilitated the organization of four training sessions and one meeting hosted by PAC, provided assistance to Missions in the Americas and worldwide on requirements and eligibility for learning events, translated SDL communication and training materials into Spanish, and prepared training records for the auditors' visit to Field Missions. In MAC, the SDL assistant in Manila contributed extensively to the preparation of the roll-out of PRISM Financials and Human Resources by supporting the organization and delivery of seven training sessions for the benefit of 176 IOM staff and facilitating access to e-Learning courses to colleagues worldwide.

### Staff Performance Development

317. In 2008, SDL conducted targeted briefing sessions and the administration of the Performance Development System (PDS) forms was transferred to PAC as part of the SDL assistant's responsibilities. As of December 2008, PDS included over 1,100 staff members in 35 Field Offices. In addition, 15 new IOM Missions are in the process of fully implementing the system.

318. Efforts are being made to further integrate PDS with other HR tools and practices (promotion, rotation, talent management and succession). The General Bulletin No. 2034, issued on 15 April 2008, indicates that the records of performance development interviews are a precondition for the granting of regular contracts.

### Staff Rotation

319. In 2008, the Rules and Regulations concerning the rotation principles were streamlined to cover all Officials, and a new Special Rotation and Appointment Board (SRAB) was established to bring them into effect.

### General Overview of IOM Staffing Trends

320. Staffing figures continued to increase in 2008 due to the expansion of IOM operations and activities worldwide. As at 31 December 2008, the Organization had a total of 7,127 staff members (Officials and General Service staff), an increase of 10.38 per cent over 2007.

**Officials by Category/Grade, Location and Gender  
as at 31 December 2008**

Category/Grade	Headquarters		Field		Total IOM Officials		
	F	M	F	M	F	M	Total
D-2		1			0	1	<b>1</b>
D-1	3	8	3	15	6	23	<b>29</b>
P-5	9	16	8	26	17	42	<b>59</b>
P-4	11	8	19	75	30	83	<b>113</b>
P-3	14	13	76	106	90	119	<b>209</b>
P-2	15	4	51	49	66	53	<b>119</b>
P-1	1	1	14	18	15	19	<b>34</b>
UG	6		16	12	22	12	<b>34</b>
Short-term Officials	3	6	59	81	62	87	<b>149</b>
Associate Experts		2	10	4	10	6	<b>16</b>
National Officers			130	165	130	165	<b>295</b>
<b>Total</b>	<b>62</b>	<b>59</b>	<b>386</b>	<b>551</b>	<b>448</b>	<b>610</b>	<b>1058</b>

#### Excluding:

- Director General and Deputy Director General, interns, consultants and staff on special leave without pay
- Seconded/loaned officials



**Distribution by Category/Grade and Country of Nationality of Officials Employed  
as at 31 December 2008**

Nationals of IOM Member States	Category/Grade											Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	National Officers	
Afghanistan					1	1					5	7
Albania					1				2		3	6
Algeria				1	1							2
Angola												0
Argentina			1	1	1							3
Armenia									1		3	4
Australia		1	2	7	6	2	3	3	7		1	32
Austria		1		2	4				1		1	9
Azerbaijan				1					1		1	3
Bahamas												0
Bangladesh			2		1						15	18
Belarus					1						2	3
Belgium			2	4	1	1		1	2	2	2	15
Belize												0
Benin									1			1
Bolivia			1						1			2
Bosnia and Herzegovina				1	3							4
Brazil				2	1				2			5
Bulgaria				1								1
Burkina Faso					1	1						2
Burundi									1			1
Cambodia											3	3
Cameroon							1		1			2
Canada			3	5	9	3	1	3	3			27
Cape Verde												0
Chile			1		1						1	3
Colombia						2					51	53
Congo												0
Costa Rica		1	1	2	3	2			1		2	12
Côte d'Ivoire					2							2
Croatia				2	1		1	1			1	6
Cyprus												0
Czech Republic											1	1
Democratic Republic of the Congo					1	1					1	3
Denmark				1					1			2
Dominican Republic												0
Ecuador				1		1	1				4	7
Egypt			1		1	1	6		3		2	14
El Salvador									1			1
Estonia												0
Finland					1	1				1	1	4
France		1	5	5	8	4	1	3	8	1		36



**Distribution by Category/Grade and Country of Nationality of Officials Employed  
as at 31 December 2008 (continued)**

Nationals of IOM Member States	Category/Grade											Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	National Officers	
Nicaragua				1	1							2
Niger					1							1
Nigeria					1							1
Norway			1	1	1				1			4
Pakistan					2				3		8	13
Panama			1		1						3	5
Paraguay												0
Peru				1	1				1		3	6
Philippines			2	2	8	8			8		9	37
Poland							1	1	1		3	6
Portugal			1	1	3	3	2		3			13
Republic of Korea				1								1
Republic of Moldova						1					2	3
Romania			1	3	1	3			1		1	10
Rwanda												0
Senegal					1				1		3	5
Serbia				4	9				4		4	21
Sierra Leone				1		1			1		2	5
Slovakia									2		1	3
Slovenia												0
Somalia												0
South Africa						3					3	6
Spain		1		1	2	2			1			7
Sri Lanka				1	1				1		4	7
Sudan		1				1			2		14	18
Sweden				1	6	1		1	1	1		11
Switzerland	1		3	3	2	4			2			15
Tajikistan						1			2		1	4
Thailand				1	3	2	2	1	1		10	20
Togo				1								1
Tunisia											2	2
Turkey					1				1			2
Uganda				1							4	5
Ukraine					2	2					7	11
United Kingdom		1	3	7	11	3		3	15		3	46
United Republic of Tanzania											1	1
United States of America		4	8	15	25	17	4	5	21	1	2	102
Uruguay		1	4			1			2			8
Venezuela (Bolivarian Republic of)		1									1	2
Viet Nam					1						5	6
Yemen												0
Zambia												0
Zimbabwe					2						10	12

**Distribution by Category/Grade and Country of Nationality of Officials Employed  
as at 31 December 2008 (continued)**

Observers and non-Members	D-2	D-1	P-5	P-4	P-3	P-2	P-1	PU	Short-term Officials	Associate Experts	National Officers	Total
Bahrain												0
Bhutan												0
Chad						1						1
China				1							1	2
Cuba												0
Eritrea					1							1
Ethiopia					2		1		1		7	11
Guyana												0
Holy See												0
Indonesia					2	5		1	1		8	17
Iraq					2						5	7
Lebanon				1								1
Malaysia					1	1						2
Mozambique		1			3			1				5
Myanmar								2	1		3	6
Namibia												0
Papua New Guinea												0
Qatar												0
Russian Federation				2	3	6	1				2	14
San Marino												0
Sao Tome and Principe												0
Saudi Arabia												0
Syrian Arab Republic											4	4
The former Yugoslav Republic of Macedonia				1	4	3						8
Turkmenistan					2							2
<b>TOTAL</b>	<b>1</b>	<b>29</b>	<b>59</b>	<b>113</b>	<b>209</b>	<b>119</b>	<b>34</b>	<b>34</b>	<b>149</b>	<b>16</b>	<b>295</b>	<b>1058</b>

**Breakdown of Headquarters and Field Employees  
by Nationality and Gender as at 31 December 2008**

Country of Nationality	Headquarters		Field		Total
	F	M	F	M	
Afghanistan			15	170	185
Albania		1	11	4	16
Angola			9	27	36
Argentina	1		23	6	30
Armenia			3	6	9
Australia			10	1	11
Austria			12	8	20
Azerbaijan	1		13	20	34
Bahrain			1		1
Bangladesh			40	130	170
Barbados		1			1
Belarus			16	7	23
Belgium			15	12	27
Benin				1	1
Bolivia			6	8	14
Botswana			1		1
Bosnia and Herzegovina	1		25	27	53
Brazil			3	1	4
Bulgaria	1		2	1	4
Burundi			1	1	2
Cambodia			16	24	40
Cameroon			1	1	2
Canada	1		4	4	9
Chad				1	1
Chile			7	3	10
China			4	1	5
Hong Kong (Special Administrative Region)			3		3
Colombia	1		124	89	214
Costa Rica			23	13	36
Côte d'Ivoire			5	18	23
Croatia			5	1	6
Cuba			2		2
Czech Republic			9	3	12
Democratic Republic of the Congo		1	10	56	67
Denmark				3	3
Dominican Republic			3	2	5
Ecuador			46	51	97
Egypt			34	28	62
El Salvador			8	3	11
Eritrea			3	2	5
Estonia	1		1		2
Ethiopia			18	31	49
Finland			4	4	8
France	15	7	17	6	45
Gambia			1	1	2
Georgia			8	12	20

