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Summary: The Emergency Operations Manual, or EOM, is designed to provide generic policy and procedural support to IOM operations and personnel involved in emergency field activities. It provides a baseline of acceptable organisational criteria and response to circumstances that can be anticipated under emergency field conditions. Each application will likely develop beyond this baseline in response to particular operational requirements and needs. The EOM is not a substitute for existing IOM policies and procedures but should be used instead as a support tool for their immediate application. Familiarisation with the EOM prior to actual emergency operation use is strongly recommended, as this will facilitate access to particular sections. It will also facilitate consideration of how to expand baseline data to fit specific needs and give the user time to clarify any unclear topics.

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Emergency Operations Manual

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FOREWORD

The IOM Emergency Operations Manual (EOM) has been in active use for over nine years. Significant feedback from users, both in Headquarters and in the field, confirms that there is an on-going need for such a compendium of practical best practices, lessons learned and summary policy notes. While the EOM was specifically designed as an aid in emergency management, IOM staff have frequently used it as a guide in regular mission management as well.

The EOM was designed to be a living document; to be adapted and revised as IOM policy changed and as new and improved responses from IOM practitioners emerged. Over the past few years IOM has produced additional instructional texts including the Field Employee Management Handbook, the IOM Project Handbook, the Field Accounting Procedures Manual, the Ground Transportation Manual and the Movement Management Manual. Reflective of all this, the 1996 edition of the EOM was indeed due for an update although this edition consciously avoids duplication with the aforementioned IOM management guides.

The 2002 EOM in combination with the 2002 IOM Post-Conflict Reference Manual (PCRM) will be a powerful tool for all IOM field operation management staff, particularly in locations of significant political change, natural and human-made disasters. These two manuals (and associated orientation training for IOM staff) were made possible through the generous funding of DFID UK.

The EOM was specifically produced for IOM staff use. The internal version of the EOM contains two parts: 1) chapters and annexes and 2) references. In addition, a CD-ROM with an electronic version of the entire 2002 Manual as well as various reference materials and templates is included with the internal version of the EOM. To avoid potential loss of data, it is recommended that the CD be stored separately from the manual.

Because the generic principles contained in the EOM may be useful for any organisation that is trying to improve its operational management in an emergency, Part 1 of the EOM will be made available to organisations/individuals outside of IOM. In this way, the manual can be adapted and utilised by others to meet their own emergency management needs.

The EOM was published in 2002 in order to reflect the major structural changes that occurred in IOM over the period 2001-2002. These include the move of various Headquarters administrative support functions and the Project Tracking Unit to Manila; the renaming of some Divisions and Units and the combining/separating of some of their functions; the creation of the IT Field Unit and Field Procurement Unit; the
creation of the Staff Security Unit (SSU); and the establishment of Labour Migration as a new Service Area. These changes have been reflected in the 2002 EOM to present clearly the support provided by Headquarters, and now also Manila, to the field.

Comments on the content of the 2002 EOM are always welcome. Please direct these to psd@iom.int.

Jan de Wilde
Director
Programme Support Department
Geneva, 29 December 2002
The selfless efforts and dedication of the staff of the International Organization for Migration (IOM) have given the organisation a reputation for speed and efficiency in emergency field operations. The ability of staff to adapt and quickly establish functional mechanisms in difficult field conditions has allowed thousands of migrants, displaced persons and refugees to be moved in a safe, timely and orderly manner. This efficiency depends on a standard approach which ensures that time and energy are not spent re-establishing basic procedures for each new operation. Resources spent on “re-inventing the wheel” are resources not being applied to the emergency operation at hand. While training prior to deployment may address this issue, under emergency conditions there is usually a need to rapidly apply IOM policy and procedures to facilitate appropriate immediate action. The success of the operation may hang on such decisive and correct action. Accordingly, an emergency field staff handbook serves the need of simply and clearly detailing IOM standard procedures, requirements and information.

The Emergency Operations Manual (EOM)

The Emergency Operations Manual, or EOM, is designed to provide generic policy and procedural support to IOM operations and personnel involved in emergency field activities. It provides a baseline of acceptable organisational criteria and response to circumstances that can be anticipated under emergency field conditions. Each application will likely develop beyond this baseline in response to particular operational requirements and needs. The EOM is not a substitute for existing IOM policies and procedures but should be used instead as a support tool for their immediate application.

Familiarisation with the EOM prior to actual emergency operation use is strongly recommended, as this will facilitate access to particular sections. It will also facilitate consideration of how to expand baseline data to fit specific needs and give the user time to clarify any unclear topics.
Using the Manual

This revised and updated EOM sets out IOM standard procedures, minimum requirements and guidance specifically for emergency operations. It aims to improve the ability of IOM emergency staff/teams to become operational rapidly and effectively.

The manual will be useful for both new and more experienced staff, as well as for those working in emergencies or in non-emergency operations. It is strongly recommended, however, that prior to deployment to an emergency, staff familiarise themselves with the EOM.

The EOM is designed so that any chapter may be read as a stand-alone document. It will, however, yield more when seen in the context of the whole manual. For instance, the chapter on Operations Management complements the chapter on Assessment and Planning.

While the EOM is an essential tool for use in an emergency operation, a manual is only one aspect that will contribute to the success of an emergency programme.

As the figure illustrates, good emergency programmes are predicated on:

- The right people (staff) in the right place, at the right time. This is generally the single most important factor in any emergency operation
- Principles and policies that guide staff towards appropriate action and “good practice”
- Systems and tools that facilitate staff to apply principles and policies, in any specific situation

Overview of the Manual

The manual consists of two parts. Part 1 has nine chapters and relevant annexes that provide general guidance on IOM emergency management.

Chapter 1 covers assessment and planning. It explains the terms and their content. In addition, the chapter highlights common weaknesses in the implementation of assessment and planning.
Chapter 2 explains how to deploy to an emergency and set up an IOM presence. It covers actions both prior to and during an actual deployment, including travel, communications, the set up of an IOM presence in the field and staff support.

Chapter 3 covers human resource management in emergencies. This includes activities such as initial recruitment, staffing, maintenance and closure of an office, and separation of staff.

Chapter 4 deals with IOM operations management. It provides guidance on emergency movements, transport and logistics, and on camp planning and management, population estimation and registration.

Chapter 5 deals with financial and material resources management. It also introduces the topic of information management in emergencies.

Chapter 6 covers liaison and coordination. It looks at what coordination is, who conducts it and how. A section on managing meetings is included.

Chapter 7 deals with monitoring and evaluation of emergency interventions. The Sphere Project Minimum Standards in Disaster Response are also discussed.

Chapter 8 explains steps in downscaling, handing over or closing down an emergency operation. These are the three ways by which an emergency team will exit from an operation.

Chapter 9 introduces emergency preparedness. Topics include early warning and contingency planning.

Part 1 concludes with a Glossary and Acronyms

Part 2 contains “References” and other relevant, more detailed information and tools that will be of use to IOM staff. This section is for IOM internal use only. The information contained in Part 2 may be updated frequently so it is suggested that you check with the Emergency and Post-Conflict Division (EPC) for the latest information before using any of these references in an operation. This is also true for some of the chapter annexes.

The internal version of the manual also includes a CD containing all the chapter texts, annexes and reference materials. In addition, it also has other relevant manuals and handbooks that may be useful for both emergency and non-emergency operations. Please note the issue date of the CD which indicates the date the information was current and valid.
IOM in Brief

IOM was created in the years following the Second World War when there was tremendous need to solve the problem of unemployment and over-population in Europe. The Organization was founded in Brussels in December 1951, at the initiative of Belgium and the USA, as the Intergovernmental Committee for European Migration (ICEM). Its objective was to address the needs of a large number of displaced persons in Europe requiring transportation and special migration assistance to countries of permanent resettlement. IOM began operations in early 1952.

IOM’s Constitution (Reference 1) was adopted on 19 October 1953 and came into force on 30 November 1954. Amendments were made to the Constitution, effective 14 November 1989, and the name of the Organization was changed to the International Organization for Migration (IOM). IOM possesses full juridical personality and has its Headquarters in Geneva. During its over 50 years of existence, IOM has arranged and assisted the safe and orderly movement of 11 million migrants, refugees and internally displaced persons (IDPs) throughout the world. It has an annual operating budget of about USD 381 million, 5.8 per cent of which is from the assessed contributions of its Member States. As of December 2002, IOM had 98 Member States and 33 Observer States (see Reference 2 and 3), and a total workforce of some 2,758 personnel in 144 offices worldwide. Nine per cent of its workforce is located at its Headquarters in Geneva, and includes staff of the Special Programmes.

IOM’s Objectives and Functions

The objective of IOM is to ensure, throughout the world, the orderly migration of persons who are in need of international migration assistance. The following explanations complement this objective which is covered in the Preamble and in Article 1.1 of the IOM Constitution (see Reference 1):

- The term “migration” encompasses all forms of migration, including permanent migration, temporary migration, return migration and emergency migration.

- This term refers to the movement of a person from one country to another, within a region, or even within one’s own country, be it as an immigrant, an economic migrant, a refugee, a displaced person, or a national returning to one’s country of origin, who without international assistance could not otherwise move safely and in a dignified way.
• Orderly migration, under the auspices of IOM, is subject to the agreement of the States concerned, which determine in part the need for migrants to be assisted. Receiving States decide on the standards of admission and the number of migrants to be admitted. This may include registration and processing, medical screening and documentation, language and cultural orientation, escorting, the actual transportation itself, and transit assistance depending on the particular case.

To meet its objective, IOM carries out the following functions:

• The handling of orderly and planned migration of nationals who desire to migrate to countries where they may achieve self-reliance through employment and live with their family and relatives in dignity and respect.

• The transfer of qualified human resources, including family members, who are thus in a position to contribute to the development of the receiving countries. This can take various forms, such as return of skilled personnel (including that of former refugees), selective migration, provision of integrated experts, labour reinsertion, horizontal technical cooperation, or migration of investors.

• The provision of technical assistance and advisory services.

