

RESETTLEMENT AND MOVEMENT
MANAGEMENT DIVISION

20 ANNUAL REPORT 22



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Publisher: International Organization for Migration
17 route des Morillons
P.O. Box 17, 1211 Geneva 19
Switzerland
Tel.: +41 22 717 9111
Fax: +41 22 798 6150
Email: hq@iom.int
Website: www.iom.int

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Cover photo: Afghan refugees arrive on a flight from Tajikistan at Toronto's Pearson International Airport.
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Acronyms

AAP	Accountability to Affected Populations
CFMs	Complaints and Feedback Mechanisms
COA	Canadian Orientation Abroad
CMM	Charter Movement Management
CMS	Collaboration and Monitoring System
CRISP	Sustainable Resettlement and Complementary Pathways Initiative
EEA	European Economic Area
EUAA	European Union Asylum Agency
HASM	Humanitarian Assistance to Stranded Migrants
MAAP	Mainstreaming of Protection and Accountability to Affected Populations
MiGOF	Migration Governance Framework
MHD	Migration Health Division
MHPSS	Mental Health and Psychosocial Support
MSS	Movement Systems Support
RMM	Resettlement and Movement Management
SDGs	Sustainable Development Goals
UNHCR	United Nations High Commission for Refugees
VHR	Voluntary Humanitarian Return

Stranded migrants prepare to embark on the first Voluntary Humanitarian Return flight from Seiyun airport. © IOM Yemen 2022/Elham AL OQABI.

Introduction

Message from the Director



The principles for safe and dignified movement of people encompass a comprehensive, rights-based and humane approach which recognizes travel, health and integration as key components of the movement process. In 2022 alone, IOM facilitated 198,010 international movements for people in need, providing crucial support for safe evacuation, resettlement, relocation, family reunification, repatriation, return and other types of migration.

IOM continued to collaborate with States, embassies, border authorities, and other partners to ensure the safe and dignified movement of people affected by the war in Ukraine. In 2022 operations included supporting voluntary returns of third-country nationals (TCNs) to their countries of origin.

Additionally, there was continued use of the Green Corridor to help people safely move by road from the Republic of Moldova border with Ukraine, to Romania and other European countries assisting with the large flows of people displaced from Ukraine. In 2022, IOM facilitated the transport of 14,455 persons through the Green Corridor. Moreover, through the European Union Solidarity Programme, IOM transferred vulnerable individuals to European Union Member States and associated countries that have pledged to receive Ukrainian refugees.

Throughout 2022, IOM also continued to support the resettlement of Afghan nationals, with 37,778 international movements organized by the Organization to over 21 countries of destination. The top 5 destination countries included Canada, the United States of America, Australia, Sweden and the Kingdom of the Netherlands. These movements took place from various departure countries including Pakistan, Qatar, the United Arab Emirates, Tajikistan and Türkiye. All movements and resettlement activities from within Afghanistan and return support to Afghanistan continued to be halted.

This annual report covers the period January through December 2022. It provides an overview of the scope and scale of RMM's work and the Division's four-year strategy. The report also presents global data on IOM's movement operations, as well as updates from the four Units within RMM ranging from policy mainstreaming, programmes and operations to compliance and communications. In this addition, we have included more links to videos and articles than ever before. These compelling stories shed light on the people IOM has assisted around the world.

On behalf of the RMM Division, I wish to extend my heartfelt gratitude to the donors, partners, airline industry actors and IOM staff around the world for another year of strengthened collaboration and coordination across various thematic areas in support of resettlement and movement operations.

Rana JABER
RMM Director

A handwritten signature in black ink that reads "R. Jaber".

Movement Assistance

The most established of IOM movements is the provision of assistance to refugees who are resettling to third countries. Refugee resettlement movements necessitate extensive preparation, complex coordination, documentation and travel across international borders, requiring adherence to global and national protocols. However, IOM's global footprint and demonstrated capacity to carry out safe and dignified movements goes far beyond resettlement, including humanitarian admission and complementary pathways, relocation within the European Union, evacuation in crisis situations, voluntary humanitarian return, repatriation, family reunification, in country movements, humanitarian assistance to stranded migrants and other forms of facilitated migration. For example, the Voluntary Humanitarian Returns (VHR) mechanism in Yemen and Libya, require a variety of resources and capacities. These include complex logistics, a network of staff in departure, transit and receiving countries, and international air travel expertise to negotiate charter flights and landing agreements.

While some movements are unique and executed based on the needs of the individual, others are undertaken at scale and over multiple years in a variety of challenging environments. Individuals and families are assisted by IOM to return to their homes, relocate to safety, reunite with family members and migrate towards new opportunities. Though the following categorizations of IOM movements are not

exhaustive, they provide an overview, capturing the broader thematic areas of movement operations.

IOM teams are innovative and deploy appropriate movement solutions to relocate crisis-affected migrants to safe areas so that they may access services, opportunities and safety. In both natural disasters and in conflict, IOM teams work with partners and governments to ensure that movements take into consideration the vulnerabilities of particular groups and individuals in order to reduce risks before, during and after travel. These movements are often undertaken rapidly and in complex and insecure operating environments.

While IOM supports individual migrants caught in crisis, it is the Organization's ability to undertake large-scale, rapid movements that is recognized as an added value in humanitarian and crisis situations.

Large-scale IOM relocation movements by buses, barges, trucks and boats are standard. In recent years, for example, IOM has maintained fleets to ensure that crisis affected migrants are moved to safety in Ethiopia, Iraq, Jordan, Libya and South Sudan.

In addition, to help ensure that migrants' lives are not disrupted by mobility constraints, IOM provides movement support on a daily basis to support migrants in accessing health, education, livelihoods and other essential services.

Field Structure - RMM Movement Hubs



Source: Resettlement and Movement Management Manual, RMM Portal, 2023.

Note: This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by IOM.

About the Division

The Resettlement and Movement Management Division (RMM) directs, oversees, manages and coordinates all types of movement within the Organization, including resettlement, which are a core element to IOM's activities. IOM seeks to protect people by providing humane and orderly movement assistance. IOM's mandate and role in refugee resettlement is defined in Article 1 of its Constitution.

Individuals and families are assisted by IOM to return to their homes, relocate to safety, reunite with family members and migrate towards new opportunities. Movement assistance is provided under a wide range of programming including: refugee resettlement and complementary pathways, humanitarian admission, European Union voluntary relocation and other pathways; humanitarian evacuations of vulnerable migrants, internally displaced persons, third-country nationals and others; voluntary humanitarian return and repatriation; family reunification; domestic relocation; countertrafficking and humanitarian assistance for stranded migrants.

The guidance and support to field staff and stakeholders from the RMM Division is wide ranging for the purpose of maintaining IOM's global expertise in movement operations. It includes advisories on movement related issues, protocols and standards, the mainstreaming of policy and frameworks, developing systems and tools, as well as capacity-building for States and other partners, extensive liaison, partnership and coordination with United Nations

agencies and intergovernmental bodies to the private sector and civil society.

The RMM Division also negotiates, oversees and maintains the Organization's global airline agreements, including airline industry actors and other transport providers. This includes organizing and coordinating all charter movements centrally, as well as managing a dedicated team in Manila which monitors movement applications and processes global airline invoices. Moreover, RMM supports IOM's participation in affairs related to transportation assistance and the UN system.

Given the cross-cutting nature of its activities, RMM works closely with other divisions in DOE and DMM, Regional Offices and Field missions for all programming and assistance with movement components.

For project managed by Missions in the European Economic Area (EEA), RMM works together with a Regional Thematic Specialist (RTS) Team, based in [Regional Office Brussels](#). The RTS Team on resettlement, relocation and complementary pathways acts as a regional thematic resource; leads in policy, liaison and advocacy work; monitors and analyses regional thematic trends in the areas of emergency evacuations, resettlement/relocation and complementary pathways; monitors and supports regional thematic project development, and reviews and endorses projects related to the RTS's thematic area of expertise in the European Economic Area.

The RMM Division is composed of the following Units:

- [Movement Operations \(MOH\)](#)
- [Policy, Programmes and Coordination \(PPC\)](#)
- [Monitoring, Evaluation and Compliance \(RMM MEC\)](#)
- [Information Management and Communication \(IMC\)](#)

Given the *cross-cutting nature of its activities*, RMM works closely with *IOM Departments and Divisions, regional thematic specialists*, regional and field offices on all programming and assistance involving movement components. Within the *Department of Operations and Emergencies (DOE)*, RMM closely works with the Preparedness and Response Division (PRD) on emergency support and movement assistance in crises in line with the Migration Crisis Operational Framework (MCOF).

The below outlines the interconnectedness of RMM's functions throughout the Organization:

Migration Health Division (MHD): RMM engages with MHD for pre-departure health activities in the context of movements. Moreover, as part of comprehensive programming all resettlement projects endorsed by RMM include budget components for health activities to support safe and dignified movement.

Labour Mobility and Social Inclusion (LMI) Division: RMM works with LMI on addressing integration pre-departure before international movement takes place and post-arrival in the destination country. Moreover, as part of comprehensive programming all resettlement projects endorsed by RMM include budget components for integration activities to support safe and dignified movement.

Protection Division (PXD): RMM works with the Protection and Assistance Division on assisted voluntary return and reintegration (AVRR), voluntary humanitarian return (VHR) in addition to crisis response and the movement aspect of protection and assistance to migrants facing violence, exploitation, abuse, neglect and deliberate deprivation and, other vulnerable migrants including victims of trafficking

and unaccompanied and separated migrant children. There is strong coordination between PXD Headquarters, field offices and RMM staff implementing the movement aspects – such as booking of flights/tickets, coordinate escorts and airport assistance.

Immigration and Border Governance (IBG) Division: RMM collaborates on the movement and verification aspects for projects typically concerning facilitated migration, verification and immigration visas.

Additionally, RMM works with a wide range of external partners to carry out its work including Governments, the United Nations High Commissioner for Refugees (UNHCR), the European Asylum Support Office (EASO), intergovernmental bodies, private sector partners such as airlines, other transport providers and airline industry actors, as well as non-governmental organizations and civil society.

Annually, IOM participates in the Annual Tripartite Consultations on Resettlement (ATCR) and Working Group on Resettlement and Complementary Pathways (WGR) by shaping the agenda, presenting/facilitating panel discussions, and providing updates to participants. The ATCR is a multilateral forum including UNHCR, IOM, States, private sector, academia, NGOs, and refugees to discuss and advance resettlement issues at the strategic-political level. The WGR works within the framework of the ATCR, focusing on policy and good practices exchanges. RMM also contributes to the Priority Situations Core Group (PSCG), a multilateral forum among UNHCR, IOM and States on resettlement and complementary pathways. IOM participates by sharing its expertise and updates with States through presentations and interventions.



FIND OUT MORE ONLINE

*Learn more about IOM Movement
Operations at
www.iom.int/movement-assistance*

IOM staff assist migrants to travel to the airport in Aden where they will take an IOM Voluntary Humanitarian Return flight to Addis Ababa.
© IOM Yemen 2022/Rami IBRAHIM



Movement Operations Unit

Key Functions

The Movement Operations (MOH) Unit supports all IOM operations staff worldwide in missions on commercial flights within the Organization by assisting in the event of unforeseen circumstances and providing guidance and advisories on movement-related issues. Through global airline agreements, the MOH Unit is also centrally leading and coordinating IOM partnerships and contractual relationships with airlines and travel industry actors.

Movement Operations Headquarters

Movement Operations Headquarters (MOH) provides oversight, monitoring, guidance, standard setting and support to IOM's various movement operations with a particular emphasis on air operations. Through global airline agreements, MOH supports all IOM operations staff on commercial flights within the Organization. This includes assisting missions in the event of unforeseen circumstances as well as providing guidance and advisories on movement-related issues.

Charter Movement Management

Charter Movement Management (CMM) manages and coordinates IOM charter flight operations globally. Charter arrangements and agreements are coordinated and cleared by CMM prior to negotiations, conclusion, and signature. Ensure adequate representation of RMM in IOM internal crisis coordination mechanisms as well as coordinate technical and staff surge support for missions facing displacement crisis.