**Breakdown of Headquarters and Field Employees  
by Nationality and Gender as at 31 December 2008 (continued)**

Country of Nationality	Headquarters		Field		Total
	F	M	F	M	
Germany	2	1	19	11	33
Ghana			30	42	72
Greece			8	6	14
Guatemala			17	28	45
Guinea			9	15	24
Haiti			19	46	65
Honduras			10	5	15
Hungary			4	6	10
India			3	8	11
Indonesia			183	369	552
Iran (Islamic Republic of)			10	7	17
Iraq			13	87	100
Ireland			4	3	7
Italy	4	1	42	15	62
Jamaica			2	1	3
Japan			6		6
Jordan			81	97	178
Kazakhstan			13	5	18
Kenya			87	102	189
Kyrgyzstan			6	8	14
Lao (People's Democratic Republic of)			1	3	4
Latvia			2		2
Lebanon			5	6	11
Liberia			3	12	15
Libyan Arab Jamahiriya			9	12	21
Lithuania			5	2	7
Luxembourg			1		1
Malaysia			1		1
Mali				5	5
Malta			2	1	3
Mauritania				4	4
Mauritius			1		1
Mexico			7	6	13
Mongolia			1		1
Montenegro			3	1	4
Morocco			11	9	20
Mozambique			2	12	14
Myanmar			105	93	198
Nepal			137	193	330
Netherlands	1		41	29	71
Nicaragua			3	1	4
Nigeria			6	8	14
Norway			9	6	15
Pakistan			27	70	97
Panama			10	5	15

**Breakdown of Headquarters and Field Employees  
by Nationality and Gender as at 31 December 2008 (continued)**

Country of Nationality	Headquarters		Field		Total
	F	M	F	M	
Papua New Guinea			2	3	5
Paraguay			1	1	2
Peru			8	18	26
Philippines			127	70	197
Poland			16	3	19
Portugal			4	1	5
Republic of Korea			3	1	4
Republic of Moldova			27	15	42
Romania		1	7	6	14
Russian Federation			92	36	128
Rwanda			1	1	2
Senegal			10	14	24
Serbia			40	55	95
Sierra Leone			5	16	21
Slovakia			11	3	14
Slovenia				2	2
Somalia			3	15	18
South Africa	1		13	9	23
Spain	1		8	4	13
Sri Lanka		2	32	166	200
Sudan			77	345	422
Sweden			4		4
Switzerland	12	3	6	4	25
Syrian Arab Republic			50	61	111
Tajikistan			12	25	37
Thailand			153	94	247
The former Yugoslav Republic of Macedonia	1	2	16	5	24
Timor-Leste			23	83	106
Togo			1	2	3
Trinidad and Tobago			1		1
Tunisia			2	1	3
Turkey			15	9	24
Turkmenistan			1	2	3
Uganda			15	22	37
Ukraine			38	15	53
United Kingdom	6	1	24	28	59
United Republic of Tanzania	2		10	20	32
United States of America			26	16	42
Uruguay	2		4	1	7
Uzbekistan			5	3	8
Venezuela (Bolivarian Republic of)			2	2	4
Viet Nam			69	19	88
Yemen			1	6	7
Zambia			10	23	33
Zimbabwe			64	84	148
<b>TOTAL</b>	<b>54</b>	<b>21</b>	<b>2559</b>	<b>3435</b>	<b>6069</b>

## **IX. ADMINISTRATIVE CENTRES**

### **A. Manila Administrative Centre**

#### **Project Information Unit**

321. The Project Information Unit (PIU) monitors the development of all IOM projects worldwide and is the institutional source for current and past project information.

322. PIU assists IOM project developers, project managers and other units by:

- undertaking file researches of available IOM experience in delivering particular project activities or previously developed projects for use in project development, liaison and other IOM official duties;
- assisting the Accounting Department in the Project Activation Request procedure by requesting and/or following up on all required documentation for project code issuance;
- maintaining electronic as well as paper records of old and current project documentation for reference, and regularly updating the FileNet project folders and project card database upon receipt of relevant project documents and project updates from IOM Missions and pertinent units;
- sending reporting reminders to project managers before their submission due dates, according to obligations stipulated by IOM with project donors.

#### **PIU Statistics for 2008**

New proposals received and registered	729 (613 in 2007)
Project code requests received	568 (512 in 2007)
Reporting reminders sent	512 (236 in 2007)
Project documents uploaded in Filenet	10,035 (9,892 in 2007)
Reports/queries generated from the database	354 (501 in 2007)
Total projects recorded in the database as of 31 December 2008	5,540 (4,803 in 2007)

#### **Staff Security Unit**

323. The Staff Security Unit (SSU) remains dedicated to the safety and security of all IOM staff and the protection of its global assets in over 430 Field locations. SSU remains the organizational focal point for IOM administration, financial and operational security management.



## **SSU and UN DSS Security Partners**

324. IOM remains an active partner in the United Nations Department of Safety and Security (DSS), Security Management System (SMS). SSU together with the IOM New York Special Liaison Mission (SLM) to the UN, are the primary focal points regarding this global safety/security partnership.

325. IOM is a member of the UNDSS Inter-Agency Security Management Network (IASMN). The Network held two meetings in 2008, attended by SSU in Lyon and Paris, France. This policy development forum provides recommendations to the UN High-Level Committee on Management (HLCM) and the Chief Executive Board for Coordination (CEB) relating to all aspects of global safety/security management.

## **SSU Field Support/Operations**

326. Throughout 2008, SSU provided technical advice, mission security assessments, specialized training and safety/security funding assistance to over 70 IOM Missions to ensure that the minimum safety/security standards are in place.

327. SSU established a technically advanced Operations Centre for crisis management, including incident tracking, media monitoring, emergency communications, statistical and trend analysis capabilities. This Centre is one of four worldwide operation centres recognized within the UN Security Management System and remains the back-up crisis coordination centre for the United Nations DDS in the Philippines.

328. Throughout 2008, SSU closely collaborated with Missions operating in 60 countries where various Security Phases of the United Nations Department of Safety and Security (UNDSS) are in place.

329. In an effort to support IOM Missions regarding safety/security management, SSU conducted physical security and threat assessments in the Philippines, Egypt, Ethiopia, Tunisia, Kenya, Sudan, Colombia, Panama, Haiti, South Africa, Mozambique and Zimbabwe. It further provided direct support to the following Missions in response to a number of serious security incidents: Pakistan (evacuation of dependants), Sri Lanka (relocation of staff), Afghanistan (death threats), Somalia (evacuation), Pakistan (death threats and staff relocation), Philippines (serious incidents of theft), Zimbabwe (threats/intimidation), Colombia (threats against staff, IOM vehicle attacked and implementing partner staff killed) and Myanmar (natural disaster support).

330. IOM is a partner of the European Commission (EC) for the implementation of European Union Elections Observation Missions (EUEOM). SSU closely cooperates with the EOM Coordination Unit in MRF Brussels, providing technical security advice, oversight for the recruitment of security officers, training support as well as providing general information and safety/security advice for the countries selected for EUEOMs.

331. In cooperation with Regional Representatives and Chiefs of Mission, SSU provided technical support to the IOM Field and Regional Security Officers in Jordan, Afghanistan, Sudan, Pakistan, Nepal and Timor-Leste. SSU was pleased to have its second professional female Field Security Officer assigned to the Nepal mission.

332. SSU provides technical advice and oversight for the UN mandated Security Awareness Induction Training (SAIT) for the Iraq mission, which is now in its fifth year. To date IOM/SAIT has provided professional safety/security training to approximately 2,000 international and national staff from 35 humanitarian agencies. The success of this specialized training for high-risk environments led to the establishment of SAIT training for the Pakistan mission in late 2008.

333. SSU is directly involved in the Safe and Secure Approaches in Field Environments (SSAFE) training programme, sponsored by the UN Staff College and UNDSS. IOM/SSU now has a number of qualified SSAFE trainers who actively support such training in our Field Missions.

### **SSU Incident Statistics**

334. In 2008, the Operations Centre issued 45 Security Information Reports (SIR), 84 General Security Information (GSI) bulletins and 100 disaster/weather/travel/other safety/security related advisories.

