



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

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**REPORT OF THE DIRECTOR GENERAL ON
THE WORK OF THE ORGANIZATION FOR THE YEAR 2012**

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ABBREVIATIONS

AVRR	Assisted voluntary return and reintegration
CCCM	Camp coordination and camp management
CERF	Central Emergency Response Fund
EC	European Commission
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
IASC	Inter-Agency Standing Committee
IDM	International Dialogue on Migration
IOM	International Organization for Migration
IT	Information technology
ITC	Information technology and communications
MiMOSA	Migrant Management and Operational Systems Application
MOSS	Minimum operating security standards
NGO	Non-governmental organization
PRISM	Processes and Resources Integrated Systems Management
SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNDSS	United Nations Department of Safety and Security
UNHCR	United Nations High Commissioner for Refugees (Office of the)
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

INTRODUCTION

1. The Report of the Director General on the work of the Organization for the year 2012 provides concise accounts of programme activity which are complemented by a statistical annex that illustrates organizational trends (Annex I). Furthermore, an annex containing the 12 activities outlined in the IOM Strategy has also been included (Annex II).
2. Throughout 2012, the Administration continued to emphasize the original three priorities outlined by the Director General when he assumed office: (a) Member State ownership through a systematic, ongoing series of measures, including consultations, information-sharing sessions and official visits; (b) partnerships with a view both to strengthen existing ones and to develop new associations; and (c) staff professionalism to further strengthen the foundational elements of human resources in the Organization. The Administration made further progress in its commitments to Member States to promote greater accountability and transparency, putting in place the necessary measures for full compliance with the International Public Sector Accounting Standards (IPSAS). In terms of promoting professionalism, the Administration convened the first Global Chiefs of Mission Meeting in 15 years, strengthening communication, collaboration, esprit de corps and the understanding of IOM's objectives in the coming years.
3. During the course of 2012, the Organization provided direct assistance to 12.38 million beneficiaries. This figure is a low estimate: the many IOM projects that build government capacity cannot be measured in terms of direct beneficiary caseload in the same way as, for instance, resettlement programmes or assistance to populations displaced by natural disasters.
4. The Administration developed two major initiatives in 2012: (a) at the level of global migration governance, a strong leadership position on preparations and consensus-building leading up to the second United Nations High-level Dialogue on International Migration and Development; (b) contributing to a stronger approach in coordinated preparedness, responses and recovery in relation to migration crises and migration aspects of crises, securing full Member State backing for the Migration Crisis Operational Framework.
5. In 2012, the Organization addressed a number of new and ongoing crises, and articulated the IOM approach in terms of the Migration Crisis Operational Framework. In 2012, IOM prepared for, responded to and assisted recovery from numerous crisis situations, including: populations displaced by conflict in the Syrian Arab Republic and neighbouring States; tropical storm Washi and typhoon Bopha in the Philippines; populations displaced by conflict in South Sudan; populations affected by the conflict in Mali; recovery efforts in Somalia; and ongoing Arab spring-related challenges in North Africa. The Migration Emergency Funding Mechanism, established in 2011, received generous funding from a number of countries, and these funds helped ensure response continuity to the Syria crisis.
6. In terms of migration management, IOM continued to expand its portfolio and consolidate existing areas, among which migration health partnerships, immigration and visa support solutions and border management capacity-building.
7. In the area of international cooperation and partnerships, IOM continued to support regional consultative processes and to pursue consultative preparations for the High-level

Dialogue, the latter being strengthened by Resolution No. 1244 adopted by the 101st Session of the Council in November.

8. In 2012, the Organization admitted Myanmar, Papua New Guinea and Saint Vincent and the Grenadines, bringing the total membership to 149. In addition, the African and Black Diaspora Global Network on HIV and AIDS, World Vision International and the World Food Programme were admitted as observers.

9. Total expenditures in 2012 (administrative and operational programmes combined) stood at USD 1,239 million, compared with USD 1,309 million in 2011. Expenditures under the Administrative Part of the Budget for 2012 were USD 42 million. Expenditures under the Operational Part of the Budget were USD 1,197 million, compared with USD 1,265 million in 2011 (Annex I, section 1).

10. The total number of active projects was 2,321, of which 640 started in 2012 (Annex I, section 2). When considered by region, the majority of these projects were carried out in Europe (33%), Africa (22%) and Asia and Oceania (17%). The full breakdown is given in Annex I, section 3.

11. When considered in terms of service classification, the number of operational projects in 2012 came mainly under the categories of regulating migration (39%), movement, emergency and post-crisis migration management (31%) and facilitating migration (10%). The full details are given in Annex I, section 4.

12. With regard to projects by region and operational expenditure, in 2012, the region with the highest expenditure was Latin America and the Caribbean, followed by Asia and Oceania, then Africa. Further details on the breakdown of projects by region and operational expenditure are shown in Annex I, section 5.

13. As regards projects by service classification and operational expenditure, spending on movement, emergency and post-crisis migration management activities was the number one area in 2012, as was the case in 2011. Further details on the breakdown of projects by service classification and operational expenditure are given in Annex I, section 6.

14. The total number of staff stood at 8,353 at the end of 2012, of which 7,502 were Employees and 851 were Officials.¹ Over 97 per cent of IOM staff members were posted in the Field, with the number of Field locations totalling 470 in 2012.²

15. The sections that follow this introduction give a brief account of the types and volume of activities carried out during 2012, in particular the year's highlights and significant developments.

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

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

I. OFFICE OF THE DIRECTOR GENERAL

16. The Office of the Director General manages the Organization and has overall responsibility for the formulation of coherent policies and oversight of activities to ensure compliance with strategic priorities set by the Director General. The Office of the Director General is composed of: (a) Office of the Chief of Staff; (b) Office of the Inspector General; (c) Office of Legal Affairs; (d) Senior Regional Advisers; (e) Spokesperson; (f) Staff Security Unit; (g) Ombudsperson; (h) Gender Coordination Unit; and (i) Occupational Health Unit.

A. Office of the Chief of Staff

17. The Office of the Chief of Staff is the operational entity within the Office of the Director General and acts as a catalyst for relevant information and overall support for the daily functions of the Director General and the Deputy Director General in the fulfilment of the Organization's mandate. The Office of the Chief of Staff facilitates the development and strengthening of IOM's management capacity and ensures that Headquarters and Field structures respond adequately to the expectations of various stakeholders and address organizational challenges. It also serves as a focal point in the Office of the Director General for all matters that require direct intervention, such as staffing, financial, reporting and representational aspects related to the mandates of the Director General and the Deputy Director General.

18. In 2012, the Office of the Chief of Staff convened the Global Chiefs of Mission Meeting – the second one in IOM's history. In compliance with the approved organizational structure, the Office organized and facilitated the annual Policy Formulation and Coordinating Committee meeting and the two meetings of the Management Coordinating Committee. The Office continued to head the Knowledge Management Working Group established to enhance IOM's capacity to capture and share the Organization's experience and knowledge. Further specific activities carried out by the Office in 2012 included the organization of the Council from 27 to 30 November 2012 and its high-level segment. Furthermore, the Office of the Chief of Staff continued to lead the work of the IOM Task Force on the Prevention of Sexual Exploitation and Abuse.

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

B. Office of the Inspector General

20. The Office of the Inspector General contributes actively to the oversight of the Organization through its functions of internal audit, evaluation, rapid assessment and investigation. The Office determines whether IOM's objectives are pursued efficiently and effectively, in compliance with the Organization's rules, regulations and ethical standards; detects fraud, waste, abuse and mismanagement; and plays a role in managing and minimizing risk. The Office reports its findings to IOM management and recommends remedial action; it

also provides the Administration with consulting services on management and organizational issues, policies, guidelines and external reviews.

21. The IOM Audit Advisory Committee acts in an advisory capacity to assist the Director General in fulfilling his oversight responsibilities, including risk management, internal control, ensuring the adequacy and effectiveness of the Office and internal oversight of organizational operations. In 2012, the Committee met three times in Geneva and for orientation purposes its members travelled individually to four different IOM Field Offices. Committee representatives presented a report on the Committee's activities from February 2011 to June 2012 at the Eleventh Session of the Standing Committee on Programmes and Finance in October 2012; an Audit Advisory Committee member also briefed IOM senior staff on enterprise risk management.

22. During 2012, the Internal Audit Unit conducted 29 audits of IOM Field Offices (12 in Africa and the Middle East, 5 in Europe, 9 in Asia and Oceania and 3 in the Americas), as well as 3 individual audits of global programmes and IT controls. In addition, the four components of recruitment, health claims, expense claims and Field procurement within the IOM Manila Administrative Centre were reviewed within one comprehensive audit.

23. The IOM External Auditor carried out a three-week performance audit of the Office of the Inspector General's oversight functions and the Internal Audit Unit in particular in November 2012.

24. During 2012, the Oversight Officer conducted rapid assessments of eight projects in the Field, also performing desk reviews and offering management advice to two IOM offices. The Oversight Officer was also tasked with providing technical advice and guidance on the cases requiring investigation and completed eight reviews, including guidance to the Field on allegations of fraud and wrongdoing; and participated in the documentation and proof review for a case of double invoicing to the Organization. In addition, the Oversight Officer participated in the Task Force on the Prevention of Sexual Exploitation and Abuse; provided extensive inputs for the Ombudsperson framework paper; and gave briefing sessions on the activities of the Office of the Inspector General for Associate Experts, incoming IOM staff and Chiefs of Mission.

25. The Evaluation Officer continued to work on reinforcing an evaluation culture in IOM by providing technical assistance on the implementation of evaluations in IOM Field Offices and offering expert advice to IOM Headquarters on monitoring and evaluation matters, including performance measurement. The Officer acted as the focal point on evaluation for Member States, donors and the United Nations Evaluation Group. With focus on evaluation, the Officer contributed to the preparation of the knowledge management policy and the review of the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP). The Evaluation Officer conducted a thematic and strategic evaluation of IOM interventions funded by the Central Emergency Response Fund (CERF) for the period 2006–2012 as recommended by the CERF Advisory Group in 2011. The Office of the Inspector General published the internal and external evaluations conducted in 2012 on the IOM Evaluation web page (11 evaluations).

C. Office of Legal Affairs

26. The regular responsibilities of the Office of Legal Affairs are: to provide advice on matters of a legal and constitutional nature, which includes providing legal advice on all aspects of IOM's work to the departments and offices at Headquarters, the two Administrative Centres and the Regional and Country Offices; to provide information on and keep a record of the amendments to the Constitution; to prepare, negotiate and oversee agreements on IOM privileges and immunities; to provide advice on requirements for membership and observership; to coordinate draft resolutions for the governing body sessions; to prepare the statement of the Administration for staff appeal cases lodged with the Joint Administrative Review Board and/or the Administrative Tribunal of the International Labour Organization; to conduct research and produce papers on the legal and policy aspects of IOM objectives and functions; to prepare, negotiate and/or coordinate cooperation agreements, contracts and other memorandums of understanding; to review, interpret and provide advice on the Staff Regulations and Rules for Officials and Employees at Headquarters and in the Field, including issues related to social security, tax exemption, disciplinary action, terminations of appointment and reductions in force; and to act as the focal point on IOM data protection issues.

27. The Office of Legal Affairs coordinated all contracts and agreements entered into by the Organization. In 2012, 3,162 contracts and agreements were concluded, which is an 8 per cent increase compared with 2,929 concluded during 2011. Among all contracts and agreements concluded in 2012, 2,735 contracts and agreements (86.5%) were reviewed and approved by the Office, and an additional 427 contracts and agreements (13.5%) were signed during the second half of 2012 without review by the Office under the new procedures for contract conclusion.³ Among all contracts and agreements concluded in 2012, approximately 20 per cent were donor agreements (640 agreements).

28. In 2012, major cooperation agreements were concluded with, among others, the European Union (EU) (exchange of letters on a strategic cooperation framework); the United Nations Human Settlements Programme; the United Nations Political Office for Somalia; the United Nations Office on Drugs and Crime; and the White Helmets Commission. The Office of Legal Affairs also finalized status agreements and arrangements which included privileges and immunities with Canada, Cyprus, the Marshall Islands, the Federated States of Micronesia, Nauru, the Netherlands and Uganda. The Office participated in two working groups relating to the IOM emergency portfolio. In the Technical Working Group on Emergency Activation Procedures, the Office contributed to the development of recommendations for smooth activation of Level 3 Emergency Activation Procedures. As part of the Technical Group on Migration Crisis, the Office was involved in the development of the Migration Crisis Operational Framework for the Organization and the drafting of the related resolution that was adopted by the IOM Council (Resolution No. 1243 of 27 November 2012).

³ The Instruction on the Delegation of Authority for Concluding Contracts and Agreements (IN/99 Rev.1), which came into force on 1 July 2012, grants Directors of departments and offices at Headquarters, of the Administrative Centres and of Regional Offices, as well as Chiefs of Mission in Country Offices and Heads of Offices, the authority, as delegated by the Director General, to sign contracts and agreements on behalf of the Organization. By virtue of this Instruction, certain limited types of contracts and agreements no longer require prior written endorsement from the Office of Legal Affairs, provided that all relevant conditions are met. While this contributes to greater efficiency, it comes at the cost of exposing the Organization to increased risk.

29. The Office also extensively supported the work of the Working Group on Budget Reform and the development and drafting of the resolution on budget processes and mechanisms (Executive Committee Resolution No. 134 of 3 July 2012) approved by the Council.

30. Staff Regulations and Rules: The Office was involved in the ongoing process of drafting a fully revised set of Staff Rules to implement the revised Staff Regulations adopted by the Council in December 2010, in coordination with the Human Resources Management Division. The Office also provided legal advice on a number of occasions to the Division on the interpretation and application of the Staff Regulations and Rules and IOM Instructions, including those related to disciplinary measures, harassment claims, investigations and separation of staff members.

31. Staff complaints: During 2012, 17 actions prior to the lodging of an appeal under the Joint Administrative Review Board were filed, of which 6 led to an appeal. IOM was notified of five complaints filed with the Administrative Tribunal of the International Labour Organization. This compares with 11 actions prior to lodging an appeal, four appeals to the Board and four complaints filed with the Tribunal during 2011.

32. Policy documents: The Office coordinated a number of IOM policy documents throughout 2012, including a revision of the Policy for a Respectful Working Environment (IN/90), the Administrative Note on Danger Pay and the Information Bulletin on the Loss of Personal Property in Time of War (IB/70). The Office continued to be an active member of the Action Plan Group of the Headquarters Task Force on the Prevention of Sexual Exploitation and Abuse. In 2012, the Office assisted the revision of the first draft IOM policy on preventing and responding to sexual exploitation and abuse and a related clause for all IOM contract templates for service providers, suppliers and implementing partners. The Office coordinated 26 Internal Guidance Notes on IOM activities which were issued in 2012. It also assisted in the development of the draft Internal Guidance Note on IOM Assisted Voluntary Returns and Reintegration of Unaccompanied Migrant Children. Furthermore, the Office continued to promote the implementation of the IOM Data Protection Principles.

33. Amendments to the Constitution: The Office led the concerted promotion of the acceptance of the amendments to the IOM Constitution by visiting Member State Missions in Geneva. By the end of 2012, 91 Member States had accepted the amendments to the Constitution.

D. Senior Regional Advisers

- Europe and Central Asia

34. The Senior Regional Adviser for Europe and Central Asia continued to strengthen cooperation with relevant regional institutions in 2012, in particular the EU, the European Commission (EC) and the European External Action Service. As a result, a strategic cooperation exchange of letters was signed in July 2012 among the relevant EC Directorates-General, the European External Action Service and IOM.

35. In 2012, he contributed to reinforcing migration policy dialogues and cooperative mechanisms, and participated in or coordinated inputs for meetings, workshops and conferences, including supporting a series of bilateral consultations between IOM and

Member State governments and/or regional institutions. An important aspect of his work was to coordinate IOM's contribution to the work of the Intergovernmental Consultations on Migration, Asylum and Refugees, to support IOM's role in the EC-managed Eastern Partnership Panel on Migration and Asylum and to strengthen cooperation with international organizations, including the International Centre for Migration Policy Development. Throughout the year, the Adviser focused on continued liaison with representatives from Member States, both in Geneva and in their capitals.

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

- Asia

37. The Senior Regional Adviser for Asia continued to assist the Regional Office and Country Offices in responding to growing, diversified and interconnected migration challenges in the region. He contributed to: the efforts of the Country Offices for partnership-building with the relevant stakeholders through participating in and coordinating inputs for workshops and seminars; liaison on improved institutional arrangements; major programme and policy issues; and IOM's internal regional meeting on policy formulation and coordination. For example, he assisted the organization of an annual joint workshop in Japan, which drew lessons from support measures for migrants affected by the earthquake that occurred in the country in 2011. He also assisted in the finalization of a memorandum of understanding between IOM and the Government of the Republic of Korea on humanitarian evacuation. Along with other Asian countries affected by the mobility consequences of complex humanitarian crises in recent years, these initiatives presented valuable test cases for the discussion at the International Dialogue on Migration in 2012 under the theme of "Managing migration in crisis situations".

38. In 2012, there were significant positive political changes in the Asia and Pacific region, including in Myanmar, and in the Philippines with regard to the Mindanao peace process. In Myanmar, the Senior Regional Adviser for Asia supported the efforts of IOM Country Offices in and around the country and the Regional Office to support these positive developments in the areas of migration management, assistance to vulnerable migrants and cross-border cooperation. The continued presence of a large number of Afghan refugees and migrants in the region remained a major challenge. The Adviser supported the participation of IOM in international forums on Afghanistan and consultations with the Government of Afghanistan and the governments of neighbouring countries.

39. The Senior Regional Adviser for Asia continued to support enhanced regional cooperation through regional consultative processes, for example through the efforts to address the serious challenges posed by mixed migration flows by sea through the regional cooperation framework under the Bali Process.

40. In terms of membership, Myanmar and Papua New Guinea joined IOM in 2012.

- Sub-Saharan Africa

41. The Senior Regional Adviser for Sub-Saharan Africa ensured effective coordination, communication and coherence between Headquarters, Regional Offices and Country Offices in support of the Office of the Director General. In this regard, he coordinated the Director General's participation in the 18th and 19th Ordinary Sessions of the Assembly of Heads of State and Government of the African Union, held in Addis Ababa, Ethiopia. The Director General had a series of bilateral meetings with many African Heads of State and delegations on migration issues of mutual importance to Member States and IOM. The Senior Regional Adviser also supported the Director General in the following areas.

42. In his drive to strengthen existing partnerships, the Director General, joined by the United Nations High Commissioner for Refugees, António Guterres, and Ethiopia's Deputy Director for Refugee and Returnee Affairs, Ato Ayalew Awoke, visited the Bambasi refugee camp in Ethiopia's Benishangul Gumuz region. Furthermore, as part of the Director General's strategic objective to foster inter-State dialogue and intraregional cooperation on migration in Africa and in support of efforts by the regional groups, the Director General was instrumental in initiating a migration dialogue for Central African States which took place in Brazzaville, the Congo.

43. In pursuance of his strategic priority of Member State ownership, the Director General continued to engage Member States and, with the support of the Senior Regional Adviser, had two briefing sessions for the African Ministers, Heads of Delegations and Permanent Missions in Geneva who attended the International Labour Conference and the Executive Committee meetings of the Office of the United Nations High Commissioner for Refugees (UNHCR) in Geneva.

44. In support of Member States' development agendas and priorities to address national migration challenges, the Director General paid official visits to Kenya, Somalia and South Sudan to engage the Governments on potential and newly emerging migration issues of mutual interest and importance for cooperation and joint actions. The Director General was one of the keynote speakers at the Conference on the Urgent Appeal for the Sahel Region, organized by the Coordinator of the African Group in Geneva to drum up international support for enhanced visibility and advocacy relating to Mali and the Sahel crisis.

- North Africa, the Middle East and the Gulf States

45. In 2012, the Director General continued building stronger cooperation with the countries of the region and responding to their different needs, namely emergency response and migration management. The Senior Regional Adviser for North Africa, the Middle East and the Gulf States supported these efforts by engaging with the Regional Office in Cairo. The support included enhancing existing relations with the League of Arab States, the Arab Labour Organization and other regional bodies.

46. The Director General, with the support of the Senior Regional Adviser, and the Regional Director in Cairo, ensured the implementation of IOM's regional strategy, developed during the regional meeting for Chiefs of Mission held in Jordan in December 2011. A second regional meeting is expected to take place in Cairo in May 2013.

47. The Senior Regional Adviser supported Field Offices through liaison with the relevant governments both at Headquarters and Field level and undertook several missions to the region to strengthen existing relations and build new ones, particularly to increase IOM membership in the region.

- Americas

48. The Senior Regional Adviser for the Americas worked with Headquarters departments, Regional Offices and Field Offices in support of their programmes and activities. The Adviser also supported the Director General's participation in the sixth Summit of the Americas, which took place in Cartagena, Colombia, in April 2012; and in the United Nations Conference on Sustainable Development (Rio+20), in Rio de Janeiro, Brazil, and the seventeenth Regional Conference on Migration, in Panama City, Panama, both held in June 2012. The Senior Regional Adviser also assisted the Director General and the Deputy Director General in their visits to other countries in the region. Furthermore, the Adviser collaborated with the Department of International Cooperation and Partnerships, Regional Offices and Country Offices in developing relationships with regional organizations, such as the Organization of American States and regional integration groups (the Southern Common Market, the Andean Community, the Union of South American Nations, the Caribbean Community and the Central American Integration System). The Senior Regional Adviser also contributed to coordination with other organizations, such as the Ibero-American Secretariat and the Community of Latin American and Caribbean States.

49. In support of the Director General's strategic objectives, the Senior Regional Adviser worked closely with both Field Offices and Permanent Missions in Geneva to follow up on the amendments to the IOM Constitution and the payment of assessed contributions. The Senior Regional Adviser also participated in the seventh Intersessional Meeting of the South American Conference on Migration, which was held in Santiago, Chile, on 2 and 3 August 2012, in the discussion of the strategic approaches to the subregions of South, Central and North America and the Caribbean, and represented the Director General at the twelfth South American Conference on Migration held on 5 and 6 November in Santiago, Chile. The Senior Regional Adviser also liaised and collaborated on follow-up to increase IOM membership. In 2012, one new country from the region joined the Organization, namely Saint Vincent and the Grenadines.

E. Spokesperson

50. In 2012, in close consultation with the Office of the Director General, the Senior Management Team and IOM Field Offices worldwide, the Spokesperson, who also heads the Media and Communications Division, led IOM's global media and communications strategy to raise public awareness of the Organization and emerging migration issues and to establish IOM as the reference organization on the subject.

51. The Spokesperson regularly advised the Director General, the Deputy Director General, senior staff and IOM Field Offices on strategic communications matters, ensuring consistent messaging across a range of often complex and sensitive policy and programmatic issues.

52. Throughout the reporting period, in coordination with the Office of the Director General, the Spokesperson conceptualized, formulated and oversaw the

implementation of IOM's global media relations and communications strategy for both internal and external audiences, including with non-traditional partners, such as communities affected by natural or man-made disasters.

53. The Spokesperson also ensured the dissemination of key institutional messages to position IOM at the centre of the broader and ongoing humanitarian, socioeconomic, political, cultural and legal debate surrounding migration.

54. He ensured that all public information outputs were of a high standard and in line with the Organization's overall strategic objectives and key messages.

55. The Spokesperson supervised the daily management of Media and Communications Division staff in Geneva, Washington, D.C., Bangkok and Manila and all budget allocations and expenditures.

56. With the support of the Office of the Director General, the Spokesperson contributed to better information flows between IOM departments and offices and with Member States, United Nations agencies (through the United Nations Communications Group) and IOM partners worldwide.

F. Staff security

57. The Staff Security Unit provides leadership regarding the safety and security of all IOM staff, supports the safe implementation of IOM programmes and ensures the protection of the Organization's assets, through sound security management processes. The Unit consists of a small core team of four international and eight national staff and addresses global safety and security management, security operations, risk analysis services, safety and security training and technical support for approximately 8,400 personnel worldwide. In 2012, in coordination with the Regional Director, the Unit established a Regional Field Security Officer position in Senegal, to provide the required safety and security management support to the IOM Dakar Regional Office and its Country Offices.

58. As a full partner in the United Nations security management system, IOM's Field Offices closely coordinate their safety and security management with the United Nations Department of Safety and Security (UNDSS). For 2012, the UNDSS security compliance survey reported that, of the 119 IOM office locations assessed, 88 were compliant, with many receiving a high score. The few offices that were not fully compliant are not in high-risk locations. The Unit continued to work closely with non-compliant offices to enhance their staff, operational and physical security posture in relation to the minimum operating security standards (MOSS) policy.