• The organised transfer of refugees, displaced persons and other individuals in need of international migration assistance and protection. (The orderly migration of refugees,
Emergency Operations and IOM

The provision of a forum to States and international governmental and non-governmental organisations to exchange views, discuss experiences, devise measures and promote cooperation and coordination of efforts on international migration issues.

To carry out its functions, IOM provides a variety of migration assistance that includes recruitment, selection, processing, language training, orientation activities, medical examinations, placement, activities facilitating reception and integration, advisory services on migration questions, and other assistance in accord with the aims of IOM. Depending on the type of programmes and the nature of the request, all or part of these services may be provided in a given situation.
Emergency and Related Concepts

What is an Emergency?

An “emergency” is generally defined as a situation in which the lives and well-being of people are at such risk that an extraordinary action must be mobilised to ensure their survival, protection and well-being as local resources are inadequate to address urgent, life-threatening needs. Some emergencies, such as earthquakes, floods, or an abrupt outbreak of war, happen suddenly. These are referred to as “sudden-onset emergencies.” Others—like famine or sporadic skirmishes that eventually lead to an all out war—take time to develop.

The term complex-emergency was originally coined by the Inter-Agency Standing Committee (IASC, December 1994) to describe situations where multiple causes combine to cause catastrophe (such as earthquakes or drought combining with war). The IASC’s current working definition is “a humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country programme.” Typical characteristics of a complex emergency include:

- Extensive violence and loss of life
- Massive displacement of people
- Widespread damage to societies and economies
- Need for large-scale and multi-faceted humanitarian assistance
- Hindrance or prevention of relief by political and military constraints
- Significant security risks for humanitarian relief workers in some areas

The dividing line between emergency and non-emergency programmes is not clear. Often post-emergency and rehabilitation programmes are termed emergency, and vice versa. In reality, the decision to qualify a situation as an emergency is taken on a case-by-case basis. The determination that an emergency exists may be made formally (e.g., through a government decree or a published decision within an organisation) or informally (by simply recognising that conditions have reached a level of crisis which merits an exceptional response). States, local authorities, international organisations or the affected population can declare an emergency. Within IOM many different types of situations may be regarded as emergencies.
What is emergency management?

Emergency management has features that distinguish it from the management of non-emergency programmes. These include:

- Emergency situations are generally life-threatening. The risk to people and property is high, so delay and mismanagement can be of catastrophic consequence.

- Time is short for all management tasks. Decisions and actions are required faster than normal.

- Facilities such as banking system, utilities, telecommunications, etc. are generally poor or non-existent. Functional, yet sound alternatives must be found.

- Exceptional levels of flexibility are required as conditions change rapidly and repeatedly.

- Information is in especially short supply. There is great uncertainty; yet action needs to proceed.

- Stress levels are high due to the above factors, security problems and harsh living conditions.

- Investment in contingency planning (planning before emergencies actually happen) and other preparedness activities is crucial. Emergency training and the use of this manual are examples of preparedness measures. In addition, preparedness depends on stand-by capacities that guarantee rapid, flexible and effective mobilisation of appropriate personnel, materials, and equipment.

- The key management functions in an emergency are:
  - Leading and deciding
  - Assessing and planning
  - Organising and coordinating
  - Controlling and re-orienting action as necessary

Basic principles of emergency intervention

Emergency responders often face difficult dilemmas. Generally, there are no easy answers or standard responses for such dilemmas. The quality of an emergency response, however, can be judged against how well basic principles are applied in a particular situation. The guidance below has been adapted from various sources and reflects principles that are widely accepted by humanitarian organisations:

**Assistance and protection must be impartial.** Emergency action includes both assistance and protection. These should be provided in accordance
with International Law, which includes International Humanitarian Law, International Refugee Law, International Human Rights Law (especially the Universal Declaration of Human Rights and the Convention on the Rights of the Child) and recognised standards such as the Guiding Principles on Internal Displacement. The principle of impartiality means that emergency assistance and protection should be provided to victims irrespective of race, creed or nationality, in an impartial and neutral manner.

**Emergency assistance should be made available as fast and as close to victims as possible.**

**Humanitarian organisations are accountable to victims and donors for results and impact.** Emergency staff should be accountable to victims as well as to donors for the results and impact they achieve, not just for how resources are managed.

**Affected people and communities must participate in any response.** The way emergency assistance is provided may be as important as the assistance itself. All victims should be treated as dignified human beings possessing skills and capacities, not as helpless objects.

**Assistance should be appropriate, and take into account specific vulnerabilities.** Assistance should be provided in a manner that takes into account human and cultural differences. The needs and capacities of a man are not identical to those of a woman. Nor are the rights and needs of an infant the same as those of an adolescent or adult. Specific ethnic or religious groups require particular approaches, considerations and sensitivities.

**Emergency assistance should strengthen not weaken future development.** Emergency assistance should not hinder sustainable, longer-term human development. It should not make the beneficiaries dependent on external assistance.

**Key Points**

There is no standard emergency response. Flexibility is paramount. “Good” emergency assistance requires professional and committed staff working on basic principles and applying appropriate systems and tools. This manual is one such tool.

Despite common aspects, every situation and every person is significantly different. Any response should be continually adapted to the specific conditions of the particular groups of people affected.

IOM carries out a wide range of activities in emergencies, with a wide range of partners, especially the governments of the affected countries. An effective emergency response depends on preparedness, which, in turn, depends on stand-by capacities that guarantee the rapid, flexible and effective mobilization of appropriate personnel, materials and equipment.

In order to stabilise an emergency situation, emergency staff need to manage:

- activities (such as transport and camp management)
- colleagues and partners (“the team”)
- the bureaucracy of their organisations (to share information and to access resources appropriately)
- themselves (their performance, time and welfare).

The EOM manual covers these four management areas. If used conscientiously, it will improve performance.
Coordination may help integrate emergency activities with rehabilitation, reconstruction and development activities.

Emergency management must be sound and fair. Emergency resources (human, financial and material) should be managed professionally. Staff safety and well-being is an important concern for emergency managers.

The emergency context

It is important that humanitarian organisations carefully analyse the context of the emergency when developing a response. Several aspects to consider:

The type of emergency—The needs generated by, for example, armed conflict will not be identical to those caused by flooding. The protection concerns of victims of armed conflict are generally different from those of victims of a natural disaster. A sudden-onset emergency will require different responses compared to an emergency that builds up over years.

The situation—The economic, cultural, social, political, religious, climatic, topographic, and geographic conditions of an emergency generate specific needs, constraints and considerations. Military restrictions or geographical features may limit access. Cold climates may make winter tents necessary. Religious practices or edicts may limit the involvement of female staff requiring careful consideration of how best to attend to female beneficiaries.

Time (phase and duration)—Whether the emergency is stabilising or still raging may influence the feasibility of moving from emergency to rehabilitation or development activities.

IOM in Emergencies

Since its beginning, IOM has provided assistance in many humanitarian emergencies involving large-scale population movement. IOM’s emergency response activities may include the following:

- Evacuation/return (air-sea-land transport, medical screening and pre-embarkation, logistics support)
- Provision of emergency relief including shelter (temporary or permanent) and non-food items, camp/transit centre establishment and management
- Medical evacuation/treatment abroad
- Third country resettlement (in cooperation with UNHCR)
- Transport and logistics support
- Survey, census, registration and demographic analysis
Once the existence of an emergency is generally accepted—assuming it fits the IOM mandate—it is necessary to assess its scale, scope and impact on the affected population and resources available—compared to those required.

IOM also supports post-emergency programmes including the reactivation of community-based services, community-led development assistance projects, demobilisation and the reinsertion of ex-combatants into civilian society, return and reintegration of internally displaced persons (IDPs), and elections preparation and management. (For details, refer to the Post-Conflict Reference Manual.) IOM’s main goal in post-emergency interventions is to achieve immediate population stabilisation to avoid further displacement. To do this, IOM may:

- Facilitate, under the most favourable conditions, the return and reintegration of the affected population.
- Accelerate the restoration to normalcy through the provision of viable options of remaining safely and productively in one’s own community.
- Provide timely, much-needed, unbiased and independent information and refer the affected population to opportunities or to relevant service providers.
- Empower key local authorities to better manage local resources and ultimately become independent of international assistance.
- Help to create an atmosphere of sustainable peace, reconciliation and trust in which uprooted populations would find opportunities for socio-economic reintegration.
- Strengthen the human resource base with the return of national experts and professionals living abroad thereby contributing to the overall reconstruction of a country.

Criteria for assessing whether/how IOM should intervene in an emergency

A sample tool to help with the decision of whether and how IOM should become involved in a particular emergency situation (adapted from “Draft Guidelines for IOM Emergency Intervention” 5 March 1996, Barriga).
There is a fine line between emergency and post-emergency activities. IOM emergency staff ought to be flexible when examining such distinctions and definitions. A listing of IOM’s major emergency and post-conflict interventions from 1990 to 2001 is shown on page xxiv.

Emergency and Post-Conflict Division (EPC)

The Emergency and Post-Conflict Division (EPC) was established in January 2000 as the focal point in IOM for migration emergency preparedness and response. EPC succeeded the defunct Emergency Response Unit (ERU) which was closed in 1997 after five years of existence. EPC is staffed by four officials and one employee and has an annual operating budget of USD 650,600. Its main functions are to:

- coordinate or assist IOM’s response to migration emergencies
- initiate contingency planning and early intervention action by supporting field missions in addressing emergency situations
- prepare and coordinate the rapid deployment of staff and material resources in close consultation with relevant IOM HQ Units
- act as IOM’s early warning instrument required to maintain a close watch on emerging humanitarian crises
- undertake rapid assessment missions and assist with project development
- serve as the IOM repository for transition initiatives including return and reintegration of demobilised combatants, post-conflict information and referral systems, immediate-term population stabilisation assistance, and other post crisis interventions such as out-of-country voting
- handle aspects of inter-agency humanitarian coordination, including bilateral contacts or those within the OCHA/IASC context and advise field missions and relevant IOM HQ units on the same.

EPC also covers the UN civil-military coordination events/exercises and is the focal point on IDPs.