335. There were 270 safety/security incidents recorded by SSU, involving incidents such as robberies, arson, kidnapping, vehicle theft, common theft, car-jacking, sexual and common assault, staff detention, threats/death threats, bombings, demonstrations, civil unrest, natural disasters, military action, motor vehicle accidents, property damage, fire, fraud, direct and indirect shootings/rocket attacks. Personal safety/security incidents involving IOM staff increased from 73 (2007) to 79 reported incidents in 2008.

336. The increasing number of road safety and motor vehicle accidents and resulting fatalities and injuries has caused serious concern within the humanitarian aid community. Motor vehicle accidents remain one of the leading causes of death and injury to IOM staff. In 2008, 20 motor vehicle accidents (vs.14 in 2007) resulted in at least one death and nine injuries among IOM staff. In 2008, both the UNDSS and IOM/SSU started safe-driving campaigns to address this situation.

### **SSU Budget Management**

337. In 2008, the SSU core operational budget was USD 1.4 million, of which USD 1.1 million was allocated to 74 IOM Missions to address various safety/security requirements - MOSS (Minimum Operating Security Standards), MORSS (Minimum Operating Residential Security Standards) and mission-shared agency costs. The remaining funds covered staff, office costs and various security-training venues.

## **B. Panama Administrative Centre**

338. In 2008, IOM continued consolidating and expanding the services provided by the Panama Administrative Centre (PAC). New services or elements of services taken on by PAC during 2008 were Internal Audit, Health Insurance and Medical Services (HIM) and the Staff Development and Learning Unit (SDLU). The number of staff members grew from 15 at the end of 2007 to 21 at the end of 2008.

339. The Field Personnel Support Unit continued providing support to IOM Missions worldwide in their management of local staff. The unit also undertook travel to some Field Missions in order to assess the local conditions and provide specific support as required.

340. The Health Insurance and Medical Services Unit was created in 2008 and provides occupational health advice and services to Missions in the Americas and Africa.

341. During 2008 PAC provided support to IOM Missions in the western hemisphere in the areas of accounting and financial control services and to Missions in other regions. PAC has been instrumental in providing support to the Missions in the Americas during the implementation of PRISM.

342. IT provided support services to Missions in the Americas region, acting as an IT helpdesk and taking advantage of the time zone and language to offer real time support.

343. The Office of the Inspector General transferred a position of Internal Auditor to PAC at the beginning of 2008. The Internal Auditor performed audit visits not only within the Americas but also to other regions, contributing to the enforcement of compliance with internal controls.

344. PAC participated in REDLAC, a regional network aiming to exchange information and coordinate efforts to enhance preparedness and response for natural disasters in Latin America and the Caribbean.

345. The Panama Administrative Centre offers the possibility of continuing the delocalization process while at the same time ensuring quality of services at a reduced cost and taking advantage of the different time zone and language. The Administration has ensured that Headquarters, MAC and PAC work in a complementary manner avoiding duplication and overlap of functions.

## **X. GENDER ISSUES**

346. In 2008, in addition to following up on the implementation of the recommendations stemming from the evaluation of IOM's gender policy, the Gender Issues Coordination (GIC) contributed to fulfilling the following aspects of the IOM Strategy document:

**Activities covered by GIC fulfil or contribute to the following points of the IOM Strategy:**

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.
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.

...continued

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.
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.

347. IOM is committed to ensuring respect for women migrant rights, regardless of their status, and actively contributes to CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women) committee sessions, as well as to reports by the United Nations Secretary-General (IOM Strategy point 2).

348. IOM co-organized a workshop on "Women that migrate, building new lives while supporting those left behind" in Haifa, Israel, from 17 to 21 March 2008, for government officials, academics, UN officials, diaspora and civil society representatives (IOM Strategy point 3).

349. IOM funded a research study on the participation of women in irregular migration flows from Senegal and their role in encouraging/preventing irregular migration. The study is in progress and the results will contribute to influencing programme and policy developments (IOM Strategy point 5).

350. IOM co-funded and published the study on Gender and Remittances: Colombian Migration from the West Central Metropolitan Area to Spain (IOM Strategy point 6).

351. The Organization supported the NGO *Femmes Africa Solidarité* by organizing the African Gender Forum on Migration in Dakar. IOM also co-hosted an ECOSOC Ministerial Breakfast Round Table on "Migration, Environment and Climate Change: the Gender Perspective" on 2 July 2008, and raised gender and migration issues in many other international or regional conferences (IOM Strategy point 7).

352. IOM continued to actively address Female Genital Mutilation in the context of migration, including as a factor hindering integration. The Organization also joined the Donors Working Group on Female Genital Mutilation/Cutting (IOM Strategy point 8).

353. IOM participated in the coordination of and endorsed the new IASC Policy Statement on Gender Equality in Humanitarian Action. The Organization continued to participate in several gender networks, task forces and groups at the inter-agency level and has adopted a 13-point internal plan of action to prevent and address sexual exploitation and abuse (IOM Strategy point 9).

354. IOM conducted an evaluation of counter-trafficking prevention activities in Latvia from a gender perspective to assess whether all potential risk groups, especially men, were properly included and serviced (IOM Strategy point 11).

355. IOM conducted a study on "Gender and Labour Migration: Policy-oriented Research on Linkages and Impacts - an Asian Perspective". This publication identifies key areas for

social and public policy intervention and should be available later this year (IOM Strategy point 12).

## **XI. OFFICE OF THE INSPECTOR GENERAL**

356. The Office of the Inspector General (OIG) reinforces the capacity of Headquarters oversight and, through its internal audit functions, evaluation, rapid project assessment and investigation and reviews a number of the Organization's project and organizational unit activities. OIG reports its findings to the IOM management and formulates proposals and recommendations for remedial action for any problems encountered, thereby contributing to the achievement of IOM's strategic objectives effectively, efficiently and in compliance with the Organization's rules and regulations. OIG complements IOM's internal control systems and plays a role in identifying and evaluating risk, and the Organization's risk management.

357. In order to conduct its work in line with IOM's new tools and business processes arising from the implementation of PRISM, OIG staff have undergone training in the new systems prior to revising work techniques to cater to their exigencies.

358. During 2008 OIG conducted internal audits of 25 Field Missions, five sub-offices, two Missions with Regional Functions (MRF), one Special Liaison Mission (SLM), one Headquarters-based organizational unit and various Manila Administrative Centre organizational units. It also participated with the Organization's External Auditor in the joint audit of an MRF. An electronic database of audit recommendations was established to facilitate a follow-up of the implementation of formally endorsed audit recommendations. Two auditors were seconded to the Administration over a period of several months to activities external to OIG.

359. Twenty-six projects were analysed under the OIG rapid assessment function which examines the project design and planned chain of activities, costs, output and outcome, systematically compares both financial and operational performance against plans, and analyses the relevance of project activities to the mandate, policy and needs of the various stakeholders, the achievement of objectives, the appropriateness of the costs incurred and other key parameters. This OIG activity involves documentary and accounts review, visiting project implementation sites, meetings and interviews with the project management, key project counterparts, the donor(s), project beneficiaries and other stakeholders. Extensive preparations were made for a further five project-related activity reviews.

360. The 16 evaluations posted on the public section of the OIG webpage in 2008 were either piloted by, or received technical inputs and advice from OIG. The number of requests from Field Offices for technical assistance and guidance on monitoring and evaluation of projects has increased.

361. OIG conducted ten investigations and provided advice and technical assistance for a further five.

362. OIG regularly provides formal and informal consultancy services to the Administration on a number of issues and policies, assists in briefing new staff and contributes substantive inputs to external reviews of the Organization.

## **XII. INFORMATION TECHNOLOGY AND COMMUNICATION**

### **A. Organization-wide Information Systems**

363. In recognition of the increased complexity of IOM operations, and to leverage ITC tools and technologies to support expanding IOM Field operations and administrative needs, ITC continued with the implementation in 2008 of three major initiatives to deploy integrated information systems throughout IOM, namely PRISM, MiMOSA and iGATOR.

364. **PRISM:** Over 400 staff had been trained and 102 IOM accounting offices were using PRISM Financials by the end of 2008, replacing the legacy accounting system PAS with the new integrated Enterprise Resource Planning system based on SAP. PRISM Financials follows a successful implementation of PRISM Human Resources, processing the payroll of all officials worldwide and the local staff in four large IOM Offices. During 2008 PRISM HR was extended to 12 more IOM Missions to process their local staff payroll.