59. In 2012, IOM's contribution to the UNDSS cost-share budget for the current biennium was USD 5.86 million. Furthermore, the Staff Security Unit provided safety and security funding support to a total of 94 IOM offices worldwide, amounting to USD 2.78 million, a 29 per cent increase from the previous year. A significant portion of these funds (USD 1.14 million) was provided to support offices in becoming MOSS-compliant and to various emergency operations related to the crisis situations in the Democratic Republic of the Congo, Egypt, Libya, Mali and the Syrian Arab Republic. The increase in MOSS-related funding support and the increase in MOSS-compliance ratings have

demonstrated that offices are becoming more reliant on the Staff Security Unit funding mechanism.

60. In 2012, the Staff Security Unit Operations Centre, in coordination with its security partners at UNDSS, documented 654 direct and indirect safety and security incidents. This unfortunately includes the death of an IOM national staff member in Haiti who was shot and killed during a robbery. Of these incidents related to acts of civil unrest, terrorism, armed conflict, road accidents and various forms of criminality, 72 directly involved IOM personnel and programmes. The majority of these incidents occurred in the Middle East, North Africa, South Asia and Central and West Africa.

61. The Staff Security Unit supported a number of emergency operations, investigations, training activities and safety and security assessments by deploying Security Officers to Chad, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, Guatemala, Haiti, Iraq, Jordan, Kenya, Libya, Mali, Mozambique, Nepal, Pakistan, the Philippines, Senegal, Somalia, Thailand, Turkey, Yemen and Zimbabwe.

62. The Unit conducted several specialized training sessions/briefings on: disaster preparedness; emergency communications for wardens; and safety and security operating measures. The Unit also provided trainers to support UNDSS in its Safe and Secure Approaches in Field Environments programme. In 2012, the Unit conducted specialized training for 40 IOM staff, including managers and Security Officers, through holding a security training workshop in Panama City, Panama, and a global retreat in Manila, the Philippines.

G. Ombudsperson

63. IOM provides its staff worldwide with the services of an Ombudsperson to assist in the informal resolution of conflicts and to provide confidential, neutral and independent advice on work-related issues, whether on conditions of employment or relations with supervisors and colleagues. The Ombudsperson helps staff develop options for the resolution of issues, engages in informal interventions or mediation on their behalf and provides information on formal channels to address grievances. During 2012, the Ombudsperson conducted 153 consultations (20 for Headquarters staff and 133 concerning Field staff). The majority of consultations concerned workplace relationships and conflict prevention.

H. Gender coordination

64. The Gender Coordination Unit continued to support the implementation of IOM's gender policy by providing advice and technical guidance to Headquarters departments and the Field, raising awareness at international level and actively cooperating with partners at inter-agency level. The main activities carried out in 2012 are outlined below.

65. The Unit finalized *Crushed Hopes: Underemployment and Deskilling among Skilled Migrant Women*. The publication contributes to a better understanding of how women migrants are affected by brain waste and professional deskilling and includes a literature review, three case studies (Canada, Switzerland and the United Kingdom) and recommendations for future research. A workshop was organized in Geneva with key Swiss stakeholders.

66. The Unit continued the roll-out of the mandatory sensitization session on the prevention of sexual exploitation and abuse. In total, 7,300 staff members have been trained worldwide, representing a compliance rate of 83 per cent. The Gender Coordination Unit continued to support the Office of the Chief of Staff and other departments to ensure efficient and timely implementation of the revised IOM plan of action on the prevention of sexual exploitation and abuse. In addition, the Gender Coordination Unit and the Office of the Chief of Staff have been acting as the secretariat for the Director General's initiative to serve as the Inter-Agency Standing Committee (IASC) champion on the prevention of sexual exploitation and abuse since November 2011.

67. IOM, through the Gender Coordination Unit, participated in SWAP, the new inter-agency initiative designed to provide stronger accountability and commitment for promoting gender equality and the empowerment of women in the United Nations system, and was among seven other piloting entities that tested the SWAP reporting framework, validated its performance indicators and made useful recommendations for revisions and additional indicators.

68. To mark the International Day of Zero Tolerance for Female Genital Mutilation, the Unit issued a joint press release, with partners including the Geneva Human Rights Office, calling for the adoption of more human rights-based legislation to end female genital mutilation.

69. On the occasion of International Women's Day 2012, the Unit published a fact sheet and a press release calling for more attention to be given to the specific situation of rural women and their experience as migrants and those of family members left behind.

70. The Gender Coordination Unit continued to be an active member of several inter-agency groups, including the Inter-Agency Network on Women and Gender Equality and ORIGIN, a network of gender and diversity advisers working in international and European organizations.

71. The Unit continued to contribute to the work of the Committee on the Elimination of Discrimination against Women by providing confidential country reports and commenting on the draft general comment on harmful practices affecting girls produced jointly by the Committee and the Committee on the Rights of the Child.

72. The Unit continued to lead its network of 142 gender focal points, which has continued to grow and diversify. A survey was conducted in 2012, and a reform is foreseen for 2013.

73. In 2012, the Gender Coordination Unit continued to provide expert advice to service areas and Field Offices upon request. The Unit contributed to ongoing work on a revision of the Policy for a Respectful Work Environment (IN/90) and supported Field Offices involved in the Consolidated Appeals Process in better mainstreaming gender in their projects and understanding the IASC gender marker. The Unit also supported IOM's engagement in the Global Forum on Migration and Development (GFMD).

74. The Gender Coordination Unit continued to attend meetings of the Appointments and Postings Board and the Rotation Appointments and Postings Board as a non-voting ex officio member.

75. The IOM *Gender and Migration News* continued to be disseminated to a wide audience, including United Nations organizations, diplomatic corps, academics and migration practitioners.

IOM Strategy points: 2, 3, 4, 6, 7, 8, 9 and 12

I. Occupational health

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

Medical follow-up and support

77. In 2012, the assistance provided to staff and their family members occurred at different levels, as follows:

- The Occupational Health Unit and the Health and Insurance Medical Units evaluated and monitored the fitness to work of 2,942 staff, while also preparing staff for transfers and travel on duty by providing travel health information and vaccinations to 674 staff.
- Staff benefited from 527 free consultations, counselling and advice from the Medical Officers, which represents a 16 per cent increase compared with 2011.
- The Occupational Health Unit also assisted the EU observer programmes in Kenya, Libya, Pakistan, Sierra Leone and Timor-Leste with travel preparedness activities for their staff.
- By monitoring prolonged sick leave and promoting early return to work, the Occupational Health Unit made every effort to reduce absenteeism and increase the fluidity of work. A total of 497 days of sick leave were taken in 2012 in connection with occupational accidents or illnesses, representing a decrease of 34 per cent compared with 2011 (744).
- Occupational Health Unit doctors conducted 82 medical evacuations and travel from the Field, ensuring that staff and their dependants had access to the best medical facilities, while at the same time controlling cost implications. The assistance of external private service providers was not needed, which was cost-effective.

78. Assistance to the Field Offices was provided through various means, as follows:

- Some Field Offices obtained medical material for staff in remote places (e.g. medical kits, mosquito domes).
- Offices were regularly informed of new outbreaks of infectious diseases and how to limit the risk of exposure thereto. The Occupational Health Unit initiated information campaigns on global health risks (e.g. related to mosquito-borne infections such as

malaria, dengue, yellow fever), particularly during local outbreaks of cholera and malaria.

- Medical tips and information were shared with staff and their families regarding first aid and stress management in conflict areas (Syrian Arab Republic).
- The Occupational Health Unit facilitated access to counselling services, in particular in offices where staff had been detained (e.g. Libya, Sudan) or where civil conflicts occurred (e.g. Syrian Arab Republic, Democratic Republic of the Congo).

79. Efforts to enhance the services provided to staff and improve their well-being included the following:

- The Medical Officers travelled to offices where they assessed local medical facilities, evacuation possibilities and listened to staff concerns (e.g. in Afghanistan, Chile, Georgia, Guatemala, Haiti, Mexico and the Russian Federation). This was an opportunity to clarify rules and expectations with staff, to listen to their concerns and to work on new agreements between IOM and local hospitals so as to facilitate the access of staff and their families to good health care (Kabul, Moscow).
- The Occupational Health Unit continued to participate in the United Nations Medical Emergency Response Team, allowing IOM staff to benefit from urgent medical assessment and evacuation in mass casualty situations.
- To constantly improve services and align them with the highest international standards, the Occupational Health Unit participated in various conferences (e.g. the United Nations Medical Directors Working Group, held in Santiago, Chile, and the ninth Asia Pacific Travel Health Conference, held in Singapore).

Medical insurance aspects

80. The Occupational Health Unit and the Health and Insurance Medical Units admitted 1,895 new families to the various insurance plans (increase of 130% since 2006), making a total of 10,021 persons covered worldwide.

81. The Health and Insurance Medical Units reviewed 18,639 medical claims in 2012 (approximately 25% more than in 2011).

82. Temporary/permanent/partial/total invalidity benefits were allocated to staff according to the different plans, as follows:

- Under general health insurance: 1 new case of temporary partial/total incapacity.
- Under occupational insurance: 75 cases of temporary incapacity, 5 cases of permanent invalidity and no cases of death benefits.
- Under the United Nations Joint Staff Pension Fund: 1 case of total invalidity benefits.

Figure 1: Occupational Health Unit work production

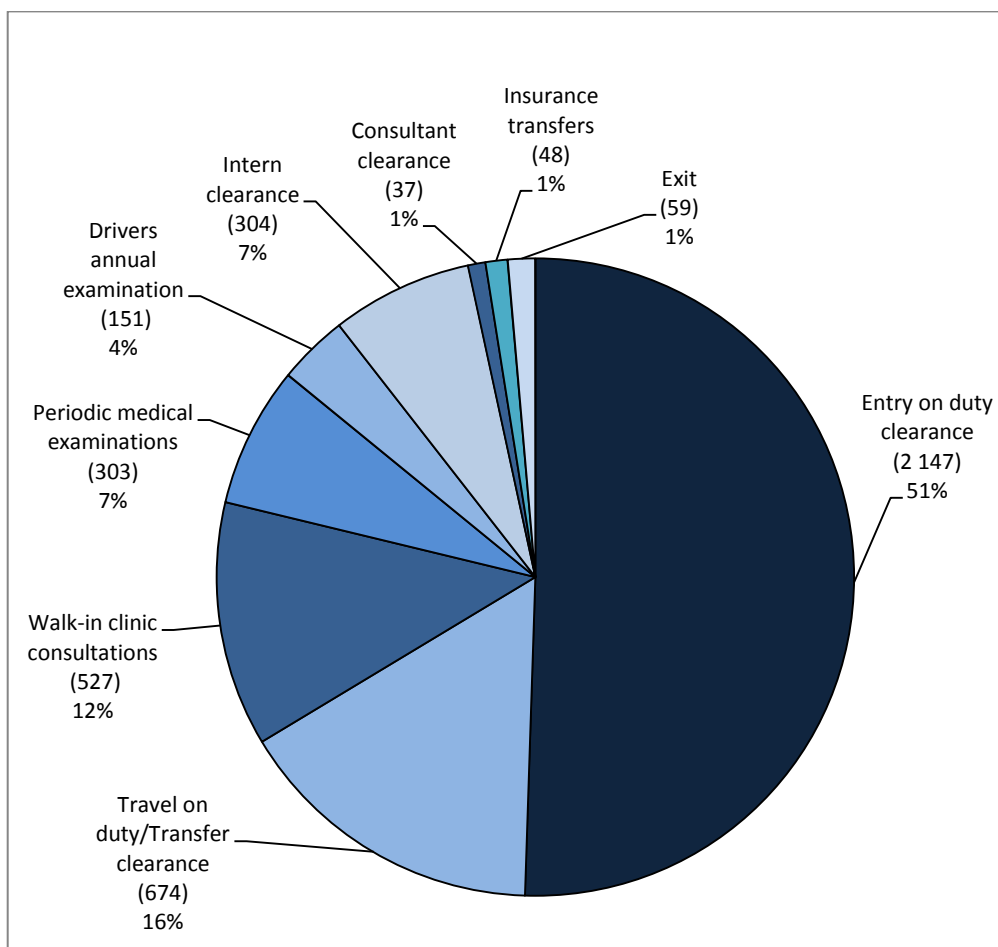


Figure 2: Destinations most used for medical travel

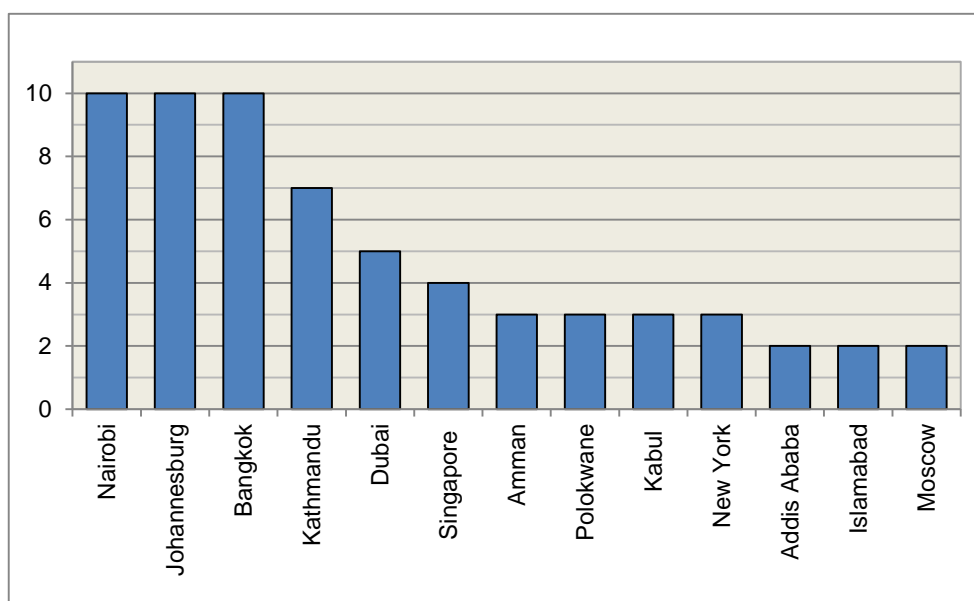


Figure 3: Medical evacuations per region

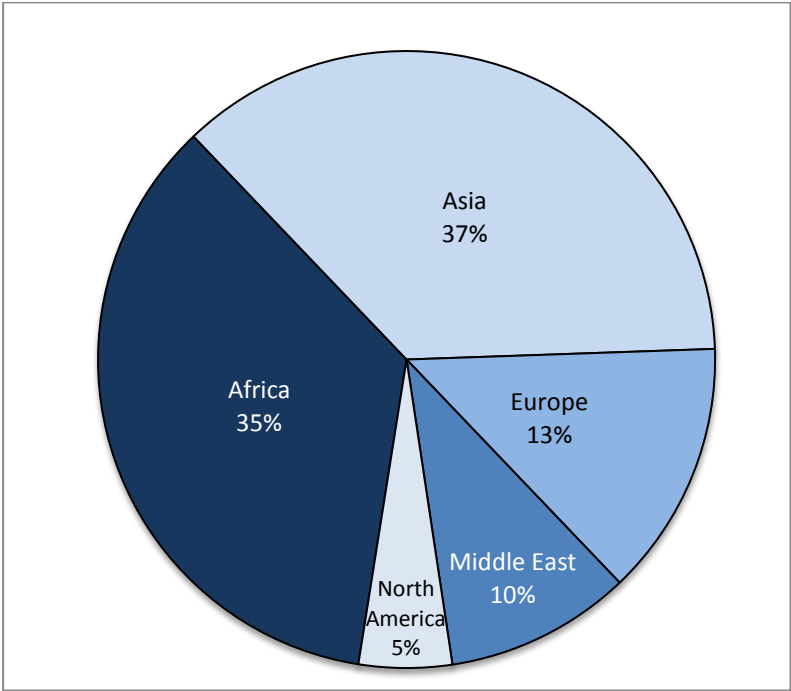
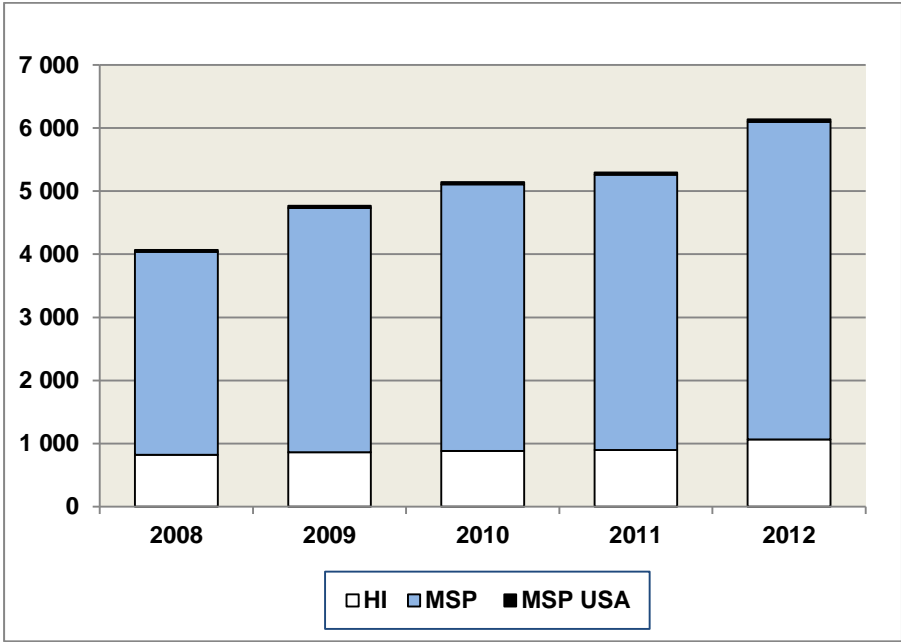
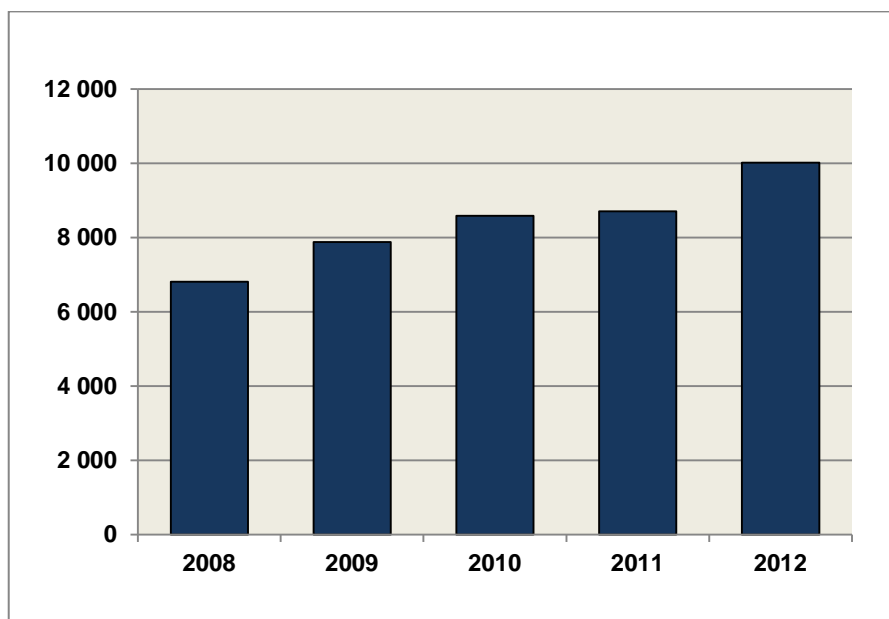


Figure 4: Breakdown of insured staff members (current and former)



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

Figure 5: Total number of insured (staff and dependants)



II. INTERNATIONAL COOPERATION AND PARTNERSHIPS

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

A. Governing bodies

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

The Council and subordinate bodies

85. In 2012, the following meetings took place.

- Tenth Session of the Standing Committee on Programmes and Finance (15 May 2012)

86. The session was chaired by Mr C. Strohal (Austria). In addition to the standing agenda items, the session also considered the following: (a) a report on the Working Group on Budget Reform; (b) knowledge management; (c) structure reform: update on training progress; and (d) the two topics discussed under the regular item on an exchange of views by Member States: (i) migration consequences of complex crises: institutional and operational

responses; and (ii) social protection of migrants. The full report on the Tenth Session of the Standing Committee on Programmes and Finance may be found in document MC/EX/719.

- 109th Session of the Executive Committee (3 July 2012)

87. The Executive Committee elected Ms Ebru Ekeman (Turkey) as Chairperson and Mr Enrico T. Fos (Philippines) as Vice-Chairperson. The Executive Committee considered the Report of the Director General on the work of the Organization for the year 2011; the Financial Report for the year ended 31 December 2011; the Revision of the Programme and Budget for 2012; and examined other items arising from the Report of the Standing Committee on Programmes and Finance on the Tenth Session, including: (a) the proposed revision and consolidation of resolutions and mechanisms guiding the budget process, leading to the adoption of Executive Committee Resolution No. 134; and (b) the review of the Discretionary Income projection and reserve mechanism. The full report on the 109th Session of the Executive Committee may be found in document MC/2347.

- Eleventh Session of the Standing Committee on Programmes and Finance (30 October 2012)

88. The session was chaired by Mr C. Strohal (Austria). Besides its standing agenda items, the Standing Committee also considered: (a) the Chairperson's report on the Working Group on Budget Reform; (b) the report on the Friends of the Chair meetings on preparations for the second High-level Dialogue on International Migration and Development; (c) the IOM Migration Crisis Operational Framework; (d) the report on human resources and the Human Resources Strategy; (e) a progress report on the implementation of the External Auditor's recommendations; and (f) the two topics discussed under the regular item on an exchange of views by Member States: (i) the smuggling of migrants and the role of IOM; and (ii) assisting and protecting migrants caught in crisis situations. The full report on the Eleventh Session of the Standing Committee on Programmes and Finance may be found in document MC/2354.

- 101st Session of the Council (27 to 30 November 2012)

89. The new Bureau was elected as follows: Chairperson: Mr A. Hannan (Bangladesh); First Vice-Chairperson: Mrs A. Arango (Colombia); Second Vice-Chairperson: Mr J. Manzhou (Zimbabwe); and Rapporteur: Mr B. de Crombrughe (Belgium).

90. The Council approved the admission of three new Member States, bringing the total number of IOM Member States to 149. The Council also approved three applications for observership.

91. The session continued with the Report of the Director General to the Council, followed by the standing agenda items on IOM governance, including items arising from the Report of the Standing Committee on Programmes and Finance on its Eleventh Session. During its 101st Session, the Council adopted two important resolutions: (a) Resolution No. 1244 of 27 November 2012 on IOM and the United Nations High-level Dialogue on International Migration and Development in 2013; and (b) Resolution No. 1243 of 27 November 2012 on the IOM Migration Crisis Operational Framework.

92. The Council was notified of the tentative dates for the governing body meetings in 2013, as follows: Twelfth Session of the Standing Committee on Programmes and Finance,

13 and 14 May 2013; 110th Session of the Executive Committee, 13 June 2013; 102nd (Special) Session of the Council, 14 June 2013; Thirteenth Session of the Standing Committee on Programmes and Finance, 5 and 6 November 2013;⁴ and the next regular session of the Council, 26 to 29 November 2013.

93. The High-level segment of the Council included keynote addresses by Mr Hassan Sheikh Mahamud, President of the Somali Republic; an interactive exchange organized around current migration issues including: (a) managing migration in crisis situations; (b) migration and health; and (c) migration and development.

94. The full report on the 101st Session of the Council may be found in document MC/2361.

Informal consultations and working groups

95. During the course of the year, as part of the continuing process of consultations with Member States, the Administration also invited representatives of Member States to attend five informal consultations on financial, administrative, management and governance issues on the agendas of the IOM governing body sessions in 2012. Furthermore, secretariat services were provided for the organization of three meetings of the Working Group on Budget Reform and three meetings of the Friends of the Chair.

International Dialogue on Migration

96. For the International Dialogue on Migration in 2012, Member States and observers chose the overarching theme of “Managing migration in crisis situations”. Drawing on IOM’s recent operational experience in humanitarian crises with significant consequences for human mobility, two intersessional workshops were organized on the topics of “Moving to safety: Migration consequences of complex crises” and “Protecting migrants during times of crisis: Immediate responses and sustainable strategies”. Each workshop was attended by nearly 300 participants from 80 countries who indicated a 98 per cent satisfaction rate in the post-workshop surveys. Also within the framework of the 2012 International Dialogue on Migration, a half-day seminar entitled “Migrants in times of crisis: An emerging protection challenge” was held in New York on 9 October 2012 in collaboration with the International Peace Institute. The International Dialogue on Migration in 2012 was part of IOM’s institutional priority to provide strategic leadership and policy perspectives on the globally important issues of migration and migration governance.

97. The International Cooperation and Partnerships Department is the organizational focal point for the migration, environment and climate change portfolio and coordinates efforts on the topic with other divisions within the Department, other IOM departments and Field Offices.