The UN System

The United Nations was established on 24 October 1945 by 51 countries committed to preserving peace through international cooperation and collective security. Today, nearly every nation in the world belongs to the UN: membership now totals 190 countries. When States become Members of the
United Nations, they agree to accept the obligations of the UN Charter, an international treaty which sets out basic principles of international relations.

According to the Charter, the UN has four purposes: to maintain international peace and security, to develop friendly relations among nations, to cooperate in solving international problems and in promoting respect for human rights, and to be a centre for harmonising the actions of nations.

UN Members are sovereign countries. The United Nations is not a world government and does not make national laws. It does, however, provide the means to help resolve international conflict and formulate policies on matters affecting all people. At the UN, all Member States—large and small, rich and poor, with differing political views and social systems—have a voice and vote in this process.

The UN has six main organs. Five of them—the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and the Secretariat—are based at UN Headquarters in New York. The sixth, the International Court of Justice, is located at The Hague, the Netherlands.

**The General Assembly.** All UN Member States are represented in the General Assembly—a kind of parliament of nations which meets to consider the world’s most pressing problems. Each Member State has one vote. Decisions on “important matters,” such as international peace and security, admitting new members, the UN budget and the budget for peacekeeping, are decided by two-thirds majority. Other matters are decided by simple majority. In recent years, a special effort has been made to reach decisions through consensus, rather than by taking a formal vote. The Assembly holds its annual regular session from September to December. When necessary, it may resume its session, or hold a special or emergency session on subjects of particular concern.

**The Security Council.** The UN Charter gives the Security Council primary responsibility for maintaining international peace and security. The Council may convene at any time, day or night, whenever peace is threatened. Under the Charter, all Member States are obligated to carry out the Council’s decisions. There are 15 Council members. Five of these—China, France, the Russian Federation, the United Kingdom and the United States—are permanent members. The other 10 are elected by the General Assembly for two-year terms. Decisions of the Council require nine yes votes. Except in votes on procedural questions, a decision cannot be taken if there is a no vote, or veto by a permanent member. The Council can take measures to enforce its decisions. It can impose economic sanctions or order an arms embargo. On rare occasions, the Council has authorised Member States to use “all necessary means,” including collective military
action, to see that its decisions are carried out. The Council also makes recommendations to the General Assembly on the appointment of a new Secretary-General and on the admission of new Members to the UN.

The Economic and Social Council, under the overall authority of the General Assembly, coordinates the economic and social work of the United Nations and the UN family. As the central forum for discussing international economic and social issues and for formulating policy recommendations, the Council plays a key role in fostering international cooperation for development. It also consults with non-governmental organisations (NGOs), thereby maintaining a vital link between the United Nations and civil society. The Council has 54 members, elected by the General Assembly for three-year terms. It meets throughout the year and holds a major session in July, during which a special meeting of Ministers discusses major economic and social issues. Beginning in 1998, the Council expanded its discussions to include humanitarian themes.

The Trusteeship Council was established to provide international supervision for 11 Trust Territories administered by 7 Member States and ensure that adequate steps were taken to prepare the Territories for self-government or independence. By 1994, all Trust Territories had attained self-government or independence, either as separate States or by joining neighbouring independent countries. The last to do so was the Trust Territory of the Pacific Islands (Palau), administered by the United States. It became the 185th Member State. Its work completed, the Trusteeship Council now consists only of the five permanent members of the Security Council. It has amended its rules of procedure to allow it to meet as and when occasion requires.

The International Court of Justice, also known as the World Court, is the main judicial organ of the UN. Consisting of 15 judges elected by the General Assembly and the Security Council, the Court decides disputes between countries. Participation by States in a proceeding is voluntary; but if a State agrees to participate, it is obligated to comply with the Court’s decision. The Court also provides advisory opinions to the General Assembly and the Security Council upon request.

The Secretariat carries out the substantive and administrative work of the United Nations as directed by the General Assembly, the Security Council and the other organs. At its head is the Secretary-General, who provides overall administrative guidance. The Secretariat consists of departments and offices with a total staff of about 8,900 under the regular budget, drawn from some 160 countries. Duty stations include United Nations Headquarters in New York as well as UN offices in Geneva, Vienna and Nairobi.
The International Monetary Fund, the World Bank group and twelve other independent organisations known as “specialised agencies” are linked to the UN through cooperative agreements. These agencies, among them the World Health Organization and the International Civil Aviation Organization, are autonomous bodies created by intergovernmental agreement. They have wide-ranging international responsibilities in the economic, social, cultural, educational, health and related fields. Some of them, like the International Labour Organization and the Universal Postal Union, are older than the UN itself.

In addition, a number of UN offices, programmes and funds — such as the Office of the UN High Commissioner for Refugees (UNHCR), the UN Development Programme (UNDP) and the UN Children’s Fund (UNICEF)— work to improve the economic and social condition of people around the world. These bodies report to the General Assembly or the Economic and Social Council.

All these organisations have their own governing bodies, budgets and secretariats. Together with the United Nations, they are known as the UN family, or the UN system. They provide an increasingly coordinated yet diverse programme of action.

## IOM and the UN

While formal relations based on exchanges of letters between the UN and IOM existed from the early 1950s, real interaction with most of the UN system for the Organization’s first forty years or so was, in fact, largely ceremonial, i.e., mutual attendance at meetings. The closest and most regular cooperation with a UN partner was with UNHCR, in the refugee field. IOM was intentionally founded outside the United Nations as the nascent Cold War wrecked the International Refugee Organization (IRO)— part of whose work IOM took over. By the early 1990s, however, the convergence of new circumstances profoundly altered the international scene, causing IOM Member States and the Administration to focus on building the different and closer IOM links to the United Nations system that seemed required by new global conditions. There are four key formal elements on which IOM’s current overall relationship with the UN system are based:

1. IOM’s inclusion, by General Assembly resolution (GA 46/182), as a “standing invitee” in the Inter-Agency Standing Committee (IASC) mechanism, which started in 1991.
2. IOM’s attainment in 1992 of observer status in the UN General Assembly. This continues to provide the Organization with the opportunity both to keep abreast of and contribute to the international political debate on migration.

3. The signature in 1996 of the Cooperation Agreement between IOM and the United Nations. This agreement provided a formal basis for closer collaboration between the two secretariats and has proven useful in facilitating operational partnerships.

4. IOM’s inclusion in the United Nations’ security system, the UN Security Coordinator (UNSECOORD). The UNSECOORD-IOM agreement was signed in March 1998.

For a service-oriented operational agency like IOM, these formal links are useful starting points for the negotiation of practical frameworks for cooperation with specific UN agencies. The focus of these agreements has been on those UN bodies whose activities are closest or most complementary to IOM’s in order to carve out understandings that can lead either to divisions of labour or partnerships. IOM colleagues in the field report that these agreements have contributed to better inter-agency communication and to IOM’s inclusion in UN country teams where that is important for IOM’s work. With most agencies pursuing decentralisation, and more programme initiatives coming from the field, this is a significant practical result of the closer IOM relationship with relevant parts of the UN system.

Other Emergency Bodies

IOM staff need to establish effective working relationships with a range of persons and institutions:

Local and neighbouring populations. Residents of affected and neighbouring areas are generally the first to respond. Local, neighbouring populations and migrating populations themselves, have time and again shown themselves to be the “unsung heroes” of emergencies and disasters. Their assistance, sacrifice, knowledge and human solidarity are frequently overlooked by international organisations and governments alike. As a rule, they are the best suited to understand the context, their problems and possible solutions.

National or local government. Large emergencies generally prompt the intervention of the national military and disaster response or civil defense bodies, along with many other government departments
(e.g., ministries of health, and in the case of refugee emergencies, immigration and the interior). IOM staff must remember that they are working to assist national governments in their work as well.

**Foreign governments.** The governments of other countries intervene through their embassies and, if the situation merits, their bilateral assistance agencies.

**Multilateral agencies.** Intergovernmental humanitarian agencies may be invited to respond by the affected government. The UN in particular may be asked to assist in the coordination of operations and in the channelling of material donations and funds to both the government and NGOs.

**Non-governmental organisations (NGOs).** There are many types of NGOs, national and international, religious or social, some more politicised than others, and some more “non-profit” than others. Some international NGOs specialise in emergency management or specific activities, such as the provision of water, health services, transport and logistics.

**The private sector.** Companies (national and international) may respond by, for instance, providing donations and/or services in areas such as transportation, warehouse rentals, or the sale of equipment and drugs.

**Specialised institutions.** These may include universities, foundations or professional bodies, which may provide vulnerability and needs assessments, or technical expertise (e.g., in water purification or medical supply management).

**The military.** National or international armed forces often have the experience and equipment to support large logistical operations, especially in natural disasters. Of particular importance to IOM, they generally have transportation resources for land, sea and air.

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1 From the UN website, About the United Nations, UN in Brief. See www.un.org.