365. **MiMOSA:** The interface with the US Government Refugee Resettlement Programme (USRP) system (WRAPS) underwent major enhancements to include automatic transmission of USRP caseload data. During 2008 4,178 movements and 62,784 migrants were processed through this system.

366. **iGATOR:** This is the first step to interface in real time an operational system such as MiMOSA with the accounting system, namely PRISM Financials. So far 85 IOM Offices are live with iGATOR and the remaining offices will have been trained by March 2009.

### **B. Telecommunications**

367. To allow better accessibility to IOM Offices worldwide, ITC continued to improve network infrastructure to make it more secure and reliable, while keeping the costs as low as possible depending on the availability of local providers. Some steps undertaken in 2008 are listed below:

- **Expansion of Voice over IP network:** Inclusion of more offices using existing data connection to transmit voice and reduce voice communication costs and make better use of the existing data network.
- **E-mail and Network Infrastructure optimization:** The migration of e-mail to Exchange 2003 was completed and resulted in some enhanced administration and end-user features, the Virtual Private Network project, to allow IOM Missions to securely connect to the IOM World Area Network (WAN) and the implementation of Quality of Service (QoS) in the IOM WAN to prioritize traffic and improve network performance and capacity.
- **Improved monitoring and tracking tools:** The implementation of network monitoring solution (OPManager) was completed to enable real-time monitoring of the network and allow quicker intervention to resolve the problems related to office connectivity to access critical corporate applications.

### C. ITC Service Delivery

368. An essential component for the protection of ITC investment, and to maximize the benefit from IT systems, is the provision of timely and high quality support to end users and raising their awareness to reap optimal business benefit. The following initiatives were undertaken during 2008:

- **ITC Helpdesk in Manila:** Providing IT support to all IOM Field Offices worldwide 24 hours a day, 7 days a week the service centre in Manila processed over 12,000 issues raised by Mission users.
- **IT Project Management Support:** This aims to enhance cohesiveness and consolidation of technical activities, to reduce risks due to interdependencies and provide overall status tracking of IT projects and activities undertaken by the Geneva and Manila IT teams. During 2008, support was provided to OIG for the **Development of Internal Audits (FIA) Database System** to standardize the recording of all audit findings using a single data source managed by the internal auditors. IOM Irvine helped to enhance the **USRP Loan Tracking System**. IOM Hanoi was supported in the introduction of a **Web-based Appointment Scheduling System** for Vietnamese visa applicants to the Czech Republic.

### XIII. SUPPORT FOR DEVELOPING MEMBER STATES AND MEMBER STATES WITH ECONOMY IN TRANSITION - 1035 FACILITY

369. In its eighth year, the 1035 Facility implemented the revisions to the funding mechanism as approved in 2007.<sup>14</sup> The expanded 1035 Facility became available from 1 January 2008 and now includes two “lines” of funding.<sup>15</sup> Updated management guidelines were finalized to ensure effective management of the two distinct funding “lines”.

370. In 2008, a total of USD 4,473,598 was allocated to 42 different initiatives. As in previous years, the distribution of allocations to each region closely matched the representation of eligible Member States in those regions. In Africa, the Facility supported 15 initiatives with over USD 1,567,000, benefiting 29 eligible Member States. In the Latin America and the Caribbean region, an amount of over USD 1,152,000 was allocated to ten initiatives, benefiting 13 eligible Member States. In Asia, ten initiatives benefiting ten Member States were funded for a total of over USD 895,000. In Europe, over USD 701,000 were allocated to seven projects benefiting ten Member States. In the Middle East, the Facility supported one initiative with over USD 56,000, benefiting one eligible Member State.

371. The total of USD 4,473,598 allocated in 2008 includes USD 1,400,000 for Line 1 of which Austria contributed USD 98,000 and the United States USD 850,000; USD 26,107 in recovered funds from completed projects, USD 2,979,092 for Line 2 and a contribution of EUR 50,000 by the Government of Italy in late December 2007, which was carried forward and allocated to projects in 2008. In late 2008, Italy made a further contribution of EUR 50,000 to the Facility which was carried forward to be allocated to projects in 2009.

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<sup>14</sup> In addition to the annual budgeted USD 1.4 million allocation, Council Resolution No. 1150 of 7 June 2007 approved the IOM Strategy document which states that “25 per cent of Discretionary Income (excluding security) in excess of the 2007 Programme and Budget Discretionary Income of USD 20.5 million will be allocated to an expanded 1035 Facility starting in 2008”.

<sup>15</sup> Funding available in 2008 from Discretionary Income was as follows: USD 1.4 million for Line 1 and USD 2,979,092 for Line 2.

372. In 2008, the Facility funded a wide range of initiatives across various thematic areas including Counter-trafficking, Labour Migration, Migration and Development, Migration and Health, Migration Management Systems, Research and Training. The Facility found that in 2008 there was a particular interest in labour migration projects with over 40 per cent of available funding allocated in areas related to labour migration, including information and awareness-raising for migrants, remittances, regional cooperation and inter-State dialogue.