Movement Systems Support

Movement Systems Support (MSS) carries out three specialized functions which support IOM's global migrant and staff movements through managing movement applications and user accounts, processing of global airlines invoices, and promoting iGATOR compliance by monitoring movement data and expenses from institutional systems. MSS is based in Manila Administrative Centre (MAC). The following subsections support MSS:

- **Movement System Support Subsection**

The MSS subsection develop procedures and administers proprietary enterprise resource management systems for the collection, verification, processing, analysis and management of movement-related data and costs.

The MSS subsection also facilitates field compliance with these procedures and systems through monitoring, training and providing case-specific guidance. This includes continuously review the suitability of existing movement procedures and systems and develop or recommend improvements to movement processing tools.

- **Airline Invoice Settlement**

As part of the Movement Systems Support (MSS), the Airline Invoice Settlement subsection (AIS), also based in MAC, ensures that invoices for air transportation costs are processed and paid accurately and on time. Timely, efficient and reliable settlement of these accounts helps IOM to secure preferential conditions from its air transport providers and to accurately monitor and control transport costs.

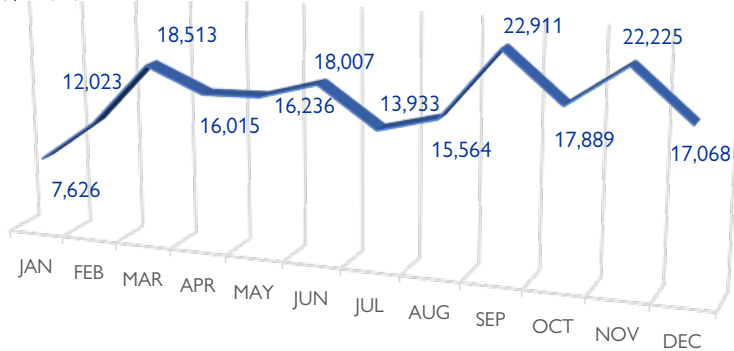
- **Data Monitoring Section**

Data Monitoring Section (DMS) is responsible in conducting regular iGATOR Ticket status and MiMOSA movement status monitoring and quality control and validation and promotion of iGATOR SOP compliance on Ticket status update.

Global Figures for International Movements

The global figures provide a statistical overview of international movements from January through December 2022. Figures may change based on data reconciliation. The figures are extracted from the Migrant Movement and Operational Systems Application (MiMOSA) on 25 April 2023.

In 2022 alone, IOM facilitated international movements for a total of 198,010 people, providing crucial support for safe evacuation, resettlement, humanitarian admission, voluntary European Union relocation, family reunification, repatriation, return and other types of migration. Of the overall total, 98 per cent of people were moved by air, 1.01 per cent by land and 0.02 per cent by sea. Below is a breakdown of persons moved by month in 2022:



198,010
persons

27,800
flights

170
nationalities

168
countries of departure

153
countries of destination

International air movements during one day



Overall international movements in 2022 by movement type and number of people assisted

Grand total number of persons assisted: 198,010	Resettlement, Humanitarian Admission, European Union Relocation and Other Pathways 120,728	Humanitarian Assistance to Stranded Migrants 216	Facilitated Migration 4,823	Voluntary Humanitarian Return 15,281
	Voluntary Transfer to the EEA Region/ Evacuation of Vulnerable Migrants/ Return of Third-country Nationals 4,008	Assisted Voluntary Return 52,735	Other RMM Movements 219	

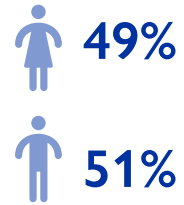
Third-Country Solutions and European Economic Area Relocation

In 2022, IOM supported over 30 States in conducting resettlement, humanitarian admissions and relocation for a total of 120,728 refugees and other persons in situations of vulnerability, with significant operations out of Jordan, Lebanon, Pakistan, Qatar and Türkiye. The top three resettlement countries were Canada, the United States of America and Australia. Of the above-mentioned total, 710 beneficiaries in need of international protection were relocated from Greece, Italy and Cyprus to 8 destination countries in the European Economic Area. A total of 97 movements took place under complementary pathways from Afghanistan, Eritrea and the Bolivarian Republic of Venezuela.

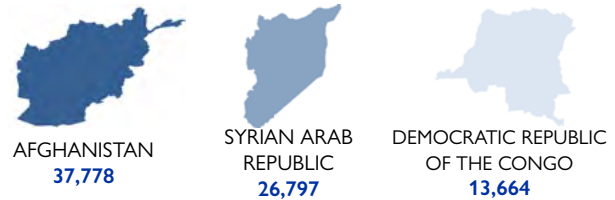
In recent years, new countries have provided support in accepting refugees for resettlement. The Sustainable Resettlement and Complementary Pathways Initiative (CRISP), led by UNHCR and IOM, has been developed to build the resettlement capacity and technical expertise of these States. The CRISP (formerly referred to as the Emerging Resettlement Countries Joint Support Mechanism, or ERCM) has provided support to the countries of Argentina, Brazil and Uruguay to strengthen their resettlement and humanitarian admission programmes, linking to other relevant initiatives such as private sponsorship as a means of ensuring sustainability of these programmes and optimizing integration outcomes.

120,728

persons of which 710 individuals were relocated from Greece, Italy and Cyprus to 9 destination countries in the European Economic Area.



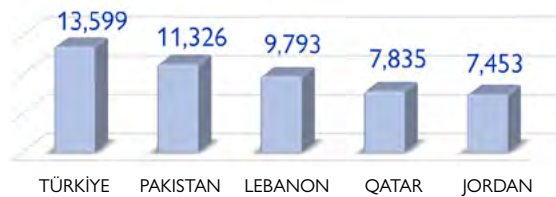
Top 3 nationalities



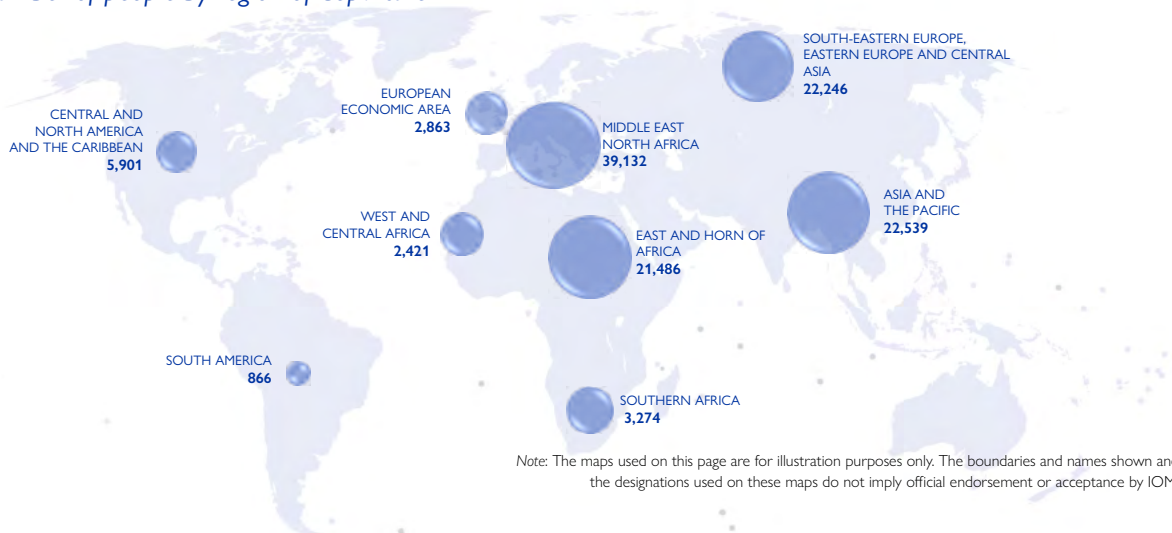
Top 5 destination countries



Top 5 departure countries



Number of people by region of departure



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IOM's Engagement in European Economic Area Relocation



IOM beneficiaries board an aeroplane destined for Germany from the Greek Islands. © IOM 2021

In 2022, IOM continued its support to relocation under existing schemes in Greece, Malta and Italy and – as a follow up to the adoption of the Solidarity Declaration in June 2022 – under the newly adopted Voluntary Solidarity Mechanism. In close cooperation with involved governments and partner agencies such as UNHCR, UNICEF and European Union Asylum Agency (EUAA), and under overall coordination by DG HOME, a total of 710 individuals were assisted with voluntary relocation from Cyprus, Greece, Malta and Italy to 8 EEA countries. In Italy, IOM also supported the internal transfers of 344 pax from their point of disembarkation to relocation hubs as part of the new Voluntary Solidarity Mechanism.

IOM relocation support continued to be provided under ongoing European Union-funded Actions covering relocations from Cyprus, Greece, Italy and Malta as well as a new multi-country action to support voluntary relocations from five first-line Mediterranean countries – Spain, Italy, Malta, Greece and Cyprus – to the European Union Member States and associate countries.

IOM's support included the implementation of pre-migration health activities, pre-departure orientation sessions, movement management, accommodation (in Greece) and internal transfers (e.g. in Italy and Spain).

Spotlight on Resettlement to Canada

The year 2022 was very successful for IOM Ottawa, with both the resettlement and family reunification programmes facilitating travel for record-breaking caseloads. The new approaches taken this year to address growth in the programme will allow IOM Ottawa to support greater numbers of beneficiaries to travel to Canada in the years ahead.

In close collaboration with the Government of Canada and IOM colleagues worldwide, IOM Ottawa supported the movement of 22,887 Government-Assisted Refugees (GAR) and 21,584 Privately-Sponsored Refugees (PSR), for a total of 44,471 resettlement beneficiaries. Throughout the year, IOM Ottawa supported resettlement movements from 99 different countries of departure, with 72.5 per cent of beneficiaries travelling from just ten countries.

A particular achievement in 2022 was the successful facilitation of 36 chartered flights to support the Government of Canada's commitment to resettle 40,000 Afghan refugees by 2024. These chartered flights facilitated resettlement travel of 11,334 individuals from three countries.

In tandem with the facilitation of travel, IOM Ottawa also provided significant assistance for pre-departure support throughout the year. In the second half of 2022 alone, IOM Ottawa supported the provision of direct assistance to refugees in 72 different countries globally. This ranged from helping beneficiaries fill out application forms; offering health assessments; providing non-food items such as clothes, hygienic items and travel essentials; and translation services in 51 different languages.

IOM Ottawa's growing family reunification programme also achieved its highest number of successfully completed cases on record in 2022. Over the course of the year, the programme assisted travel logistics for 812 beneficiaries from 18 different countries of residence in Africa, Asia and Europe.



Afghan refugees arrive on a flight from Tajikistan at Toronto's Pearson International Airport. © IOM 2022

Humanitarian Assistance to Stranded Migrants

Every year migrants suddenly find themselves stranded in transit or in hosting destinations with no means of returning home. How and why the individuals or families become stranded may be due to a single or combination of factors: lost or stolen identity documents, financial destitution, accidents or bad health, physical or psychological abuse, broken promises of family members or exploitative employers, rejected asylum-claims or changed political or security circumstances where they are or to where they were headed.

Often not fitting into traditional classifications of migration crisis or other humanitarian assistance-bound groups, many of these individuals or families are not eligible for assistance under any known programme. Even though, the conditions they are facing may be dire; they are legally unprotected and vulnerable to abuse, exploitation, poverty or other harmful situations.

Regardless of how they became stranded or of their migration status, many are in urgent need of immediate humanitarian assistance either to return home or to move to a destination where their status and circumstances are assured.

These men, women and children, although representing only a fraction of the broader phenomenon of stranded migrants, need help. The IOM through its Humanitarian Assistance to Stranded Migrants (HASM) mechanism assists hundreds of the most destitute and vulnerable stranded migrants each year. It is the only mechanism of its kind and provides protection for those falling outside of the criteria of other assistance and protection programmes.

In 2022, HASM assisted a total of 216 persons. During this period, the top three nationalities were Cuba, Nigeria and Sierra Leone.