98. Migration, environment and climate change activities in 2012 comprised: IOM’s contribution to the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 18), held in Doha, with an IOM-led side event on mainstreaming migration into adaptation strategies; the publication of the report *Climate Change, Environmental Degradation and Migration*; the release of *The State of*

⁴ The date of this meeting was subsequently changed to 29 and 30 October 2013.

Environmental Migration 2011; the joint organization of the Advanced Seminar on Migration, Refugees, Climate Change and Law (with the Geneva Centre for Security Policy and the International Institute of Humanitarian Law); and the launch of the IOM *Environmental Migration Newsletter*. IOM has a database of over 170 working partnerships on the topic of migration, environment and climate change.

IOM Strategy points: 6, 7 and 9

Translation services

99. The Translation Unit handled the translation of all official documents and publications into English, French and Spanish, as well as other required languages. During 2012, over 2.3 million words were translated into IOM's official languages. An important achievement was the translation into French and Spanish of the *IOM Project Handbook* and the accompanying manual to be used by trainers.

B. International partnerships

100. IOM support to the sixth meeting of the GFMD included substantive contributions to the pre-summit meeting preparatory thematic workshops at the request of the Mauritian GFMD Chair and co-chairing governments.

101. The Government of Peru agreed to host the fourth Global Meeting of Chairs and Secretariats of Regional Consultative Processes on Migration, in collaboration with IOM, in Lima in 2013 and preparations in this regard got under way in 2012.

102. Regular consultations with civil society took place throughout 2012 at country and regional level, culminating in an annual consultation with 49 civil society organizations at Headquarters level (October 2012, Geneva, Switzerland) to strengthen the dialogue at the foundation of these strong partnerships in areas of mutual interest.

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

- Intergovernmental Authority on Development – Regional Consultative Process on Migration (IGAD-RCP): Logistical and substantive support for the second IGAD-RCP meeting, which had the theme of “Migration and development” (Addis Ababa, Ethiopia, February 2012).
- Ministerial Consultation on Overseas Employment and Contractual Labour for Countries of Origin and Destination in Asia (Abu Dhabi Dialogue): Support and guidance for the pilot project on the administration of the temporary contractual employment cycle of workers from India and the Philippines to the United Arab Emirates (November 2011 to January 2012); and participation in the second Ministerial Meeting of the Abu Dhabi Dialogue (Manila, Philippines, April 2012).
- Regional Conference on Migration (Puebla Process): Participation in the seventeenth Regional Conference on Migration (Panama City, Panama, June 2012).

- Migration Dialogue for West Africa: Logistical and substantive support for the Conference on the Institutional Capacity of the Migration Dialogue for West Africa (Dakar, Senegal, July 2012).
- Migration Dialogue for Southern Africa: Participation in and support (as the technical secretariat) for a technical meeting which discussed the issue of enhancing intraregional labour migration towards social and economic development in the Southern African Development Community region (Balaclava, Mauritius, August 2012).
- South American Conference on Migration: Participation in and support (as the technical secretariat) for the twelfth meeting of the Conference, which reviewed strategic and programmatic matters and analysed different components of the governance of international migration in the South American context (Santiago, Chile, November 2012).
- Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime (Bali Process): Participation in the commemorative events to mark the tenth anniversary of the Bali Process (Bali, Indonesia, November 2012).
- Intergovernmental Consultations on Migration, Asylum and Refugees: Participation in the mini full round of consultations dealing with the role and influence of employers in migration (Geneva, Switzerland, December 2012).

104. IOM continued its active engagement with the Global Migration Group as co-Chair of two working groups, one on mainstreaming migration into national development strategies and the second on migration data and research, and participated in the review exercise of the Group, as requested by the United Nations Secretary-General.

105. In 2012, the United Nations Chief Executives Board requested IOM and the United Nations Population Fund to prepare, in collaboration with the Global Migration Group, a set of draft outcomes and recommendations on migration in preparation for the second High-level Dialogue on International Migration and Development, to be held on 3 and 4 October 2013. The inputs received from a total of 26 organizations and entities have been consolidated into a report for consideration by the United Nations High-level Committee on Programmes in March 2013.

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

C. Media and communications

106. In 2012, the Media and Communications Division strengthened its online presence and its partnerships with major print, broadcast and electronic media to highlight IOM's central role in migration, including in humanitarian emergencies.

107. Over the reporting period, the Online Communications Unit was established and significantly expanded the Organization's digital footprint, with dynamic websites, active social media and digital newsletters.

108. An e-mail newsletter that is issued twice a week was launched to foster closer intellectual engagement between Headquarters and Field staff on a range of organizational and migration topics.

109. According to Meltwater News, a global online media monitoring system, more than 23,500 articles relating to IOM's activities worldwide were published in 2012 in the three official languages of the Organization. Over 450 press notes and human interest stories were produced by the Media and Communications Division team in Geneva, Washington, D.C., Bangkok and Manila.

110. The Division also took a leading role in the newly created Communicating with Disaster Affected Communities network, which brings together humanitarian actors, media development agencies and technology partners to encourage two-way communication with crisis-affected people.

111. The Division continued to produce low-cost, high-quality audiovisual material for use by broadcasters. A video news story on IOM's assisted voluntary return programme from the Dominican Republic to Haiti was picked up by CNN and others.

112. We Don't Cry, a 15-minute film about a Karen woman refugee and her children travelling from a refugee camp on the Thailand–Myanmar border to resettle in Pittsburgh, in the United States of America, was viewed over 2,000 times on YouTube and featured on websites of the United Nations, the US Embassy in Thailand and the US State Department's Bureau of Population, Refugees and Migration.

113. In 2012, the Media and Communications Division carried out a three-day intensive media training exercise for IOM staff from Costa Rica, El Salvador, Honduras, Mexico and Nicaragua.

D. Donor relations

114. In 2012, IOM participated in 23 regional and country inter-agency consolidated appeals and flash appeals. The Organization received some USD 208 million for Consolidated Appeals Processes and flash appeals in 2012 from various donors. CERF also continued to provide valuable support to IOM humanitarian activities and, since 2006, has donated over USD 138 million to provide emergency assistance in countries hit by humanitarian crises.

115. In February, IOM took a group of donors to Haiti for a week-long donor visit. The 18 participants included representatives from donor countries from the Permanent Missions in Geneva, capitals, regional offices or local embassies.

116. In view of the need to provide regular external updates on responses to migration crises, a standardized template was introduced making the information for donors more reader-friendly. External reports were regularly produced on the crisis situations in Mali, Pakistan, the Philippines, South Sudan, Sudan and the Syrian Arab Republic.

117. The resource mobilization network, established in 2011, produced the first edition of the *Resource Mobilization Highlights* newsletter to share donor-related and fundraising tips among IOM offices worldwide and highlight innovative fundraising strategies.

118. In an effort to bring its donors closer to the Organization, IOM took advantage of the presence in Geneva of colleagues from the Field, particularly during the Global Chiefs of Mission Meeting, to share fundraising challenges and successful approaches, and to organize donor briefings. Briefings were organized on: the humanitarian crises in the Philippines, Sudan and the Syrian Arab Republic; the Migration Emergency Funding Mechanism; the World Migration Report (in cooperation with Gallup); the International Dialogue on Migration; and the worldwide campaign on the positive contribution of migrants.

119. IOM launched its annual programmatic document *Migration Initiatives 2013 in Support of Development* at the 101st Session of the Council in December 2012. The document has evolved from being a list of projects to a more programmatic and strategic document that sets out regional contexts and priorities and highlights country funding needs by thematic areas.

120. As a result of the resource mobilization network recommendation and at the request of Member States, IOM hired a consultancy company to undertake a feasibility study on IOM's potential to reach out to the private sector as an alternative source of core funding. The Donor Relations Division regularly updated the Working Group on Budget Reform on progress made.

IOM Strategy points: 6 and 9

E. Migration research

121. IOM's flagship publication, *World Migration Report 2013: Migrants' Well-being and Development*, was drafted in 2012 and is planned to be launched in the three official IOM languages in September 2013.

122. In 2012, Migration Profiles were completed for Benin, Jamaica, the Republic of Korea and Serbia. In total, IOM has supported the development of more than 50 Migration Profiles globally.

123. IOM's Migration Research Division continued to participate in and provide assistance to the GFMD and the Global Migration Group in 2012, in particular in two working groups, one on mainstreaming migration into national development strategies and the second on migration data and research, for which IOM served as co-Chair.

124. In November 2012, IOM and the Asian Development Bank launched the Asia-Pacific Migration and Environment Network, a new online information-sharing platform focusing on migration, environment and climate change issues in the Asia and Pacific region.

125. IOM continued to support the work of the African, Caribbean and Pacific Group of States Observatory on Migration and assisted the Group's Secretariat in order to consolidate existing migration data and respond to research and policy needs through policy-oriented research projects.

126. In 2012, seven issues of the new joint IOM–Migration Policy Institute *Issue in Brief* series were published, focusing on the Asian diaspora, not only as senders of remittances but also as a source of human capital and indirect investment. Also in collaboration with the Migration Policy Institute, IOM published *Developing a Road Map for Engaging Diasporas*

in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries, in English and French. The preparation of the Spanish version is under way.

127. In the framework of the Migration Research Series, MRS No. 44 – *Ending the 2006 Internal Displacement Crisis in Timor-Leste: Between Humanitarian Aid and Transitional Justice* was published. Six issues of the journal *International Migration* were published in 2012 and four new reports were added to the International Dialogue on Migration series.

128. Six new issues of the bimonthly journal *Migration Policy Practice* were published jointly with Eurasyllum, presenting articles for and by policymakers working in the field of migration policy, with a focus on development, the African, Caribbean and Pacific region, border management and irregular migration, integration policies and managing migration in crisis situations.

129. Under the IOM–Springer book series entitled Global Migration Issues, one volume was published in 2012: *Global Perspectives on Migration and Development: GFMD Puerto Vallarta and Beyond*.

130. IOM created its first e-book with *Migration Initiatives 2013 in Support of Development* and will continue to develop this kind of media as part of an environmentally friendly approach.

131. The Online Bookstore continued to provide users with the possibility of ordering publications online or downloading them free of charge. The publications intranet site provided IOM staff worldwide with access to all IOM publications, as well as other important and useful tools and information. The statistics for 2012 are as follows (excluding those relating to IOM staff): 62 paid orders placed; 360 new registered users (with a total of 4,445 users at the end of 2012); and 142 new publications uploaded onto the Online Bookstore (136 of which are available for free PDF download). At the end of 2012, the Bookstore contained 760 publications.

132. In 2012, electronic search functions were improved, 157 items were added to the library collection, 371 records to the library catalogue and 15 publications to the E-Library. Electronic subscriptions to two journals accessible to all staff at Headquarters were added to the collection.

133. The library continued to provide assistance to Field Offices wishing to set up their own small documentation centres or libraries by giving advice on appropriate and affordable software to use and providing guidance on different library work (such as cataloguing). The library also continued to cooperate with the Office of Legal Affairs on guidelines for accessing the IOM historical archives, and served as IOM focal point for the *Image d'archives* project implemented by the Canton of Geneva.

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

F. International migration law

134. IOM is the first and only organization to address international law with a migration perspective and leads the debate in international forums on migration law issues at the global, regional and national levels.

135. The International Migration Law Unit provides governments and other partners with advice on migration governance within the rule of law. It carries out legal research to inform decision-making and the development of best practices. In 2012, the textbook *Foundations of International Migration Law* was published by Cambridge University Press, and a launch event was held in the margins of the Council session in November. The Unit worked extensively on capacity-building in relation to the drafting and revision of legislation for, among others, Iraq, Switzerland and Thailand, as well as the African Union Commission. In addition, in 2012, the Unit trained more than 800 participants from more than 50 countries, including government officials, staff from international organizations and non-governmental organizations (NGOs), and members of academia. Since 2005, more than 125 States have sent at least one participant to the training course on international migration law, held in San Remo, Italy. The Unit was also a member of the Drafting Committee for the Frontex Fundamental Rights Strategy and has provided substantial advice and inputs during negotiations of resolutions at the Human Rights Council.

136. The Unit represents IOM on the International Steering Committee on the campaign for the ratification of the Migrant Workers Convention and the Inter-Agency Group on Minorities. The Unit cooperates with the special procedures of the Human Rights Council and with human rights treaty bodies such as the Committee on Migrant Workers. For example, in 2012, the Unit contributed to the Day of General Discussion of the Committee on the Rights of the Child and prepared an amicus brief for the Inter-American Court of Human Rights on the rights of migrant children.

137. In 2012, the Unit had a leading role in support of migrants' rights with the United Nations, governments and civil society. The Unit supported IOM Field Offices in developing programmes upholding migrants' rights, in promoting the image of migration as a fact of life to be managed rather than a problem to be solved, and encouraging migrants' participation and enfranchisement. The International Migration Law Unit has been developing various tools to support the Organization in having a human rights based-approach in all of its activities and programmes which are due to be issued in 2013.

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

III. MIGRATION MANAGEMENT

138. The Department of Migration Management is responsible for providing policy guidance in migration management to the Field. This entails formulating global strategies, controlling the quality of capacity-building activities and providing direct services through the technical supervision of the 28 Regional Thematic Specialists.

A. Migration health

139. Addressing the health aspects of migration remains an essential part of IOM's work on migration management. Total expenditure of the Migration Health Division in 2012 amounted to USD 88.6 million, an increase of 21 per cent compared with 2011.

140. In 2012, IOM continued its evidenced-based advocacy with partners to ensure that migration is part of the health debate and that health is part of the migration debate, thereby creating broad recognition of and support for the fact that migrant health activities are not

only beneficial for individual migrants, but also for home and host communities, from a human rights, public health and development perspective.

141. At regional level, IOM, in partnership with the World Bank and the Stop TB Partnership, supported the development of the Declaration on Tuberculosis in the Mining Sector, which was adopted by Heads of State and Government in the Southern African Development Community in August 2012.

142. In 2012, IOM continued its efforts to increase the quality and efficiency of the Migration Health Assessment Programme, which remained the Division's largest activity in 2012, representing 60 per cent of total expenditure, or approximately USD 52.9 million. Close to 270,000 health assessments were performed for both immigrants (57%) and refugees (43%) in over 60 countries, with a majority of assessments conducted in Asia (57%).

143. In 2012, IOM also strengthened its partnerships with significant immigration countries. IOM and Citizenship and Immigration Canada agreed to establish an immigration medical centre in Manila to carry out approximately 20,000 immigration medical examinations per year for Canada-bound Filipino immigrants, students and temporary workers. The UK Home Office agreed to expand its tuberculosis detection programme to over 80 countries from the current 15 countries. The programme involves the pre-departure screening of migrants from countries with a high incidence of pulmonary tuberculosis who are applying for long-term visas.

144. Health promotion and assistance to migrants was the second largest programme area in 2012 (28% of expenditures, 52% increase compared with 2011) and focused on strengthening migrant-friendly health systems. Through research, consultations and capacity-building, IOM supported the Governments of Jordan and Sri Lanka in addressing migration-related health challenges. In addition, IOM developed and organized psychosocial awareness-raising training sessions for migration professionals, including assisted voluntary return and reintegration (AVRR) counsellors, border guards, migration police, and NGO officials in China, Ireland, Switzerland, the Baltic States and West Africa.

145. At regional level, following close engagement with the EC Directorate-General for Health and Consumers since 2007, IOM was awarded a direct grant (EUR 1.5 million) for fostering health provision for migrants, the Roma and other vulnerable groups.

146. Emergency health and psychosocial programmatic responses accounted for 12 per cent of the expenditures in 2012, a 10 per cent increase compared with 2011. In 2012, IOM provided travel health assistance through pre-departure fitness-to-travel checks for all migrant workers leaving the Syrian Arab Republic. From March 2012, IOM supported the Jordanian Ministry of Health and UNHCR in implementing active tuberculosis screening and tuberculosis awareness-raising for the approximately 24,000 Syrians in refugee camps, transit centres and host communities in Jordan.

147. IOM was able to strengthen its emergency health response through a number of partnerships with the private sector in 2012. For example, AmeriCares donated medicine, medical supplies and cash grants for primary health-care services in Jordan and South Sudan; Procter and Gamble and UPS donated water-purification sachets to support IOM's response to the Sahel drought crisis and internal displacement; and the Japan International Development

Agency supported safe water and hygiene promotion activities in Somalia through the provision of Poly Glu water purification technology.

148. In 2012, IOM provided psychosocial support to populations affected by the Libya crisis. With financial support from the Government of Italy, three recreational and social centres were opened, in Benghazi, Misrata and Tripoli, mostly serving displaced and other populations affected by the crisis. In Chad, the Government of Germany supported IOM's psychosocial support activities for returnees from Libya in transit centres and communities of origin, through psychosocial mobile teams offering profiling, individual and family support, discussion groups and creative activities.

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

B. Immigration and border management

149. IOM is increasingly called upon by States to assist in addressing complex immigration and border management challenges, thereby contributing to national and global migration governance. The Immigration and Border Management Division offers guidance and expertise to governments aspiring to improve their migration and border management processes. Such activities are designed as partnerships between the Immigration and Border Management Division team, requesting governments and other relevant interlocutors to identify needs, determine priority areas, and shape and deliver sustainable interventions.

Immigration and visa support solutions

150. In 2012, the immigration and visa support solutions portfolio under the Division became fully integrated and was consolidated. At the end of 2012, there were 75 active projects in this portfolio with a funding balance of over USD 5.4 million. The Division continued to provide innovative visa-related service solutions to both governments and migrants, including the provision of information services, document integrity and verification services, visa application assistance, travel document logistics, interview and language-testing facilitation, logistical assistance to support visa processing, the development of web-based visa appointment scheduling systems and the operation of visa application centres. In 2012, IOM assisted in the processing of over 55,000 individuals, primarily in support of visa applicants and recipients bound for Australia, Canada, the United States and New Zealand. During the year, IOM entered into one of its largest private sector partnerships in the past decade, linking with the global leader in visa application centre operations for governments. This private sector partnership resulted in IOM being designated to operate a network of 50 visa applications centres worldwide for a Member State in 2013.

151. In 2012, IOM provided travel assistance to 18,479 migrants, primarily departing for Australia, Canada and the United States. IOM support services include special reduced migrant fares, a more generous baggage allowance, information on air travel and the country of destination, ticket issuance, advanced sponsor notification, assistance in completing the required departure and arrival documentation, customs and immigration assistance, medical and non-medical flight escorts, and departure, transit and arrival assistance in some countries.

Capacity-building in migration and border management

152. The Immigration and Border Management Division provides assistance to governments within the framework of capacity-building in migration management programmes, the core areas of which include activities to facilitate front-line border management improvements – such as infrastructure development – the improvement of administrative, policy and legal frameworks for migration management, the alignment of national policies and practices to create national coherence within regional agreements, and training and human resources development. Some notable new areas for capacity-building in migration management in 2012 included the inception of major projects funded by the Government of Japan for South Sudan and funding from the same government to address the issue of piracy in Somalia.

153. In 2012, capacity-building activities in immigration and border management increased by 10 per cent in terms of year-on-year expenditure, with an overall budget of USD 173 million. The leading donors included Australia, Japan, the United States and the EC, with significant contributions from Canada and the United Kingdom. Immigration and border management programmes continued to be implemented worldwide, with 2012 activities taking place most notably in the Asia and Pacific region (44%) and Africa (27%).

African Capacity Building Centre

154. Located in Moshi, the United Republic of Tanzania, and hosted by the Tanzania Regional Immigration Training Academy, the African Capacity Building Centre has trained over 2,500 persons in the course of over 130 training events, a significant contribution to building migration management and governance capacity. Additionally, the Centre has supported 17 African countries with the IOM-developed Personal Identification and Registration System (PIRS), completed five border management assessments, and developed four manuals and one migration research report. In total, 40 African Member States have so far received technical assistance from the Centre.

155. The African Capacity Building Centre now operates under three distinct pillars: (a) capacity-building in border and migration management, which incorporates the development and implementation of migration policies, strategies, border and migration management assessments, training and training tools, and the IOM border management information system (PIRS); (b) migration research and development, which combines research on migration issues and trends with the development of context-specific responses and interventions; and (c) migration advocacy and partnerships, which promotes collaboration on migration initiatives through advocacy, partnerships and cross-border partnership-building.

IOM Strategy points: 1, 2, 3 and 4

C. Migrant assistance

156. In 2012, the Migrant Assistance Division continued to work with States and other stakeholders to ensure that migrants received both case-specific and sustainable assistance. Beneficiaries included asylum-seekers, stranded migrants, migrants with health concerns, victims of trafficking, exploitation or other forms of abuse, and those considered highly vulnerable to such abuse, such as unaccompanied migrant children. They benefited from a wide range of direct assistance, such as safe accommodation, return counselling, return travel

and reintegration assistance, family tracing, legal assistance, medical and psychosocial support, education and skills development, and microfinance.

157. The Division oversaw IOM's global delivery of return migration programmes, particularly AVRR and post-arrival and reintegration assistance. In 2012, these programmes assisted 85,000 migrants (55% more than in 2011) with the direct involvement of around 200 IOM offices worldwide. AVRR programmes alone assisted approximately 41,000 migrants to return in a humane and dignified manner to their countries of origin.

158. While the majority of AVRR activities took place from EU Member States, an increasing number of projects were being implemented by IOM in other regions such as Eastern Europe and Central Asia, Africa and the Middle East, the Americas (with Canada now included as a major AVRR host country), and the Asia and Pacific region. Major countries and regions of origin of returnees were: Afghanistan, Bangladesh, Brazil, Iraq, Pakistan, the Russian Federation, Serbia, Sri Lanka, the former Yugoslavia Republic of Macedonia and UNSC resolution 1244-administered Kosovo.

159. In 2012, the Division put great focus on building internal and external capacity with government and non-government counterparts in the field of return migration and reintegration. Regional internal training for Field Offices, namely in South-East Asia, West Africa, Central and North America and the Caribbean, was carried out to expand project development capacity and test new approaches that could lead to increased sustainability of returns and reintegration. Furthermore, new pilot approaches were expanded in 2012 with the aim of promoting the links between private sector job creation and the skills and profile of diasporas (in this particular case for Iraqi nationals living abroad through the MAGNET Project).

160. The Division also maintained a strong focus on addressing the abuse and exploitation of migrants, especially the severe human rights violations suffered by trafficked persons. In 2012, the Organization provided protection through its direct assistance activities to 6,394 trafficked persons of 89 different nationalities. A slim majority of these victims were subjected to various forms of labour exploitation, most often in agriculture, construction, fisheries, mining and domestic service. The IOM Global Assistance Fund, which is funded by the US State Department's Bureau of Population, Refugees and Migration and managed by the Division, was a valuable tool that allowed IOM to provide emergency humanitarian assistance to 167 victims of trafficking who were not eligible for assistance through existing national or regional programmes or partners.

161. IOM continued to prioritize data collection in 2012, and research remained a core function for the Division, which made a considerable effort to broaden the use and improve the functionality of the IOM Human Trafficking Database. By the end of December 2012, the database contained primary data on nearly 20,000 registered IOM beneficiaries in approximately 90 source countries and 100 destination countries. Based on the available data, the Division contributed to the production of two research reports, *Trafficked at sea: The Exploitation of Ukrainian Seafarers* and *Researching Traffickers: Issues in Examining Human Traffickers and Trafficking Operations*, both to be released in 2013 with the support of the US State Department.

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

163. IOM also worked to strengthen cooperation with its United Nations partners in the area of human trafficking as a member of the Inter-Agency Coordination Group against Trafficking in Persons. The Group released an overview paper in New York and signaled the intention to jointly publish five policy-oriented papers on the most salient issues to be addressed in the coming decade to combat human trafficking. IOM also participated as a core member of the Global Working Group on Children on the Move, with the aim of improving cooperation on issues related to the protection of unaccompanied migrant children.

164. Unaccompanied migrant children continued to represent a significant part of the Division’s portfolio in 2012. In accordance with specific operational standards (best interests determination, identification of and cooperation with legal guardians, etc.), the support provided by IOM, together with UNICEF and UNHCR, included family tracing, assisted voluntary return and capacity-building for relevant State authorities in countries of origin.

165. In 2012, a total of USD 194,953,102 was spent on activities supervised by the Division. The main donors for the large-scale AVRR activities were host-country governments and the EC, while the main donors for broader assistance to vulnerable migrants were Denmark, Japan, Norway, Switzerland and the United States.

D. Labour migration and human development

166. In 2012, the Labour Migration and Human Development Division focused its strategic priorities on supporting governments in their efforts to mobilize resources generated through human mobility for development within its three thematic areas of work: labour migration; migrant training and integration; and migration and development. During 2012, the full complement of recently appointed Regional Thematic Specialists became actively engaged in identifying the priorities and building the capacities of Country Offices and focal points in their respective regions and in the three thematic areas of the Division. A total of USD 82,706,988 was spent on activities related to labour migration and human development. The Division directly oversaw the start of 63 new projects and dozens more in collaboration with other IOM divisions and departments.

