

# UNHCR/IOM HEC



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- Originally set up in UNHCR to organize air charter for migrant workers.
- 763 flights from March to October 2011  
146,500 passengers.
- UNHCR used 3PL K&N and WFP Aviation
- IOM brokers including K&N.

# UNHCR/IOM HEC Challengers

- Funding
- Co-ordination on the ground
- Lines of command
- Clear division of labour
- Passengers cleared for travel
- Clear policy on luggage
- Competing for same available aircraft

# UNHCR/IOM HEC Recommendations

- Clear reporting lines
- Clear ToR for each actor
- Develop clear policy on luggage
- Common funding