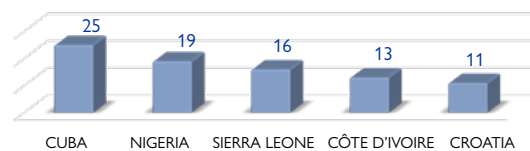


216
persons were assisted
by HASM

Top departure countries*



Top 5 destination countries



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Charter Movements

48,325
persons travelled on
a total of 305 charter
flights from 26 countries
of departure to 31
countries of destination.



Since 2017, over 3,300 Gambians have benefitted from IOM's Voluntary Humanitarian Return (VHR) programme from Libya. © IOM 2022/Robert KOVACS

Top 3 nationalities*



Top 5 departure countries



Top 5 destination countries



IOM Facilitates Voluntary Return of 193 Gambians from Libya and the Niger

The IOM on 19 May 2022 facilitated the voluntary humanitarian return of 148 Gambian migrants stranded in Libya through a return flight, and another 45 through a commercial flight from the Niger.

This represents the highest number of Gambian migrants assisted with voluntary return in a single day, since IOM opened a country office in the Gambia in July 2017. The 193 migrants who returned included 184 men, 3 women and 6 children.

[Click here to read the full article.](#)

IOM utilizes charter flights for large caseloads that need to move in a timely manner to a specific destination. Charters are managed in a centralized manner in RMM Headquarters unless if operational exigencies require otherwise, then exceptions are made in close coordination with the CMM (Charter Movement Management Unit). IOM continued to adapt its operations and safety procedures to the changing pandemic environment and to ensure that they were in line with the COVID-19 requirements.

In 2022, approximately 1 in 4 people were moved by IOM arranged charter flights (24.4% of the overall total of individuals assisted with international movements by air which is 48,325 people).

*The maps used on this page are for illustration purposes only. The boundaries and names shown and the designations used on these maps do not imply official endorsement or acceptance by IOM.

Voluntary Humanitarian Return

Voluntary Humanitarian Return movements are large scale, lifesaving movement operations of migrants back to their countries of origin either directly from the country in crisis or through transit countries. These movement requests can be requested by the individual, the government and organization or civil society and often channelled through relevant embassies. VHR movements are voluntary in nature as the migrants will only be assisted if their explicit consent is given for the movement, and humanitarian in nature as the need for VHR movements originate in countries in crisis. VHR can be conducted through air, land and sea or combination of different modes of transportation depending on the context. VHR movements are provided with IOM assistance to access consular services, the provision of health activities, as well as various types of pre- and post-departure assistance.

Through VHR, a total of 15,281 vulnerable migrants were returned to the top three countries of origin in Ethiopia, Nigeria and the Niger.



Stranded Ethiopian migrants prepare to fly home to Ethiopia on an IOM-facilitated VHR flight from Aden, Yemen. © IOM 2022/Avand HASAN

Hundreds of Migrants Return to Ethiopia via IOM's First Voluntary Return Flights from Yemen in 2022

More than 600 Ethiopian migrants – including 60 unaccompanied migrant children – have so far arrived in Addis Ababa from Aden on the first three VHR flights of the year. Additional flights were scheduled to depart from Yemen to Ethiopia.

The photo shows Stranded Ethiopian migrants prepare to fly home to Ethiopia on an IOM-facilitated VHR flight from Aden, Yemen.

[Click here to read the full article.](#)

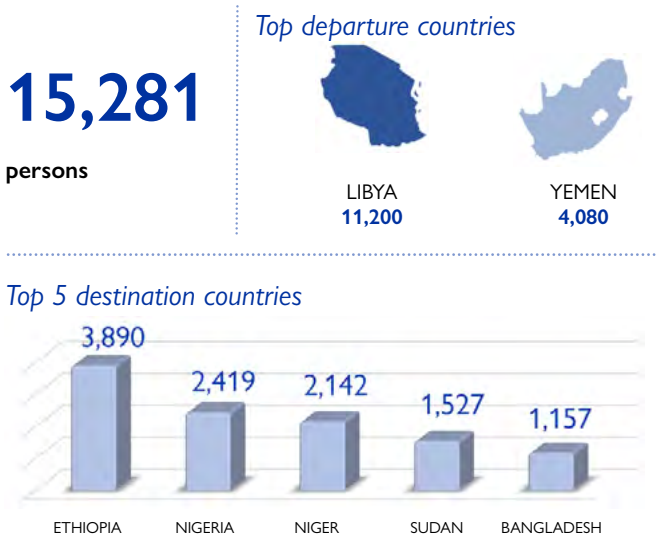


Nigerian migrants arrive safely at the Murtala Muhammed International Airport in Lagos © IOM 2022/Stylia KAMPANI

IOM Assists More than 500 Nigerians Stranded in Libya Safely Return Home

The International Organization for Migration (IOM) yesterday assisted the safe return home of 162 Nigerian migrants from Libya, the fourth such charter flight for this year. So far 19,452 Nigerians have been assisted to voluntarily return home between April 2017 and February 2022, with more than 500 assisted this year alone.

[Click here to read the full article.](#)



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In-country Movements

Emergency Transportation of refugees in Ethiopia

During 2022, IOM has been supporting the government of Ethiopia with the relocation of almost 20,000 refugees that had to be relocated within the country due to conflict within Ethiopia or for new influx of refugees in Ethiopia from neighboring countries.

IOM supported the Government of Ethiopia in the relocation of 19,803 refugees in various locations through RRS and UNHCR. The Relocations were carried out in coordination with Migration Health Division ensuring in line with the global infection prevention and control (IPC) standards, and in line with IOM's COVID-19 mitigation measures.

- 4,001 Somali refugees (Male: 1,725; Female: 2,276) in Somali region, from the Dollo Ado reception centre/entry point to (Bokolmayo, Melkadida, Kobe, Helaweyn, and Buramino) refugee camps in Somalia region of Ethiopia.
- Following an attack unidentified armed groups on 15 December and 18 January 2022 on the Gure-Shembolla and Tongo refugee camps in Assosa, Benishangul Gumez region. IOM supported the Relocation of 9,083 South Sudanese refugees (M- 4,754; F-4,329) to Tsore a more secure site.
- Following the peace talks launched on 25 October 2022 in Pretoria, South Africa, IOM supported The Government of Ethiopia on 4 November to relocate a total of 5,855 refugees (majority Eritreans) from in Mai-Tsebri refugee camps (Mai-aini and Adiharush) in Tigray region to Alem-Wach refugee site in Amhara region.
- IOM also relocated 864 Eritrean Afar refugees (399 male, 465 female) from Semera, Serdo and Aysaita to Berhale refugee camp in Afar region.

In-country movement of Venezuelan in Brazil

The Domestic Relocation Strategy, which promotes the voluntary relocation of Venezuelans arriving in Brazil through the border in Roraima to other Brazilian states, is part of Operation Welcome, an initiative by the Brazilian Federal Government with the support of IOM and other United Nations agencies and civil society organizations.

The Strategy, initiated in April 2018, reached the significant milestone of 91,952 beneficiaries in 2022. Among them is Betania, a Venezuelan woman who decided to cross the border with her family in early 2022 in search of new opportunities.

In Roraima, they received support from Operation Welcome and learned about the Relocation Strategy, showing particular interest in the job placement modality (VES, in Portuguese). That's how Betania, her husband, her mother-in-law and her three children, all under 10, began to envision a future in the municipality of Governador Valadares, in Minas Gerais, where her husband secured a job at a local supermarket. IOM provided support by reviewing the necessary documents, providing information sessions about the rights and duties of migrants residing in Brazil, purchasing air tickets for the whole family, and assisting all of them to their final destination.

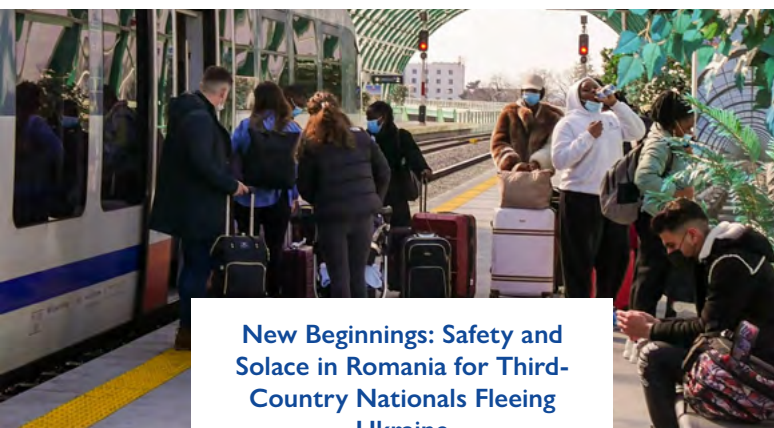
“It all happened very quickly! We showed interest, and days later we were called to present the documents. I feel nothing but happiness to think that we can have a job and guarantee an education for my children,”

said Betania during the documentation review process for the journey, which represented a fresh start for her and her family.



Betania and her family who participated in the Relocation Strategy. © IOM 2022/ Ana Paula LIMA

RMM Response to Ukraine Crisis



New Beginnings: Safety and Solace in Romania for Third-Country Nationals Fleeing Ukraine

[Read the full story here.](#)

The principles for safe and dignified movement of people encompass a comprehensive, rights-based, and humane approach which recognizes travel, health and integration as key components of the movement process. Based on these principles, IOM continues to collaborate with States, embassies, border authorities, and other partners to ensure the safe and dignified movement of people affected by the war in Ukraine. In 2022 operations included supporting voluntary returns of third-country nationals (TCNs) to their countries of origin. Also there was continued use of the “Green Corridor” to help people safely move by road from the Republic of Moldova border with Ukraine, to Romania and other European countries assisting with the large flows of people displaced from Ukraine. Through the European Union Solidarity Programme, IOM transferred vulnerable individuals to European Union Member States and associated countries that have pledged to receive Ukrainian refugees.

Ana* and her family were beneficiaries of the European Union Solidarity Programme. Originally from Makiivka, Donetsk Oblast in Ukraine, Ana and her eight children were already living under constant anxiety since the invasion of Crimea in her region in 2014. In 2016, Ana’s husband passed away after a sickness, and she was left alone to provide for her large family. Ana lived a difficult and uncertain life while trying to support her children by herself, and her prospects for a better life began to fade.

In 2022, heavy shelling began around her town of Makiivka. It was then that Ana decided to flee from Ukraine with her children. She borrowed money for the trip, drove almost 2,000 km across the Russian Federation to Estonia. When she and her children arrived in Estonia, they were received and offered to stay there, but they decided to continue to Germany. After learning about IOM support,

through volunteers, Ana contacted IOM in Estonia. IOM, in coordination with the authorities involved, arranged for flights to Frankfurt, provided Ana and her children with all the necessary support before her travel, and arrangements for their arrival in Frankfurt. Ana and her children were welcomed by acquaintances at the airport, who took them to Hannover. Ana and her family now have a place to stay, and the family is doing well. While they face new and different challenges, they are removed from the uncertainty and insecurity of the war in Ukraine. A few months after arriving in Germany, Ana’s eldest daughter, who lived in Mariupol, joined them in Hannover with her husband and two children.

IOM will continue working to ensure safe and humane mobility options are available to people like Ana, and others who need them. Since the start of the war in Ukraine, IOM’s humanitarian movement assistance has expanded from a TCN return response to include movement activities aimed at supporting the millions of conflict-affected people in neighbouring countries in need of assistance. The rapid global response to support affected populations in neighbouring countries, and beyond, includes regional and bilateral movement assistance mechanisms such as the voluntary transfers through the European Union Solidarity Platform, as well as transits, resettlement, and temporary visas programs. By closely monitoring the situation in the region IOM is able to expand or modify its operational footprint and staffing presence to respond to the needs. When the time is right, IOM will be prepared to support returns to Ukraine, in a safe, humane and sustainable way.

**Alias used for protection.*



FIND OUT MORE ONLINE AT:

www.iom.int/ukraine-iom-response-2022-2023



Charter Operations from Poland to Geneva for Ukrainian Children

Published in *L'illustré*, 9 August 2022.