167. In the area of labour migration, in 2012 there was increased engagement between the Division and the private sector, particularly in relation to the promotion of ethical labour recruitment practices and transparency in labour supply chains. This is part of a global movement towards increased corporate social responsibility. Additionally, IOM’s own recruitment facilitation placed more than 3,000 workers globally to meet temporary and permanent labour market shortages.

168. With increased South–South labour mobility, the Labour Migration and Human Development Division worked with Member States to promote intraregional labour mobility frameworks. For example, the Division formulated a draft intra-African labour mobility agreement building upon the road map developed during technical meetings of the Migration Dialogue for Southern Africa. The Division continued to offer expert and technical support to regional processes such as the Abu Dhabi Dialogue, engaging Asian countries of destination and origin of labour migrants.

169. Partnerships with other stakeholders included working with the Asian Development Bank to produce a background paper promoting safe labour migration to inform the eighteenth Greater Mekong Subregion Ministerial Conference in Nanning, China, in December 2012. In November 2012, the concluding workshop for a six-country project focusing on the improvement of labour market information systems took place. The project spanned countries in North and West Africa and Latin America and contributed significantly to the way in which these systems incorporate migration data.

170. In 2012, the Division also responded to Member State requests for training and capacity-building, and for assistance in reviewing and drafting bilateral labour migration agreements. The Division's Regional Specialists were key in rolling out the training modules on labour migration management to IOM colleagues and government counterparts. By the end of 2012, a total of 1,314 people had been trained using these modules across 41 countries.

171. At the request of several IOM Member States, in the last quarter of 2012, the Division embarked on the development of targeted training modules that will help policymakers and practitioners build a foundation for a better understanding of the complexities of international migration and human development.

172. In 2012, there was an increased focus on leveraging the capacities of diaspora entrepreneurs to build on their transnational business links, with the commencement of a landmark project in Morocco designed to facilitate investment by Moroccans resident in Belgium in local Moroccan projects with a positive socioeconomic impact.

173. A multi-country diaspora engagement project, Migration for Development in the Western Balkans, concluded in 2012 after offering 62 temporary and 11 virtual placement opportunities for qualified professionals from the region who lived permanently in EU States. The placements were noteworthy for their contributions to the business, government and NGO sectors in the Western Balkans.

174. Recognizing that integration plays a critical role as a comprehensive migration management tool and the requirement for fostering partnerships with a wide range of national, local and private stakeholders, IOM implemented 40 projects in 2012 that facilitated the socioeconomic integration of migrants, addressed the vulnerability and needs of marginalized groups and provided a platform for regional dialogue on migrant integration.

175. Migrant training activities were conducted in 52 countries, with significant activity in Asia (Malaysia, Nepal, Pakistan, the Philippines and Thailand), the Middle East (Iraq and Jordan) and Egypt, Kenya and Malta. A total of 42,513 migrants attended either a pre-departure or post-arrival orientation course. Of these migrants, 29,217 (69%) were refugee resettlement cases and 13,296 (31%) were non-resettlement cases. Migrant training beneficiaries included refugees, humanitarian entrants, asylum-seekers, immigrants, labour migrants, family members of reunification cases and unaccompanied minors. Of the training participants, 43 per cent were women.

176. In 2012, several new migrant training initiatives emerged, including CulTrain, which offers new arrivals information about Austria's culture and social customs in order to help them successfully integrate into Austrian society.

177. In addition, IOM also worked closely with civil society and governments in the establishment and running of various Migrant Resource Centres around the world. These centres serve as a 'one-stop-shop' and facilitate migrant integration by providing information and services for migrants in both source and host countries.

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

E. IOM Development Fund

178. In 2012, a total of USD 8,418,779 (including administrative costs) was allocated to 49 different initiatives in 58 IOM Member States. As in previous years, the distribution of allocations to each region was closely aligned with the representation of eligible Member States in those regions. In Africa, the IOM Development Fund supported 20 initiatives with over USD 3,446,700, benefiting 25 eligible Member States. In Latin America and the Caribbean, USD 1,877,152 was allocated to 11 initiatives, benefiting 13 eligible Member States. In Asia, 10 initiatives, benefiting 11 Member States, were funded for a total of USD 1,701,280. In Europe, USD 963,647 was allocated to seven projects, benefiting eight Member States. In the Middle East, one project was approved for Jordan for USD 90,000.

179. The total of USD 8,418,779 allocated in 2012 included the following:

- USD 1,400,000 from Operational Support Income and USD 92,152 in recovered funds from completed projects for Line 1.
- USD 6,926,627⁵ from Operational Support Income and USD 154,227 in recovered funds from completed projects from Line 2 and a contribution of EUR 20,000 from the Government of Italy.

180. In 2012, the IOM Development Fund supported a wide range of initiatives across various thematic areas, including counter-trafficking, labour migration, migration and development, migration health, migration management systems, and research and training. The Fund found that, in 2012, there was a particular interest in migration and development projects, with over 34 per cent of available funding allocated to these projects. Other programme areas that received assistance included policy, labour migration, research and migration management systems projects.

181. On 3 July 2012, the Executive Committee adopted Resolution No. 134 on budget processes and mechanisms, which now guides the allocation and application of the IOM Development Fund.

182. A performance audit of the IOM Development Fund was carried out during the last quarter of 2012 by the Office of the Inspector General and the report was provided to the Fund management in January of the following year.

183. During 2012, a fundraising strategy was developed and is now being implemented to enhance the impact of the Fund.

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

⁵ The Governments of Austria, Belgium and the United States provided unearmarked contributions which were part of the Operational Support Income that funded the IOM Development Fund in 2012.

Figure 6: Percentage distribution of IOM Development Fund allocations per project category in 2012

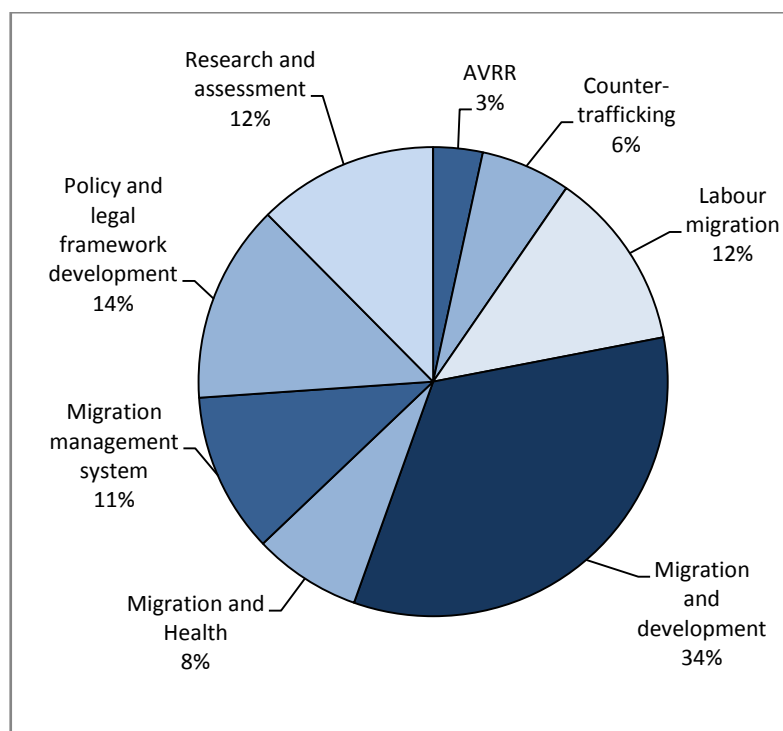
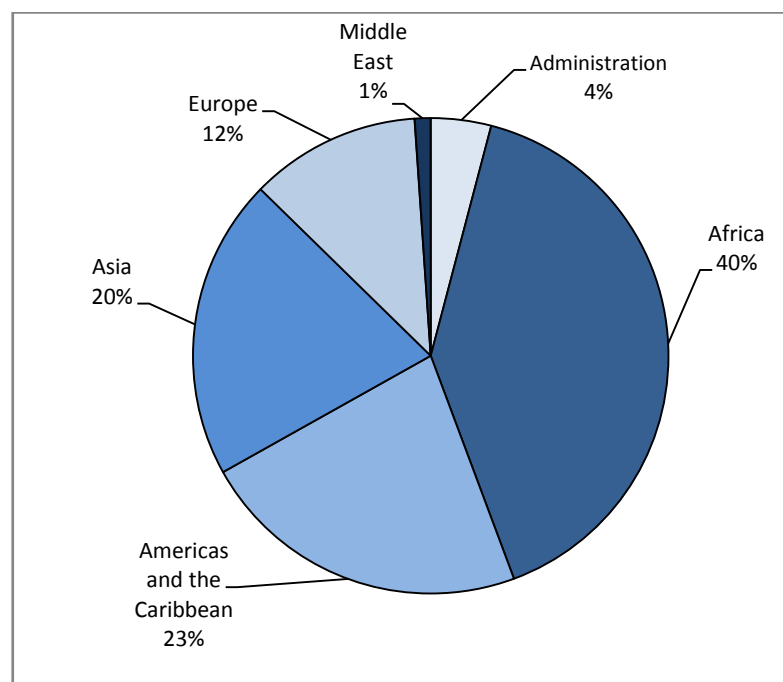


Figure 7: IOM Development Fund allocation percentages per region in 2012



IV. OPERATIONS AND EMERGENCIES

184. The Department of Operations and Emergencies is responsible for overseeing IOM's activities which fall under the four divisions: (a) Preparedness and Response Division; (b) Transition and Recovery Division; (c) Land, Property and Reparations Division; and (d) Resettlement and Movement Management Division. In addition to Headquarters-level support, seven Emergency Specialists based in Regional Offices provide technical support, ensure coordination and promote thematic and geographical coherence for the Department's portfolio. In 2012, some 12 million individuals affected by crises or potential crises benefited from Department projects.

185. IOM continues to actively engage in inter-agency collaboration, such as IASC; the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; and the United Nations Inter-Agency Secretariat of the International Strategy for Disaster Reduction, to define policies, secure funding and address operational issues.

186. In line with the comprehensive approach of the Migration Crisis Operational Framework, adopted by the Council in 2012, the Department's divisions worked across the spectrum of humanitarian relief and protection, emergency transport, transition, recovery, conflict mitigation and peacebuilding to meet the needs of crisis-affected populations, national authorities, local partners and vulnerable communities alike. The institutional approach to addressing migration in crisis environments was highlighted in several countries.

187. All programmes of the Department of Operations and Emergencies are linked to IOM Strategy points 1, 2, 3, 5, 8, 9, 10 and 11.

Selected crisis and response operations

188. In the Syrian Arab Republic and its neighbouring States, IOM scaled up its presence and capacity to address increased humanitarian needs, including emergency evacuation assistance. Nearly 16,000 internally displaced persons and other vulnerable people received over 22,000 non-food items. More than 2,900 stranded migrant workers or third-country nationals were also provided emergency repatriation assistance. In Iraq, Lebanon and Turkey, over 51,000 non-food items were given to Syrian refugees and vulnerable returnees. In addition, returnee communities in Lebanon were profiled and mapped, and over 77,000 Syrian refugees were given transportation assistance from border areas to Za'atri camp in Jordan.

189. In response to tropical storm Washi and typhoon Bopha in the Philippines, IOM provided almost 7,500 households with emergency shelter kits, over 6,300 with camp coordination and camp management (CCCM) support, and nearly 2,500 with emergency livelihood assistance. IOM worked with government counterparts to assist 10,000 more households and provided training to 43 of the Government's senior management staff on CCCM and information management.

190. In South Sudan, IOM continued to assist returnees from Sudan and conflict-affected populations by distributing non-food items, and providing health, water and sanitation services in refugee camp and host community settings. Shelter and non-food item assistance was provided to over 60,000 households, access to water was improved for 55,000 people at 61 locations, and return transport assistance given to 28,000 returnees to their final destinations. IOM also transported over 4,400 metric tons of humanitarian supplies for

68 international and local agencies. Parallel support for the recovery process focused on violence-reduction initiatives and community stabilization, including the promotion of livelihoods for returnees, host communities and former combatants. To reduce competition over scarce resources in areas of high return, IOM increased access to basic services by constructing and rehabilitating water, sanitation and hygiene infrastructure, schools and health clinics.

191. In addition to its regular movement programmes, IOM provided specialized movement/travel assistance to operations in Ethiopia, Jordan, Kenya, Libya, the Syrian Arab Republic, Sudan and Yemen.

A. Preparedness and response

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

193. In 2012, the Division reviewed, provided technical assistance for and endorsed over 189 project proposals submitted by Country Offices. Including ‘carry-overs’ from 2011, more than 120 projects in 26 countries were funded in 2012.

194. Projects spanned a range of life-saving services, from preparedness and disaster risk management to emergency response services, including: transportation; shelter; non-food item distribution; water, sanitation and hygiene; protection; logistics; cluster coordination; communications; registration; profiling; and displacement tracking. IOM’s Displacement Tracking Matrix has been widely rolled out to support strategic planning and coordination with regular information updates and profiling, and will be supported by a global portal for real-time displacement analysis.

195. Following the success of the migration crisis management training held in Amman in 2011, the Preparedness and Response Division, in coordination with the Staff Development and Learning Unit, arranged four similar training sessions for 105 staff from Regional Offices (Dakar, Pretoria, San José and Vienna). The goal of this training was to increase regional preparedness to respond to migration crisis situations. The training was developed to roll out the new Level 3 Emergency Activation Procedures, and looks into the future constitution of rapid response teams within the regions. In 2012, 34 staff attended external training provided by various international organizations and agencies.

196. The Migration Emergency Funding Mechanism was established in 2011 to improve IOM’s rapid response to crisis situations. Intended to maintain a balance of USD 30 million, nearly USD 3.9 million in contributions was received from Mauritius, Namibia, Norway, the Philippines, Romania, South Africa, Turkey and the United States in 2012, and a USD 1 million pledge from Bangladesh. A total of USD 900,000 was applied to the Syria crisis.

197. During 2012, IOM’s Level 3 Emergency Activation Procedures were created to complement IASC system-wide initiatives under the Transformative Agenda, which calls for agency-specific protocols. IOM committed staff to the humanitarian coordination and

Inter-Agency Rapid Response Mechanism rosters, which is consistent with the Transformative Agenda's leadership and coordination priorities.

Support for humanitarian reform and engagement in the cluster system

198. IOM is an engaged member at all levels of IASC. For example, IOM is on the Steering Group of the Task Force on Accountability to Affected Populations, which was created by IASC in 2012.

199. IOM serves as the lead agency for the Global CCCM Cluster for displacement induced by natural disasters. IOM leads or co-leads the CCCM Cluster in Colombia, Côte d'Ivoire, the Dominican Republic, El Salvador, Haiti, Namibia, Nepal, Nicaragua, Mozambique, Pakistan, the Philippines, Peru, Thailand and Timor-Leste. In 2012, CCCM preparedness programmes were extended to over 3,400 humanitarian counterparts, community members, national authorities and IOM staff in Colombia, the Dominican Republic, Guatemala, Haiti, Namibia, Nicaragua, Nigeria, Pakistan, the Philippines and Thailand.

200. IOM is also an active partner in the Global Shelter Cluster. In 2012, the Organization increased collaboration with global cluster leaders and provided support to cluster-led initiatives. At country level, IOM leads or co-leads the Shelter Cluster in Afghanistan, the Plurinational State of Bolivia, Ethiopia, Haiti, Mali, Pakistan, Papua New Guinea, the Philippines, South Sudan and Yemen.

B. Transition and recovery

201. The Transition and Recovery Division provides guidance to IOM Regional Offices and Country Offices in post-crisis situations in accordance with the Division's response framework. The objective is to support crisis-affected populations, including the displaced, vulnerable communities (i.e. host communities or communities of return) and local and/or national authorities in promoting resilience and bridging transition from early recovery to longer-term development.

202. In 2012, the Division reviewed, provided technical assistance for and endorsed 191 proposals from Country Offices; of which 104 projects in 26 Field Offices received funding.

203. Transition and recovery activities often involve multi-year programming. Some interventions responded to complex crises with protracted displacement situations (Colombia and Sudan), while others were aimed at preventing secondary displacement and stabilizing communities (Afghanistan, Iraq and Pakistan). In other situations, IOM transition and recovery programming complemented IOM emergency response interventions, such as in Haiti (reconstruction and ending displacement), the Sahel (mid- and longer-term consequences of massive returns following the Libya crisis) and the Horn of Africa.

Programme highlights

204. In 2012, IOM implemented 19 new durable solutions projects focused on multisectoral support for reintegration. Programming in Colombia, Haiti, Rwanda, South Sudan and Sudan sought to help resolve protracted displacement, while other initiatives

focused on Afghanistan, Djibouti, Indonesia, Iraq, Pakistan and Zimbabwe. Specific activities included housing solutions; reinsertion and reintegration assistance for returns and settlements; livelihoods support, including vocational support and small grants; market assessments and income-generating initiatives; and ensuring critical linkages on land and property issues.

205. In 2012, IOM implemented 51 new community stabilization projects to support communities and government counterparts in addressing the drivers of crisis-related migration and the effects of violence and instability. Projects included capacity-building support for governments, communities and community members, relying on participatory assessments and outreach to develop community-led processes; rehabilitation of basic infrastructure and restoration of essential services at community and national level; and conflict mitigation measures. Colombia, Haiti and Iraq were the largest recipients of community stabilization projects. Other community stabilization initiatives, including measures to improve the receptive capacity of return environments, were implemented in the Sahel (Niger and Chad), which was affected by massive returns stemming from the 2011 Libya crisis, and in South Sudan, in response to the influx of returnees and tension in certain unstable regions.

206. In 2012, IOM implemented 18 new projects under the associated headings of security sector reform; disarmament, demobilization and reintegration; and peacebuilding. With a focus on reintegration, the Division enabled a range of support for former combatants at individual and return community level, including in Iraq and South Sudan, and re-training, and civilian skills support for security sector personnel in Bosnia and Herzegovina. The Division contributes to inter-agency forums and work addressing non-traditional disarmament and reintegration contexts, such as in Somalia. In Colombia, IOM supported the Government in providing improved access to health, education and nutrition for children as part of efforts to prevent the recruitment of vulnerable minors by illegal armed groups. Peacebuilding programming focusing on the use of peace committees, promoting inter-community dialogue and the resolution of disputes, including over the use of limited natural resources, was implemented in Chad, Côte d'Ivoire, Serbia and Sudan.

207. Reflecting the importance of promoting resilience and reducing the risks faced by communities vulnerable to disasters, IOM's disaster risk reduction programming increased by 200 per cent in 2012 as compared with 2011. In 2012, IOM implemented 12 new projects in Haiti, Indonesia, Kenya, the Federated States of Micronesia, Myanmar, Pakistan, Timor-Leste and South Sudan dedicated to disaster risk reduction, disaster risk management and resilience-building, in a range of activities that support the global agenda of the Hyogo Framework, as well as prevention of displacement, improved coping mechanisms for disaster recovery, and reduced exposure of vulnerable communities to risks of disaster-induced displacement.

Election support activities

208. Election support programming, including out-of-country voting and support for enfranchising displaced electorates, was increased in 2012 with the implementation of five new election support projects with a total funding value of USD 10 million. In 2012, these activities included providing technical and operational support to the High National Election Commission of Libya by organizing out-of-country voting in six countries. A total of 8,021 Libyans participated in the out-of-country voting component of the General National Congress elections. IOM also provided technical support to the Independent Election

Commission of Afghanistan and supported an electoral observer mission for the EU in Sierra Leone.

C. Land, property and reparations

209. The Land, Property and Reparations Division provides support and guidance to IOM Regional Offices and Country Offices on the resolution of land and property disputes and on reparations for victims in the aftermath of natural disasters or conflict. IOM provides assistance to governments and societies in dealing with these nearly always contentious issues, which need to be addressed within the context of broader peacebuilding and reconstruction efforts that include the development of durable solutions for displacement and sustainable livelihoods for vulnerable societies in order to avoid renewed conflict and displacement. In 2012, IOM worked on these topics in Colombia, Haiti, Nepal, Sierra Leone and the Balkans with a special focus on institutional strengthening in order to foster long-term solutions based on national capacity-building and reform.

210. The Division's staff provided expert advice as researchers, speakers and trainers in the areas of post-crisis land and property issues, and in regard to victim reparations in Burundi, the Democratic Republic of the Congo, Nepal and the Philippines. The Division also drafted the report *Ending the 2006 Internal Displacement Crisis in Timor-Leste: Between Humanitarian Aid and Transitional Justice* and provided assistance for drafting the report *Dealing with Land Barriers to Shelter Construction in Haiti: The Experience of the IOM Haiti Legal Team*.

211. IOM extended its partnership with the United States Institute of Peace, the World Bank and USAID by organizing two joint training courses on land, property and conflict. Over 45 officials from these agencies received the training, along with officials from United Nations agencies, the International Federation of Red Cross and Red Crescent Societies, national governments and NGOs.

212. The Organization commenced a programme to respond to major challenges faced by the Government of Colombia to provide compensation to victims of the conflict as required by the Victims' Law of 2011, including the unprecedented scale and scope of victims' rights under the Law. The programme aims to strengthen institutional capacities to help government authorities establish critical systems and prepare relevant actors, particularly at local level, to implement the Law. This USD 50 million project, funded by USAID, will run until 2015.

213. IOM finalized a research project assessing options for providing assistance to civilian victims of the Yugoslav wars. This project, funded by the Government of Finland at the request of the International Criminal Tribunal for the former Yugoslavia, resulted in an extensive report identifying both potential obstacles and options for providing reparations. The report underlines the continued importance and neglect of this issue and builds a common understanding of reparations in order to find context-specific solutions for the society to move forward.

214. Throughout 2012, the Land, Property and Reparations Division continued to support IOM's work in Haiti which aims to overcome various types of land tenure-related barriers. IOM facilitates the prevention and resolution of land disputes by applying solutions that have been adopted by the IOM legal team. The programme thus complements ongoing return and reconstruction efforts by expanding existing enumeration initiatives.

D. Resettlement and movement management

215. Arranging safe and orderly movements of refugees and other vulnerable migrants is a cornerstone of IOM's constitutional mandate. The Resettlement and Movement Management Division directs, oversees and coordinates IOM's resettlement work and transport programmes, negotiates and maintains the Organization's global agreements with air carriers, trains movement staff, administers the Humanitarian Assistance for Stranded Migrants fund, backstops complex and emergency movement programmes and provides guidance and support to IOM's Field managers.

216. Each day IOM's worldwide network of experienced movement operations staff in over 450 Field locations, supported by global agreements with major airlines, proprietary movement management applications and operations protocols, serves to ensure that persons travelling under IOM auspices are transported efficiently and safely. In 2012, 376,175 refugees, migrants, internally displaced persons and other persons of concern received transportation assistance from IOM.

Resettlement

217. Providing support to States offering refugee resettlement continues to be a cornerstone of IOM's work on behalf of migrants and governments. It is a vital protection tool and a durable solution for the most vulnerable refugees. Resettlement requires expert intervention at each step of the process to ensure resettled refugees become empowered, fully integrated members of their new communities.

218. IOM offers a comprehensive range of services spanning the refugee resettlement continuum including case processing, health assessments and travel health assistance, pre-departure orientation and movement/travel operations. IOM works for strong, well-coordinated efforts between overseas resettlement processing operations and domestic settlement and integration actors to ensure that both refugees and receiving communities are well prepared to meet initial reception challenges and focus on long-term integration. In 2012, IOM provided assistance in resettling over 97,000 refugees to some 23 countries.

Repatriation

219. A total of 82,200 individuals were repatriated in joint IOM–UNHCR operations in 2012. Significant repatriation activities took place from the United Republic of Tanzania to Burundi (35,357), Côte d'Ivoire to Liberia (17,697), the Democratic Republic of the Congo to Angola (15,523), Liberia to Côte d'Ivoire (6,334), Ghana to Liberia (2,843), Namibia to Angola (2,739), Zambia to Angola (981) and Guinea to Liberia (260).

Movement management

220. Movement/transport operations are a core element of IOM's activity cutting across diverse programmes and phases of the migration cycle. Access to reliable, cost-effective and flexible air transportation arrangements is an essential resource for IOM to carry out its work. The Division negotiates and maintains global agreements with most major airlines and a number of air charter operators offering preferential fares and priority service to IOM passengers and providing IOM with readily available transport options worldwide. Transport

expenditures under global agreements exceeded USD 110 million in 2012. During the year, IOM renegotiated existing global airline agreements for 2013 and concluded a new agreement with Alitalia.

Humanitarian Assistance for Stranded Migrants

221. The Humanitarian Assistance for Stranded Migrants fund offers ad hoc return assistance to vulnerable migrants for whom other assistance is not available through existing programmes or external resources. It enables IOM to help individual stranded migrants, often in extreme or threatening circumstances, to return home voluntarily, safely and with dignity. In 2012, the fund assisted 329 individuals.

Statistical tables for 2012

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

223. 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 2012, document MC/2317).