<table>
<thead>
<tr>
<th>Country/Area</th>
<th>Type of Assistance</th>
<th>Period</th>
<th>Funds Rec’d</th>
<th>No. Assisted (Direct &amp; Indirect)</th>
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<tbody>
<tr>
<td>Afghanistan</td>
<td>Return transport, medical evacuation, return of qualified nationals</td>
<td>'90–'99</td>
<td>16.1 m</td>
<td>299,978</td>
<td>53.8</td>
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<td>The Gulf (GEP 1)</td>
<td>Return transport, medical</td>
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<td>70.0 m</td>
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<td>N. Iraq (GEP 2)</td>
<td>Return transport, medical</td>
<td>'91–'92</td>
<td>38.0 m</td>
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<td>Former Yugoslavia</td>
<td>Evacuation, return, reintegration, resettlement, family reunification, medical evacuation, return of qualified nationals, capacity building, property commission, economic revitalisation</td>
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<td>43.8 m</td>
<td>457,680</td>
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<td>Mozambique</td>
<td>Transport, demobilisation and reintegration, refugee repatriation, assistance to IDPs, medical, logistics, community health care</td>
<td>'92–'96</td>
<td>39.0 m</td>
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<td>Tajikistan</td>
<td>Capacity building, return, assistance to IDPs</td>
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<td>2.2 m</td>
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</tr>
<tr>
<td>Armenia</td>
<td>Capacity building, technical cooperation</td>
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<td>93.3</td>
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<tr>
<td>Georgia</td>
<td>Capacity building, assistance to IDPs</td>
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<td>3.8 m</td>
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<tr>
<td>Goma</td>
<td>Camp management, transport, logistics</td>
<td>'94–'95</td>
<td>3.4 m</td>
<td>239,547</td>
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<tr>
<td>Rwanda</td>
<td>Return transport, logistics, assistance to IDPs</td>
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<td>14.1 m</td>
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<tr>
<td>Cambodia</td>
<td>Community mental health, assistance to widows of soldiers</td>
<td>'94–'99</td>
<td>1.8 m</td>
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</tr>
<tr>
<td>Guantanamo</td>
<td>Offshore processing of asylum seekers</td>
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<td>2.1 m</td>
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<td>Haiti</td>
<td>Reintegration of demobilised military personnel, communal governance, IDP assistance</td>
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<td>22.2 m</td>
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<tr>
<td>Somalia</td>
<td>Assistance to IDPs</td>
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<td>0.3 m</td>
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<td>Chechnya</td>
<td>Evacuation, shelter, heating, relief, medical, water and sanitation, return, capacity building</td>
<td>'95–'96</td>
<td>4.3 m</td>
<td>90,577</td>
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<tr>
<td>Azerbaijan</td>
<td>Capacity building, technical cooperation</td>
<td>'95–'99</td>
<td>1.4 m</td>
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<td>Angola</td>
<td>Demobilisation, return and reintegration, IDP survey and assistance, community health care</td>
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<td>25.8 m</td>
<td>276,348</td>
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<td>Mali</td>
<td>Demobilisation and reintegration, micro-projects</td>
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<td>0.6 m</td>
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<td>44.6</td>
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<tr>
<td>BiH</td>
<td>Out-of-country voting, in-country voting</td>
<td>'96–'99</td>
<td>7.5 m</td>
<td>614,174</td>
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<td>Guatemala</td>
<td>Census and survey, demobilisation and reintegration, shelter, social services, rural development, strengthening local capacities, assistance to IDPs</td>
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<td>18.1 m</td>
<td>382,840</td>
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<tr>
<td>Philippines</td>
<td>Mobile information and referral service, community assistance</td>
<td>'98–'99</td>
<td>1.1 m</td>
<td>25,000</td>
<td>44.0</td>
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<tr>
<td>Honduras</td>
<td>Shelter, water, sanitation, emergency kits, logistics</td>
<td>'98–'99</td>
<td>5.6 m</td>
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<td>Kosovo</td>
<td>Registration, evacuation, return and reintegration, demobilisation and reintegration, medical evacuation, capacity building, information and referral, psychosocial post-traumatic response, municipal and assembly elections</td>
<td>'99–&gt;</td>
<td>111.3 m</td>
<td>1,450,562</td>
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</tr>
<tr>
<td>East Timor</td>
<td>Out-of-area voting</td>
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<td>1.3 m</td>
<td>6,220</td>
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<td>Timor (East and West)</td>
<td>Return transport, return of qualified nationals, demobilisation and reintegration, community assistance projects, border management</td>
<td>'00–&gt;</td>
<td>7.2 m</td>
<td>167,997</td>
<td>42.9</td>
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<tr>
<td>Colombia</td>
<td>Peace initiatives, demobilisation and reintegration (child soldiers), information, psychosocial response, IDP assistance, assistance to host communities</td>
<td>'00–&gt;</td>
<td>5.8 m</td>
<td>96,422</td>
<td>60.2</td>
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<tr>
<td>Guinea/SLE</td>
<td>Refugee return, assistance to IDPs</td>
<td>'00–&gt;</td>
<td>0.5 m</td>
<td>9,610</td>
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</tr>
<tr>
<td>Gujarat (India)</td>
<td>Emergency shelter</td>
<td>'01</td>
<td>16.2 m</td>
<td>350,000</td>
<td>46.3</td>
</tr>
</tbody>
</table>

| **TOTAL**          |                                      | **8,202,613** | **483.3 m** | **58.9**                         |

**NOTE:** Some projects are still ongoing. Though funding may be all, number of beneficiaries would still increase. Funds received are in millions of USD. Per capita amounts in USD.
## 1 Assessment and Planning

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References listed in the text are for internal IOM use only.
Key Points

★ Though crises may have important similarities, each is fundamentally unique. An adequate understanding of the specific context of each crisis is fundamental to designing an appropriate humanitarian response to avoid implementing the “wrong action in the wrong place at the wrong time.”

★ Second-hand information may be unreliable and is often difficult to interpret. An initial assessment is a first, urgent priority. Resources dedicated to professional and timely assessment are repaid several times over during the implementation phase.

★ Assessment and planning are continual and not “one-off” processes. An initial, rapid assessment should be continually improved. A permanent IOM presence should be established in the emergency as early as possible in order to continually improve the quality of information about needs and resources.

★ Staff require special sensitivities, skills, tools, and training to conduct appropriate assessments and plan relief operations. Technical experts should assess technical aspects (e.g., public health).

★ Though the basic needs of vulnerable people may be fundamentally the same (food, shelter, medical attention, protection of basic rights, etc.), their specific needs may differ significantly. Actions required to meet these specific needs may vary according to the individual or group (e.g., women, children, the elderly, men) being assisted.

★ Assistance programmes should be designed based on the capacities and coping mechanisms of those affected. Wherever possible, specific needs ought to be addressed by supporting the broader community to assist individuals and groups within the community in an integral, appropriate fashion (e.g., culturally appropriate). It is best to consult the specific group before and during the provision of services or commodities.
“needs and resources assessment” is an information-gathering exercise to determine the most urgent needs of an emergency affected, migrating population. Bad (and late) assessments lead to bad operations. Assessments must look at the needs of the affected population as well as the resources that may be available to meet those needs.

The information to be assessed depends on who will use the information and for what purpose. Donors, for example, may only require a broad understanding of the emergency in order to allocate funds to implementing organisations. Specialised service agencies (such as preventive health care providers), however, may require detailed technical information about their sector. IOM planners will probably need detailed information on how many people may need IOM services such as transportation, and exactly how, where and by when.

“Planning” is the activity by which information is analysed and organised to guide corrective action. Assessment and planning are closely related activities. They are dealt with together in this chapter. Plans specify:

- The objectives of the operation (e.g., to stop people from dying due to lack of water and sanitation)
- Actions to be taken, by whom and when (e.g., within one week, a team of movement management specialists will re-locate 100,000 migrants out of a desert area where they are dying)
- Required resources (e.g., what personnel, equipment and supplies are required in order to stop people from dying within a foreseen period of time)

Projects are activities organised around specific objectives that should be reached within a certain time period. Projects go through a cycle of typical stages:

**Assessment and Planning** Needs and resources assessment and the planning and design of the action to be taken.

**Implementation and Monitoring** Execution of emergency activities and the continued collection and monitoring of essential information to guide the response.

**Evaluation and Adaptation** An in-depth, systematic, objective review of actions and results, leading to improvement.
Although presented below in chronological order, these stages rarely occur sequentially.

**Simplified project cycle**

In reality, assessment, monitoring, evaluation, and adaptation occur repeatedly throughout the life of a project. Through assessment and monitoring, managers attempt to reach an increasingly clear understanding of the emergency and adapt their plans accordingly. Therefore the planning cycle is more realistically illustrated as follows.

**Continuous assessment in the project cycle over time**
Preparing Assessments

To be effective, assessments must be planned, even if this planning consists only of stopping to ask a few basic questions before launching into the assessment. The following practical points should be kept in mind:

**Focus the assessment.** A lot of unnecessary information is collected during assessments. The key questions are: who will use the information, when, and to make what decisions?

**Choose methods in accordance with the time and resources available.** A balance must be achieved between rigorous, scientific methods such as statistical analysis and less demanding, more rapid, intuitive methods such as observation and interviews by experienced emergency staff.

**Mobilise a small, high quality team.** This may include experienced generalists, perhaps complemented by one or two specialists. Such a team is easier to manage than a large team of experts. People who speak the relevant language, understand the affected community and culture, and are experienced in humanitarian assistance assessments are ideal. A gender balance is recommended, especially when assessing the needs and resources of females. Technical experts are necessary for priority issues and sectors.

To help people, it is obviously good to try and understand them. Different members of the community will have different needs, roles, skills, and resources, depending on their position in the community structure. The best means of developing a community profile is to establish a multi-disciplinary team of social and community workers whose full-time job is to assess needs and resources and plan action with the community itself.

**When required, use technical experts.** IOM experience has shown that there are many potential health components to emergencies that need to be addressed by an appropriate professional, either a medical officer or a public health expert. It is important that these experts are part of the planning and assessment phase of each emergency. Non-medical staff cannot be placed in a position to decide on possible health activities for the Organisation, nor can they be in charge of hiring or supervising medical staff. This is the role of the Migration Health Services (MHS) staff.

Other technicians will be expected to provide expert analyses of their specialist areas, as relevant to a particular context (geographic, cultural, socio-economic). They will be expected to come up with detailed actions to be taken and specifications of resources to be used to carry out those actions. Since all sectors are highly interrelated (e.g., water, sanitation and nutrition), it is essential that technical assessments are not conducted in isolation from either general planning or other important technical sectors.
**Apply simple tools.** A checklist of the main questions to be answered, printed on one or two pages, can be a great time-saver. An outline of the report, pre-formatted on a computer, is another example of a practical tool for an emergency assessment.

**Brief and train staff on how to assess.** This is especially relevant for generalists who may be deployed for urgent assessments (e.g., Programme Officers, Chiefs of Mission, or Emergency Officers).

**Remember that speed is crucial.** While preparation of the assessment is important, so too is action. It may be more important to begin the process, than to wait for the "ideal" assessment team and conditions to be put together.

While getting “the whole picture half-right” is clearly less than ideal, as resources become available, a more thorough assessment will most likely be feasible. The process of continuous monitoring and assessment will gradually provide more detail on a wider range of questions to “get the whole picture, all right.”