[Read the full article here.](#)
(only available in French)

VOLUNTARY HUMANITARIAN RETURN OF THIRD-COUNTRY NATIONALS

The situation of stranded third-country nationals within Ukraine and neighbouring countries is of high concern, with an estimate of over 470,000 migrants affected by the escalation of violence in Ukraine. As these groups aim to flee Ukraine towards neighbouring countries, these flows are expected to continue in the coming weeks and months, and they will remain in dire need of humanitarian assistance, including referral services, and medical and humanitarian return assistance.

As a response, IOM will ensure that TCNs are able to communicate with relevant consulates and IOM offices, can access information on how to return home safely, and can access services which facilitate such travel. IOM will establish an effective communication and coordination mechanism that facilitates communication between TCNs, relevant consulates and IOM, as well as appropriate referral mechanisms with NGOs, governments and partners to ensure that stranded migrants can access support. Additionally, IOM will ensure that an initial caseload of 20,000 TCNs – with possibility to further escalate the scope of assistance as needs evolve – are able to travel in a safe and orderly manner to their home countries through the provision of tickets and transportation support, including upon departure, transit and at reception, as well as the necessary health pre-embarkation checks, referrals, required PCR tests and COVID-19 and safety measures.

Source: IOM Flash Appeal for Ukraine and Neighbouring Countries, March 2021.

The “Green Corridor” through the Republic of Moldova to Romania

Since the start of the war, IOM has been collaborating with States, embassies, border authorities, and government partners to ensure the safe and dignified movement of Ukrainians through the establishment of the “Green Corridor” to help people move from Palanca, Republic of Moldova to Husi, Romania for onwards movement, where existing infrastructure was better equipped to handle the strain from such large flows of people.



14,455
persons were moved
through the Green
Corridor in 2022

- GREEN CORRIDOR LINES**
- Active line from Palanca to Husi / Iasi / Bucharest
 - Active line from Isaccea to Bucharest
 - Active line from Otaci to Iasi

Source: Ukraine Crisis 2022-2023: 1 Year of Response, page 17.

Note: The map used on this page is for illustration purposes only. The boundaries and names shown and the designations used on these map does not imply official endorsement or acceptance by IOM.

RMM Response to Afghanistan Crisis



Afghan refugees arrive on a flight from Tajikistan at Toronto's Pearson International Airport. © IOM 2022

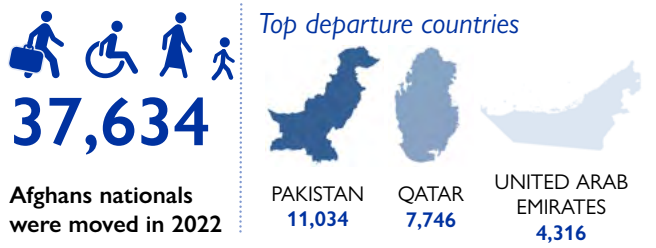
Throughout 2022, IOM continued to pause all movements and resettlement activities from within Afghanistan, and return support to Afghanistan. This remained consistent with this decision established in 2021 due to the uncertainty of the security situation, and potential risk to IOM beneficiaries and staff in carrying out the requirements for resettlement from and return to Afghanistan.

IOM continues to be an active member of the EUAA's Expert Platform on Safe Pathways for Afghans with European states, as well as participation from the European Commission Directorate General of Migration and Home Affairs (DG Home), European external action service (EEAS), UNHCR, IOM, International Centre for Migration Policy Development (ICMPD), Intergovernmental Consultation on asylum and migration (IGC), as well as Canada, the United States and the United Kingdom.

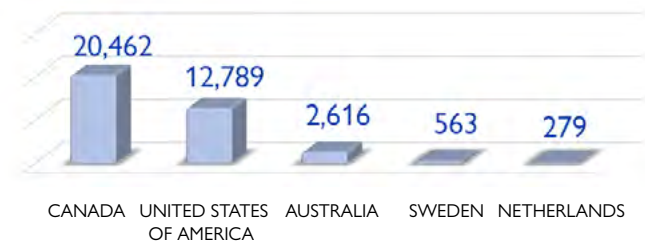


20,000th Afghan Refugee Resettled to Canada with IOM's Assistance

Published in *IOM NEWS*, September 2022.
[Read the full article here.](#)



Top 5 destination countries



The maps used on this page are for illustration purposes only. The boundaries and names shown and the designations used on these maps do not imply official endorsement or acceptance by IOM.

United States

Through the request of Bureau of Population, Refugees and Migration (PRM), IOM established its presence and maintained activities in support of Afghan beneficiaries in three locations: Qatar, the United Arab Emirates and Kosovo¹. IOM's USRAP processing activities consisted of conducting pre-screening interviews with refugees, providing support to United States Immigration Officers and immigration interviews, case consultations and cultural orientation. As needed interpretation services were provided to USCIS selection missions. Beneficiaries resettling to the United States received a pre-departure briefing on their final destination, airline details, and signed a promissory notes for IOM travel loan. Luggage tags were also provided by IOM, and the IOM travel bags. All beneficiaries departing under IOM auspices were assisted at the airport by IOM's field support staff, including with check-in, and were taken to the gate by a service provider.

Camp As Sayliya (CAS) is the United States military installation in Doha, Qatar which has been used as the primary processing site for resettlement of Afghan refugees, SIVs, and IV holders arriving mostly from Kabul, including via Islamabad. The operation is led by Coordinator for Afghan Relocation Efforts (CARE) and is uniquely setup within an interagency cluster which requires close collaboration with USG entities. After completing required processing (adjudication and health assessment),

¹ References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

beneficiaries are departing through commercial or charter flights to the United States. Since inception of the operation in March 2022, the IOM has facilitated departure of 8,256 beneficiaries to the United States.

PRM requested IOM to assist and support USCIS with logistical arrangements for cases that require further review, in Kosovo¹. In 2022, IOM assisted with the departure of 48 individuals from Kosovo¹ to the United States.

Since March 2022, IOM has been operating in the United Arab Emirates from an Emirati government-provided office located outside of the Emirates Humanitarian City (EHC) in Abu Dhabi. IOM staff assisted with the resettlement of United States SIVs, refugee referrals from the United States embassy, refugee referrals from the Canadian embassy, and Australian VISA subclass 200 and 202 issued by the Australian Embassy in Amman. IOM does not have direct access to EHC guests and all interactions with applicants (on appointment) are coordinated closely with United Arab Emirates local authorities from the National Emergency Crisis and Disasters Management Authority (NCEMA) which manages the EHC. Departures to the United States were a mix of SIVs, P1s, P2s and V93s for a total of 2,992 movements. 1,149 individuals departed to Canada, of which 954 travelled on chartered flights on September 2022. IOM also supported the resettlement to Australia of 8 individuals from the United Arab Emirates.

From August 2021 through September 2022, under the United States Refugee Admissions Program (USRAP), IOM facilitated movement of over 75,000 Afghan nationals to their resettlement destination in the United States and, in a limited number of cases, to international locations (Canada and Australia). Throughout phase one of the Operation Allies Welcome (OAW) response Afghan evacuees were hosted, designated as “guests,” at eight “Safe Havens” established on domestic United States military bases where cases were processed to completion by other inter-agency partners. Once deemed “ready for departure”, IOM organized the ground and air travel. On 28 February 2022 IOM began OAW Phase II operations at the National Conference Center in Leesburg, Virginia (NCC). The United States Department of Defense (DOD) contracted with the NCC to house the single OAW Phase II Safe Haven. During this phase, IOM assisted 4,041 of these guests with air and ground movement to their final resettlement locations in the United States.

Canada

IOM has been working closely with the Government of Canada and other partners to safely resettle Afghans in the country since August 2021. IOM has resettled over 20,000 Afghan nationals from 43 countries by the end of

2022. IOM plays a crucial role in the resettlement process, including coordinating resettlement flights, assisting with the application process, and providing pre-departure health assessments and pre-departure orientation sessions to prepare Afghans for their new lives in Canada. IOM also facilitates their travel to their new home communities around the country. Along with the broader humanitarian community, IOM is committed to helping vulnerable displaced people from Afghanistan, particularly ethnic minorities and other marginalized groups, such as disabled persons, women and girls, and LGBTIQ+ (Lesbian, Gay, Bisexual, Trans, Intersex and Queer).

Sustainable Resettlement and Complementary Pathway Initiative

At the programme level in 2022, the Sustainable Resettlement and Complementary Pathway Initiative (CRISP) was able to support a total of 172 Afghans who arrived through humanitarian admissions, family reunification and resettlement to Brazil, Argentina and Uruguay. Brazil received 165 Afghans under Humanitarian Visa Programme and under family reunification, whereas 4 Afghans were granted humanitarian admission by Argentina and 3 Afghans were resettled by Uruguay. Sending missions for Afghans supported under CRISP include Pakistan (130), the Islamic Republic of Iran (37) and Nepal (5). These arrivals are receiving integration support either from sponsors and/or from the civil society organization in coordination with a network of organizations under the Brazil-Afghanistan Coalition. Pre-departure arrangements are facilitated with civil society organisations as well as with the Brazilian government authorities and UNHCR. This represents an important milestone for Brazil and Latin American region in providing third-country solutions to displaced Afghans through complementary pathways including the humanitarian admissions.

European Economic Area

IOM continues to be an active member of the EUAA's Expert Platform on Safe Pathways for Afghans with the European Union Member States (EUMS). In 2022, a total of five meetings were organised under the Expert Platform, with the participation of key actors such as the European Commission Directorate General of Migration and Home Affairs (DG Home), the European External Action Service (EEAS), UNHCR, IOM, International Centre for Migration Policy Development (ICMPD), as well as Canada, and the United States. Key topics discussed include the operational challenges in the evacuation of Afghans at risk and implementation of programmes to support their transfer to the European Union, improving coordination and cooperation among EUMS and international organizations.

Airline Partnerships

The IOM Mileage Fund

The RMM Mileage Fund Mechanism (RMFM) redeems accrued airline travel volume from primarily IOM beneficiary travel and subsequently can acquire free airline tickets for migrants who are stranded, in vulnerable situations and in need of help to reunite with their families. The objective of the RMFM is to provide prompt humanitarian assistance to migrants for whom support is not readily available from any known sources or programmes.

This new and innovative fund will directly assist IOM beneficiaries through leveraging the potential of airline loyalty programmes and avoid wasting otherwise unredeemed credit. Under the umbrella of the RMM Mileage Fund, RMM collects miles, credits or points across different airline loyalty programmes through IOM beneficiary tickets already purchased and repurposes the accrued mileage, credits or

points to acquire tickets. In March 2020, RMM partnered up with the Air France / KLM group under their Bluebiz corporate programme to begin collecting blue credits. Despite the onset of the COVID-19 crisis, RMM was able to collect several tens of thousands of credits which have helped many migrants in need to receive free tickets. RMM has also recently partnered up with the Lufthansa group and their Partner plus benefit programme and is currently working with Turkish Airlines and with Qatar Airways on loyalty product programmes.

Miles for Migrants

In addition, RMM signed a partnership agreement with Miles for Migrants to assist migrants in need of mileage tickets. Miles for Migrants is a charity, dedicated to using donated frequent flyer miles to help people impacted by war, persecution, or disaster start a new beginning in a new home. Based on financial hardships and

vulnerabilities, IOM selects cases that can be submitted to [Miles for Migrants \(M4M\)](#). Donors pledging miles have the opportunity to directly reunite a specific family as soon as a donation has been matched with a case request.



© RMM/IOM 2021

Our travel industry partners

The following companies composed of leading global airlines, travel technology and travel management partners have been key partners for many years and their assistance has contributed to helping hundred of thousands of migrants.