224. Table 2 (Movements by region of departure and destination) summarizes IOM movement activity by geographical region and area of departure and destination.

225. Table 3 (Movements by service and region of departure/countries or regions of destination) summarizes IOM movement activity broken down by service, programme/projects and geographical region of departure and main countries or regions of destination. All other countries or regions of destination are grouped under their respective geographical region.

226. Table 4 (Statistics by gender and age group) provides the gender and age group breakdown of migrants assisted by IOM. The table shows that the number of male migrants is 14 per cent larger than the number of female migrants.

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

Table 1: Movements by budgetary region and service classification

Region	Service area classification	Total migrants
Africa	Repatriation Assistance	82 071
	Emergency and Post-emergency Operations Assistance	43 740
	Resettlement Assistance	11 192
	Migrant Processing and Integration	3 631
	Return Assistance for Migrants and Governments	745
	Counter-trafficking	311
	Labour Migration	71
Africa total		141 761
Asia and Oceania	Resettlement Assistance	32 149
	Migrant Processing and Integration	6 253
	Labour Migration	2 081
	Return Assistance for Migrants and Governments	1 072
	Counter-trafficking	99
Asia and Oceania total		41 654
Europe	Return Assistance for Migrants and Governments	33 852
	Resettlement Assistance	11 031
	Migrant Processing and Integration	3 384
	Emergency and Post-emergency Operations Assistance	430
	Counter-trafficking	115
	Repatriation Assistance	3
	Labour Migration	2
Europe total		48 817
Latin America and the Caribbean	Migrant Processing and Integration	4 500
	Return Assistance for Migrants and Governments	1 648
	Labour Migration	802
	Repatriation Assistance	137
	Counter-trafficking	39
Latin America and the Caribbean total		7 126
Middle East and North Africa	Emergency and Post-emergency Operations Assistance	81 339
	Resettlement Assistance	18 576
	Repatriation Assistance	8 536
	Return Assistance for Migrants and Governments	562
	Counter-trafficking	88
Middle East and North Africa total		109 101
North America	Resettlement Assistance	17 766
	Return Assistance for Migrants and Governments	862
	Migrant Processing and Integration	713
	Counter-trafficking	295
North America total		19 636
Global Support/Services	Resettlement Assistance	7 597
	Repatriation Assistance	367
	Counter-trafficking	116
Global Support/Services total		8 080
Grand total		376 175

Table 2: Movements by region of departure and destination

Region of departure	Area of departure	Total migrants	Region/Area of destination															
			Africa					Africa total	Middle East and North Africa		Middle East and North Africa total	Americas						Americas total
			Central Africa	East Africa	Horn of Africa	Southern Africa	West Africa		Middle East	North Africa		Andean countries	Caribbean	Central America and Mexico	North America	South America, other	Southern Cone	
Africa	Central Africa	16 994				15 585	15 585								995		5	1 000
	East Africa	46 016	35 362	312	1		35 676								6 919			6 919
	Horn of Africa	52 528		2	43 701		43 703								4 710			4 710
	Southern Africa	7 457	297	21	6	3 824	6	4 154							1 740		2	1 742
	West Africa	31 289	6		4	5	28 846	28 861				4			1 410		2	1 416
Africa total		154 284	35 665	335	43 712	19 414	28 853	127 979				4			15 774		9	15 787
Middle East and North Africa	Middle East	104 981		5	3 649	1	100	3 755	78 036	376	78 412	1			18 454		40	18 495
	North Africa	10 162	13	9	999		4 689	5 710	7	6	13				3 011		1	3 012
Middle East and North Africa total		115 143	13	14	4 648	1	4 789	9 465	78 043	382	78 425	1			21 465		41	21 507
Americas	Andean countries	2 526										14	10	107	1 096		239	1 466
	Caribbean	3 065		1				1						134	11	2 832		2 977
	Central America and Mexico	1 989					3	3	3	7	10	660	131	163	883		45	1 882
	North America	1 355		1	4	12	7	24	9	2	11	127	37	200	27	1	291	683
	South America, other	4												3				3
	Southern Cone	2 271		1		2		3	2	4	6	32	8	10	510		59	619
Americas total		11 210		3	4	14	10	31	14	13	27	833	323	491	5 348	1	634	7 630
Asia and Oceania	Australia and New Zealand	678		5		30	2	37	12	2	14	14	1	8	17		227	267
	Central Asia	709					3	3							639			639
	Far East	161		5				5				4		3	94		3	104
	Melanesia	3					3	3										
	Micronesia	8							3		3							
	Polynesia	2																
	South Asia	17 945		2			3	5							16 266			16 266
	South-East Asia	24 037	4	11		1	3	19	2 149		2 149	7			17 779			17 786
	South-Western Asia	4 589	6					6	2	7	9				1 740			1 740
Asia and Oceania total		48 132	10	23		31	14	78	2 166	9	2 175	25	1	11	36 535		230	36 802
Europe	Baltic States	162	1				2	3	8	2	10	1		1	3		1	6
	Caucasus	251					4	4							194		3	197
	Central Europe	6 155	1	7	10	2	108	128	128	282	410	9	2	6	1 652		15	1 684
	Eastern Europe	2 204	16	4		7	74	101	26	1	27	3			1 783			1 786
	Nordic countries	2 323	11	21	76	10	98	216	647	46	693	6	1	23	23		7	60
	South-Eastern Europe	6 715		3	3	3	3	12	43	9	52	2			5 396			5 398
	Southern Europe	10 707	9	65	76	28	524	702	209	514	723	574	11	82	443	1 465		2 575
	Western Europe	18 889	80	72	68	104	1 085	1 409	1 665	536	2 201	167	16	40	259	46	1 465	1 993
Europe total		47 406	118	172	233	154	1 898	2 575	2 726	1 390	4 116	762	30	152	9 753	46	2 956	13 699
Grand total		376 175	35 806	547	48 597	19 614	35 564	140 128	82 949	1 794	84 743	1 625	354	654	88 875	47	3 870	95 425

Region/Area of destination																		
Asia and Oceania								Asia and Oceania total	Europe								Europe total	
Australia and New Zealand	Central Asia	Far East	Melanesia	Polynesia	South Asia	South-East Asia	South-Western Asia		Baltic States	Caucasus	Central Europe	Eastern Europe	Nordic countries	South-Eastern Europe	Southern Europe	Western Europe		
42								42			6		290			71	367	
587							1	588			2		597		857	1 377	2 833	
360								360			52		2 163		8	1 532	3 755	
1 313						7		1 320					194			47	241	
221						533		754			7		44		2	205	258	
2 523						540	1	3 064			67		3 288		867	3 232	7 454	
1 350	7					88	1 302	2 756		3	313	322	507	18	9	391	1 563	
242						45	4	291			48		657		80	351	1 136	
1 592	7					133	1 306	3 047		3	361	322	1 164	18	89	742	2 695	
625		1				2		628			3	13	90		74	252	432	
18						2		20			5		57			5	67	
6		7						13			11		35	3	11	21	81	
80		8				18	9	118	3	7	470	6	7	16	1	9	519	
481		17				5		503				1					1	

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

Service	Programme/ Project	Region of departure	Total migrants	Countries/Regions of destination											
				Afghanistan	Angola	Australia	Bangladesh	Brazil	Burundi	Canada	Chile	Côte d'Ivoire	Ethiopia	Iraq	Israel
Movement, Emergency and Post-crisis Migration Management	Resettlement Assistance	Africa	19 950			940		5		3 368	2	6			
		Americas	3 519			22		39		230	3				
		Asia and Oceania	40 584			3 201				2 813					
		Europe	9 085		1	352				1 032					
		Middle East and North Africa	25 173			1 315				2 456				13	
	Subtotal ^a		98 311		1	5 830		44		9 899	5	6		13	
	Repatriation Assistance	Africa	83 510		19 380				35 381			6 335	4		
Americas		266					5			4					
Asia and Oceania		34	5			1									
Europe		103	17				2			35			25		
Middle East and North Africa		7 201				33	1				12	1 686	91		
Subtotal		91 114	22	19 380		34	8	35 381		39	6 347	1 690	116		
Emergency and Post-emergency Operations Assistance	Africa	43 740									1				
	Europe	17													
	Middle East and North Africa	81 752	9			1				25	4	853			
Subtotal		125 509	9			1				25	5	853			
Movement, Emergency and Post-crisis Migration Management total ^a			314 934	31	19 381	5 830	35	52	35 381	9 899	69	6 358	2 543	129	
Regulating Migration	Return Assistance for Migrants and Governments	Africa	668									6			
		Americas	1 894			1	1	5		2	13		4	2	8
		Asia and Oceania	1 084	177			9	2		5	4	1		74	
		Europe	34 452	1 990	67	54	1 196	1 768	38	152	165	63	134	2 387	18
		Middle East and North Africa	643				5	1				14	326		
	Subtotal ^{a, b}		38 741	2 167	67	55	1 211	1 776	38	159	182	84	464	2 463	26
	Counter-trafficking	Africa	237						121			1	7		
Americas		197			1										
Asia and Oceania		256													
Europe		128			3	1									
Middle East and North Africa		245									4	80			
Subtotal ^b		1 063			4	1		121			5	87			
Regulating Migration total ^{a, b}			39 804	2 167	67	59	1 212	1 776	159	159	182	89	551	2 463	26
Facilitating Migration	Migrant Processing and Integration	Africa	6 115			1 447			22	1 009			1		
		Americas	4 524			1 040		53		774	316				2
		Asia and Oceania	4 093			972				1 181	222			3	
		Europe	3 620	6		758	5	1		1 346	776			3	
		Middle East and North Africa	129			72				3					
	Subtotal		18 481	6		4 289	5	54	22	4 313	1 314		1	6	2
	Labour Migration	Africa	64							64					
Americas		810							673						
Asia and Oceania		2 081												2 081	
Europe		1													
Subtotal		2 956							737					2 081	
Facilitating Migration total			21 437	6		4 289	5	54	22	5 050	1 314		1	6	2 083
Grand total			376 175	2 204	19 448	10 178	1 252	1 882	35 562	15 108	1 565	6 447	3 095	2 598	2 109

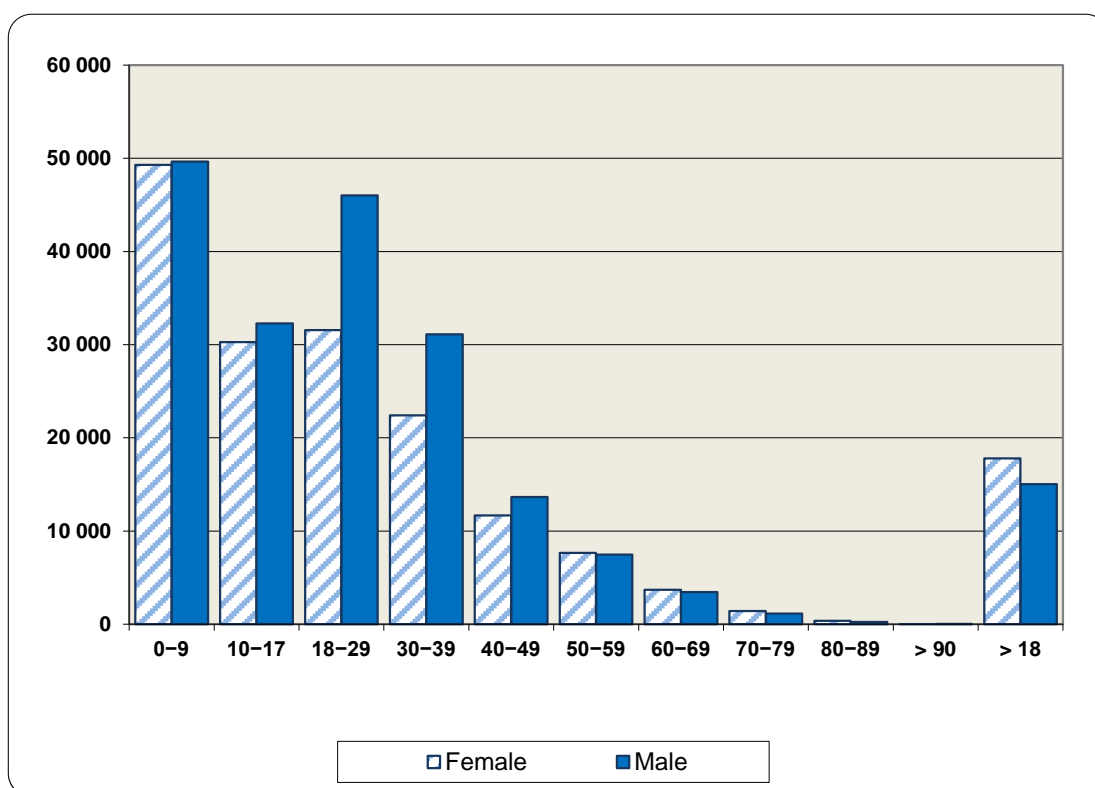
^a Some of the movements of migrants resettled in a third country are also assisted in the programmes classified under Assisted Voluntary Returns.

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

Countries/Regions of destination																		Other countries in				
Jordan	Liberia	New Zealand	Niger	Nigeria	Norway	Pakistan	Philippines	Russian Federation	Senegal	Serbia	Kosovo/UNSC 1244	South Sudan	Sudan	Sweden	The former Yugoslav Rep. of Macedonia	United Kingdom	United States of America	Africa	Americas	Asia and Oceania	Europe	Middle East and North Africa
	8	20 77 516 203			1 589		15	3					1	892 174 1 138 40 670		911 2 897 204 18 341	9 893 30 934 7 146 19 001	310	48 3 3		2 005 29 1 100 318 862	
	8	816			2 729	1	15	3					1	2 914		1 474	69 871	313	54		4 314	
	20 811		7	4					868			4					72	706	3	7		
				6 1														4	158	2	18	7
	1		2 239	884		1	7		60			134	673					4	2	12	4	
	20 812		2 246	895		1	7		928			138	673				72	1 371	4	16	1	1
				1					1			43 688	5									
77 733	3						1 179	10	4	13		39	674		5			89	15	93	423	580
77 733	3			1			1 179	10	5	13		43 727	679		5			133	15	97	436	580
77 733	20 823	816	2 246	896	2 729	2	1 201	13	933	13		43 865	1 353	2 914	5	1 474	69 943	2 531	232	135	4 773	596
1	1			7	2	2	3	4			49							76		533	4	
6		2		2	4	102	14	1			7						53	8	1 206	38	519	3
92	6	1	45	602	1	4 310	112	2 539	164	3 762	1 226	2	73	1	5	39	10	43	14	487	80	2
	7		1	45					11			118	29		1 823		52	1 340	1 171	3 459	4 067	1 573
99	14	3	46	656	7	4 414	129	2 544	224	3 762	1 233	120	102	1	1 832	39	115	76	10			
	1																	11	96			
																		138	3			
				2			4											16	51	3		
				19			6	8											9	76	3	
							27											6		41	67	
	1			21			37	9												90	19	
99	15	3	46	677	7	4 414	166	2 553	224	3 762	1 233	120	102	1	1 832	39	412	297	121	60	210	89
		116			52									80		197	1 429	11	3	1	1 724	
		69			4			13						11		427	509	2	286	23	992	4
		10			1			1						2		144	1 444	6	11	5	82	9
2		3		19		2	3	23		59	37			14	32	2	24	14	25	66	385	15
		2												1			5				46	
2		200		19	57	2	3	37		59	37			108	32	770	3 411	55	325	95	3 229	28
																		1				
																		7	95		35	
	2			19	57	2	3	37		59	37			108	32	770	3 412	1	7	95	35	
77 834	20 838	1 019	2 292	1 592	2 793	4 418	1 370	2 603	1 157	3 834	1 270	43 985	1 455	3 023	1 869	2 283	73 767	4 257	3 103	4 967	12 796	2 202

Table 4: Statistics by gender and age group

Age group	Gender		Total
	Female	Male	
0-9	49 303	49 641	98 944
10-17	30 260	32 268	62 528
18-29	31 558	46 013	77 571
30-39	22 424	31 098	53 522
40-49	11 662	13 653	25 315
50-59	7 662	7 474	15 136
60-69	3 684	3 452	7 136
70-79	1 397	1 147	2 544
80-89	371	245	616
> 90	20	12	32
> 18	17 804	15 027	32 831
Total	176 145	200 030	376 175



V. RESOURCES MANAGEMENT

227. The Department of Resources Management is responsible for establishing and implementing policies to ensure sound financial, personnel and IT management and planning; coordinating financial, IT and human resources proposals and policies and their dissemination to internal and external stakeholders; and assisting the Director General in making overall management decisions. In 2012, the Department advised both internal and external partners on various aspects of the Organization's resources management policies, proposals and challenges. Regular consultations and coordination with Members States and donors were carried out on a number of financial and administrative matters.

228. The Department is composed of five divisions and two units, as follows: (a) Human Resources Management Division; (b) Information Technology and Communications Division; (c) Accounting Division; (d) Budget Division; (e) Treasury Division; (f) Common Services Unit; and (g) Staff Travel Coordination Unit.

229. In 2012, the Accounting Division achieved full compliance with the International Public Sector Accounting Standards (IPSAS) in the preparation of the annual financial reports.

230. Projects mostly funded by the European Commission requiring co-funding continued to be a challenge in 2012. The Co-funding Review Group met regularly to manage the Organization's co-funding exposures.

231. The Accounting Division continued to provide support to Field Offices and Headquarters units by providing financial policy guidance and training on financial management and assisted in finalizing project audit responses.

232. During the course of 2012, the Budget Division continued to support the Organization's activities in relation to governing body processes, the ongoing budget reform discussions and the allocation of funds to address funding gaps and one-time needs within the Organization. A number of documents were prepared to facilitate discussions on budgetary matters at the governing body meetings.

233. The Budget Division provided technical assistance to the budget reform process resulting in the consolidation of IOM's budget resolutions and a revision of the Operational Support Income reserve mechanism. The Division continued to support the Working Group on Budget Reform in its work to explore alternative sources of funding as part of measures to address the underfunding in the core structure.

234. With regard to structural reform, the Budget Division worked with all stakeholders on ensuring that budget allocations were optimally used to enhance efforts to consolidate the new organizational structure. In coordination with the Regional Offices, an assessment was undertaken to establish budgetary needs over the course of the first year of implementation of the new structure and recommendations were made for management decisions.

235. Building on the progress made in 2011 on enhancements to the interim budget solution in PRISM, the Budget Division, together with other relevant units, carried out preparatory work for the activation of budget availability control functionality in PRISM for

projects funded by the Administrative Part of the Budget and Operational Support Income. The function is expected to be piloted on selected projects in the course of 2013.

236. The Treasury Division continued to exercise responsibility over the cash management and investment of the Organization's funds. It oversaw and executed the receipt and disbursement of funds and managed the Organization's foreign exchange exposures. Operations were shared between Manila Treasury Support and Headquarters using web-based banking platforms. In 2012, the Treasury Division was involved in managing currency risks and cross-currency liquidity and the maximization of returns on investments within risk limits. The Division also focused on increased support for Field Offices in terms of technical developments and purchased local currency at best value. In 2012, the Division worked together with an external consultant firm, Zanders, and, in conjunction with recommendations from the Audit Advisory Committee, formulated a broad, long-term strategy to modernize its global banking relationships and systems together with short- to medium-term plans to improve the internal governance, control and transparency of treasury operations.

237. The Common Services Unit continued to provide administrative and other support services, including the maintenance of the Headquarters building, office space coordination and the removal of equipment, and assessed and made recommendations on the effectiveness of existing services.

238. During the reporting period, the Unit did the following, among other responsibilities: (a) oversaw the procurement of (non-IT) goods and services at Headquarters by observing and promoting best practices following established IOM procurement policies; (b) managed assets and supplies and maintained agreements with vendors at Headquarters; (c) facilitated the management of office space at Headquarters, identified office space and made arrangements to accommodate new staff and consultants; (d) dealt with the daily management of the Headquarters building, including renovations such as the modernization of the heating system; (e) ensured that security measures and the access control system were maintained and reviewed, in coordination with the Staff Security Unit; (f) provided removals assistance for staff arriving in/departing from Geneva; (g) processed the payment requests of all Headquarters departments in the PRISM procurement module; (h) received and delivered internal and external mail at Headquarters and mail to worldwide locations; (i) printed all documentation for IOM consultations with Member States and for governing body and inter-agency meetings; and (j) worked on better printing practices and suggested appropriate solutions to make a positive environmental impact.

239. The Staff Travel Coordination Unit continued to plan, coordinate, strengthen and exercise control over expenditures for long-distance and entitlement travel and to provide support and guidance to offices worldwide in resolving travel-related issues. Over 2,500 staff travel arrangements were handled during 2012, of which almost 1,200 were tickets (including tickets purchased on the Internet) for travel from Geneva, and 245 visas were issued for multiple destinations. The Unit also supported incoming staff at Headquarters by making cost-effective accommodation arrangements for them in hotels and short-let studios.

A. Information technology and communications

240. The Information Technology and Communications Division sustained its work in enhancing the existing information systems and leveraging technology to meet IOM's evolving operations. Some highlights of 2012 activities are outlined below.

241. The IT Policies and Guidelines were published in November 2012. This comprehensive document provides the underlying principles that govern the management and use of IOM IT resources. It also provides direction on the principles to be applied for maintaining the integrity and confidentiality of the information and data stored in IOM IT systems, with the aim of improving the overall information security and IT services management within IOM.

242. In line with recommendations made by the ITC Advisory Board, a three-year information and communications strategy will be developed and presented to Member States in 2013.

243. Following the global implementation of PRISM Financials in IOM's 145-odd accounting offices, focus in 2012 continued to be on improving the user experience through functional enhancements and contributing to furthering the skills of current users through training and knowledge-sharing. PRISM dashboards were developed to facilitate high-level analysis of relevant IOM data captured by PRISM.

244. In 2012, the PRISM HR roll-out was further extended to Albania, Belgium, the Democratic Republic of the Congo, Estonia, India, the Islamic Republic of Iran, Lithuania, Myanmar, Nigeria, Romania, Tunisia, Uganda and UNSC resolution 1244-administered Kosovo, bringing the total number of Field Offices using PRISM HR to 67. This figure represents 89 per cent of IOM staff whose personnel and payroll records are now being processed by the system.

245. The server infrastructure hosting PRISM was migrated to a virtual system, thereby reducing the need for data centre hardware by at least 30 per cent and enhancing our ability to cope with IOM's growing volume of transactions. PRISM security was also enhanced by implementing an antivirus gateway for document uploads to PRISM and cryptographic protocols that provide communication security over the Internet.

246. With regard to MiMOSA (Migrant Management Operational Systems Application), the corporate custom-built application to record migrant biographic and demographic information required for providing assistance and services for assisted voluntary return, victims of trafficking, migrant health assessments and movement management, 2012 saw the launch of MiMOSA Web – an upgraded version based on the Microsoft .NET Framework – to all IOM Field Offices. MiMOSA Web was rolled out following a phased approach and incorporating standard training for superusers. By the end of the year, 215 superusers from 66 IOM Country Offices were trained and MiMOSA Web was live in 58 IOM offices.

247. As part of the knowledge management activity that led to the much-needed upgrade of essential technical platforms, the Information Technology and Communications Division completed an upgrade of the IOM website which resulted in a more resilient, attractive and high-performing corporate website. The Image Library was also upgraded to increase its capacity to store not only images, but also other media files such as videos. In addition, the Division has initiated the upgrade of the IOM document management system (FileNet) and intranet to a more current and widely used platform based on Microsoft SharePoint.

248. The Information Technology and Communications Division also participated in a joint interface meeting between the Refugee Processing Center of the US State Department's Bureau of Population, Refugees and Migration, UNHCR and IOM to explore opportunities to

establish new interfaces that: (a) transmit refugee departure information from MiMOSA to UNHCR; and (b) import refugee referrals for Canada and Australia to minimize duplication of data entry for IOM staff.

249. Some of the other activities undertaken in support of activities of a larger thematic framework included the following:

- (a) Providing support to the Canadian Visa Application Center software application for West Africa covering six countries (Cameroon, Côte d'Ivoire, Guinea, Mali, Niger and Senegal); and participating successfully with a global partner in the tender for worldwide coverage of Canadian Visa Application Centers wherein IOM will operate in over 50 countries and the rest will be covered by IOM's partner;
- (b) Conducting a technical assessment of the French version of PIRS (Personal Identification and Registration System) to expand its deployment to French-speaking countries;
- (c) Upgrading the e-mail infrastructure for over 50 Field Offices following the upgrades of the primary IT hubs in Geneva and Manila.

250. In Panama, a disaster recovery site is being established, in coordination with the Panama Administrative Centre, to improve the Organization's resilience against any significant information technology and communications failures in the primary IT hubs in Geneva or Manila. The disaster recovery site will safeguard crucial information resources, such as PRISM and the e-mail, and will provide functional access to the information in the event of a major disruption of services. In 2012, this project reached the procurement stage. In addition, the role of the Network and Systems Unit at the Panama Administrative Centre was expanded to include the provision of helpdesk support to users in the Americas.