**Cross-check.** Using different sources and methods to cross-check data makes assessments more accurate. This is referred to as “triangulation.”

---

**The Assessment Team**

The findings of the assessment team should be thought of as a tool for others to use and adjust. When putting together an assessment team, consider the following:

**Composition of the Team**

**Organisational issues and responsibilities.** An assessment team should ideally have a multi-disciplinary mix, including men and women, who will provide different skills, experience and viewpoints. The size of the team will depend on the assessment approach. For quantitative surveys, for instance, the number of interviewers required will depend on the sample size, its geographical distribution, and the time available for data collection. Many initial assessments are carried out by small teams, which are easier to organise, deploy and manage than larger ones.

Where teams involve partners or consultants, clearly establish team member responsibilities (both the terms of reference for each team member and aspects such as hazard pay, health insurance, evacuation and security procedures, and supplies for travel, including survival and medical kits).
Leadership. The assessment team should have a clear and strong leader.

Specialised technical expertise. This is important where background information suggests a particular context for the assessment; such as suspected epidemics, high levels of malnutrition or specific water problems.

Research, interview and analysis skills. The skill and experience required for assessments should not be underestimated. It cannot be a mechanical exercise of data collection. For qualitative methods, assessment teams must be able to process data collected mentally while they probe for further information. Team members must understand the significance of the information they collect for decision-makers. Team composition must allow initial analysis to take place in the field.

Empathy, sensitivity and respect. These are key qualities in an interviewer, especially in crisis and unstable contexts. It is important to deal sensibly with distress, trauma, and conflict.

Ethnic backgrounds, languages and level of education. These matter, especially in a crisis situation. An interviewer’s personal qualities cannot always overcome ethnic, gender or political differences.

Gender. Generally, information on children and women is best obtained by female interviewers with gender analysis skills.

Interpreters. When interpreters are part of the assessment team, it is important to select them based on their insight and sensitivity to the differences within their own communities including power relations as these are issues that external experts may not understand.

Use of Local Personnel

Knowledge of the area and of the context. Participation of national staff and partners with a good knowledge of the area is invaluable in planning and analysing information during the assessment.

Security/risk issues. Local personnel involved in an assessment can be put at risk when it means investigating sensitive issues. They can be more subject to pressures and threats.

Bias (nationals and internationals each have their own) may be a cost, but nationals with local knowledge help to interpret local patterns and norms.
Assessment Methods

Emergency assessments need to be fast and practical. Some standard methods:

**Collect what has already been written.** A review of documents will probably include media reports; IOM and other emergency agency reports (e.g., situation reports—“sitreps”); short backgrounds to the history, culture, geography, and climate of the area in question; and if conflict is involved, background to the origins of that conflict. A quick review of the IOM, key UN, NGO and government websites will provide a wealth of background information. In fact, you will probably need to limit and prioritise the information to make it manageable.

**Ask the people themselves to collect information.** In some cases, communities will be sufficiently organised and willing to collect reliable information on needs and resources. This is an often under-valued but highly efficient, and generally reliable source of planning information.

**Simply observe.** This is one of the most common ways of assessing in emergencies. Qualified, experienced staff can quickly gather information visually, if they are clear about what they need. A visual inspection, however, will only provide a general, sometimes incomplete, idea of the emergency situation. It needs to be complemented by talking to people.

**Ask questions.** Key people in the community (such as leaders, women’s groups, doctors, teachers, civil servants, etc.) can be very informative. Interviews can be formal or informal, structured or unstructured (e.g., using a structured questionnaire, or simply asking a few basic questions). Recognised community leaders who represent wide sectors of the population should be a priority. They are likely to be a valuable source of information and may identify additional people to be interviewed. Staff from key responding government ministries or NGOs may also be very helpful. Working through translators can be difficult and, if required, proper preparations must be made. Interpreters need to be specially briefed on why questions are being asked and on key terms and jargon (especially technical words). Also, be aware that interpreters may have their own biases or point of view on any issue. Therefore, it is essential to instruct them to give word-for-word translations rather than making their own interpretations.

**Organise and listen to groups.** Specially organised meetings with specific target groups, while requiring more time and preparation, can be valuable, especially if well organised and managed so as to encourage frank and open feedback.
Conduct simple surveys. As a rule, statistically sound survey methods are difficult, if not impossible, in emergencies. In large-scale emergency migration movements, when there is no time to interview large numbers, a rough, non-statistically sound survey can be a pragmatic balance between the time available and interview coverage. There are several ways to do this:

- Select individuals at random.
- Select households at random or in clusters.
- Look for a mixed, seemingly representative sampling of individuals (e.g. some leaders, some men, some women, some from one geographical area, some from another).
- Conduct a separate survey of newly arrived migrants, particularly if they are located in an easily identifiable, designated area.

Surveys may need to be conducted at locations where migrating individuals can be found easily, such as social service centres, community centres, and government offices (e.g., involved with documentation). Information collected in such locations, however, may be highly biased. The people found there may not be representative of the overall population. Thus, a variety of locations and methods is recommended.

Register people. Registration may be of whole families or of individuals. During this process, information is recorded, such as the composition of families or the number of “vulnerable” members of the population (i.e. the elderly, pregnant women, young children, etc.) Since registration is laborious, and time consuming, it is rarely used for initial assessments of humanitarian crises.

In the application of any method, common sense should be applied. One should draw logical conclusions, albeit with caution. One should not operate on assumptions without first checking them against information from other sources. It is advisable to consult other assessors who are knowledgeable about the situation and people concerned.
What Information to Collect

The first step in an emergency is to determine whether an emergency situation actually exists, and how bad it is. For IOM, the number of people migrating, to and from where, and in what conditions, are important.

Key Information

The detailed content of an assessment and the resulting plan will vary from emergency to emergency. It will depend on both the emergency context and IOM’s activities. In general, the following issues should be considered in the early stages of an emergency:

- The approximate number of people affected by the emergency
- Migration flows, from and to where, and how many people
- The severity of the situation relative to normal life patterns of the affected people and local surroundings (immediate life-support needs including water, food and shelter)
- The migrating community’s ability to cope with the situation and to provide self-help and protection
- The ability of local authorities and on-site humanitarian agencies to deal with critical aspects of the emergency
- Adequacy of personal documentation (passports or identity cards) or other documentation of legal status
- Vulnerability to human and civil rights violations, or a lack of security
- The extent of local infrastructure and resources, including human resources, to respond to a migration emergency
- Identification of secondary issues (e.g., host communities’ hostile attitude toward the displaced population) which, if not addressed, could eventually contribute to, or exacerbate, an emergency
- What immediate action needs to be taken, by whom, where and by when
- What resources are required for these actions (human, financial and material)

A more detailed assessment and plan might look at:

- The current status of the migration flow, and possible future trends
- Regional and international constraints
• Demographic, cultural, social and economic characteristics of the migrating populations
• Government policies and standards regarding migrating individuals and their planned assistance
• The quality and quantity of facilities and services being provided and planned to be provided
• The suitability of sites where migrating individuals are temporarily settling
• Personal and household needs
• Economic aspects of the population (sources of income/employment)
• Adequacy of legal and documentation assistance
• What longer-term actions and resources are required
• The health status of migrant and host populations and the availability and accessibility of health services

Mortality and Morbidity

One of the basic calculations in extreme emergencies is the crude mortality rate. This is expressed as the number of deaths per day for every 10,000 people in a given population. In developing countries, if the crude mortality rate exceeds one death per day, per 10,000 people, this is an important indicator that an emergency may exist, or that conditions are becoming critical. Contact Migration Health Services (MHS) for details and guidance on this assessment.

The crude mortality rate should not, however, be taken in isolation. An additional step would be to compare the rate to what it was prior to the crisis for the same population, or to compare it with the mortality rate of neighbouring populations unaffected by the situation. It would also be important to look at other indicators, such as rates of sickness and general well-being, including protection from gross violations of human rights. Often, the welfare of children under five years old is taken as an especially important indicator. Trends over time in these measurements are also important, in order to determine to what extent the situation is improving or getting worse. Finally, it should be remembered that, as pointed out above, emergencies may exist that do not involve critical levels of morbidity and mortality.
Gender

Emergency managers have a responsibility to regard the welfare of women equally with that of men. When populations move, traditional gender roles are disrupted and tend to change through the various stages of the movement. Gender-based suffering or discrimination may exist. Women may be physically vulnerable to violence. Emergency response activities are more successful when the differences between men’s and women’s roles—both before and as a result of the emergency—are recognised and incorporated into programme plans.

Women may also play a prominent role in rebuilding war-torn societies and social resources. Women community leaders can facilitate mediation and reconciliation during conflict, and constitute a primary force of immediate economic activity during the post-conflict phase. The role of women in the prevention and resolution of conflicts and peace building also needs to be recognised and utilised at the local, national and international levels.

Children

It is important to note that children run special risks during emergencies and armed conflicts. Children face malnutrition; disease; violence; and sexual, physical and psychological abuse on an unprecedented scale. Children driven from their homes and communities are often left without adequate food, shelter or healthcare and continued education may be sporadic, if available at all. Specific measures are recommended for assisting and protecting them wherever they are, including during transit. As much as possible, assessment and operational planning should involve consultation of experts on childcare and protection.

Tools for Assessment and Planning

There are a number of tools for assessment and planning. They include:

- Checklists of issues and indicators to look for
- Gap identification tables which identify the organisation or agency responsible for providing particular services (by filling in the table, the gaps between what is being provided and what is required become obvious)
- Questionnaires or survey forms
- Computers and data processing programs
- Technical guides and handbooks, for each sector including transport
- A digital camera
• A Global Positioning System (GPS) handset to provide information on location, direction of movement and altitude
• A hand-held mechanical counter

These are examples; many more exist, especially for technical assessments of specific sectors such as health, water, sanitation or transport needs and resources. Contact the Emergency and Post-Conflict Division (EPC) at Headquarters for more ideas.