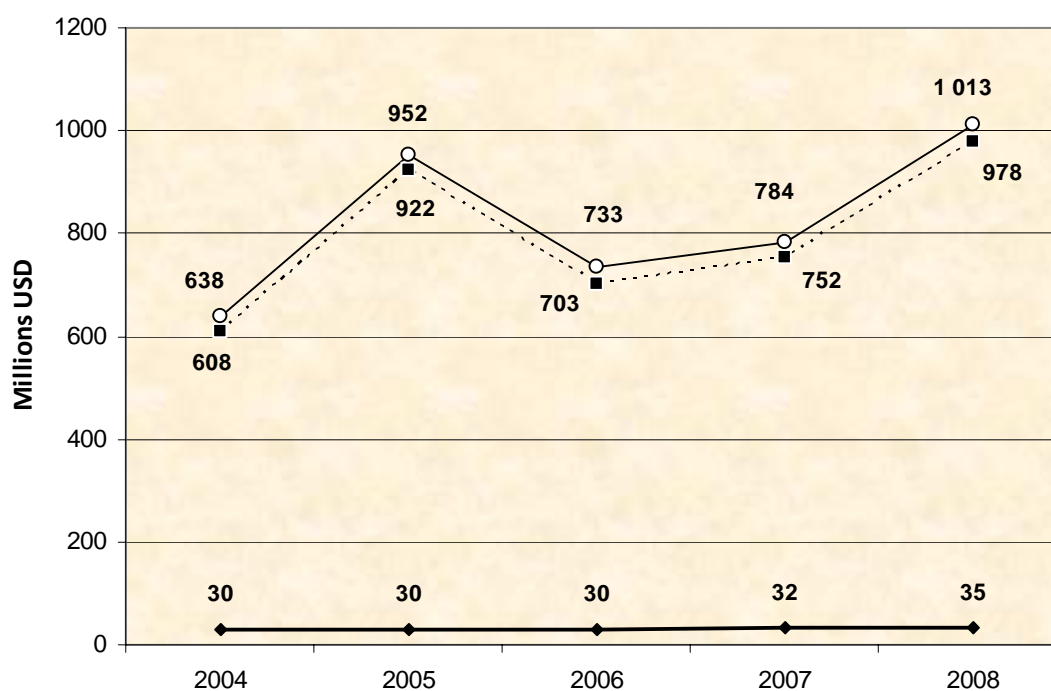
Statistical Annex

**IOM ACTIVITIES FOR THE YEAR 2008**

**1. IOM Total Expenditures 2004-2008 (USD millions)**

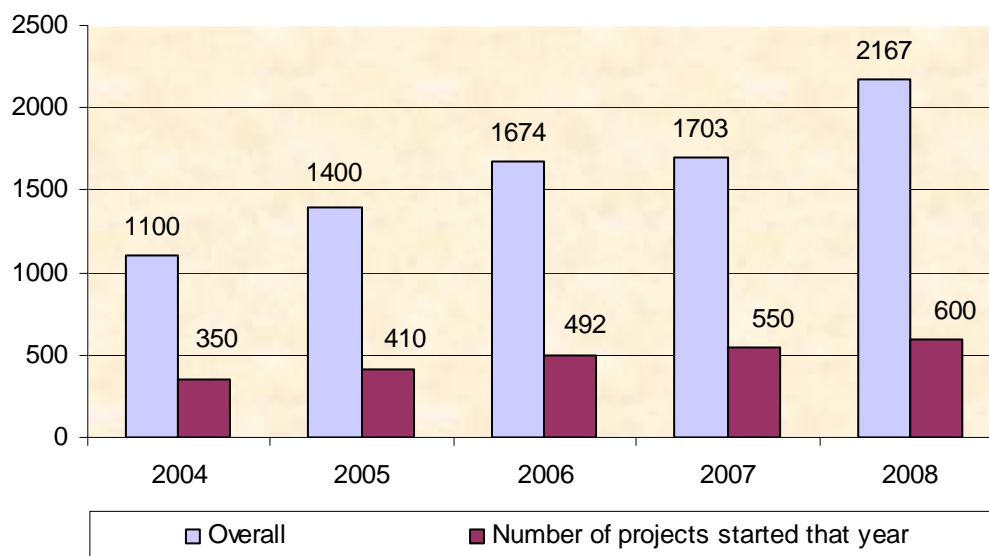
	2004	2005	2006	2007	2008
Administrative Programme	29.9	30	30.1	32	34.8
Operational Programmes	607.9	922	703.2	751.8	978.2
<b>Total expenditure for the year</b>	<b>637.8</b>	<b>952</b>	<b>733.3</b>	<b>783.8</b>	<b>1 013</b>

Source: Financial Reports

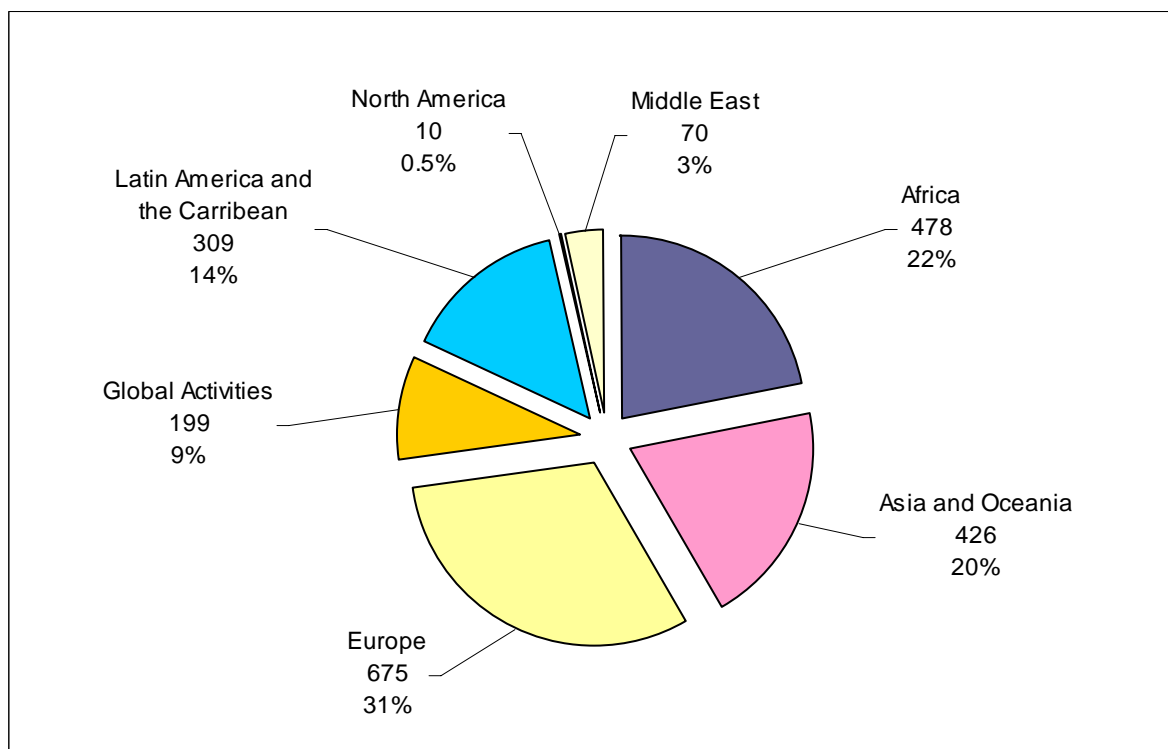


—◆— Administrative Programme    - - - ■ - - - Operational Programmes    —○— Total expenditure for the year