B. Financial highlights

251. Combined total expenditure for the administrative and operational programmes reached USD 1.24 billion in 2012, representing an overall decrease of almost USD 70 million (or 5.3%) compared with the 2011 result of USD 1.31 billion. The expenditures under the Administrative Part of the Budget were USD 42.4 million, while expenditures under the Operational Part of the Budget were USD 1,197.4 million, as shown in the table below.

Expenditure (excluding exchange rate differences)	2012 USD million	2011 USD million
Administrative programme	42.4	44.3
Operational programmes	1 197.4	1 265.4
Total expenditure for the year	1 239.8	1 309.7

252. Three new Member States joined IOM in 2012, bringing the total membership to 149 (up from 146 in 2011). The number of financially active projects decreased to approximately 2,300 in 2012 (2011: 2,800), with 2,000 projects remaining active at year end. Some 8,350 staff and long-term consultants were employed, primarily in the 470 Field locations throughout the world (2011: approximately 8,500 staff in 440 Field locations).

Administrative programme

253. The administrative programme remains a very small part of total expenditure, accounting for only 3.4 per cent of consolidated expenditure in 2012.

254. At 31 December 2012, total outstanding assessed contributions amounted to CHF 9,118,209 (2011: CHF 7,795,371). Eight Member States concluded payment plans, accounting for CHF 1,187,173 of the total amount outstanding. A limited number of Member States accounted for most of the overdue amount.

255. Outstanding assessed contributions being more than the previous year, the provision for doubtful receivables was increased in 2012 by CHF 758,864 (2011: increase of CHF 191,285). The total outstanding assessed contributions requiring a provision increased to CHF 6,110,385 at 31 December 2012 (2011: CHF 5,351,521).

256. Assessed contributions for the 2012 administrative programme totalled CHF 39,400,092 (2011: CHF 39,398,280). Programme expenditures during the course of the year of CHF 38,988,427 resulted in an under-expenditure of CHF 411,665. However, after absorbing the above-mentioned increase in the provision for doubtful receivables of CHF 758,864, the administrative programme ended with a deficit of CHF 347,199 on a modified accruals (budgetary) basis (equivalent to USD 381,119). On a full IPSAS basis, the deficit was CHF 1,039,793 (USD 1,149,484).

Operational programmes

257. Total expenditure under the Operational Part of the Budget decreased by USD 68.0 million from USD 1,265.4 million in 2011 to USD 1,197.4 million in 2012, a 5 per cent decrease overall. As indicated in the tables below, the decrease in the operational programmes was primarily due to lower expenditures in Movement, Emergency and Post-crisis Migration Management (particularly in Asia and Oceania, the Middle East, and Latin America and the Caribbean) and in Migration and Development (particularly in Latin America and the Caribbean). All other service classifications experienced increases, the biggest of which was in Regulating Migration (particularly in Latin America and the Caribbean). The largest regional increase occurred in Africa, primarily due to increased Movement, Emergency and Post-crisis Migration Management activities, most notably in South Sudan.

Operational programmes expenditure by service classification	USD million		
	2012	2011	Increase/ (decrease)
Movement, Emergency and Post-crisis Migration Management	690.6 (1)	774.1 (1)	(83.5)
Migration Health	88.5 (3)	73.3 (4)	15.2
Migration and Development	56.0 (4)	106.3 (3)	(50.3)
Regulating Migration	271.0 (2)	246.1 (2)	24.9
Facilitating Migration	52.3 (5)	52.2 (5)	0.1
Migration Policy and Research	6.8 (8)	4.9 (6)	1.9
Reparation Programmes	8.8 (7)	3.7 (8)	5.1
General Programme Support	23.4 (6)	4.8 (7)	18.6
Total	1 197.4	1 265.4	(68.0)

258. The regions with the highest expenditure were Latin America and the Caribbean, followed by Asia and Oceania, then Africa. Further details, including the figures for 2011, are shown in the table below.

Operational programmes expenditure by region	USD million		
	2012	2011	Increase/ (decrease)
Asia and Oceania	266.5 (2)	310.5 (2)	(44.0)
Africa	235.9 (3)	205.4 (3)	30.5
Europe	166.8 (4)	154.2 (4)	12.6
Latin America and the Caribbean	329.5 (1)	376.1 (1)	(46.6)
Middle East	102.3 (5)	142.4 (5)	(40.1)
North America	37.6 (7)	34.1 (7)	3.5
Global support/Services	58.8 (6)	42.7 (6)	16.1
Total	1 197.4	1 265.4	(68.0)

259. The Field locations with the highest levels of expenditure were Colombia, Peru, South Sudan, Haiti and Pakistan.

260. The operational programmes ended in 2012 as follows:

- (a) A carry-forward relating to the staff security mechanism of USD 6,326,730 (2011: USD 6,668,249);
- (b) An increase to the Operational Support Income reserve of USD 3,705,159 (2011: USD 6,318,442).

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

262. Using the formula adopted by the Member States to estimate the level of Operational Support Income on the basis of a three-year average, Operational Support Income was set for the year at USD 46.7 million. Operational Support Income fluctuates from year to year, depending on the activities carried out. Thus, funds need to be drawn from the Operational Support Income reserve should the amount of Operational Support Income available at the end of a financial year be less than the three-year average.

263. Actual Operational Support Income, excluding staff security, amounted to USD 48.1 million (2011: USD 48.0 million), while staff security-related overhead amounted to USD 9.3 million (2011: USD 9.8 million), bringing the total Operational Support Income during 2012 to USD 57.4 million (2011: USD 57.8 million). This increase was due to higher than budgeted project- and security-related overheads and unearmarked contributions from governments.

C. Human resources management

Summary of activities

264. The Human Resources Strategy 2012–2015 was presented to the IOM Council in November 2012, outlining the road map, established through a consultative process with staff, for a clear and responsive human resources landscape in IOM. The implementation of the Strategy is now under way and resources are sought for the delivery of yearly milestones, including a leadership development programme, and the integration of a new e-recruitment system.

265. The Staff Evaluation System completed its first cycle in September 2012, with a compliance rate of 94.3 per cent for more than 5,500 eligible IOM staff. In parallel, the Human Resources Management Division started working on integrating the Staff Evaluation System facilities and records with other elements of talent management, including recruitment, learning and succession planning, important elements for overall IOM performance.

266. The new training package on project development and implementation was rolled out to all Regional Offices and Country Offices, using the skills of the IOM project development and implementation trainers. The skills of IOM project endorsers and technical specialists were further enhanced through a new programme on reviewing and editing skills. In addition, a series of training programmes has been designed and delivered in three Regional Offices to strengthen the ability of IOM offices to effectively manage human resources in the framework of the new structure.

Staffing trends

267. In 2012, IOM staff strength was 8,353 staff worldwide, which represents a decrease of 1.8 per cent across more than 470 offices worldwide compared with the 2011 figure.

268. The recruitment trends for Officials in the Organization in 2012 were as follows:

- Vacancy notices issued: 77 (1% increase)
- Short-term vacancy notices issued: 101 (19 % increase)
- Direct recruitments: 108 (18% decrease)

269. During the course of 2012, the highest volume of recruitments for Officials was processed for Asia and the Pacific and East Africa, in support of resettlement, emergency and post-emergency activities.

270. The overall representation of female staff in the Organization has been consistent since 2008 representing 43 per cent of the IOM workforce in the Professional category, with a slight increase of 3.8 per cent at the P4 and above levels in comparison to 2011. The number of women appointed at P5 and D1 levels remained low in 2012 and concrete steps are being planned for 2013 to proactively address and improve gender parity throughout the Organization at all levels, in all occupations and across duty stations.

Associate Experts, United Nations Volunteers and secondments

271. The following trends were observed for gratis personnel during the course of 2012:

- New Associate Experts: 4
- Total Associate Experts recorded during reporting period: 19
- Interns: 65 at Headquarters and 282 in Country Offices

272. The Organization also loaned staff members to, or hosted staff members from, various institutions, including 14 people seconded from the Norwegian Refugee Council⁶ and 16 people from Syni.⁷

Human resources management policies and services

273. Effective as of 1 January 2012, IOM aligned the provisions related to mobility and hardship allowances with those applied in the organizations of the United Nations common system. Similarly, IOM implemented changes related to danger pay, which replaced hazard pay, as and when communicated within the United Nations common system.

274. The work on the revision of the Staff Rules made significant progress in 2012, with the main part of the document being finalized and subsequently coordinated with the Staff Association Committee. Interim Staff Rules were introduced in two IOM Country Offices as a direct consequence of implementing full privileges and immunities for local staff, a change that allows for seamless transition to the new Staff Rules.

275. The revision of the Instruction on the Policy for a Respectful Working Environment (IN/90) was worked on in 2012 and coordinated with the Staff Association Committee for its comments.

276. In 2012, the Human Resources Management Division provided training on human resources matters and administration for the Regional Offices and Country Offices, in addition to giving ongoing advice and guidance to IOM Country Office managers on issues related to staff grievances, appeals and disciplinary cases.

277. The effort to roll out PRISM HR payroll to IOM Country Offices continued in 2012 and made good progress.

Insurance administration and occupational health

278. In 2012, the Human Resources Management Division continued its efforts to ensure that all staff members were provided with adequate insurance coverage. The Medical Service Plan was implemented in six more Country Offices, bringing to 127 the total of Country Offices that are now participating in the Plan. Effective as of 1 January 2012, malicious act insurance coverage was extended to all duty stations.

⁶ For deployments to Afghanistan, Haiti, Namibia, Pakistan, Sudan and Zimbabwe.

⁷ Syni is a non-profit project carried out by Lausanne City Council that offers professionals the possibility to participate in international cooperation assignments in Switzerland/Eastern Europe.

279. A revised Instruction on the Compensation Plan (IN/95 Rev.2) was issued to reflect the positive change to the Compensation Plan coverage related to the benefits of staff who also participate in a national social security scheme.

280. The Health Claims Processing Units in Manila and Panama continued to improve the processes for managing the increased number of claims which in 2012 had risen by 6 per cent, to 18,639 claims, compared with 17,561 in 2011.

Staff development and learning

281. In 2012, 148 learning activities were facilitated for the benefit of 1,670 staff worldwide. A major focus was placed on supporting the implementation of the structural reform in the Country Offices by cascading down to all Regional Offices the knowledge on project development and implementation, by organizing a new session of training of trainers and customizing a new programme on reviewing and editing skills for project endorsers.

282. A new learning management platform was launched in October 2012, with 390 learners already benefiting from the proposed e-learning courses. In addition to the classic e-learning courses, the new platform provides the possibility to automate enrolment for IOM courses, track participants' evaluation and produce statistical data in a more rapid and reliable way. The new platform also offers the possibility to provide relevant courses to IOM staff based on the results of the Staff Evaluation System, a feature that will be available in 2013.

**Table 5: Officials by category/grade, location and gender
as at 31 December 2012**

Category/Grade	Headquarters		Field Offices		Total IOM Officials		
	F	M	F	M	F	M	Total
E-1		1				1	1
E-2	1				1		1
D-2							0
D-1	5	7	4	17	9	24	33
P-5	10	16	5	31	15	47	62
P-4	12	16	46	81	58	97	155
P-3	11	8	92	126	103	134	237
P-2	4	6	75	66	79	72	151
P-1	1		16	23	17	23	40
UG	4	5	29	35	33	40	73
Short-term Officials	9	3	32	35	41	38	79
Associate Experts	5	3	7	4	12	7	19
Total	62	65	306	418	368	483	851

Excluding:

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

Table 6: Officials – Gender distribution by category/grade, 2008–2012

Category/grade	2008		2009		2010		2011		2012	
	F	M	F	M	F	M	F	M	F	M
D-2		1		2				1		
D-1	6	23	6	24	8	26	6	27	9	24
P-5	17	42	15	38	16	39	18	45	15	47
P-4	30	83	40	88	47	89	55	87	58	97
P-3	90	119	103	126	102	123	101	120	103	134
P-2	66	53	71	76	64	80	61	84	79	72
P-1	15	19	17	15	18	17	15	18	17	23
UG	22	12	24	17	29	32	38	36	33	40
Short-term Officials	62	87	50	51	43	50	43	44	41	38
Associate Experts	10	6	11	7	12	5	15	7	12	7
Subtotal of Officials by gender	318	445	337	444	339	461	352	469	367	482
	42%	58%	43%	57%	42%	58%	43%	57%	43%	57%
Total Officials	763		781		800		821		849*	

*Excluding E1 and E2 staff.

Table 7: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2012

Nationals of IOM Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Afghanistan						1	1	1					3
Albania						1							1
Algeria						1							1
Angola													0
Antigua and Barbuda													0
Argentina						1	1				1		3
Armenia										1			1
Australia					3	4	8	1		3	3		22
Austria						3	4			1	2		10
Azerbaijan						1							1
Bahamas													0
Bangladesh					1	1	2						4
Belarus						1							1
Belgium				1	3	3	2	3		2			14
Belize													0
Benin													0
Bolivia (Plurinational State of)					1		1						2
Bosnia and Herzegovina						3	1						4
Botswana										1			1
Brazil								2		1	2		5
Bulgaria						1							1
Burkina Faso								1					1
Burundi													0
Cambodia													0
Cameroon													0
Canada					5	4	7	4	1	5	5		31

Table 7: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2012 (continued)

Nationals of IOM Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Cape Verde													0
Central African Republic													0
Chad								1					1
Chile				1							1		2
Colombia								4		1			5
Comoros													0
Congo													0
Costa Rica		1		1	1	2	5						10
Côte d'Ivoire						2	1				2		5
Croatia					2	1	1		1		1		6
Cyprus													0
Czech Republic										1			1
Democratic Republic of the Congo							1						1
Denmark						1						1	2
Djibouti													0
Dominican Republic													0
Ecuador						1		1					2
Egypt				1		1	2	8	2				14
El Salvador													0
Estonia							1						1
Ethiopia						1	3	2					6
Finland							1					1	2
France					4	12	12	8	1	5	6		48
Gabon													0
Gambia													0
Georgia						1	2	1	1				5
Germany				4	2	6	7	7		1	1	5	33
Ghana					2	1		4					7
Greece						1							1
Guatemala						1							1
Guinea										1			1
Guinea-Bissau								1					1
Guyana													0
Haiti							2						2
Holy See													0
Honduras						1							1
Hungary				1		1							2
India				2	1	2	3	3		1			12
Iran (Islamic Republic of)						1							1
Ireland						1	3				1		5
Israel													0
Italy				6	5	12	15	7		6	4	2	57
Jamaica													0
Japan					1	2	12	3		1	3	4	26
Jordan						1	6	1	23				31

Table 7: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2012 (continued)

Nationals of IOM Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Kazakhstan						1							1
Kenya				1	2	1	11	5		1	2		23
Kyrgyzstan													0
Latvia							1						1
Lesotho													0
Liberia							1	1					2
Libya													0
Lithuania													0
Luxembourg													0
Madagascar													0
Maldives													0
Mali													0
Malta													0
Mauritania											1		1
Mauritius							1			2			3
Mexico							1	2		2	1		6
Micronesia (Federated States of)													0
Mongolia													0
Montenegro													0
Morocco					1								1
Mozambique				1		1				1	2		5
Myanmar										4			4
Namibia													0
Nauru													0
Nepal							1	1					2
Netherlands					1	3	1	2		2		1	10
New Zealand				2			1			1			4
Nicaragua						1	1	1					3
Niger													0
Nigeria													0
Norway				1		1	2	1					5
Pakistan						1	1	2		1	1		6
Panama					1			2					3
Papua New Guinea													0
Paraguay													0
Peru							1	1		1			3
Philippines					3	1	15	9	1	2	5		36
Poland							1	1		1			3
Portugal						4	2						6
Republic of Korea						1					1		2
Republic of Moldova													0
Romania						3	2	1			1		7
Rwanda													0
Saint Vincent and the Grenadines													0
Senegal							1	3					4
Serbia					1	4	8	1			2		16

Table 7: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2012 (continued)

Nationals of IOM Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Seychelles													0
Sierra Leone						1		2		1			4
Slovakia						1				1			2
Slovenia													0
Somalia													0
South Africa				1		1	5	2					9
South Sudan													0
Spain						2		1		1			4
Sri Lanka							1	1					2
Sudan				1			1	1	1		1		5
Swaziland													0
Sweden					1	1	3	1			1	3	10
Switzerland				1	8	3	1		1	2	1		17
Tajikistan							2	1					3
Thailand						1	3	6					10
Timor-Leste													0
Togo													0
Trinidad and Tobago													0
Tunisia											1		1
Turkey							1			1			2
Uganda						1		2	1	1	2		7
Ukraine						1	1	1					3
United Kingdom of Great Britain and Northern Ireland				1	4	9	11	3	2	4	4		38
United Republic of Tanzania							1						1
United States of America	1			5	5	26	26	18	3	7	14	1	106
Uruguay				2	2		2						6
Vanuatu													0
Venezuela (Bolivarian Republic of)							1			1			2
Viet Nam							1						1
Yemen													0
Zambia								1			2		3
Zimbabwe							1	3	1	2		1	8
Nationals of Observer and non-Member States and others	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Bahrain													0
Bhutan													0
China, including Hong Kong Special Administrative Region						1							1
Cuba													0
Eritrea							1						1

Table 7: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2012 (continued)

Nationals of Observer and non-Member States and others	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Fiji						1							1
Indonesia							5	4	1		1		11
Iraq							3			2			5
Lebanon						1		2		1			4
Malawi											1		1
Malaysia						1	1	1					3
Qatar													0
Russian Federation					1	2	5	2			1		11
San Marino													0
Sao Tome and Principe													0
Saudi Arabia													0
Syrian Arab Republic								1					1
The former Yugoslav Rep. of Macedonia					1	3	3	2			1		10
Turkmenistan							2						2
Other											1		1
Total	1	1	0	33	62	155	237	151	40	73	79	19	851

Table 8: Breakdown of Headquarters and Field Employees by nationality and gender as at 31 December 2012

Nationals of IOM Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Afghanistan			12	133		17	162
Albania		1	9	7	2		19
Algeria							0
Angola			1	5	1	1	8
Antigua and Barbuda							0
Argentina			21	5	1	1	28
Armenia			11	10	3	1	25
Australia			15	19		1	35
Austria			18	5		2	25
Azerbaijan			8	7			15
Bahamas							0
Bangladesh			14	28	4	7	53
Belarus		1	12	6	1		20
Belgium			19	16		1	36
Belize							0
Benin				2			2
Bolivia (Plurinational State of)			10	9			19
Bosnia and Herzegovina	1		15	11			27
Botswana			1				1
Brazil			3				3
Bulgaria	1		2	2			5
Burkina Faso				1			1
Burundi			1	1			2

**Table 8: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2012 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Cambodia			15	18		1	34
Cameroon			4	5	1		10
Canada	2		8	4			14
Cape Verde							0
Central African Republic							0
Chad			14	40		1	55
Chile			5	2			7
Colombia	1		483	207	23	25	739
Comoros				1			1
Congo		1	2	2			5
Costa Rica			20	10	1	2	33
Côte d’Ivoire			10	28	1		39
Croatia			2		1		3
Cyprus							0
Czech Republic			4	5	1		10
Democratic Republic of the Congo			18	51		2	71
Denmark			1			1	2
Djibouti				13	1	1	15
Dominican Republic			6	4			10
Ecuador			15	7		1	23
Egypt			16	30	2	3	51
El Salvador			14	7			21
Estonia			2	1	1		4
Ethiopia		1	67	103	6	7	184
Finland			9	4		1	14
France	16	6	9	4			35
Gabon			1				1
Gambia				1			1
Georgia			22	9	3		34
Germany			21	9	1		31
Ghana	1		16	24	3		44
Greece			23	10		1	34
Guatemala			14	24		1	39
Guinea			10	9			19
Guinea-Bissau				4			4
Guyana			2	1	1		4
Haiti			116	350	7	7	480
Holy See							0
Honduras			6	5			11
Hungary			5	4			9
India			3	10		1	14
Iran (Islamic Republic of)	1		5	7		3	16
Ireland			4	1	1		6
Israel							0
Italy	2	2	42	11	6	1	64
Jamaica			1				1
Japan			9	1	1		11
Jordan			136	114	7	3	260
Kazakhstan			8	4	5		17
Kenya			139	196	9	10	354
Kyrgyzstan			6	12	3	1	22
Latvia			2			1	3
Lesotho			1				1

**Table 8: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2012 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Liberia			3	6			9
Libya			10	23		1	34
Lithuania			10	2	2	1	15
Luxembourg							0
Madagascar							0
Maldives							0
Mali			2	13			15
Malta				1			1
Mauritania				3		1	4
Mauritius			2				2
Mexico	1		9	3			13
Micronesia (Federated States of)			5	2			7
Mongolia			1	1	1		3
Montenegro			2				2
Morocco			11	15			26
Mozambique			3	3	1		7
Myanmar			155	150	3	3	311
Namibia			1	1			2
Nauru							0
Nepal			144	222	4	9	379
Netherlands	1		30	26	5	4	66
New Zealand			1				1
Nicaragua			4	1			5
Niger			2	10		1	13
Nigeria			12	19	2	1	34
Norway			16	6			22
Pakistan			51	132	7	14	204
Panama			15	10	2	2	29
Papua New Guinea			3	3		1	7
Paraguay			1			1	2
Peru		1	23	19		4	47
Philippines	1		152	103	18	17	291
Poland			26	5	2	1	34
Portugal		1	4	3	1		9
Republic of Korea			2				2
Republic of Moldova			64	28	3	4	99
Romania		1	10	5	1	2	19
Rwanda			5	7		2	14
Saint Vincent and the Grenadines							0
Senegal			11	11	1		23
Serbia			21	29	1	3	54
Seychelles			1				1
Sierra Leone			1	10		1	12
Slovakia			28	12	1		41
Slovenia			2				2
Somalia			4	22		1	27
South Africa			21	7	7	3	38
South Sudan			27	236	2	1	266
Spain	1		13	4	2		20
Sri Lanka		2	36	113	2	2	155
Sudan			27	106	1	16	150
Swaziland							0
Sweden			4		1		5

**Table 8: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2012 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Switzerland	15	5	9	2			31
Tajikistan			9	16	1	1	27
Thailand			157	98	1	5	261
Timor-Leste			5	16	1	1	23
Togo				2			2
Trinidad and Tobago			2				2
Tunisia			16	17		1	34
Turkey			14	8	1	2	25
Uganda			30	34	2	3	69
Ukraine			69	33	5	1	108
United Kingdom of Great Britain and Northern Ireland	7	1	9	8			25
United Republic of Tanzania	2		12	16	1	2	33
United States of America	2		34	28	1		65
Uruguay	2		3	2			7
Vanuatu							0
Venezuela (Bolivarian Republic of)			2	3			5
Viet Nam			50	18	3	5	76
Yemen			20	36		2	58
Zambia	1		7	11		1	20
Zimbabwe			25	55	1	5	86
Nationals of Observer and non-Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Bahrain							0
Barbados		1					1
Bhutan							0
China, including Hong Kong Special Administrative Region			8	3		1	12
Cuba			1				1
Eritrea			2	2			4
Indonesia	1		106	120	6	2	235
Iraq			40	138	1	10	189
Kuwait			1				1
Lao People’s Democratic Republic			3	1			4
Lebanon			7	6			13
Malawi			1				1
Malaysia			1	2			3
Marshall Islands				2			2
Qatar							0
Russian Federation			61	27	2		90
San Marino							0
Sao Tome and Principe							0
Saudi Arabia							0
Syrian Arab Republic			42	54	2	1	99
The former Yugoslav Republic of Macedonia	1	2	8	1			12
Turkmenistan			4	3			7
Uzbekistan			2	1			3
Total	60	26	3 223	3 754	195	244	7 502

VI. ADMINISTRATIVE CENTRES

A. Manila Administrative Centre

283. The Manila Administrative Centre is IOM's global administrative centre based in Manila which provides a range of administrative services, mainly covering human resources, finance, procurement, online communication, document management, PRISM and IT, to IOM Headquarters and Field Offices. Throughout 2012, the Manila Administrative Centre continued to provide global administrative and programme support, highlights of which are given under each administrative unit as shown below.

284. The Field Procurement Unit provides operational procurement assistance to all IOM offices, ensures adherence and updates to the established IOM procurement policies, and provides procurement training and procurement technical support. In 2012, the Unit issued purchase orders valued at USD 7.6 million for emergency operation non-food items and construction materials, IT equipment, telecommunications equipment, vehicles and other requirements of IOM Field Offices. The Unit also reviewed procurement orders with a purchase value of USD 139.06 million. Furthermore, the Unit provided technical support in the form of advice and recommendations on procurement best practices, documentation and processes.