Aegean Airlines	British Airways	Aviation and Travel	Scandinavian Airlines
Air Algerie	Brussels Airlines	GmbH	Spot Reisen GmbH
Air Canada	Buraq Air	Hunt and Palmer PLC	Swiss International Airlines
Air Charter Service – France	Cathay Pacific	Iberia	TAP Portugal
Air Contact	China Airlines	Japan Airlines	Turkish Airlines
Air France	Customer Ground Services	Kenya Airways	Ukraine International Airlines
Air Libya	Delta Airlines	KLM Royal Dutch Airline	United Airlines
Airplus	Egypt Air	Lufthansa	Westjet Airlines
Alitalia	Emirates	Norwegian Air	Yemen Airways
Amadeus	Ethiopian Airlines	Qantas	
American Airlines	Etihad	Qatar Airways	
Austrian Airlines	Everest Travel /	Royal Air Maroc	
Avianca	Deutsche SkyLink	Royal Jordanian	

Family reunification, a long-awaited reunion



On a sunny day in July this year, a middle-aged man named Eylo* waited anxiously at the arrivals area of Zurich international airport – the final destination point of a journey spanning 27 years. On the other side of the opaque arrivals doorway, his wife Sima* and their daughters were sitting in a small room with an IOM official and Swiss authorities for a debriefing, having travelled from Erbil, Iraq. As the minutes stretched to an hour, the doors finally opened. Sima and their daughters, ranging in age between 11 and 19, stepped through and walked into Eylo's arms after three and a half years of separation.

Eylo and Sima's story begins in 1995 when their lives were turned upside down by conflict that forced them to leave their home in Türkiye. For the first few years, the couple moved from one refugee camp to another until they arrived in Iraq. Sima would live in a refugee camp for nearly 25 years, giving birth to their daughters there. Within the confines of the camp, their childhood was coloured with the constant fear of air raids and bombings.

Eylo eventually had no choice but to leave the camp in search of a new home for his family and a way to provide for them. For the better part of a decade, he criss-crossed borders in the area, eventually suffering a gunshot wound. Eylo arrived in Switzerland in 2019 after asylum was granted and then applied for family reunification in 2021.

The journey that began 27 years ago would encounter delays even after the Swiss State Secretariat for Migration issued an entry authorization for Eylo's family last summer. Under the auspices of the Swiss Family Reunification and Humanitarian Visa Programme, IOM's Switzerland office swung into action to coordinate the numerous logistics with IOM in Erbil and the Swiss Embassy in Amman, Jordan.

First up was the need to procure the necessary identification papers for the Swiss Government to process a laissez-passer (a legal travel document issued in lieu of a passport) for each of them. IOM Switzerland called upon their colleagues in Erbil who provided on-site support in Iraq with a series of visits to the camp to verify the identities, names, dates of birth of each family member, and take photographs for each laissez-passer. The IOM team in Erbil also helped the family obtain their Iraqi exit permits and scheduled the mandatory security interview for the family with Iraqi authorities.

“Knowing what kind of hardship the family went through, drove us to really push ourselves beyond our limits and do everything in our power to give them the support they needed.”

Senior Operations Assistant, IOM Erbil.




Every step of the family's journey to join Eylo was carefully organized from Erbil to Doha and then Zurich. Sima and her daughters were informed of their travel plans and on the big day itself, IOM teams in Erbil and Doha were on hand at each airport for departure and connection transfers.

When they finally arrived in Zurich, little did Eylo and his family know that theirs was one of the first reunifications that the Swiss team had managed. The complexity of arranging the reunion across different countries and levels of government was daunting, but the importance of family reunification was manifested in the sheer joy expressed that day at Zurich airport.



Photos: The Reunited at last — Sima, Eylo and their daughters together at Zurich international airport. © IOM 2022

A photograph of a family of four—two women, a man, and a young girl—all wearing face masks. They are standing in what appears to be a public facility, possibly a registration or information center, with blue informational posters on the wall behind them. The man is in the back center, wearing a dark polo shirt and a light blue surgical mask. The young girl is in the middle, wearing a white t-shirt with colorful circular patterns and a white surgical mask. The woman on the left is wearing a black face mask and a patterned blouse. The woman on the right is wearing a white face mask and a red and white striped top. The background shows a brightly lit room with blue posters and a window.

The Domestic Relocation Strategy, which promotes the voluntary relocation of Venezuelans arriving in Brazil through the border in Roraima to other Brazilian states, is part of Operation Welcome, an initiative by the Brazilian Federal Government with the support of IOM and other United Nations agencies and civil society organizations.

© IOM Brazil 2022/Ana Paula LIMA

Policy, Programmes and Coordination Unit

Key Functions

The Policy, Programmes and Coordination (PPC) Unit supports the Resettlement and Movement Management (RMM) Division's core functions — both internally and externally — at the global, institutional and country level. Across these three levels of engagement, the PPC provides thematic expertise on behalf of RMM, ensures engagement at relevant global forums and government consultations, manages interagency initiatives and coordinates with other thematic areas of IOM all of which are integral to the safe and dignified movement of beneficiaries and comprehensive resettlement support.

Further, the PPC Unit ensures the positioning and inclusion of RMM in IOM strategic discussions and processes. This includes providing technical support to missions globally on project development and endorsement, translating policy and frameworks into operational guidance, and strengthening mainstreaming efforts for the effective operationalization of institutional commitments and policies across RMM programmes.

Policy and Advocacy

- Strengthen policy mainstreaming across all RMM operations through the development and roll out of guidance and tools, providing support to field staff in line with relevant frameworks, policies and procedures.
- Ensure participation at high level forums and political processes related to third-country solutions.

Programming

- Facilitate, develop and provide trainings and capacity -building activities for RMM staff globally to enhance operational capacity, strengthen accountability to affected populations and encourage staff development. Appropriately preposition RMM in a crisis when a mobility element is present while ensuring a high level of coordination within the Department of Operations and Emergencies (DOE) as well as more broadly with Department of Programme Support and Migration Management (DPSMM) to ensure RMM's readiness to rapidly respond at the onset of a crisis.
- Ensure adequate representation of RMM in IOM internal crisis coordination mechanisms as well as coordinate technical and staff surge support for missions facing displacement crisis.

Project Development and Endorsement

- Support in the development of proposals, global appeals, response plans and management of project endorsement functions for missions outside of the European Economic Area (EEA) for new or ongoing resettlement and movement operations.
- Review and endorse IOM's concept notes, project proposals and budgets that contain a resettlement and/or movement component to ensure they are in line with RMM standards and reflect institutional commitments.

Strategy Planning

- Lead initiatives related to strategic thinking and innovation, including the development of the RMM strategy and monitoring of its implementation.
- Strengthen internal engagement with relevant departments to enhance interdepartmental coordination, encourage synergies and ensure RMM representation in internal strategy development and external visibility efforts.

Partnerships and Liaison

- Support stakeholder engagement, donor liaison and regular participation in external partnership events with other United Nations Agencies, states, intergovernmental bodies and the private sector, which are central to RMM programmes and operations.
- Actively work towards developing and strengthening partnerships and opportunities for collaboration with traditional partners and other key stakeholders.

Mainstreaming Policy: Protection and Accountability to Affected Populations

In 2022, RMM continued its efforts to mainstream protection and Accountability to Affected Populations (MAAP) throughout resettlement and movement operations. Priority areas included the revision and launch of the Operational Guidance for Establishing a Complaints and Feedback Mechanism (CFM) within RMM Programming, which followed after a three-month testing and validation pilot by target missions. The revised guidance includes a variety of template tools to support missions in establishing a CFM. This supports implementation of the RMM Monitoring, Evaluation and Compliance (MEC) Framework, IOM's AAP Framework and aims to reinforce the use of the [We Are All In Platform](#) for misconduct-related complaints. The guidance and tools supported on a technical level a two-day workshop dedicated to the topic of Complaint and Feedback Mechanisms (CFMs), organized by the RMM MEC unit with the objective to discuss best practices in implementing CFMs. This resource is also part of a larger MAAP toolbox supporting the

operationalization of the Division's guidelines establishing minimum standards for protection mainstreaming and AAP in resettlement and movement operations. MAAP tools seek to standardize such processes globally within RMM programming and activities, in addition to mainstreaming protection and AAP.

In addition, under the scope of MAAP efforts, RMM developed a brief guidance note on protection/AAP mainstreaming for RMM staff in emergency settings building on prior protection mainstreaming efforts. This effort is linked to RMM's recent involvement in large scale crises such as Afghanistan and Ukraine and supports implementation of the RMM Strategy (2020–2023), which aims to ensure accountability to stakeholders in factored into response planning. The purpose of the guidance is to provide priority areas and respective protection/AAP mainstreaming tools for immediate implementation in emergency settings wherein RMM has an active role. Priority areas include recruitment,

staff capacity-building, communication with beneficiaries, safe and protection-sensitive IOM premises and referral pathways.

With a range of resources available supporting the operationalization of protection/AAP mainstreaming, MAAP also focused on awareness-raising and advocacy to support higher implementation levels in protection/AAP mainstreaming within RMM. One of the steps included an open discussion with RMM Programme Managers globally on the importance of MAAP, to identify good practices and concrete steps on how to increase implementation moving forward. Some of the key action points moving forward include identification of more regional focal points to strengthen the MAAP network of champions, a resource package to support senior management in advocating for MAAP, as well as the organization of regional webinars in the course of 2023 in coordination with IOM Protection and AAP colleagues.

Aim of the MAAP and available resources:

- **mainstream** protection and accountability to affected populations throughout RMM operations globally.
- **support** field missions in implementing such related policies within their respective contexts.

TASK FORCE

Regional focal points: MAAP established a network of regional protection/AAP mainstreaming focal points within RMM. Focal points support regular coordination calls that offers a forum to discuss protection/AAP mainstreaming efforts within different contexts and RMM programming globally.

COMMUNITY OF PRACTICE (CoP)

17 missions covering the sub-Saharan region regularly exchange on protection/AAP mainstreaming within RMM programming within a monthly Community of Practice. The CoP provides a shared space to discuss challenges, best practices and questions missions in the region face in mainstreaming protection and AAP on operational levels.

TRAINING MATERIALS

A standard training package was developed to support understanding and awareness of protection, AAP and of how to mainstream protection/AAP within RMM specifically.

TOOLBOX

So far, 18 tools have been developed to support operationalization of the minimum standards for protection mainstreaming and AAP in resettlement and movement operations, providing the foundation for all MAAP-related efforts.

Partnerships and External Meetings

RMM regularly participates in external partnership meetings with other United Nations Agencies, States, intergovernmental bodies and the private sector central to IOM programmes and operations. The following table highlights RMM's partners and the specific areas of engagement.

PARTNER	AREA OF ENGAGEMENT
MEMBER STATES	IOM assists its Member States to carry out a variety of resettlement, relocation and other humanitarian admissions schemes, many of which are well-established programmes while others are ad hoc responses to forced migration crises.
REGIONAL BODIES	For example, IOM and European Union Agency for Asylum (EUAA) Working Arrangements has entered into force in 2019, providing a legally non-binding cooperation framework covering the relevant areas of common work and interest including resettlement, relocation and complementary pathways.
UNITED NATIONS AGENCIES	For example, UNHCR is mandated by its Statute to provide international protection to refugees and to seek and promote permanent solutions for the problem of refugees; IOM and UNHCR have a long history of working together to assist refugees to resettle in third countries; Currently IOM and UNHCR are implementing the CRISP, which is a joint capacity-building initiative to expand third-country solutions for refugees and to foster responsibility-sharing in line with the Global Compact on Refugees and the Three-Year Strategy (2019–2021) on Resettlement and Complementary Pathways.
NGOs	IOM partners up with a number of NGOs which are involved in a wide range of operational, outreach and advocacy activities along the resettlement and movement continuum.
AIRLINES	IOM has negotiated global agreements with most major airlines and air charter operations to ensure cost-effective transport is available worldwide.
MILES FOR MIGRANTS	RMM signed a partnership agreement with Miles for Migrants to assist migrants in need of mileage tickets. Miles for Migrants is a charity, dedicated to using donated frequent flyer miles to help people impacted by war, persecution, or disaster start a new beginning in a new home.
IOM MILEAGE FUND	The RMM Mileage Fund Mechanism (RMFM) redeems accrued airline travel volume from primarily IOM beneficiary travel and subsequently can acquire free airline tickets for migrants who are stranded, in vulnerable situations and in need of help to reunite with their families.