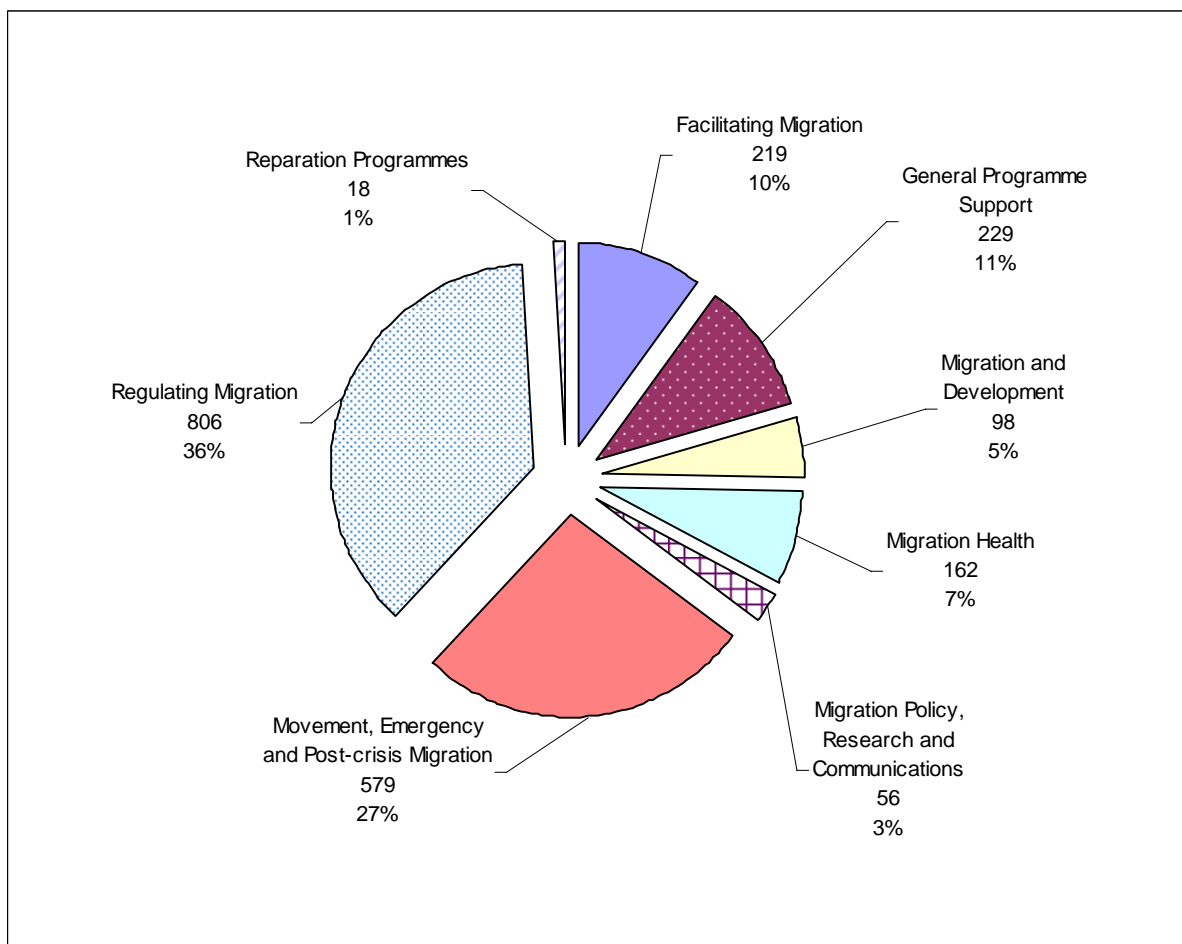
**2. Active projects 2004-2008**



**3. Breakdown of Operational Projects by Continent / Region in 2008**



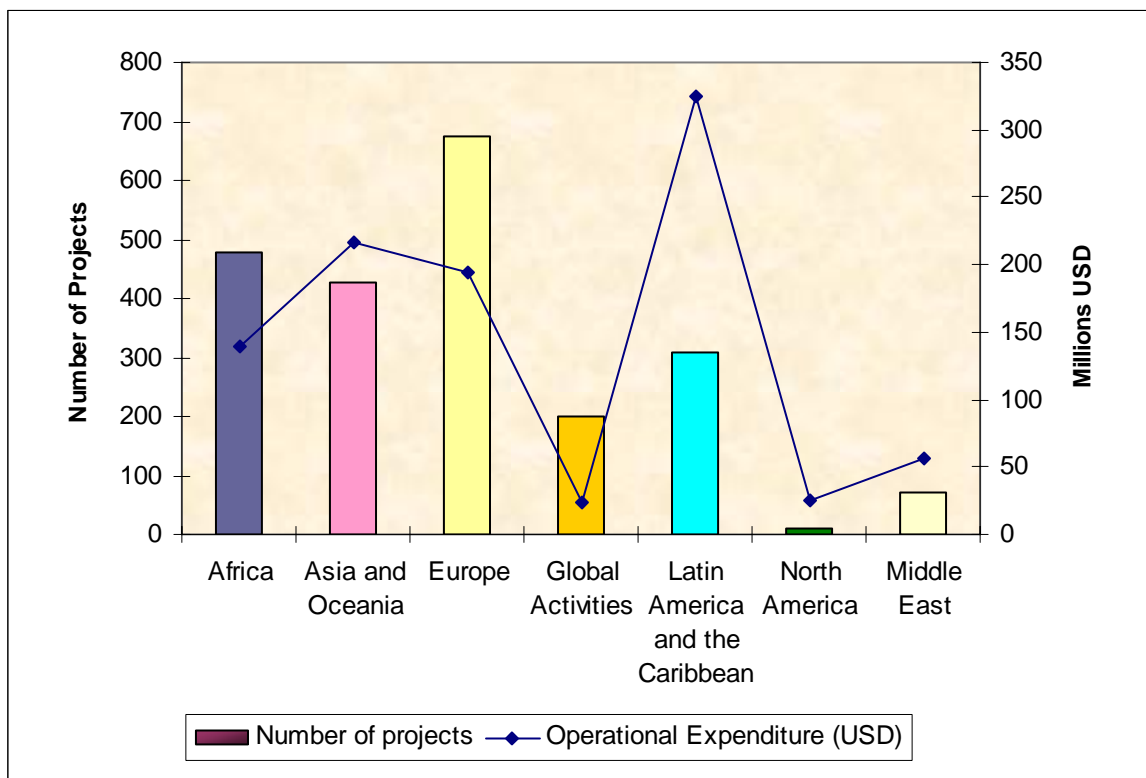
4. **Breakdown of Operational Projects by Category in 2008**



**5. Breakdown of Projects by Continent/Region and Operational Expenditure in 2008**

	Number of Projects	Operational Expenditure (USD)*
Africa	478	139 156 879
Asia and Oceania	426	215 901 480
Europe	675	194 469 198
Global Activities	199	23 762 434
Latin America and the Caribbean	309	324 636 351
North America	10	24 490 597
Middle East	70	55 777 431
<b>Total</b>	<b>2 167</b>	<b>978 194 369</b>

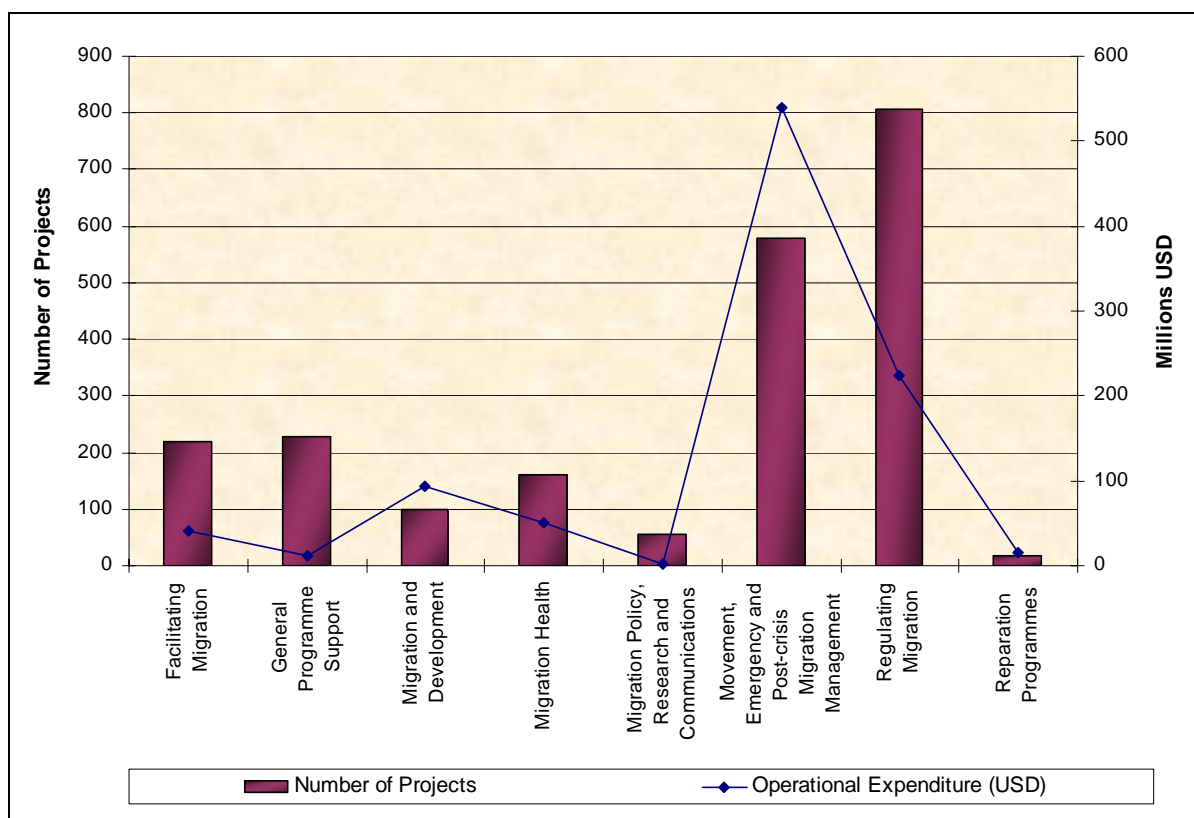
\* Source: Appendix 3 "Resources and Expenditure by Service and Region" of 2008 Financial Report