285. Manila Financial Services – composed of Central Accounting Support, Regional Accounting Support, Manila Budget Support, Manila Treasury Support and the PRISM Central Support Team – provides IOM offices worldwide with overall financial management support services relating to accounting, budget and treasury and supports the Accounting Division at Headquarters on all central accounting processes. During 2012, Manila Financial Services continued its projects to implement new and improved instruments to streamline the overall service. It automated the generation of central financial reports, for example through designing and implementing a new recap report which summarizes the financial situation of all IOM projects; and implemented streamlined procedures for office payment requests, resulting in a faster and more accurate process.

286. Manila Human Resources Operations continued to provide and strengthen global human resources administration support to all Officials and Headquarters Employees. It is responsible for the recruitment, personnel administration and payroll processing of all Officials and Headquarters Employees, and for the provision of administrative services related to learning and development, and health and other types of staff insurances. In 2012, the Unit processed 3,772 personnel actions for Officials and Headquarters Employees, published 82 vacancy notices (five of which for Employees), 104 short-term vacancy notices (three of which for Employees) and processed 108 direct recruitments (seven of which for Employees). During the reporting period, 8,772 applications were received and processed for Official positions and 298 applications for Employee positions, while the total number of health claims processed was 18,639. In addition, over USD 100 million was paid out in salaries on behalf of over 1,000 Officials and Headquarters Employees. The Payroll Support Unit processes approximately 4,000 salary allocations every month to various projects in line with the principle of projectization.

287. The Information Technology and Communications Service Centre provides information technology and communications (ITC) support to the Organization. While the IT Infrastructure and Field Support Unit builds, operates and manages the growing IOM wide

area network and core ITC services, the Migrant Applications Unit designs, builds and supports migration and migrant-specific applications like MiMOSA and integrates them with other IOM applications and with the automated systems of partners such as the United States Refugee Admissions Program and the United States Centers for Disease Control and Prevention. The PRISM Competence Centre supports IOM financial and other processes by rolling out functionalities to an increasing number of offices and automating additional business processes. In 2012, the IOM website and Image Library were upgraded and preparations for upgrading the intranet and document management systems were completed. To improve migrant management processes, the Service Centre rolled out the redesigned MiMOSA Web to 58 Field Offices, bringing about significant improvements in the processes. In 2012, PRISM HR roll-out continued to new offices and nearly 90 per cent of all IOM staff are handled by the system. In addition, the PRISM team developed and deployed dashboards for high-level data analysis and visualization and improved processes in treasury and other areas.

288. The Staff Security Unit at the Manila Administrative Centre continued to provide technical and operational advice on safety and security issues. Various offices were supported with regard to airline safety issues. In 2012, a variety of funding requests were processed in support of 94 IOM offices. The Staff Security Unit Operations Centre recorded 654 security incidents worldwide and disseminated 839 safety and security advisories.

289. The IOM Pension Administration is principally responsible for all matters relating to the United Nations Joint Staff Pension Fund for IOM. The Unit is also the IOM Staff Pension Committee's secretariat. In 2012, the IOM Pension Administration reported fund contributions and managed data and information for 4,855 staff members in 68 offices worldwide, averaging a monthly transaction volume of USD 2.91 million.

290. The Research and Publications Unit assisted in the production of 51 publications by providing editing, design, layout and printing services. The Unit also distributed 13,300 IOM blue folders and over 19,200 IOM holiday cards worldwide. Sixty-six e-mail alerts were sent to more than 9,900 external recipients, while 142 previously published and new IOM publications were added to the Online Bookstore.

291. The Online Communications Unit was established in 2012 and is the creative hub of IOM's worldwide digital communications. By significantly expanding the Organization's digital footprint, with dynamic websites, active social media, digital newsletters and 'thought leader' blogs, the Unit is transforming the Organization's window to the world with state-of-the-art communication tools. The IOM website is now a streamlined easy-to-navigate, user-friendly portal into the Organization's myriad activities worldwide.

292. The Document Management and Intranet Unit inherited the internal communications mandate of the former WIDAM and is responsible for the effectiveness of internal communication strategies and information distribution channels within IOM. The Unit actively supports the knowledge management agenda of IOM and introduces new strategies and tools to facilitate knowledge-sharing. In 2012, its Project Information Unit registered 1,087 new projects, attended to 709 project code request submissions, responded to 418 project-related information inquiries, sent out 989 reporting reminders, and uploaded 15,415 project documents. There are currently 93,019 project documents available on FileNet.

293. The Global Migration Health Support Unit provides public health expertise, health informatics, research, data management, reporting and finance-related coordination and services to Country Offices, Regional Offices, Headquarters and external partners/donors. In addition to providing training, remote support and publications, the Unit launched the Global Teleradiology Centre to provide remote radiology services to offices and coordinated preparations for the launch of the new Citizenship and Immigration Canada eMedical project.

294. The Movement Systems Support Unit, composed of the Airline Invoice Settlement Section and the Data and Statistics Unit, is responsible for expediting the settlement of airline invoices for air tickets purchased under IOM's global agreements, monitoring refunds and identifying discrepancies related to unused airline tickets and reviews systems suitability. In 2012, the Unit processed 39,339 airline invoices worth USD 110,879,067.

295. The Resource Management Unit is responsible for providing administrative support to 293 staff (24 Officials and 269 local staff). In 2012, the Unit continued to provide the day-to-day management of office premises, vehicles, staff travel and common services and logistical administrative support to various sub-offices in the Philippines.

B. Panama Administrative Centre

296. The Panama Administrative Centre provides IT, security and administrative support, medical and insurance services, and global support services in human resources management. In 2012, IOM continued to consolidate and expand the services provided by the Centre.

297. The Panama Administrative Centre has five functional units with a total of 24 staff (3 Officials and 21 local staff). In addition to providing support to other offices, the Administrative Centre holds country office representation status in Panama and has expanded its presence with the implementation of projects in the country, which had a total of 11 staff positions at the end of 2012.

298. During 2012, Panama Accounting Services provided technical support to IOM offices in the areas of accounting and financial control services. The regional accountants focus on monitoring the complete accounting processes and providing technical advice to offices in the Americas. The Unit reviewed and monitored office accounting books and also provided assistance during monthly and yearly closures in close coordination with Headquarters, the Manila Administrative Centre and IOM offices. Another important function of this Unit is the review and endorsement of donor financial reports for offices in the Americas.

299. The Field Personnel Support Unit continued to provide global support to all IOM offices in the human resources management of local Field personnel. In 2012, staff from the Unit travelled to Field Offices in order to assess the local conditions and provide specific support as required. At the end of 2012, the total number of staff locally recruited in IOM worldwide and served by this Unit was approximately 7,500. The Unit also continued to coordinate the reclassification process for Official positions. In addition, the Field Personnel Support Unit actively supported the implementation of new policies on contracts and human resources management by implementing internal controls on various processes.

300. The Information Technology and Communications Unit at the Panama Administrative Centre provides support services to offices in the Americas region and acts as

an IT helpdesk, taking advantage of the time zone and language to offer real-time support. In 2012, the Unit was reinforced with the appointment of an IT Manager. The Unit is working towards the establishment of a disaster recovery centre, in close coordination with the Information Technology and Communications Division in Geneva and the Information Technology and Communications Service Centre in Manila. The Unit in Panama also provided support and advice to Country Offices for the recruitment of IT staff.

301. The Health and Insurance Medical Unit at the Panama Administrative Centre continued to provide occupational health advice and services to offices in the Americas and Africa. In 2012, a total of 3,424 medical actions were processed, involving medical clearances, advice and approval of procedures for IOM staff (31% increase since 2011). The Health Claims Processing Unit provided services to IOM staff in the Americas and Africa through the processing of medical insurance claims. In 2012, a total of 3,770 claims were processed (13% increase since 2011) and 972 staff/dependants were included in the medical insurance plan (13% increase compared with 2011). The Head of the Unit travelled to offices in the Americas, assessed the situation of the occupational health services and the enrolment of staff in the health insurance plan, and provided offices with useful recommendations.

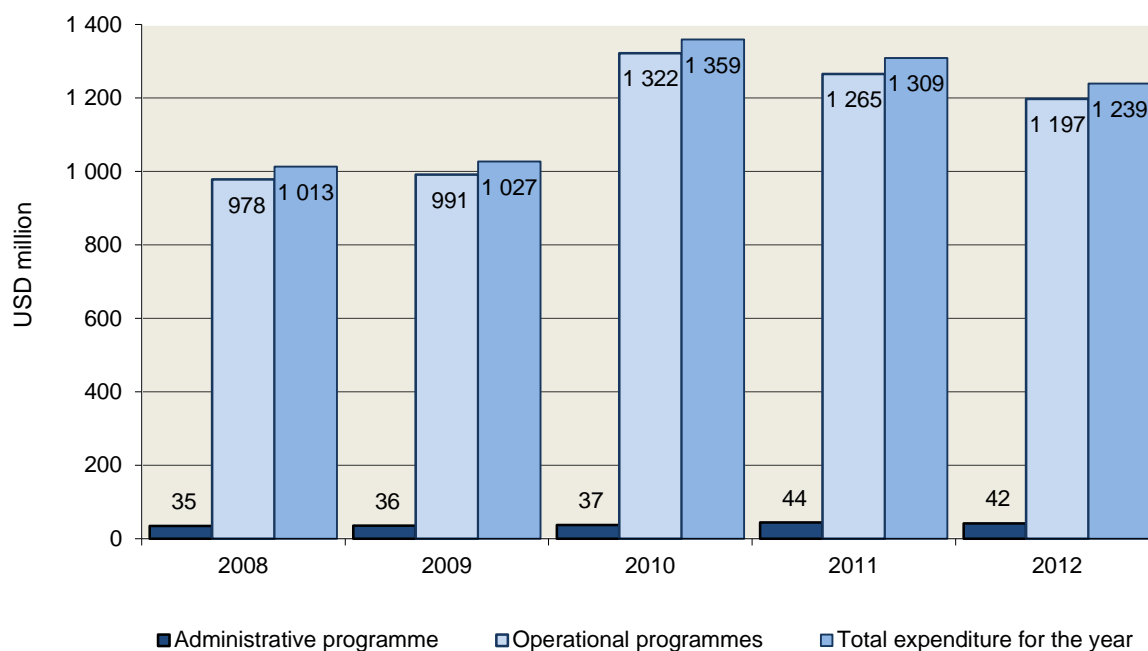
302. The Staff Security Unit at the Panama Administrative Centre provided technical advice and support to offices on the management of security for staff and premises located in the Americas region. Throughout 2012, the Unit carried out security assessments and specialized training for several IOM offices with a view to enforcing compliance with security standards, policies and procedures. The Unit liaised on a constant basis with UNDSS and the Head of the Unit attended a regional UNDSS workshop. Furthermore, during the visits to IOM offices, the Regional Field Security Officer continued to proactively engage with UNDSS in order to address IOM office safety and security management concerns.

Annex I

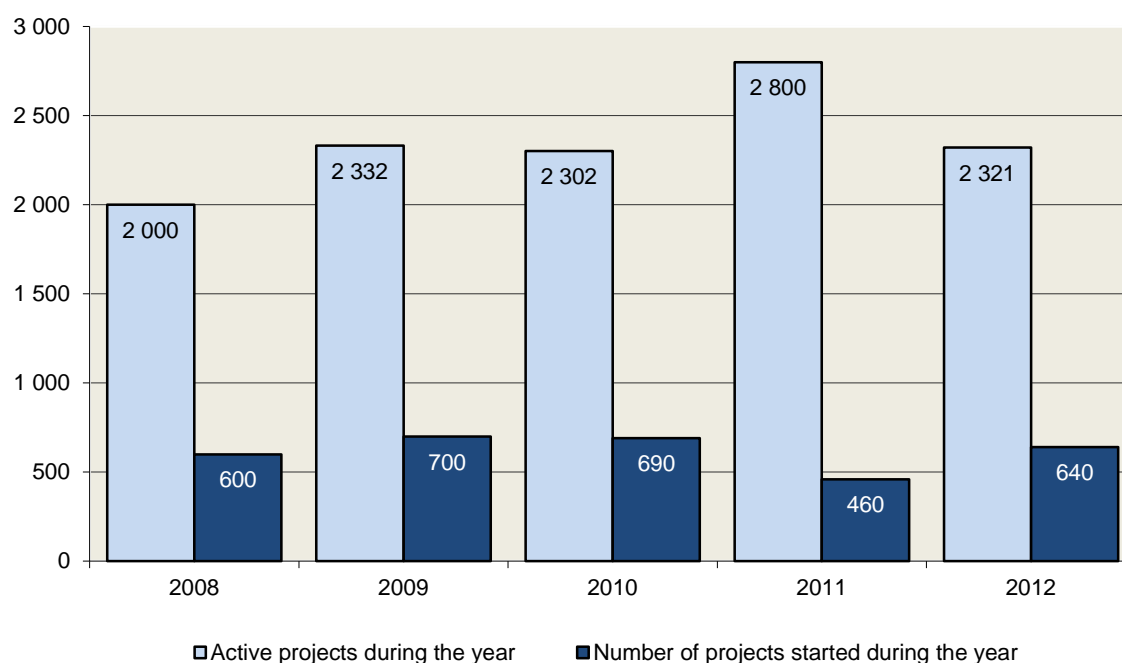
STATISTICS ON IOM ACTIVITIES FOR THE YEAR 2012

1. IOM total expenditures, 2008–2012 (USD million)

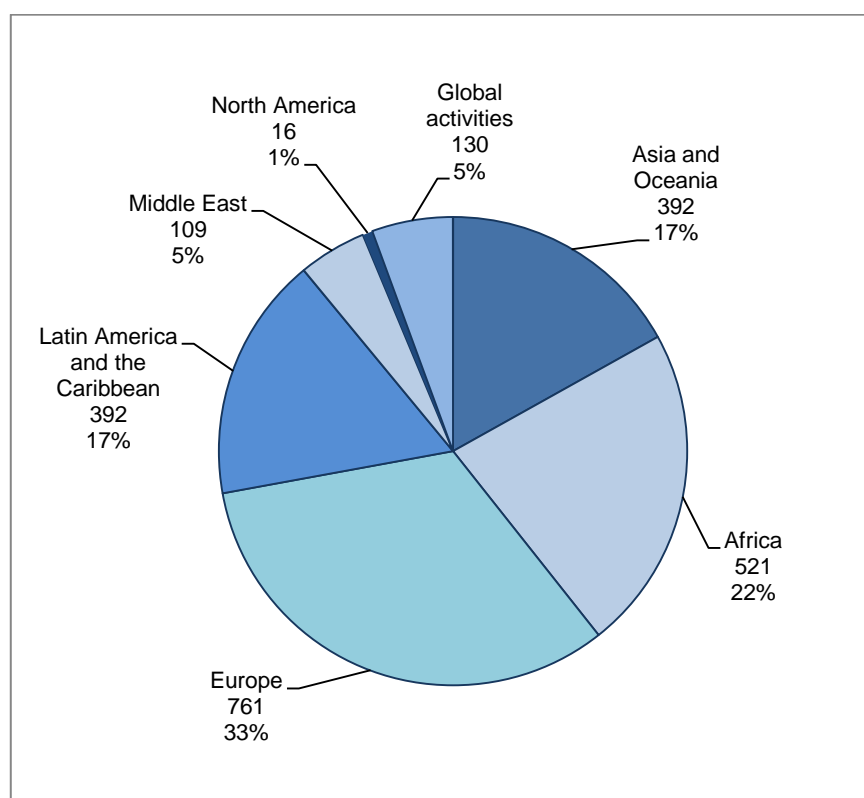
	2008	2009	2010	2011	2012
Administrative programme	35	36	37	44	42
Operational programmes	978	991	1 322	1 265	1 197
Total expenditure for the year	1 013	1 027	1 359	1 309	1 239



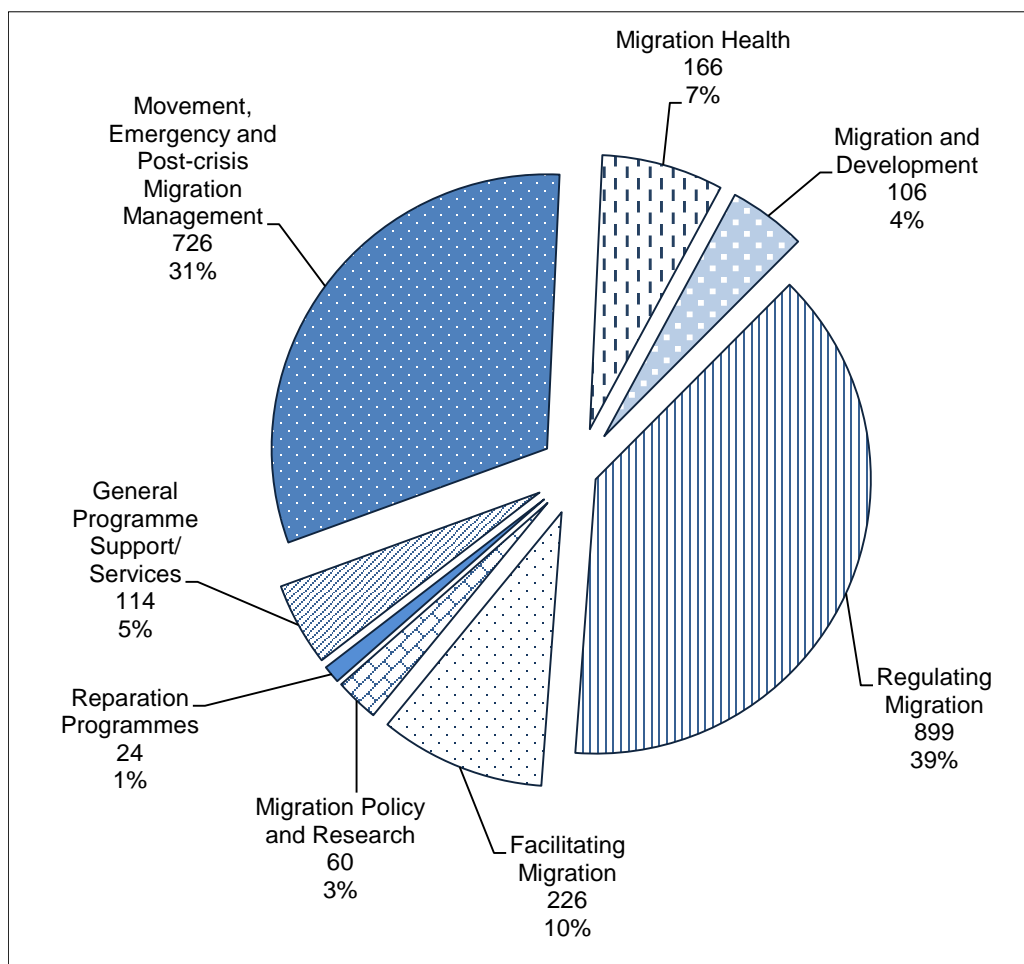
2. Active projects, 2008–2012



3. Breakdown of operational projects by region, 2012

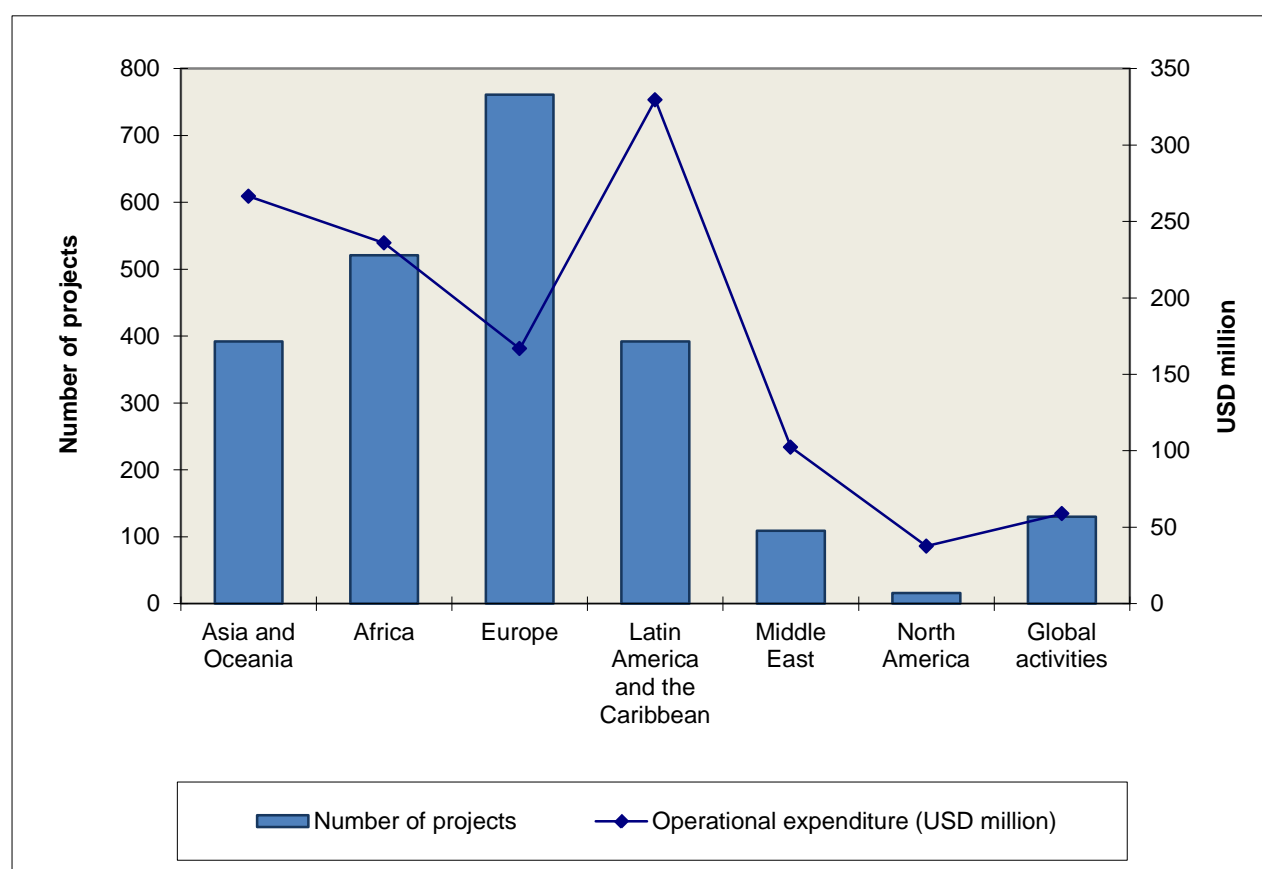


4. Breakdown of operational projects by service classification, 2012



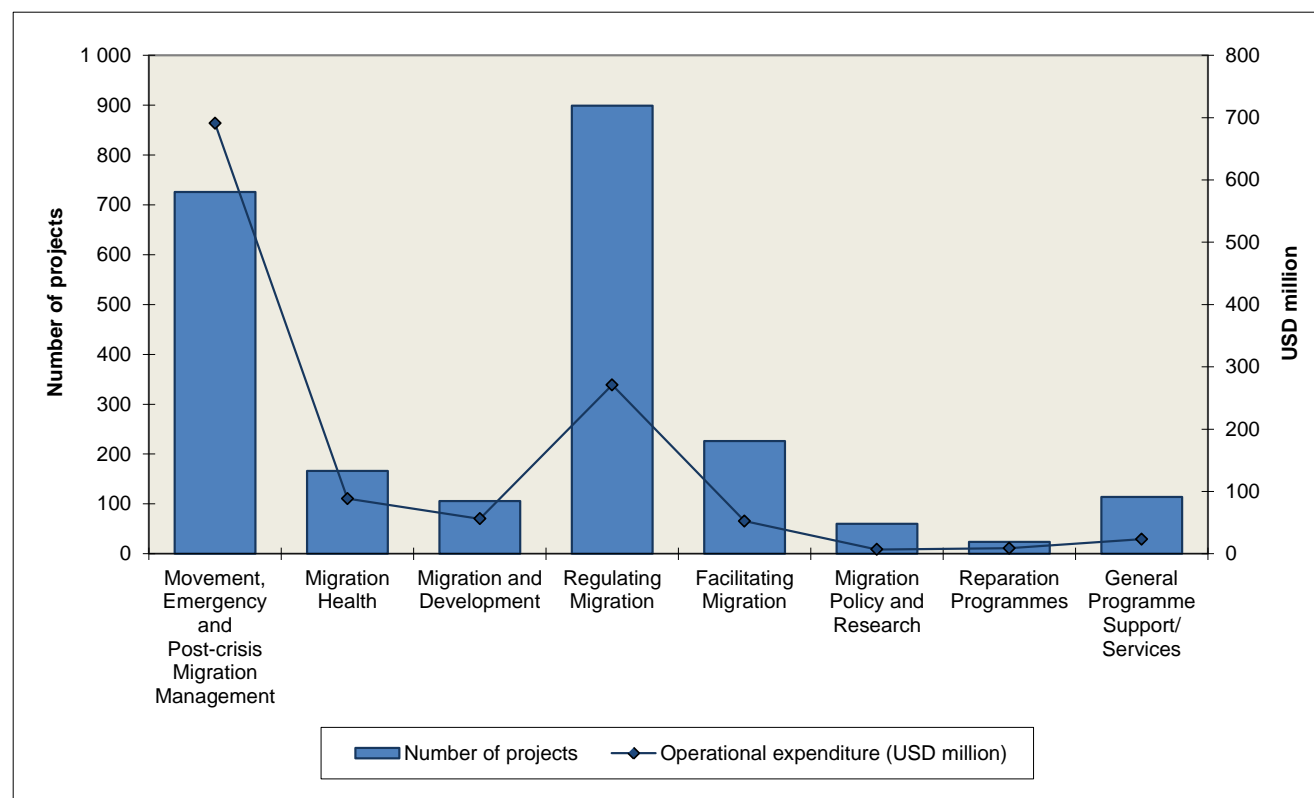
5. Breakdown of projects by region and operational expenditure, 2012