[✓] Sample assessment checklist

<table>
<thead>
<tr>
<th>Decision Required</th>
<th>Information Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the condition of the people?</td>
<td>□ Are they displaced or in their homes?</td>
</tr>
<tr>
<td></td>
<td>□ Will they move if they do not receive assistance?</td>
</tr>
<tr>
<td></td>
<td>□ Have they walked far?</td>
</tr>
<tr>
<td></td>
<td>□ Do they have belongings with them? If so, what?</td>
</tr>
<tr>
<td></td>
<td>□ Do they have shelter?</td>
</tr>
<tr>
<td></td>
<td>□ What is the condition of the shelter? Is it what they are accustomed to?</td>
</tr>
<tr>
<td></td>
<td>□ Do they have sanitation? Is it adequate or do they use the bush?</td>
</tr>
<tr>
<td></td>
<td>□ Do they have access to drinking water?</td>
</tr>
</tbody>
</table>

Availability of resources

□ Administrative: local administration, health networks
□ Logistical: roads, transport networks, storage
□ Economic: local markets, availability of supplies
□ Human: availability of skilled and experienced personnel, local social networks

Who needs assistance and why?

□ Identify the vulnerable groups:
  - Physiologically vulnerable: under-5’s, pregnant and lactating mothers, the elderly, the disabled
  - Socially vulnerable: unaccompanied minors, the disabled, most women-headed households, the elderly without support
  - Economically vulnerable: people whose livelihoods are vulnerable to external shocks and are liable to become destitute as a result
  - Politically vulnerable: members of oppressed groups

□ What is the demographic breakdown of the population: age and gender?
□ What are the proportions of pregnant women, unaccompanied minors, elderly?
□ What are people doing to alleviate their own problems? Can they be assisted through strengthening their own coping mechanisms, thus building their capacity to cope in future emergencies?
Assessment Reports and Plans

Tips for Preparing Assessment Reports and Plans

The following items will help produce a useful report:

- Know to whom you are directing your report and what action they intend to take based on it
- Keep the report short and clear; use annexes for long detailed sections aimed at specific audiences
- Make it action-oriented; state clearly what you feel should be done and by whom
- Use a standard format
- Produce and distribute the report/plan as rapidly as possible to expedite response/action
- Use visual presentations—a picture is worth a thousand words. Graphics, tables, and pictures or photographs can help communicate key information

Report Outline

An initial assessment report normally includes:

- A brief description of the current situation, including the main points noted during the assessment. Stick to facts (what, where, when, how, etc. of the emergency) rather than opinions.
- Recommended actions and supporting arguments (what action and why)
- What the assessment anticipates (future trends or developments; subjective comments, with educated reasoning)
- Supporting annexes, such as:
  - Gap charts (tables showing what emergency activities are being conducted by which organisations in an operation and what necessary actions are not being conducted i.e. “the gaps”)
  - Table of recommendations and resources required
  - Maps (even if only sketches)
  - Data in table format
- A description of when and where the assessment was made and by whom
- Any major limitations to its accuracy, etc.
A good plan will outline in a clear and succinct manner the objectives of the emergency response, who will do what, by when, with what resources, and where. An emergency operations plan of action might include the following content (specific details will depend on the particular emergency):

- An overview of needs, resources, and outside assistance requirements (a short description of the situation, who has and who needs what and why, as determined by the needs and resources assessment).
- A description of the intended beneficiaries that includes socio-economic and demographic information and identifies cultural factors which could influence the operation.
- The objectives of the operation (e.g., to transport ‘x’ number of migrants from one location to another; or to house them in temporary shelter and provide for their emergency needs, for a given period of time).
- An outline of how the objectives are to be achieved; who will do specifically what in the main emergency assistance sectors, with regard to, for instance, food, domestic needs and household support, water, sanitation, health and nutrition, shelter and other infrastructure, community services, medical screening, and travel permits/visas.
- A description of transport and logistics needs and capacities to support the above activities, including maps, possible and actual migration flows, accessible roads, transit camps, and as relevant, railway systems, airports, and waterways.
- Management requirements for staffing, supervision, coordination, communications, security, media relations, computers and necessary software, supplies, equipment, travel and vehicles. This will include a clear description of roles and responsibilities of the contributing and collaborating parties, and coordination mechanisms such as information distribution systems and regular meetings.
- A projection of overall financing requirements, preliminary budget projections, and cash flow needs (what amount of cash will be required per week or month, for instance).
- A regularised system for monitoring progress and reporting (e.g., to Headquarters, national authorities, international organisations, and donors about programme activities).
- A time-plan, indicating phasing of overall programme implementation as well as evaluation and monitoring mechanisms.
A plan of action containing all the points enumerated here can easily become overly complicated. Only those points that are essential for a particular operation should be included. An overall plan of action can be supplemented by smaller, individual plans by location or specific emergency sector such as transport or camp planning. Non-priority information should be contained in annexes.

---

**Project Development and Donor Outreach**

Once developed, the plan of action is translated into a *project proposal*. Emergency project proposals may come in stages, in various forms and for various purposes. Generally, proposals for emergency intervention need not be as detailed and as in-depth as for regular projects. A brief project proposal outline can be sufficient. Based on the outline, a flash appeal or an IOM section from the UN Consolidated Appeal (CAP) may be extracted. In all of these, a budget summary needs to be included.

**One- or Two-Pager**

IOM Headquarters sometimes requires field emergency staff to prepare a one or two page project proposal to be used for donor relations purposes, for inter-agency briefings or to facilitate management decision-making. This one- or two-pager is either extracted from the main project proposal or is the basis for preparation of the main project proposal. It may contain generic information for the proposed intervention in addition to a brief background and justification for the response, activity descriptions, budget and inputs. Annex 1A: Emergency Project Development explains the rationale for this proposal and includes a template for developing it. A sample two-pager is included in Reference 4. A compilation of these may also serve as the IOM “menu” of services/intervention to a given emergency.

**Summary Project Outline**

Under emergency conditions, a five to six page summary project outline/project proposal is usually enough to demonstrate sufficient relevance and feasibility for agreement by IOM and by donor(s) to proceed with funding and project implementation. The emergency project proposal needs to contain a summary, background and justification, project description, objectives, purposes, results, activities, inputs, budget and a work plan. See Annex 1B: Summary Project Outline for guidance on how to develop this
document. Further guidance on project proposal preparation is in References 5–8. In addition, the March 1998 version of “IOM’s Project Handbook” is included on the accompanying CD.

**Flash Appeal**

In some instances, an emergency intervention by IOM is so urgent that there is a need to intervene prior to receipt of a donor contribution. Donor interest or a pledge is sufficient for the IOM emergency response to begin. A flash appeal is often a combination of a proposal and an activity report. The paper usually does not exceed three pages and may contain the following sections: summary, context, current response, inter-agency framework, budget and funding status. Flash appeals may be issued to donors by IOM Headquarters outside the Inter-Agency Standing Committee (IASC) Flash Appeal (see below). The better the information and the calculation of needs, and the faster they are provided, the better is the chance that funds will be forthcoming. A sample flash appeal is included in Reference 9.

**Consolidated Appeals Process (CAP)**

The Consolidated Appeals Process (CAP) is one of the main components of UN General Assembly resolution 46/182 (1991) to strengthen inter-agency coordination and to promote effective and appropriate responses to humanitarian emergencies. CAP is a programming process, facilitated by the Office for the Coordination of Humanitarian Affairs (OCHA), through which national, regional and international relief systems mobilise to respond to selected major or complex emergencies that require a system-wide response. A common humanitarian strategy and an action plan to implement this strategy are elaborated through the CAP. Projects included in the CAP support the humanitarian strategy. CAP serves to promote a coordinated strategy and a common fundraising platform and to advocate for humanitarian principles.5

Having a standing invitation to the IASC, IOM is part of the international network of humanitarian emergency teams. When a CAP is organised, IOM generally participates from the assessment to the final drafting of the CAP. IOM’s contribution to the CAP preparation is very close to the “one- or twopager” described above. A sample of an IOM contribution to a CAP is included in Reference 10.
Common Humanitarian Action Plan (CHAP)

Introduced in 1999 to strengthen the CAP, the Common Humanitarian Action Plan (CHAP) is a coordinated programme of interventions based on an agreed strategy designed to achieve shared goals. This strategy is made through common analysis of the political, economic and security constraints in the context of the humanitarian programme; analysis of projected humanitarian needs both in the short and longer term based on sectors identifying any potential gaps; analysis of the competencies and capacity of the humanitarian community; and a statement of the goals and objectives of the humanitarian community. Generally, the CHAP constitutes the main strategy section of the CAP document. As the CAP becomes more synonymous with strategy setting rather than fundraising, and becomes a more inclusive process, there will be less of a need to distinguish the CHAP from the CAP.6

Other IASC Fundraising Mechanisms

In the case of an unusually urgent situation it may sometimes become necessary to launch a “Flash” or Interim Appeal to generate emergency funds prior to the finalisation of a CAP. This is prepared over the course of a few weeks and usually covers emergency requirements for only a few months. If that “unusually urgent situation” is expected to be extraordinarily large, the IASC members may launch a “Donor Alert” instead.

Budget Preparation

IOM’s budget preparation for emergency operations is generally the same as for its regular programmes. The primary difference is generally the inclusion of security budget lines such as security officer, rest and recuperation and hazard pay in emergency project budget proposals. Annex 1C: Project Budget Menu is a sample spreadsheet that can be used to prepare an emergency budget. The salary scale of national staff will follow the UN scale (usually available at UNDP or with the lead UN agency on the ground). For budgeting purposes, the following estimated monthly figures can be used (note that these estimates should be checked with appropriate HQ units before finalising the budget):

- **R&R** USD 1,500
- **Hazard pay** USD 1,000
- **Grades**
  - P1 USD 5,000; P2 USD 6,000
  - P3 USD 7,000; P4 USD 8,000
Project Development Flowchart

The project development process for emergency and regular projects is generally the same. The main difference is the time involved and the streamlined approval process in Headquarters for emergency projects. In most cases IOM’s emergency response is coordinated and endorsed within the context of the broader inter-agency approach in the field, which means not only the IOM team but also potential partners such as the host government, IASC agencies, NGOs and local authorities. The IOM project development flowchart is included in Reference 11. Use the Project Code Request (PCR) Form found in Annex 1D to facilitate the process of obtaining a project code.