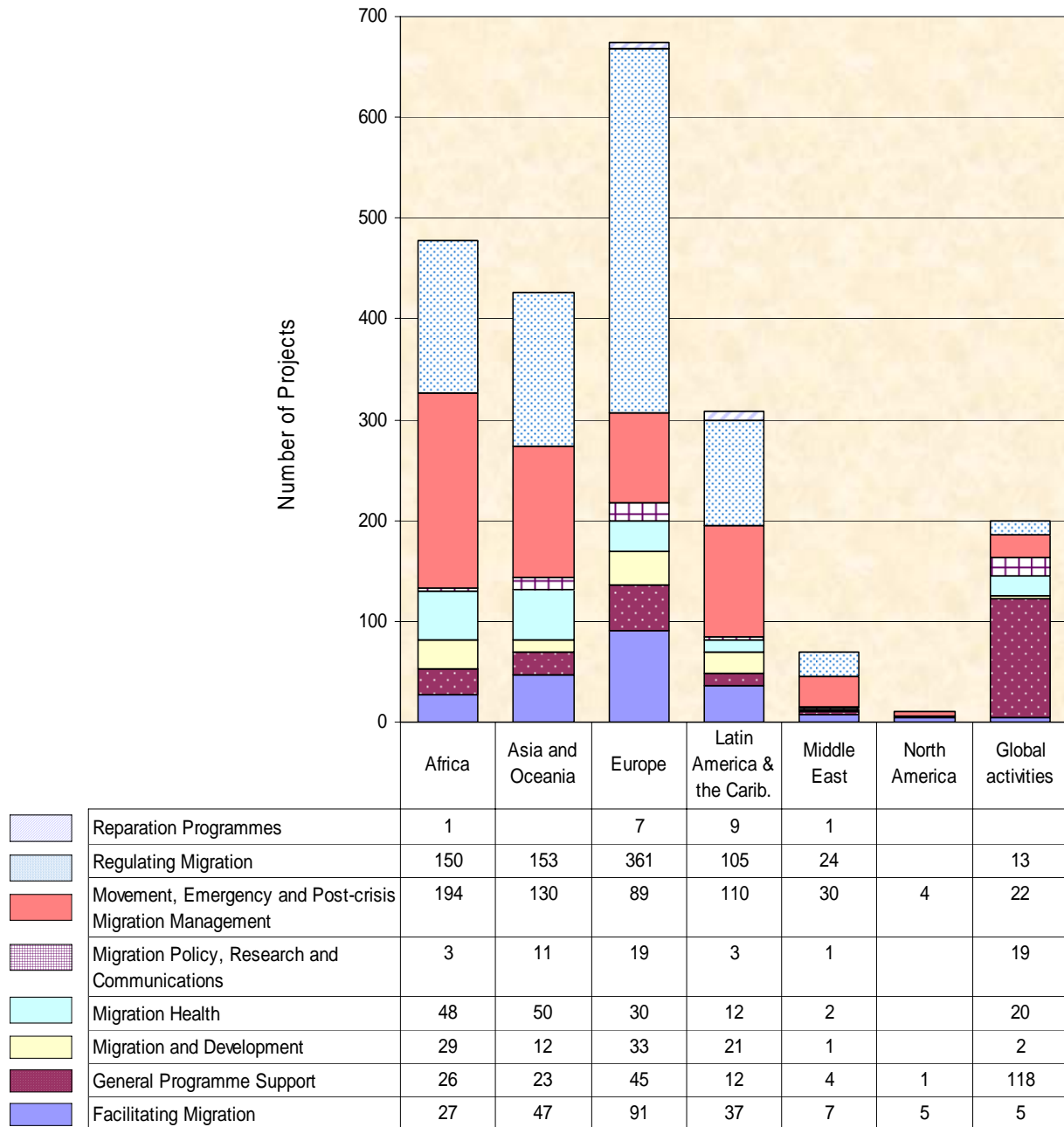
**6. Breakdown of Projects by Category and Direct Operational Expenditure in 2008**

	<b>Number of Projects</b>	<b>Operational Expenditure (USD)*</b>
Facilitating Migration	219	41 674 607
General Programme Support	229	11 279 472
Migration and Development	98	93 049 925
Migration Health	162	51 306 420
Migration Policy, Research and Communications	56	2 359 213
Movement, Emergency and Post-crisis Migration Management	579	538 884 467
Regulating Migration	806	224 016 832
Reparation Programmes	18	15 623 434
<b>Total</b>	<b>2 167</b>	<b>978 194 369</b>

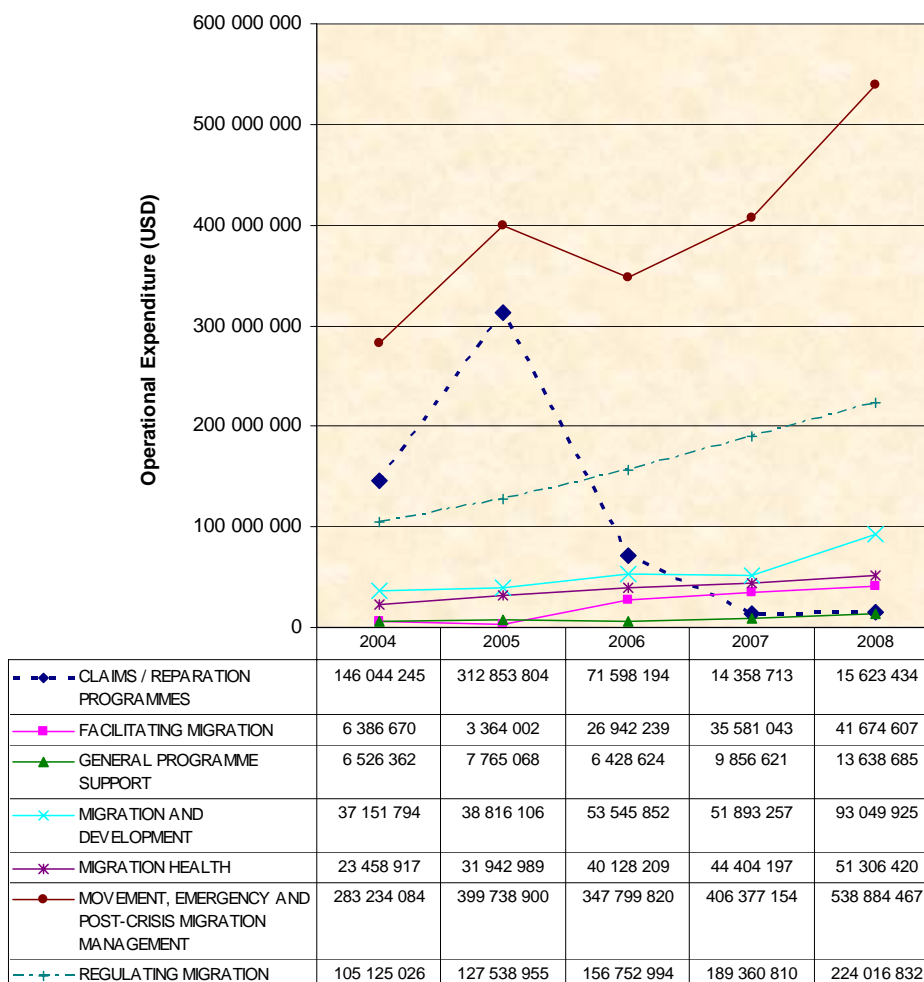
\* Source: Appendix 3 "Resources and Expenditure by Service and Region" of 2008 Financial Report



**7. Number of Operational Projects by Category and Region in 2008**

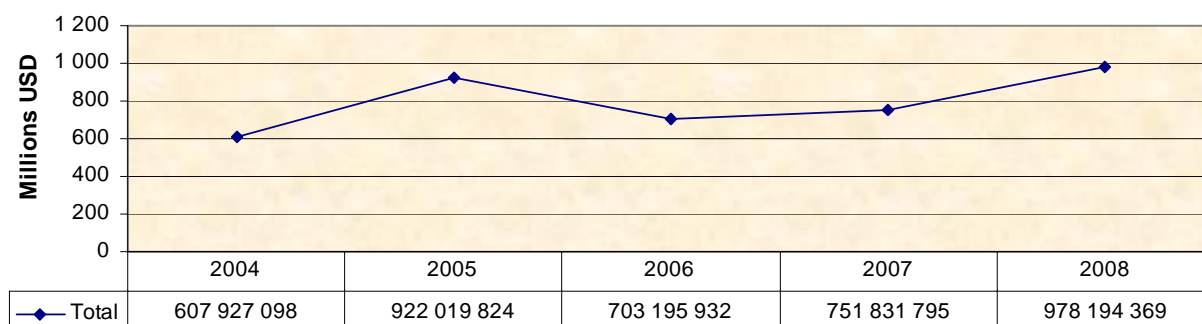


8. **Operational Expenditure (USD) by Project Category (2004-2008) adjusted to 2006 Project Classification**