	Number of projects	Operational expenditure (USD million)
Asia and Oceania	392	266.5
Africa	521	235.9
Europe	761	166.8
Latin America and the Caribbean	392	329.5
Middle East	109	102.3
North America	16	37.6
Global activities	130	58.8
Total	2 321	1 197.4

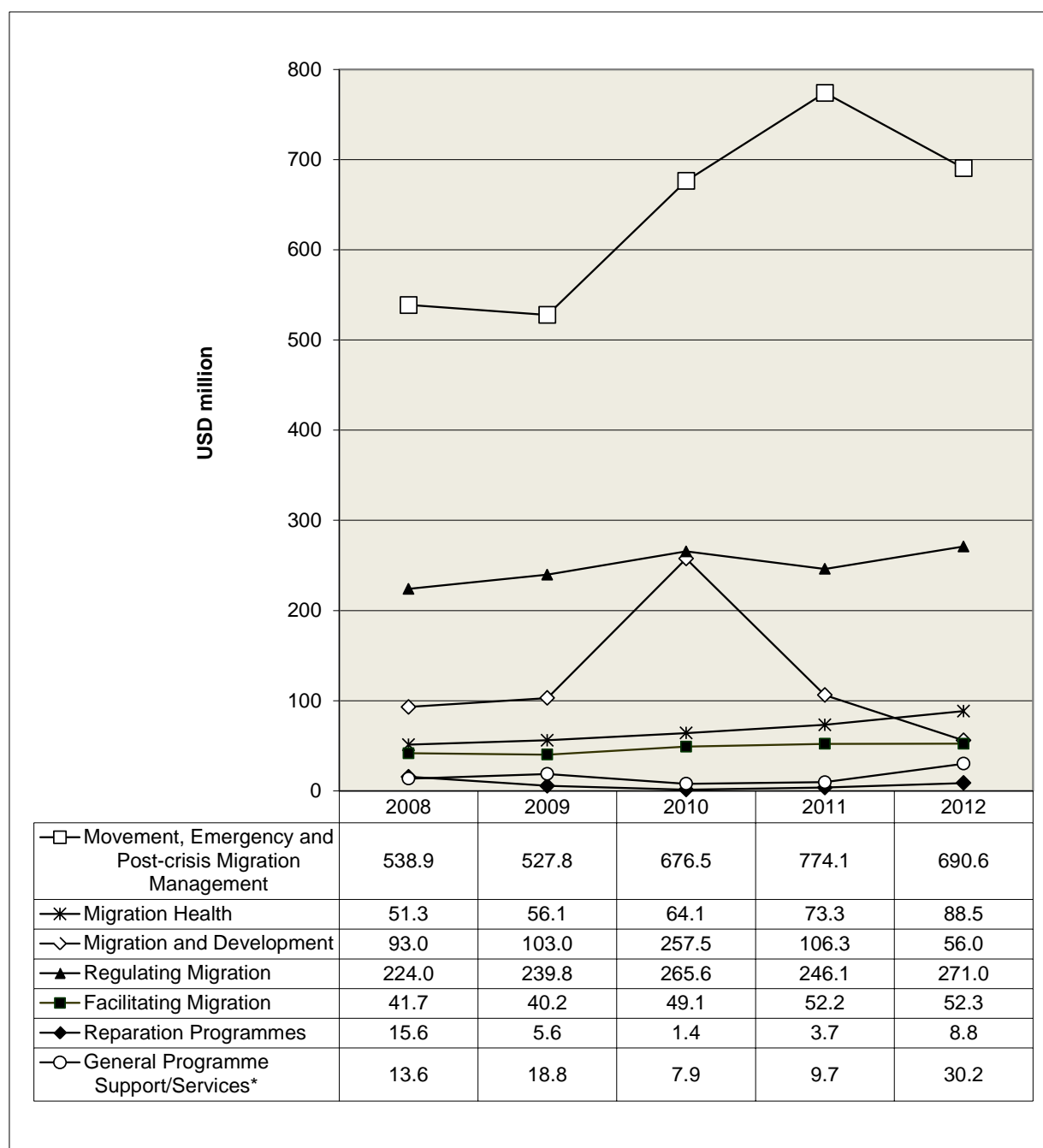


6. Breakdown of projects by service classification and operational expenditure, 2012

	Number of projects	Operational expenditure (USD million)
Movement, Emergency and Post-crisis Migration Management	726	690.6
Migration Health	166	88.5
Migration and Development	106	56.0
Regulating Migration	899	271.0
Facilitating Migration	226	52.3
Migration Policy and Research	60	6.8
Reparation Programmes	24	8.8
General Programme Support/Services	114	23.4
Total	2 321	1 197.4

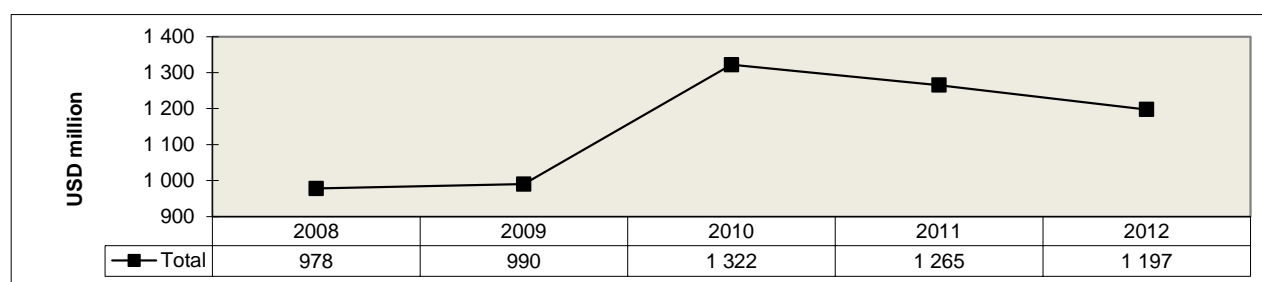


7. Operational expenditures, 2008–2012 (by service classification) (USD million)

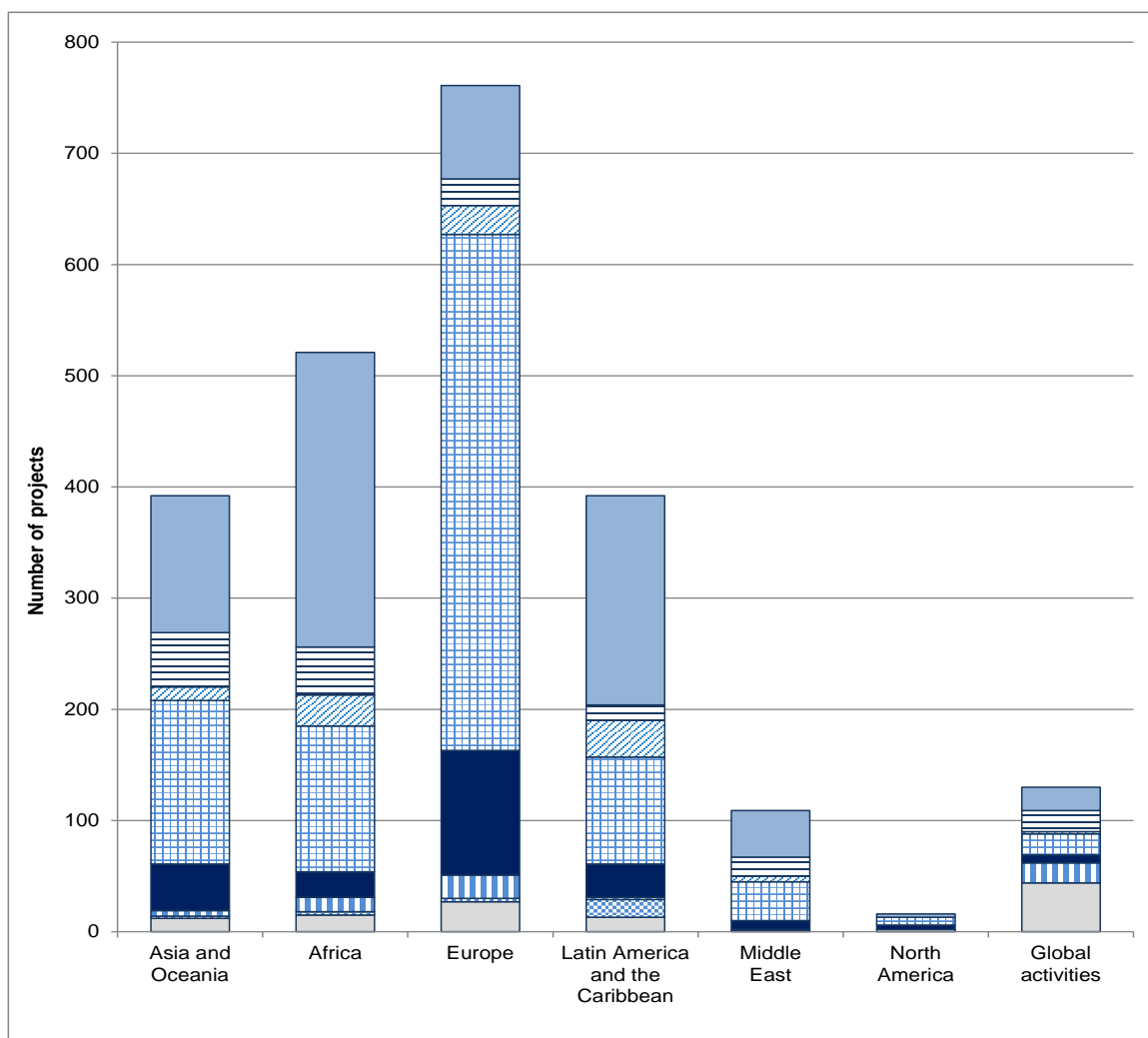


* General Programme Support/Services includes projects relating to Migration Policy and Research.

Total operational expenditures, 2008–2012

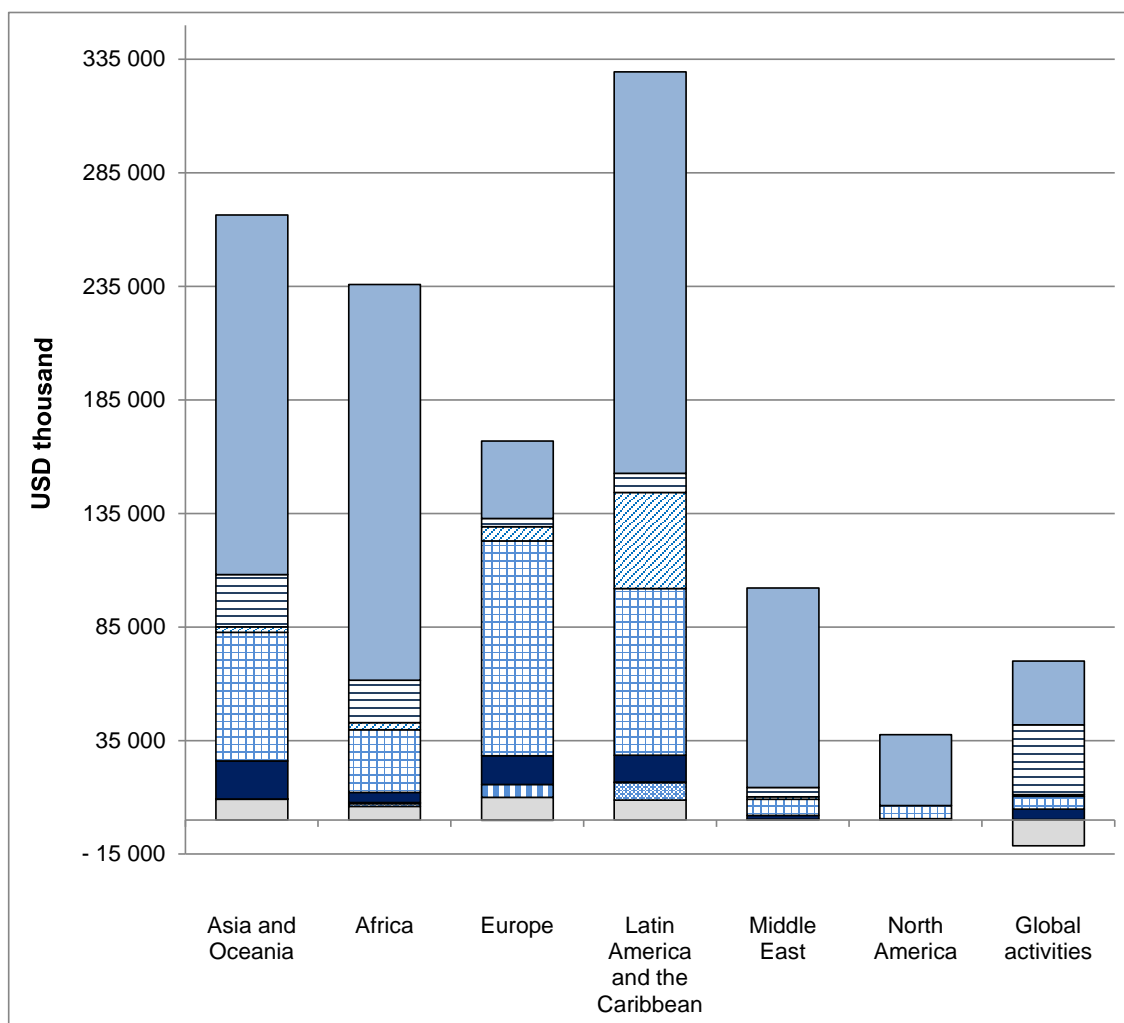


8. Number of active projects in 2012 (by service and regional classification)



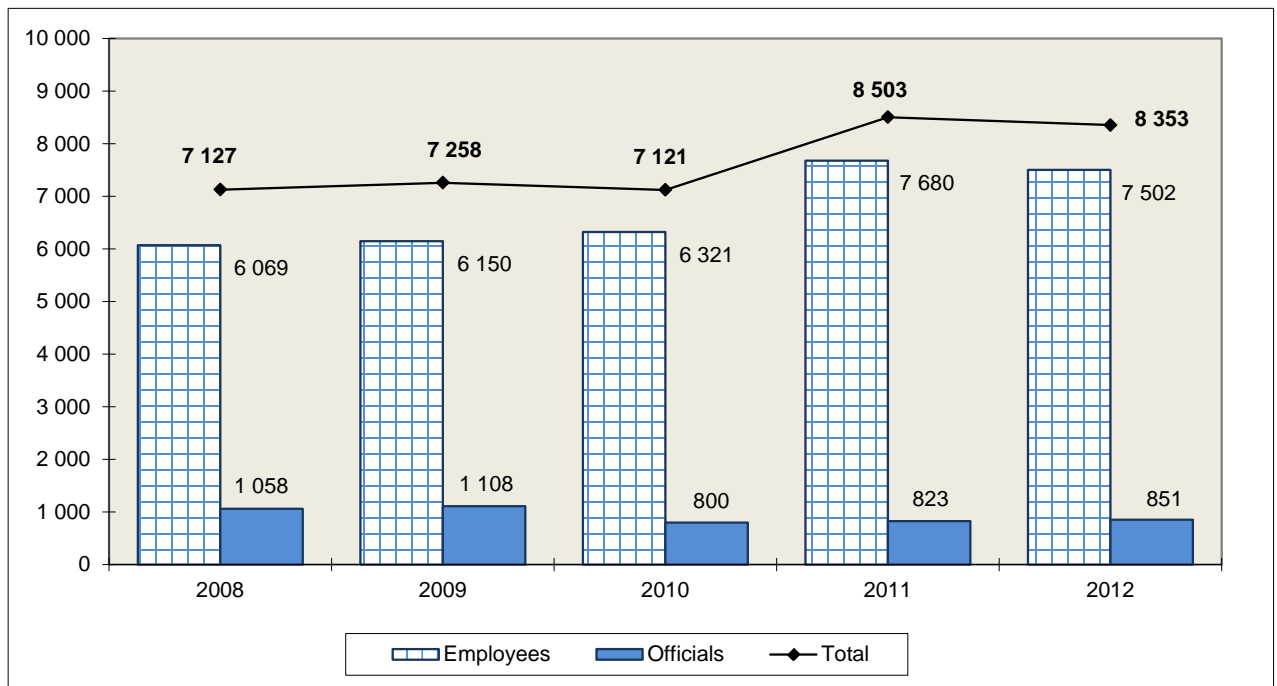
	Asia and Oceania	Africa	Europe	Latin America and the Caribbean	Middle East	North America	Global activities
Movement, Emergency and Post-crisis Migration Management	123	265	84	188	42	3	21
Migration Health	49	43	24	14	17	0	19
Migration and Development	12	28	26	33	5	0	2
Regulating Migration	147	131	464	96	35	7	19
Facilitating Migration	42	23	112	30	8	4	7
Migration Policy and Research	5	13	21	2	1	0	18
Reparation Programmes	2	3	3	16	0	0	0
General Programme Support/Services	12	15	27	13	1	2	44

9. Operational expenditure in 2012 (by service and regional classification) (USD thousand)

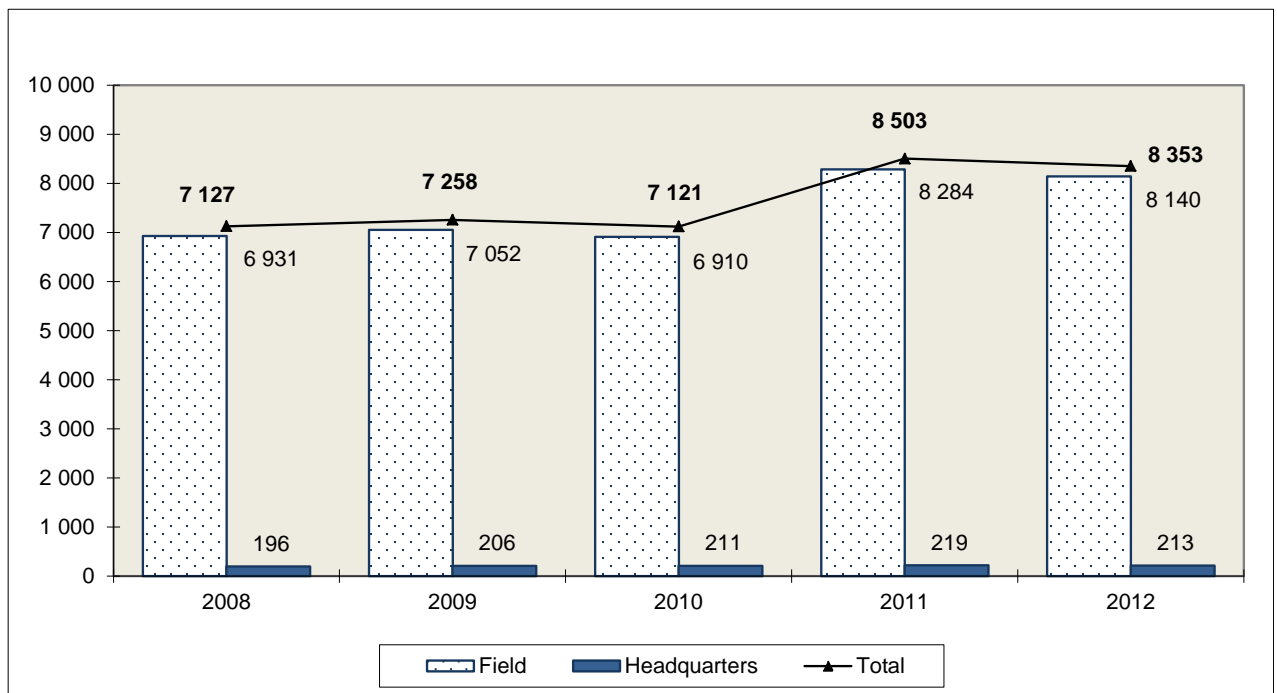


	Asia and Oceania	Africa	Europe	Latin America and the Caribbean	Middle East	North America	Global activities
Movement, Emergency and Post-crisis Migration Management	158 337	174 333	34 083	176 808	87 830	31 132	28 110
Migration Health	23 033	18 607	3 565	8 446	4 116	0	30 775
Migration and Development	2 409	3 123	6 337	42 301	1 120	0	685
Regulating Migration	56 629	27 680	94 579	73 400	7 139	5 874	5 641
Facilitating Migration	16 717	4 415	12 586	11 802	1 621	538	4 631
Migration Policy and Research	72	489	5 730	212	0	0	246
Reparation Programmes	54	1 207	-121	7 670	0	0	0
General Programme Support/Services	9 261	6 056	10 049	8 877	434	63	-11 260

10. IOM staff worldwide (breakdown by category), 2008–2012

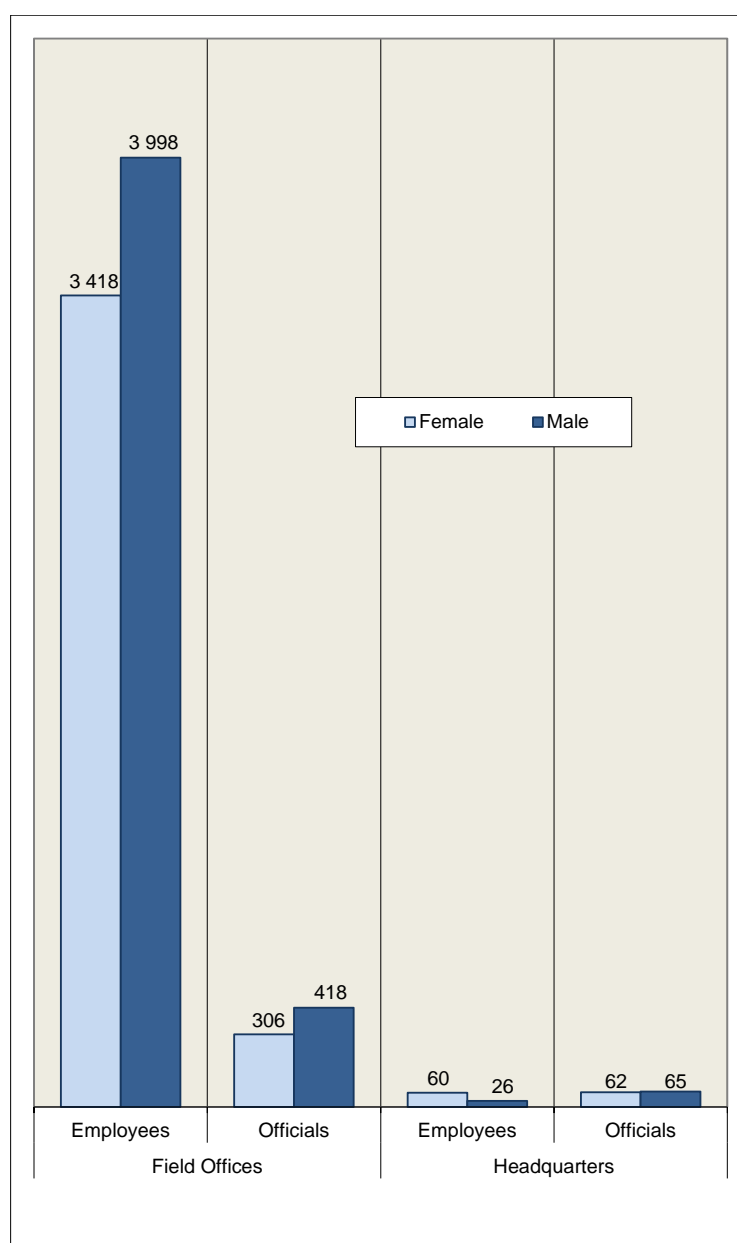


11. IOM staff worldwide (breakdown by location), 2008–2012



12. IOM staff worldwide (breakdown by location and gender), 2012

Gender	Field Offices		Headquarters		Total
	Employees	Officials	Employees	Officials	
Female	3 418	306	60	62	3 846
Male	3 998	418	26	65	4 507
Total	7 416	724	86	127	8 353



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

Annex II

IOM STRATEGY POINTS

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

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.
4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.
7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.
8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.¹
10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.
11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.
12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

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