IOM regularly coordinates with partners through participation for example at the following forums:

- The Annual Tripartite Consultations on Resettlement (ATCR)
- The Priority Situations Core Group (PSCG)
- Global Refugee Forum
- Consultation Group for the “Third Country Solutions for Refugees: Roadmap 2030”
- The European Commission Resettlement Forum
- European Union Asylum Agency (EUAA)
- The EUAA’s Platform for Safe Pathways for Afghans
- Family Reunification Network (FRUN)
- Global Task Force on Labour Mobility



Afghan Girls Relocate to Rwanda to Continue Their Education: IOM and SOLA Partnership

[Read the full article here.](#)

Spotlight on newfound partnership

Newfound partnership between IOM and the School of Leadership, Afghanistan (SOLA) enables Afghan girls to relocate to Rwanda to continue their education. The International Organization for Migration (IOM), is supporting the relocation of Afghan girls to Rwanda to continue their education, following the decision by the de facto authorities to ban women and girls from secondary and tertiary education in Afghanistan. The girls are among the first overseas students to be admitted to the School of Leadership, Afghanistan (SOLA), an Afghan all-girls boarding school originally based in Kabul, before it was forced to relocate to Rwanda following the ban.

The Sustainable Resettlement and Complementary Pathways Initiative

The Sustainable Resettlement and Complementary Pathways Initiative (CRISP) is a joint programme being implemented by IOM and UNHCR to support States and key stakeholders to grow resettlement programmes and advance complementary pathways. This is accomplished through the provision of targeted capacity-building in partnership with relevant actors, to achieve quality, scalable and sustainable programmes. UNHCR and IOM jointly developed the CRISP in 2020 to provide support for capacity and systems building to States with resettlement and complementary pathway programmes in varying forms of development – new, emerging and established. This initiative is a direct outcome of recommendations made by resettlement States and key stakeholders during the Three-Year Strategy on Resettlement and Complementary Pathways consultation process. Strengthening the capabilities of communities and individuals, institutions and infrastructure is a critical element to achieve the goals of the Three-Year Strategy.

CRISP CAPACITY-BUILDING

The CRISP training package was delivered to officials from the Government of Portugal. The course, consisting of six tailored sessions, targeted state practitioners from the Immigration and Borders Service (SEF) and the High Commission for Migration (ACM). The sessions were developed in coordination with IOM and UNHCR country offices in Portugal, and covered various aspects of resettlement and complementary pathways, including refugee identification, state adjudication and selection missions, movement management and preparations, premigration health activities, predeparture orientations, psychosocial approaches, effective communication, data protection and working with interpreters.

The CRISP training package was delivered to Italian Government officials between 16 June and 14 July 2022. Participants from the Ministry of Interior (Resettlement Unit), the National Integration and Reception System (Sistema di Accoglienza e Integrazione – SAI), and the Ministry of Foreign Affairs and International Cooperation joined the training. The six course sessions were tailored to the Italian context in coordination with IOM and UNHCR country offices in Italy, and covered various aspects of resettlement programming, pre-departure arrangements, refugee placement strategies, orientation as a tool to assist integration, case management and continuum of care, monitoring and evaluation, coordination and communication.

MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT WORKSHOP

In May 2022, a joint regional workshop was held by IOM Argentina, Brazil and Uruguay on Mental Health and Psychosocial Support (MHPSS) with the participation of 25 government officials from the region. The workshop addressed MHPSS during the resettlement process, including good practices and challenges faced by migrants and refugees.

ANNUAL TRIPARTITE CONSULTATIONS ON RESETTLEMENT

At the Annual Tripartite Consultations on Resettlement 2022 (ATCR), a breakout session was held to explore capacity-building through the CRISP and other initiatives. The session outlined the role of capacity-building in supporting the expansion of third-country solutions and presented promising approaches from a variety of perspectives globally and by different stakeholders. UNHCR and IOM presented activities delivered under the CRISP, and the session emphasized the importance of strengthening the capabilities of communities and individuals, institutions and infrastructure as critical for expansion of third-country solutions.

LABOUR MOBILITY AND SOCIAL INCLUSION DIVISION

In coordination with Labour Mobility and Social Inclusion Division, CRISP supported:

- Development of the e-course on “Effective Facilitation of Migrant Training” in English and in Spanish. The content is designed for facilitators of all types of migrant training related to resettlement and complementary pathways, predeparture, or post-arrival. The course provides a better understanding of basic principles and best practices in delivering an effective Migrant Training session.
- Two co-creation workshops focusing on “How can digitalization support and enhance IOM’s global migrant training and integration programming?”. The workshops aimed at devising cross-cutting digital solutions to better bridge the pre-departure and post-arrival delivery divide and complement existing IOM’s integration services.
- Translation of the Pre-Departure Orientation Facilitator’s Manual, *Orientación Previa a la Partida – Manual del Facilitador*, into Spanish.

CRISP Newsletters

Issue no. 3, January 2022
(EN, ES, PT)

Issue no. 4, August 2022
(EN, ES, PT)

Two new issues of CRISP newsletters were published in 2022 and translated into Spanish and Portuguese. They are distributed to donors, all key stakeholders, as well as being featured on the CRISP website and the GCR platform. The newsletters highlight all the key activities undertaken by IOM, UNHCR and partners within the framework of the CRISP focusing on capacity-building activities, regional workshops on good practices, MHPSS activities carried out by IOM in Argentina and Brazil, and CRISP movement updates.

**IOM WEB-SERIES
AFGHANS IN BRAZIL PORTRAYS
THE HUMANITARIAN RECEPTION**

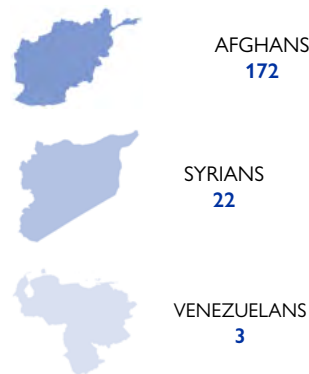
Launched on 23 December 2022, the web series “Afghans in Brazil” features three videos showing the joint efforts of the Brazilian Government, civil society organizations and IOM, for the reception of Afghan beneficiaries of humanitarian visas. The series portrays IOM’s work in support of the Brazilian Government since the implementation of the humanitarian visa in 2021, which aims at promoting resettlement and complementary pathways as important opportunities of safe restart in a third-country solution for people from Afghanistan. IOM is assisting civil society organizations working on the refugee reception via two avenues: the realization of orderly, safe, and dignified movements and the provision of capacity-building trainings on reception and integration.



197

refugees were supported by CRISP in 2022

Nationalities



Destination countries



The maps used on this page are for illustration purposes only. The boundaries and names shown and the designations used on these maps do not imply official endorsement or acceptance by IOM.

Since the start of the project, CRISP has supported a total of 299 refugees through resettlement, family reunification, and the humanitarian visa scheme. IOM provided pre-departure and movement support, including international and domestic airline tickets, pre-migration health activities, vaccinations, COVID-19 testing, as well as immigration and customs facilitation.



FIND OUT MORE ONLINE

<https://resettle.org>

Afghan refugees boarding the plane to Canada on a flight chartered by IOM.
© IOM Tajikistan 2022/Abdulfattoh SHAFIEV



Monitoring, Evaluation and Compliance Unit

Key Functions

The RMM MEC Unit was established to consolidate and increase the professionalism, integrity, and effectiveness of RMM functions and ultimately of IOM assistance to refugees and other migrants, member states and donors. This is safeguarded through setting and ensuring standards and behaviors in related processes, workflows, data management and beneficiary engagement. The RMM MEC Unit supports and conducts its monitoring, evaluation, and oversight functions globally. The central RMM MEC function is to develop standards and guidance materials as it relates to resettlement and movement operations, build the readiness of staff and structures, and foster a culture of monitoring, evaluation and compliance through the implementation of sound and consistence mechanisms and approaches.

Key functions of the RMM MEC are to:

1. Set and harmonize standards, procedures, and quality assurance mechanisms through issuance of guidance and policy documents maintained in Movement Management Manual (MMM), RMM Directives and other types of documentation hosted in RMM Portal.
2. Provide training, practical guidance and technical assistance to regions and missions to develop and support trained and professionalized staff in movement management.
3. Foster relevant networks to channel feedback and provide mutual support.
4. Maintain and and strengthen the quality and consistency through oversight, monitoring and evaluation of RMM accountability systems.
5. Report on results.
6. Promote and institutionalize a culture of accountability and learning.
7. Administer the Collaboration and Compliance Management System (CMS), an RMM technical tool which facilitates the monitoring of activities.

RMM Monitoring, Evaluation and Compliance Framework

Given the complexity of technical requirements, multistep workflows and the unique obligations and commitments required along the resettlement and movement continuums, monitoring, evaluation, and compliance play a critical cross cutting role in ensuring that technical, procedural, policy compliance and other accountabilities are met. This allows RMM to deliver consistent, inclusive, and quality assistance to IOM beneficiaries and to meet international commitments to make a real and lasting difference to refugees and migrants.

The Monitoring, Evaluation and Compliance (MEC) Framework is designed to consolidate and increase

the professionalism, integrity, and effectiveness of RMM functions and ultimately, of IOM assistance to refugees and other migrants, Member States and donors.

This framework follows the commitments set forth by the adoption of the 2030 Agenda for Sustainable Development (SDGs) and the Global Compact for Safe, Orderly and Regular Migration, and grows out of IOM's institutional vision and Internal Governance Framework that call for ensuring operational effectiveness and organizational performance through strengthening institutional M&E functions and building a culture of learning and accountability.

RMM's Strategy 2020–2023 further calls for the definition and consolidation of the standards, systems and structures that ensure that quality, accountability, and integrity objectives are met. Its M&E objectives focus on three building blocks:

1. Create a Monitoring and Evaluation culture within RMM;
2. Establish minimum operational standards for RMM and train staff accordingly;
3. Use an effective M&E tool to track adherence to relevant procedures, policies and practices.

Having an RMM MEC Framework and thus a foundation and plan to stand up a central MEC function and accountability system empowers RMM in communications and institutional planning around MEC activities and development and enables RMM to maximize access to global resources and expertise through coordination and advocacy at all levels.

How do the pieces fit? Four documents currently define the main areas of RMM MEC's work.

Job Architecture

The RMM Job Architecture (JA) assigns oversight responsibility to Headquarters with MEC responsible for policy and procedural compliance. The JA creates a standardized approach to staffing structure across movement operations. It introduces a pillar system that establishes clear segregation of duties to strengthen internal fraud and malfeasance prevention measures. Segregation of duties under the JA is another internal control mechanism that will require MEC attention to review implementation and effectiveness.

RMM Integrity Guidelines - Control environment and internal control activities

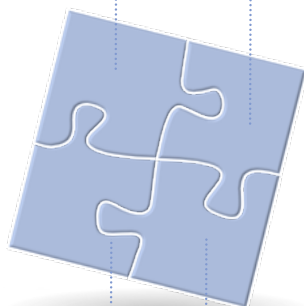
The RMM Integrity Guidelines (IGs) defines the central quality assurance and controls mechanisms that MEC will implement, monitor and oversee. The IGs consist of 13 Accountability Measures that consolidate requirements and obligations in key IOM and RMM reference documents. These Guidelines detail practical procedures and management measures that foster a robust control environment and internal control activities that reinforce outcomes in the five core performance areas of the RMM Objectives and Indicators.

RMM Objectives and Indicators - Areas of accountability

The RMM Objectives and Indicators define the main areas of accountability for MEC monitoring. To ensure a consistent high level of service for all movement and operations programs, RMM has set overarching objectives to guide accountability and improvement in five areas: (1) professionalism and performance, (2) quality of service, (3) accountability to stakeholders, (4) integrity in conduct and (5) data protection.

Movement Management Manual - Regulations and Procedures

The RMM's Movement Management Manual (MMM) is the guiding source for the development of compliance monitoring activities for operational procedures. The MMM consolidates IOM Standards for Movement Operations across all programs. This is the main reference document for regulations and standard operating procedures.



Major Initiatives

In 2022 RMM MEC Unit continued its work supporting IOM Movement Operations to provide effective, protection oriented and high-quality movement assistance to IOM beneficiaries. RMM MEC Unit continued working under RMM MEC Framework building foundations for a monitoring, evaluation and compliance culture in RMM operations. For example, the following deliverables were delivered:

RELEASE OF A NEW DIRECTIVE

In April, RMM released a new directive for project developers and movement operations staff worldwide with templates and guidance for providing movement assistance for self-paying migrants.