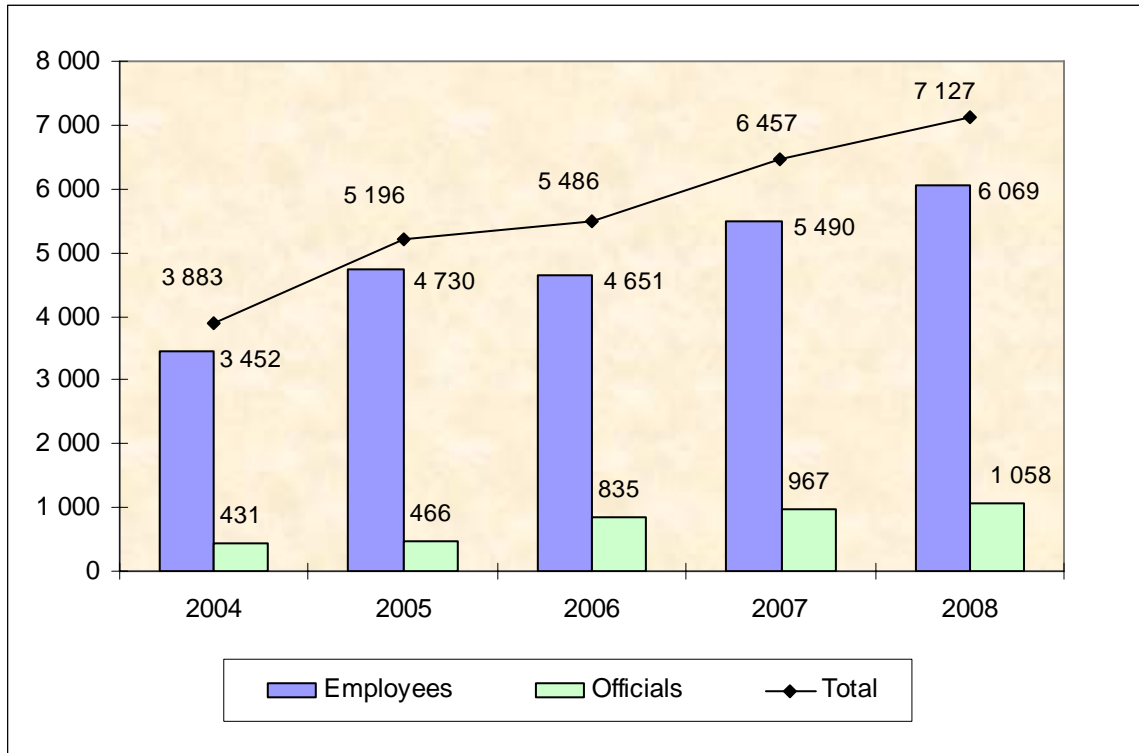


Source (for actual expenditure): Appendix 3 "Resources and Expenditure by Service and Region" of 2004-2008 Financial Reports. Does not include administrative budget.

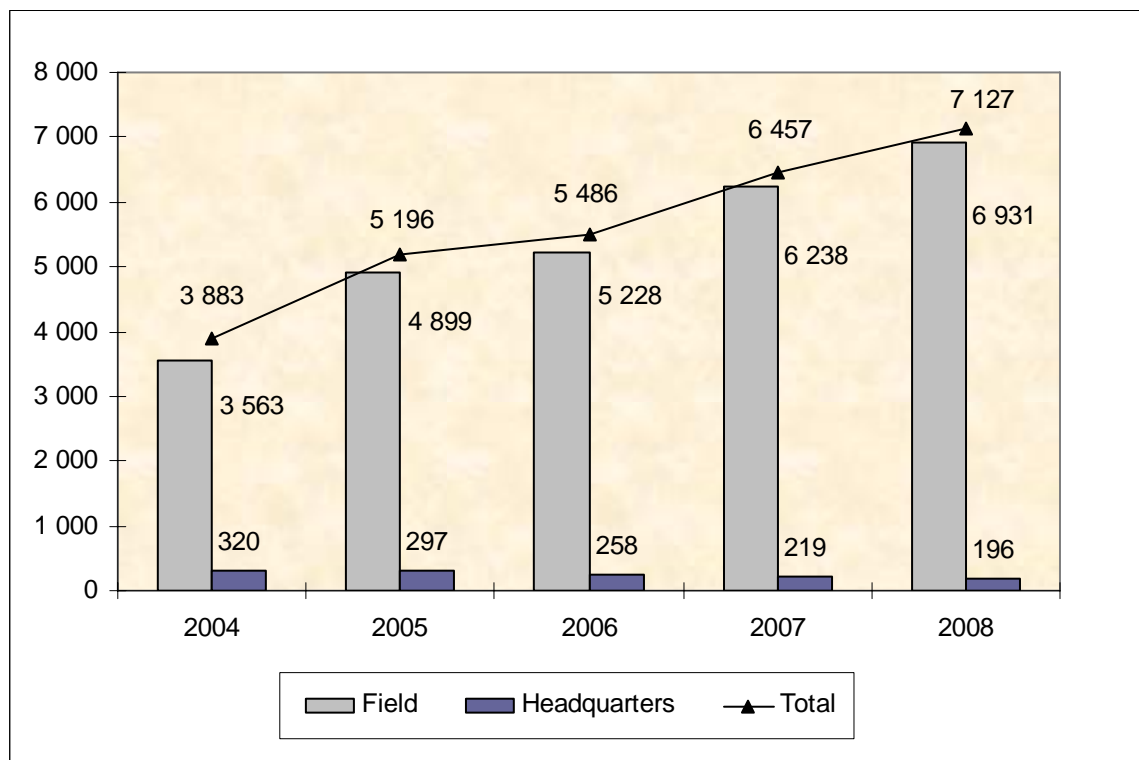
**Total Expenditures – 2004-2008**



**9. IOM Staff Worldwide - Breakdown by Category - 2004-2008**



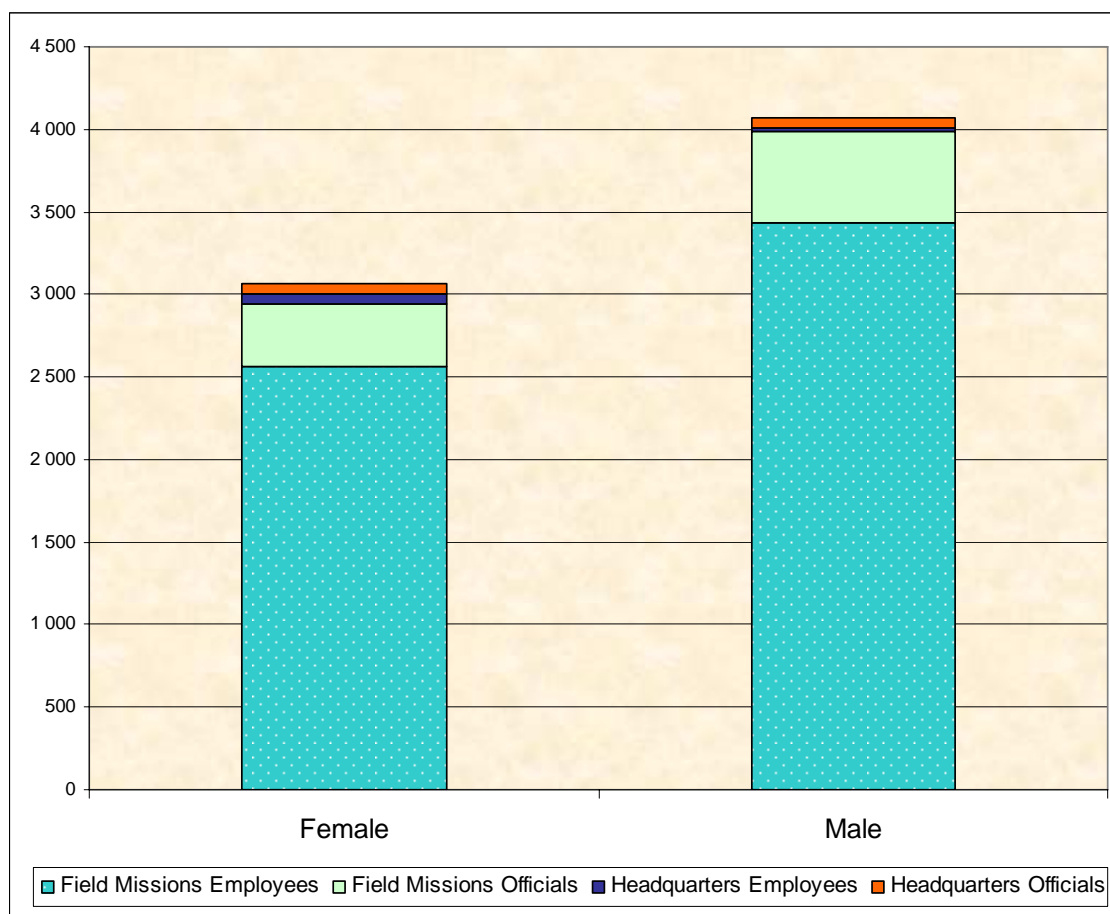
**10. IOM Staff Worldwide - Breakdown by Location - 2004-2008**





**11. IOM Staff Worldwide - Breakdown by Location and Gender in 2008**

Gender	Field Missions		Headquarters		Total
	Employees	Officials	Employees	Officials	
Female	2 559	386	54	62	3 061
Male	3 435	551	21	59	4 066
<b>Total</b>	<b>5 994</b>	<b>937</b>	<b>75</b>	<b>121</b>	<b>7 127</b>



More statistics on IOM Staff Members are available from yearly Human Resources Management reports.