Typical IOM emergency project development cycle

EVENT — Change from “Normal”

Assessment

Needs—Resources = Gap
- Existing data
- ID of missing data
- Appropriate response

Plan of Action

“Project Development”
- Match event and need with IOM strategic advantage for intervention
- Prove IOM should do ‘it’ & outline how to do ‘it’

Reporting
- Monitoring versus tracking
- Know the audience
- Choose the means & timing
- File!

Operation
- Manage
- Do ‘it’

Evaluation/Adaptation
- Need met?
- Current status
- Transition or closure

Notification from Host Govt, Member State, UN, Self

1 For this manual, the terms “emergency project” and “emergency operation” are interchangeable.
2 Based on InterWorks/UNHCR EMTP training materials, 1994.
3 Adapted from UNICEF training materials.
4 Some examples may be found in www.sphereproject.org and www.who.int/disasters.
5 Adapted from www.reliefweb.int/cap.
6 Ibid.
Annex 1A: Emergency Project Development

Overview

IOM has extensive guidelines, tools and technical staff available to help a Project Developer move from an initial concept through stages to an organised, detailed, endorsed and funded project proposal. While these resources are to be consciously employed during a normal project development cycle, they are not always easy to manipulate when the Project Developer is working in an emergency environment. This document is designed to assist Project Developers in an emergency to (a) stay close to the necessary elements of IOM Project Development policy while (b) getting the work done in the shortest period possible.

It is important to remember that these ‘shortcuts’ should not be used when circumstances allow the Project Developer to prepare a correct and proper set of full documentation. It is equally important to not improvise beyond the steps offered below (unless specifically suggested to do so in the text) as the Headquarters oversight mechanism may well refuse to endorse a proposal that does not sufficiently conform to organisational standards.

Clarification

The term “Project Document” is used generically to mean the formal text the Project Developer is using as the written basis for the project. A Project Document goes through draft versions but eventually is considered final (Final Project Document) when it has passed the Headquarters’ approval process and is formally handed to Donors.

The term “SPROUT” is used with a certain type of working draft version of a Project Document. The Administration has encouraged Project Developers to utilise the SPROUT format to help build towards their Final Project Document.

The term “Emergency Project Document” is used to explain that the Project Developer has determined that a short-cut version of the usual SPROUT or Project Document is necessary or preferred. A document titled Emergency Project Document also alerts Headquarters to review and act on the document submission differently from the process usually followed for a SPROUT or a standard Project Document.
Standard Project Development: The Essential Elements

There are four things that a Project Developer needs:

• A Project Document
• A related Budget
• Headquarters authorisation to commit the Organisation to doing what the Proposal says and
• A Donor willing to fund the effort as written in the Proposal and Budget

These four items are required both for emergency and non-emergency projects. The difference lies in the depth and sequencing of what is done.

The Project Document

Standard IOM Project Documents are written in the SPROUT format, following a logical framework approach utilising such tools as a Stakeholders Analysis form and a Stop/Go Matrix. An alternate standard is the EU ECHO project format that is also extensive, logical and rather definitive. Both the SPROUT and the ECHO process take time and substantive energy to fill in a wide variety of proposal data. It is a good idea for a Project Developer to look at previous successful proposals submitted to such donors to appreciate the style, content and import of areas of the data.

An Emergency Project Document also uses a logical framework but in a significantly abbreviated manner. The entire Document can be as short as two pages if done well. A sample with instructions in parentheses appears at the end of this annex. This format is a tested and proven version that Donors have readily accepted and funded in emergency situations.

The Project Budget

IOM does not yet have a standard policy on Project Proposal Budgets but successful versions have most points in common. They list items by categories: Type, Title, Quantity, Cost per Unit, Time (if costed by week/month/year), Total Cost per Title, Overhead and a Grand Total. See Annex 1C for a sample list of staff and material designations that can be considered as applicable (note: this list is not exhaustive).

IOM has a default policy for overhead calculation at 9.5% of staff and office costs. No IOM project, emergency or non-emergency, should ever go lower on overhead calculations than this formula unless written
authorisation has been received from the Budget and Finance Department (DBF) Geneva. On the other hand, IOM is allowed certain flexibility in applying higher overhead calculations (for additional income) in special project circumstances with some donors. This is particularly attractive to consider in emergency proposal situations where it is often difficult to accurately gauge actual resource requirements. If an upward adjustment to the proposal overhead rate is being considered, it is suggested that the Project developer contact the Programme Support Department (PSD), the Donor Relations Division (DRD), the Emergency and Post-conflict Division (EPC) or the Project Tracking Unit (PTU) for advice and consultation.

**Headquarters Authorisation**

All IOM emergency projects fall under the oversight of PSD and its Emergency Post-conflict Division (EPC). EPC acts as the “Service Area” that authorises project proposals to be formally submitted to Donors for official consideration of funding and to ensure that authorised proposals are entered into the Project Compendium database maintained by PTU.

It is the responsibility of the emergency Project Developer to establish clear contact with PSD/EPC to (a) determine which officer there is the Focal Point for the specific emergency situation and (b) to determine what latitude PSD/EPC is giving the Project Developer in generating and sharing the project proposal text and budget. Due to the extreme communication circumstances in some emergency situations, PSD/EPC may choose to authorise the Project developer to generate the text and budget and then to directly share draft versions with on-site prospective Donors. This privilege must be confirmed with PSD/EPC prior to the emergency Project Developer assuming he/she has this authority.

**The Bottom Line**

- Prepare the Project Document and Budget as quickly as possible once basic elements are available, even if some parts are weak or even blank.

- Contact PSD/EPC and share a copy of the text and budget.

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1 It is strongly recommended that all IOM Project Developers be familiar with the IOM Project Development Handbook (MMS), the Project Development Flowchart (MMS/PSD) and the Project Compendium (PTU).
Project Title: if existing (Acronym)
(Date: always date updated and printed copies)

Project Activity: (Title not to exceed six words if possible) (Include 3 or 4 letter acronym if possible)

Project Sites: (Enter locations by name if these data are important to delivering the project. If not, drop this heading.)

Implementing Agency: IOM

Cooperating Partners: (List UN agencies, other International Organisations, NGOs, Host Government Departments and / or local entities that IOM has a firm agreement with to deliver the project. Only list entities that are delivering project components, not ones that simply sanction IOM doing the project. If no cooperating partners exist, drop this heading)

Beneficiaries: (Who is being assisted by this project? List by group title and number if known. Unless an exact number is known, round to the nearest thousand and state that this is an estimate.)

Duration: (List the number of Weeks or Months. If the project is to run over a Year, either you cannot use this Emergency Project Document Format or else the project should be divided into Phases, with this proposal just being One)

Starting Date and Completion: (List by Month and Year for each)

Project Summary: (Fit all essential information into one paragraph. Remember that some IOM person will be discussing this emergency proposal directly with a donor; therefore detailed explanations are not yet required—just the important high points. The sentences should state what is the problem, who is the target group, what strategy IOM is promoting as a solution, and why IOM is the best organisation to carry out this assistance.)

Background and Justification: (Maximum one paragraph. Explain why an emergency situation exists: what changed from the before “normal” situation and who is stating there is now a need. Also quote, if possible, what authority has asked for IOM’s assistance. List IOM’s expertise in the field of assistance, if there is such expertise.)

Activity Description: (Try for one, a maximum of two, paragraphs. State what the project will address, what it will establish, what it will achieve. Explain how Cooperating Partners will work with IOM to deliver. Note schedules for delivery of services, locations and specific sets of activities that will be done. A Donor needs to read what they will get, when and from whom the money will invest. Avoid over-detailing and repetition but incorporate the wording used in the Project Summary paragraph.)
**Budget Requirement:**

(Unless a Donor has specified another currency, always list in US Dollars. Unless an exact budget exercise is possible—usually unlikely—round out the amount to the nearest ten thousand or hundred thousand.)

**Budget Details:**

(When practical and possible, add this category as Donors will appreciate that the Project Developer has not simply made up the above Budget requirement amount. The level of detail should be at one of two levels:

a – List four categories of Staff / Office, Material / Equipment, Deliverables and Overhead. As with the Budget Requirement, round out. The Overhead calculation should be at 9.5% Staff and Office costs unless otherwise discussed with PSD/EPC/PTU.

Or

b – List categories, as appropriate for items like International Staff, National Staff, Office Rental and furniture, Office Equipment, Communications Equipment, Vehicles and maintenance, Deliverables, Contingency Funds, Overhead.)

(Note: all emergency budget descriptions should include a note at the end that these are best estimates and may be revised depending on actual conditions when activated.)

**Host Government Contribution:**

(see Donors’ Contribution note.)

**Donors’ Contribution:**

(It is always useful to list cash or in-kind contributions already guaranteed to IOM that will facilitate getting the project started. This sign of faith by others encourages new Donors to participate. Be careful, however, to not list donations unless they are assured. If there are no Host Government or Donor Contributions to list, drop both categories.)

**IOM Contact Person:**

(Always include the name, title and contact details for whom a Donor can contact for more information 24 hours a day. Not more than three IOM contacts should be listed. Donors appreciate an IOM business card attached to hand-distributed copies when possible.)