ADDITION OF NEW TOOLS TO THE RMM IGS TOOL-KIT

In May, new tools were added to the RMM Integrity Guidelines tool-kit. The first being operational guidance for establishing Complaint and Feedback Mechanisms (CFMs) within RMM programming. The second tool supports better management and oversight with the release of a standard risk assessment template and guidance, jointly developed with the United States Refugee Admissions Program (USRAP).

LAUNCH OF A QUALITY CONTROL TOOL

In June, the RMM MEC Unit shared a quality control tool for movement planning which includes a checklist and reference sheet. The tool supports measures within the RMM Integrity Guidelines and supports movement operations staff and managers alike. The Master Reference Sheet is a learning resource to build understanding of how quality control happens throughout the movement planning process, identifying different types and timings of checks or measures that occur with each step, and showing how responsibility falls across different members of the team. The Reference Sheet also shares resources that help to explain tasks and requirements, identify the pillars and roles responsible for different steps, and suggest tools, logs and forms that may be used when implementing the requirements.

TWO-DAY TRAINING ON CMS

In October, RMM conducted a two-day training for designated users of the Collaboration and Compliance Management System (CMS). CMS is a web-based application that records compliance exercises of IOM activities with organizational policies, instructions, guidelines, and other reference documents. It is designed to collect information, best practices, and field-based knowledge to enhance compliance with IOM policy and standards. It provides evidence of results-based management to ensure global compliance. The CMS is also a critical component of the RMM Strategy 2020–2023 to enable RMM Headquarters to establish minimum standards and monitor compliance through an evidence-based approach, as well as create new initiatives to conduct a baseline exercise to gather information in one central location.

TWO-DAY WORKSHOP ON CFMs

In December, RMM held a two-day workshop in Athens, Greece, on the Complaints and Feedback Mechanisms (CFMs) for movement operations officers. IOM participants were from 15 Country Offices representing 7 IOM regions, including Headquarters and Regional Office Brussels. The CFM workshop was held to promote the use of the RMM's CFM Operational Guidance and tools as well as to share missions' practices, learn from the experience of local implementation, and identify next step and priorities for CFM implementation including technological solutions. The RMM practitioners from the field discussed best practices in implementing CFMs as required by RMM Integrity Guidelines (IGs) and RMM Objectives and Indicators. Under the leadership of RMM Headquarters, the goal of widespread CFM use is to establish one global movement operations system that captures feedback for the overall process of movement available post-arrival.

Other milestones of RMM MEC Unit in 2022:

Produced and launched on I-learn IOM Operational Escort Training with certification and conducted 3 global webinars on Introduction of this on-line training course.	Introduced new Tools for RMM Integrity Guidelines (RMM IGs): Pre-embarkation Briefing Checklist and Observation Form to be used in IOM Movement Operations.	Updated the chapter on Transit Assistance SOPs in the Movement Management Manual.
Conducted two joint Webinars hosted by RMM and the Protection Division (PXD) on Charter Management and Operational Escorts.	Conducted 4 global webinars (2 general and 2 technical) on roll out of RMM Objectives and Indicators as the main RMM document defining RMM monitoring plan.	Conducted Webinar with Aviation sans Frontières/RMM Headquarters/ IOM London on best practice in cooperation with ASF France in IOM resettlement operations.
Published new chapter of MMM: Resettlement to Portugal Programme SOPs.		Published updated chapter 2 of Movement Management Manual (MMM): Area of Responsibility for Missions.

Launch of RMM Compliance Network

RMM MEC launched a new collaboration group that will engage IOM compliance and monitoring staff across all levels of RMM under the RMM Compliance Network (RMM CN). Key priorities for the RMM CN:

1. Collaboration within the group to share and learn to address common challenges and to provide mutual support.
2. Creating a more positive and visible perception and understanding of the compliance pillar/role/culture in RMM, including engaging managers to buy into, support and enforce compliance efforts.
3. Finding a common approach, common language in the implementing of monitoring and compliance through common guidelines and practical tools.

The RMM Compliance Network will also develop and promote materials and tools relevant to Monitoring, Evaluation and Compliance work at RMM.

Information Management and Communications Unit

A photograph of a woman with her hair in a bun, wearing a reddish-brown hoodie, holding a young child in a light blue jacket. The child is holding a purple stuffed animal. They are standing on an airfield with an airplane and ground service equipment in the background. The scene is lit with warm, golden light, suggesting late afternoon or early morning.

170 Ukrainian children were assisted by IOM
Bern on a charter flight.
© L'Illustré 2022/ Niels ACKERMANN

Key Functions

The Information Management and Communications (IMC) Unit is responsible for maintaining quality control of movement data to ensure data consistency and accuracy, as well as providing support for movement reporting requirements across missions and departments. IMC Unit also strengthens communications and visibility efforts for the Division by introducing and maintaining structured, predictable, and effective channels for sharing content that raises RMM's profile within and outside the Organization.

- Harness technology to improve communications and information management, and ensure better access to accurate and relevant information;
- Provide support for movement reporting requirements across missions and departments;
- Maintain quality control of movement data to ensure data consistency and accuracy;
- Increase engagement with stakeholders and the public through communications and visibility efforts by curating products and tools in line with IOM brand.

IMC Sharepoint

The IMC Unit has developed a Sharepoint*. On the platform can be found relevant guidance, dashboards, publications and media by visiting the main tabs. This Sharepoint will be updated and improved on a continuous basis to include new material and meet RMM needs.

**only available internally with IOM account.*



Information Management

RMM has been leveraging IOM proprietary systems and tools for decades. More recently, with the rapid advancement in technical solutions and applications available to collect, process, analyse, visualize and share data, RMM has been able to steadily automatize processes and build custom tools that have together propelled the Division into a new era of information management.

In 2022, the RMM IMC unit continued its consistent support for movement reporting requirements across multiple missions and departments. The unit leverages Microsoft Power platform tools, mainly PowerBI and Power Automate to meet its reporting requirements. Using PowerBI played a critical role in creating comprehensive reports and visualization of movement data and enabled stakeholders to gain valuable insights. Power Automate proved instrumental in automating workflows between different applications and services, stream-lining processes such as file synchronization and email notifications. In addition, the unit effectively used Microsoft Office 365 tools such as SharePoint and MS Forms to manage document files and facilitate data collections.

Situation Reports

One of the key contributions of the RMM IMC unit was providing vital information related to the Afghanistan response. The unit diligently compiled and shared

periodic reports containing resettlement figures for Afghanistan nationality. In addition, the unit create and design a template for situational reports (SITREP) specifically for the United Arab Emirates and Qatar.

External Dashboards

The unit also played a role in supporting the Ukraine response through data collection of requests from third-country nationals (TCN) whom needed assistance, creating operational factsheets, and dashboard visualizations. This information proved crucial for project proposals offering insights into the number of TCN in need of assistance, the number of people assisted, budgeting considerations, and updates necessary for Headquarters and regional office for donor reporting purposes. An external version of information related to TCN figures requested for IOM movement support is available on this [website](#) Displacement and Cross-Border Movements of TCNs under *INSIGHTS*. The IMC unit also provided valuable information on

the voluntary transfer of Ukrainian individuals to the European Economic Area (EEA). To provide a comprehensive understanding of this process, the unit developed a dashboard that provides an overview of the number of planned and departed migrants and ensures that RMM and other division have access to up-to-date information.

Overall, the IMC unit played a critical role in supporting movement reporting requirements leveraging advanced tools such as the Microsoft Power Platform and Microsoft Office 365. The unit contributions spanned a wide range of activities, from reporting and visualization of movement data to creating templates and dashboards, all aimed at improving operational efficiency and providing key information for decision-making.



Movements Dashboards

The IMC Unit has developed a serie of movements dashboards as a Power BI Reports format. This is a set of reports which displays the usual key matrices for the departures and arrivals of migrants. These reports are intended for the user to play and drill down on an interactive visualizations to maximize the capability of Power BI in providing insights to the Organization.

Internal Dashboards and Reporting

The RMM IMC unit has also created additional internal dashboards and reports to support various IOM Missions and programmes. These institutional dashboards and reports offer valuable insights and information tailored to specific needs.

Internal dashboards have supported airport distribution processes and compliance with airline allocations, as well as overviews of domestic ticket costs for specific resettlement programs. Additionally, internal dashboards have provided certain resettlement programs with departure statistics, breakdown by project and period of time whereby users can filter the movement data based on a variety of criteria such as age, gender, nationalities, types of migration, destination region, and details about operation and medical escorts etc. Internal dashboards also support data verification between IOM proprietary tools and systems.



In 2022, the IMC Unit created a wide variety of internal reports with customized features depending on the context and nature of the request from IOM Missions. These additional reports served as valuable tools for the missions, and provided specific information and data to support decision-making, reporting, monitoring and operational management. For example, the IMC Unit developed reports that support pipeline management, capture departure movements from specific locations, and allow particular IOM Missions to monitor and track movements. Other examples of internal reports created include: support to annual and quarterly reporting to donors with relevant data; arrival figures for movement of people to specific destination countries to support IOM assistance to beneficiaries; and trends and insight reports with data on regional movement operations.

Moreover, in 2022 the IMC Unit released two RMM Directives. One in relation to the Ukraine Response to inform all movement operations staff how to capture data in IOM proprietary tools and systems. The second Directive was a joint RMM and PXD initiative to inform all movement operations and protection staff about new standard operating procedures for updating migrant biodata for departed cases in IOM proprietary systems.

Communications

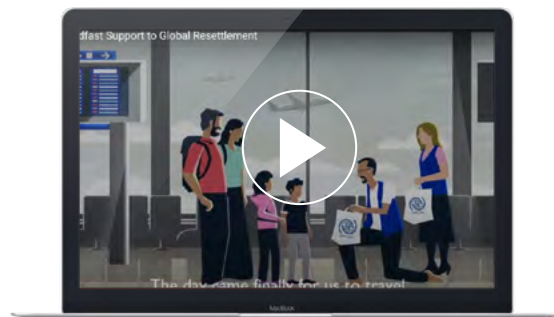
Global communications and visibility efforts in RMM have grown over the past decade. This is in no small part thanks to close collaboration with Media and Communications Unit (MCU) and Publications Unit (PUB), increased joint initiatives with field colleagues in regional and country offices, as well a concerted Headquarters effort to strategize, plan and engage with stakeholders and the public. The IMC Unit is uniquely positioned within RMM to combine data visualization and storytelling, in a way that raises awareness about the scope and scale of IOM's work in resettlement and movement management, and demonstrates the impact.

2022 Resettlement booklet and Movements booklet

Download the latest versions on the IOM Publication platform.



Short animated-video



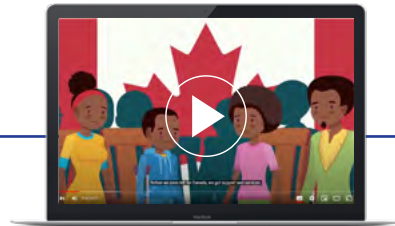
Watch a video on IOM's *Steadfast Support to Global Resettlement*, audio in [English](#) and subtitles available in 9 languages:

- | | | |
|-------------------------|--------------------------------------|----------------------------------|
| English | Arabic | Chinese mandarin |
| Spanish | Portuguese standard | Russian |
| French | Portuguese Brazilian | Turkish |

Spotlight on Field-driven Communications Videos



Since the Russian Federation's military offensive against Ukraine, IOM has assisted some 15,000 people to pass through the Republic of Moldova on their way to the European Union and further afield. In this video we speak to people fleeing the war, IOM staff and migration experts to find out how and why this humanitarian intervention is proving crucial.



A Refugee's Resettlement Journey to Canada
Immigration, Refugees and Citizenship Canada (IRCC) Ottawa produced a video which featured IOM and showcased Canada Orientation Abroad (COA), along with IRCC-funded post-arrival supports and services. The COA programme is a global refugee orientation initiative with the main objective to increase the integration outcomes of refugees resettling to Canada by supporting their pre-departure preparation.



Mohammad's Story



Trinh's Story

The "IOM Bag Challenge" during the International Migrants Day on 18 December, IOM Washington
As part of the global "I am a migrant" campaign, the "IOM Bag Challenge" aims to promote and celebrate migrant success stories and highlight the challenges associated with migration. Since its inception, IOM has provided essential services in support of resettlement operations across 186 locations worldwide. The campaign is built on the iconic symbol of our work: the IOM bag. This small bag has come to represent the impact of our movement assistance and serves as a beacon of hope for migrants moving to a new country. Migrants of all backgrounds are invited to share their migration experiences and stories under the #IOMbag hashtag.



**RMM
Strategy
2020–2023**

Introduction

RMM mission statement

To expand and improve the delivery of our activities in a changing landscape.

The RMM Division launched its comprehensive four-year strategy in 2020. The strategy articulates RMM's mission statement, strategic areas of focus, its common goals and objectives, and aligns itself to broader IOM Strategy Vision. It lays out a plan for how IOM's resettlement and movement assistance activities will address the myriad of opportunities and challenges, taking into account institutional priorities as well as ensuring alignment with IOM and United Nations frameworks.

The strategy aims to guide the work of IOM staff carrying out resettlement and movement activities across the globe. During implementation of the strategy, cross-

functional teams of staff with diverse experience work together to achieve targets, accompanied by support and leadership from RMM Headquarters Strategy Support, carrying out oversight functions, coordination and communication.

Overall, RMM has identified five strategic areas of focus, five overarching goals and 18 objectives. The RMM Strategy includes a robust implementation plan (CY 2020–2023) to help the Division plan, keep group work on track, and monitor results.

The focus areas and overarching goals are:

1. POLICY AND PLANNING

RMM expands its capacity to plan and analyse, provide guidance and share expertise. RMM establishes its identity and expands visibility.

2. OPERATIONS AND PROGRAMMES

RMM improves operational effectiveness through accountability, standardization, mainstreaming policy and adopting new methods of working.



3. PARTNERSHIPS

RMM strengthens internal and external partnerships to ensure comprehensive programming for IOM beneficiaries and stakeholders.

5. COMPLIANCE AND REPORTING

RMM leverages monitoring and evaluation to optimize business processes.

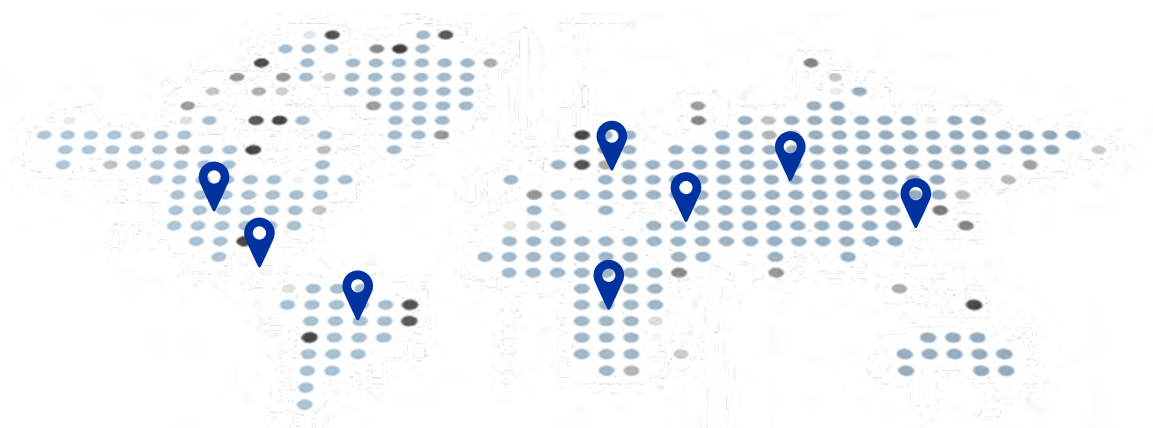
4. INNOVATION AND LEARNING

RMM supports IOM as a learning organization through innovation, knowledge management and staff development.

Within this structure, RMM has committed to achieve the following **18 objectives**:

1. Develop policy capacity, strategic planning and change management functions.
2. Streamline business continuity planning.
3. Invest in data integrity and information management.
4. Share expertise through targeted, timely and consistent communication.
5. Establish a budget-based approach for financial accountability.
6. Standardize roles and responsibilities for staff serving a movement operations project.
7. Mainstream institutional policies throughout the movement continuum.
8. Adopt new ways of engaging with airline actors.
9. Standardize operational support and professionalize procedures.
10. Leverage partnerships to share, promote and strengthen RMM's expertise.
11. External partners receive timely, tailored messaging reflecting RMM values and principles.
12. Promote joined-up thinking with other divisions ranging from policies to activities.
13. Strengthen operational delivery through technology, innovation, and data science.
14. Enable knowledge management.
15. Create opportunities for staff development.
16. Utilize an effective monitoring and evaluation tool tracking adherence to relevant procedures, policies and practices.
17. Establish minimum operational standards and train missions accordingly.
18. Create a monitoring and evaluation culture.

In terms of collaboration and how work is structured, each of the five focus areas has an IOM focal point based in the field and Headquarters. Team Members and Focal Points of the RMM Strategy work in IOM offices across the globe (locations are depicted below on the map below). As the Division strives to engage more staff with a diverse range of skills and expertise who will ultimately contribute to the overall success of the RMM Strategy, current strategy members are working together on precise outcomes and outputs that will achieve the objectives.



This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the IOM.

Implementation

Completed activities of the RMM Strategy 2020–2023

- A methodology for operationalizing policy was created to support the formalization of best practices across programmes and regions.
- Account verification exercises were undertaken for staff access to IOM proprietary tools and regular reporting for quality control was established.
- In relation to proprietary tools, a task force was created to articulate RMM needs and system enhancements to better integrate relevant work streams and more thoroughly analyse and report on data.
- A global budget exercise was undertaken to analyse cost sharing more accurately between projects.
- Awareness-raising and implementation of the RMM Job Architecture was conducted.
- An online RMM protection orientated training package was released with webinars held for staff during the roll-out.
- The protection and AAP mainstreaming principles were applied through staff capacity-building and development of tools under the MAAP project.
- The Division endorsed a standard approach for mainstreaming policy within RMM.
- The RMM Mileage Fund Mechanism (RMFM) was established.
- The Airplus payment solution has been completed.
- RMM adopted use of the New Distribution Capacity (NDC) Standard to enhance communication between airlines and their distribution channels.
- A template for departure country information sheets was created.
- A template for resettlement programme standard operating procedures was developed and published as an RMM Directive.
- A mechanism was created for enhancing information sharing within Missions between management and RMM focal points.
- The Movement Operations Escort Training was developed and released.
- RMM created case status and travel readiness reporting across resettlement programmes, as well as the creation of standardized pipeline management tools.
- The Division supported an assessment of RMM's carbon footprint and potential offset solutions.
- RMM published a Directive on the mandatory use of compostable bags across IOM movement operations, ending the use of plastic bags.
- Guidance was created on knowledge retention, handover and continuity when staff leave, transfer or retire.
- A new SOP was created for the extraction of knowledge management related materials from the Collaboration and Compliance Management System (CMS).
- RMM collaborated with the ICT Unit on how the RMM Portal can facilitate knowledge management through new functionalities.
- Steps were taken to explore and raise awareness about additional learning opportunities in RMM on a variety of topics.
- A plan was developed for the training and roll-out of CMS.
- A CMS pilot exercise was conducted for operations staff/ MHD staff as part of the United States Refugee Admissions Programme (USRAP) Integrity Guidelines.
- CMS was deployed to support data collection, monitoring, evaluation and reporting in IOM offices implementing migrant movements.
- RMM Integrity Guidelines were defined and a plan for Mission-level roll out was developed.
- The RMM Portal underwent maintenance and further improvements made.
- Access to effective feedback mechanisms for all RMM beneficiaries as defined in RMM Integrity Guidelines and RMM's Accountability to Affected Populations (AAP) framework was developed and implemented.
- An online training for IOM Data Protection Principles was rolled out and an evaluation was conducted on staff compliance with those principles.
- A framework for air travel vendors was created and introduced.

Links to Institutional Frameworks

The RMM Strategy supports and strengthens many institutional and broader United Nations frameworks. Institutional frameworks include but are not limited to the IOM Strategic Vision, Migration Governance Framework (MiGOF) and Internal Governance Framework (IGF). Broader United Nations Frameworks include the Global Compact for Migration, Global Compact on Refugees, and

the Sustainable Development Goals (SDGs). It should be noted that while the Global Compact for Migration applies to migrants, the Global Compact on Refugees is included as to understand how the RMM Strategy contributes to broader migration policy goals. The RMM Strategy supports the implementation of the following frameworks in this section.

IOM Frameworks



IOM Strategic Vision

GOVERNANCE

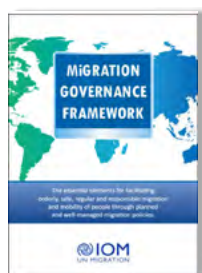
Enhance knowledge management with issuance of standard guidance and ensure a repository is identified to house information.

MOBILITY

An operational plan and tools for engaging the field to mainstream policy is established.

RESILIENCE

Standardized response plan is in place to ensure that RMM business requirements and integrity guidelines are included in mission BCPs and are complementary to RMM Headquarters global support plan.



Migration Governance Framework (MiGOF)

The essential elements for facilitating orderly, safe, regular and responsible migration and mobility of people through planned and well-managed migration policies.

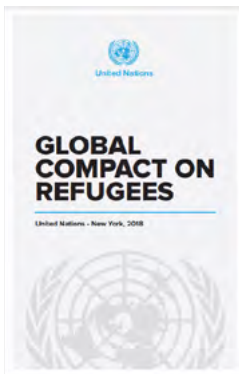
MiGOF PRINCIPLES	AREA OF ENGAGEMENT
Principle 1: Adherence to international standards and fulfilment of migrants' rights.	An operational plan and tools for engaging the field to mainstream policy is established.
Principle 2: Formulating policy using evidence and a "whole-of-government" approach.	Enhance knowledge management with issuance of standard guidance and ensure a repository is identified to house information.
Principle 3: Engagement with partners to address migration and related issues.	Develop a partnership engagement roadmap with guiding principles on establishing, maintaining and building strategic relationships.
MiGOF OBJECTIVES	AREA OF ENGAGEMENT
Objective 1: Advance the socioeconomic well-being of migrants and society.	A framework on accountability to stakeholders (beneficiaries and donors) is developed and utilized among IOM Missions with movement operations.
Objective 2: Effectively address the mobility dimensions of crises.	Conduct policy analysis and evidence-based research where relevant, leverage knowledge management and manage change.
Objective 3: Ensure that migration takes place in a safe, orderly and dignified manner.	Effective messaging which articulates clearly and succinctly RMM's value to its partners and stakeholders highlighting RMM's priorities and strategy.

UNITED NATIONS Frameworks



IOM's resettlement and movement operations support the following objectives:

- Objective 1 using data and strengthening evidence bases;
- Objective 2 on minimizing adverse drivers;
- Objective 5 on enhancing the availability and flexibility of pathways for regular migration;
- Objective 7 on reducing vulnerabilities;
- Objective 23 on strengthened international cooperation and global partnership for safe, orderly and regular migration.



The essential elements for facilitating orderly, safe, regular and responsible migration and mobility of people through planned and well-managed migration policies. *Working together to help refugees, forcibly displaced people, stateless as well as their host countries and communities across the globe.*

- [Para. 33–34: Partnerships](#)
- [Para. 34: AAP through participation](#)
- [Para. 45–48: Reliable data for evidence based-policy](#)
- [Para. 52–53: Preparedness](#)



IOM's mandate on the organized transfer of migrants and refugees aligns with the Sustainable Development Goals (SDGs), in particular 10.7 focused on reducing inequalities by *facilitating orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies.*

For additional information on RMM's work,
please visit the RMM page on IOM website.

Contact : RMM@iom.int