[Note: PTU and EPC can supply actual Emergency Project Document examples upon request.]
PROJECT TITLE

Project Category:

Executing Agency:

Project Partner
Agencies (or National
Counterparts):

Geographical
Coverage:

Project Management
Site:

Target Group(s):

Duration:

Total Budget:

PROJECT SUMMARY

Enter your text here
1. BACKGROUND AND JUSTIFICATION
(to include as much detail as possible at this early stage on the problem to be addressed, target group(s), special considerations, request to IOM for assistance)

2. PROJECT DESCRIPTION
(to include as much detail as possible at this early stage on the project strategy, project partners/institutional framework and IOM expertise vis-á-vis the project activities)

3. OVERALL OBJECTIVE

4. PROJECT PURPOSE(S)

5. RESULTS

6. ACTIVITIES
(to include monitoring and evaluation as well)

7. INPUTS

7.1 Executing Agency (usually IOM)

7.2 Government of XXX

7.3 Donor(s)

8. BUDGET
(Budget to be broken down by activities and inputs for each year, as applicable)
**PLAN OF ACTION**

The Plan of Action is a useful and important tool for the project manager to organise implementation modalities. While it is not mandatory, project managers are encouraged to attach a plan of action to the project proposal. A sample format is provided below.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timeframe</th>
<th>Responsible Unit</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Month 1 Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Month 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Month 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Month 4</td>
<td></td>
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<tr>
<td></td>
<td>Month 5</td>
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<td></td>
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<tr>
<td></td>
<td>Month 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Month 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## A. Infrastructure

### Staff

#### International
- Project Manager / Coordinator
- Operations Officer
- Admin Finance Officer
- Medical Officer
- Telecom / IT Officer
- Information Officer (ext rel)
- Reports Officer (int)
- Procurement / Logistics Officer
- Fleet Manager
- Security Officer

#### National
- Operations Assistant
- Admin Assistant
- Medical Assistant
- Telecom / IT Assistant
- Clerk / Secretary
- Driver
- Security
- Interpreter

### Office

#### Central
- Premises
- Furnishings
- Utilities

#### Sub-Office
- Premises
- Furnishings
- Utilities

### Vehicles

#### Purchased
- Cost, e.g. Land Cruiser
- Fuel & Maintenance
- Insurance

#### Rented / Leased
- Cost, e.g. Land Cruiser
- Fuel & Maintenance
- Insurance

### Equipment

#### Satcom, e.g. Mini-M ABB Nera
#### Satphone, e.g. Thuraya Hughes
#### VSAT, equipment and installation
#### Mobile / Cell Phone
#### Facsimile machine
#### Photocopier
- Portable
- Heavy duty

### Typical Cost (in USD)

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2 etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Cost</td>
<td>No. of Units</td>
</tr>
</tbody>
</table>

**PRIMARY**

- P4 - 11,900/month
- P3 - 10,500/month
- P2 - 9,200/month
- P1 - 8,000/month
- R&R - 1,500/2months
- HAZ - 1,000/month

- Follow UN salary scale. Get copy of HRD. In the field, check with UNDP or other UN agencies.

- Site specific.

- 25,500 / unit
- 350 / month
- 2,000 / year

- 2,000 / month
- 350 / month
- 2,000 / year

- 2,900 / unit
- 750 / unit
- 35,000 / set up
- 200 / unit
- 200 / unit

- 200 / unit
- 1,500 / unit
### PRIMARY

<table>
<thead>
<tr>
<th>Equipment Type</th>
<th>Unit Cost</th>
<th>No. of Units</th>
<th>(x time)</th>
<th>Total (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web site</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desktop, loaded</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laptop, loaded</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HPLaserJet 2200</td>
<td>900 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toner</td>
<td>100 / cartridge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multi-function, HP3300 mfp</td>
<td>950 / unit</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPS, Powsec PS-12 x 1200VA</td>
<td>1,000 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generator, e.g. Honda EC-6000</td>
<td>1,300 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System Network and Software</td>
<td>2,000 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heater / Air-Conditioner</td>
<td>500 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe</td>
<td>1,500 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refrigerator</td>
<td>500 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surge Prot. for AC 220V, 50Hz, 15Amp</td>
<td>50 / unit</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Staff Security

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit Cost</th>
<th>No. of Units</th>
<th>(x time)</th>
<th>Total (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site specific.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Communications

<table>
<thead>
<tr>
<th>Equipment Type</th>
<th>Unit Cost</th>
<th>No. of Units</th>
<th>(x time)</th>
<th>Total (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satcom, Mini-M</td>
<td>1.5 to 2.5 / min</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satphone, Thuraya</td>
<td>0.52 / minute</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VSAT</td>
<td>1,500 / month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landline</td>
<td>Site specific.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cellphone, GSM</td>
<td>Site specific.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Travel

<table>
<thead>
<tr>
<th>Type</th>
<th>Unit Cost</th>
<th>No. of Units</th>
<th>(x time)</th>
<th>Total (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>2,500 / staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deployment &amp; Terminal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-country</td>
<td>15,000 / month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Out of location</td>
<td>15,000 / month</td>
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<tr>
<td>SUB-TOTAL</td>
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</table>

### B. Deliverables

#### Movements

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<tr>
<th>Passengers</th>
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<th>No. of Units</th>
<th>(x time)</th>
<th>Total (in USD)</th>
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<tbody>
<tr>
<td>Outbound</td>
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<td></td>
</tr>
<tr>
<td>Return</td>
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<tr>
<td>Point to Point</td>
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<tbody>
<tr>
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<tr>
<td>On behalf of non-Project</td>
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<table>
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<tr>
<td>Micro-credit</td>
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</tr>
<tr>
<td>In-kind (detail)</td>
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<td></td>
</tr>
<tr>
<td>Training</td>
<td>Typical Cost (in USD)</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Government</td>
<td>Project specific.</td>
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</tr>
<tr>
<td>Community / Individual</td>
<td>Project specific.</td>
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<table>
<thead>
<tr>
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<td>Documentation</td>
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<tr>
<td>Medicals</td>
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<table>
<thead>
<tr>
<th>Reports</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>Project specific.</td>
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<tr>
<td>Research</td>
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<table>
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<th>Year 2 etc.</th>
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<tr>
<td>Unit Cost</td>
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<td>PRIMARY</td>
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<td>C. Monitoring, Evaluation and Audit</td>
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<td>Travel and DSA</td>
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<tr>
<td>Consultant's Fee</td>
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<table>
<thead>
<tr>
<th>D. Overhead (one option only)</th>
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<tr>
<td>Standard</td>
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<tr>
<td>9.5% of Staff and Office Costs only</td>
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</tr>
<tr>
<td>Projectization Plus (research donors)</td>
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<tr>
<td>5% or 6% of total Project Budget</td>
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<td>Unique</td>
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<td>Check with Headquarters</td>
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<tr>
<td>SUB-TOTAL</td>
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<table>
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<th>E. Grand Total</th>
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### PROJECT CODE REQUEST (PCR) FORM

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<th>Funding Sources(s)</th>
<th>Amounts Received</th>
<th>Additional Amounts Received</th>
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<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Date</td>
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Signed Agreement Attached (Y/N) :
Total Project Budget :
Detailed Project Budget Attached (Y/N) :

Summarised Project Budget (Should equal budget included in attached project document and also total amount of pledged and received contributions.)

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<th>Life of project</th>
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<tr>
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<td>Office Costs</td>
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<td>Overhead - 9.5%</td>
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<tr>
<td>Transport Costs</td>
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<tr>
<td>Other Operational Costs</td>
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<tr>
<td>Total</td>
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<tr>
<td>Estimated Movements</td>
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Service fee received for each movement (Y/N) :
Amount of service fee :
Case Number Required (Y/N) :
Mission Locations in which Project will be Active :
Financial Reporting Requirements (include frequency of reporting) :

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

Submitted by :
Approved by :
ACO :
BUD :
DBF :
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References listed in the text are for internal IOM use only.
Key Points

★ The priorities are to be operational at the emergency site(s) as fast as possible, and to respond to the emergency in an efficient and effective manner. This requires detailed planning and preparation.

★ Prepare in a logical manner: prior to deployment, during deployment and upon arrival. Think through what action and what resources will be required, and who needs to be involved at each stage. Use the assessment team’s results.

★ Resources required for deployment include all staff, materials, equipment, systems and tools to establish an office and an operation.

★ Preparation is both professional and personal. Colleagues at Headquarters, at your current Duty Station, and at the site of the emergency (if already deployed) need to be informed and involved—so do family members.

Staff are deployed to emergencies from different locations and under different situations. This manual generally assumes a scenario in which deployment is from an existing IOM office (be it in the region of the emergency or Headquarters) to a remote field location. Much of the guidance will apply irrespective of the location from which the deployment takes place or whether the staff to be deployed are new recruits.

Deployment has three distinct elements:
- Pre-departure
- Travel to the site
- Arrival at the site

The success of an emergency deployment depends heavily on the quality and depth of the *assessment and planning* phases. As a result of these phases, staff Terms of Reference (TOR) can be sketched out, individuals identified to match needs, equipment procured, and coordination mechanisms with other key actors strengthened. The following sections summarize key preparations for each phase of the deployment process.¹
Pre-Departure

Professional Preparation

Before leaving on an emergency mission:

☐ Ensure that your travel documents (passport, yellow vaccination card, UN certificate if issued, etc.) are in order and that they will not expire before the end of the mission. Check that there are enough pages for visas or stamps. Make photocopies of important documents and leave a set with a colleague.

☐ Make sure that travel arrangements are made appropriately (issuance of the travel authorisation, visa applications, ticket bookings, security clearance, etc.) The General Instruction 603 (rev.3) on Travel is included on the accompanying CD. “Travel authorisation” and “expense claim” forms are in Annex 2A.

☐ Leave your contact address, telephone numbers and email addresses with colleagues and relevant Headquarters units.

☐ Identify and brief a replacement or backup staff in the office you are leaving. Make sure s/he can manage relevant aspects of your work in your absence. S/he should also know how to contact you during the mission.

☐ Get briefed on the field situation, on the emergency operation if it already exists, and if not, on what is planned, and on administrative and personal welfare issues (security, health, living conditions, etc.)

☐ Get as much information on the place where you are going (e.g., current events, politics, socio-economic condition, local customs, culture, religion, climate, etc.) These can be found easily on many Internet websites.

☐ Check that your travel plans and flight details have been given to the relevant field office and Headquarters staff. If there is one, call and/or email your main contact person at the point of arrival to see if pick-up at the airport is planned. Inform all concerned in case others make alternative arrangements on your behalf.

☐ Make a handy file of key travel information—telephone numbers (more than just the office numbers, if relevant—mobile phones, home numbers) and emails of key field staff (useful email tips can be found on the accompanying CD), in case you get delayed, lost or in trouble, during the trip, which may take place over a weekend.
Stock up on professional guidance materials and equipment (the EOM, a laptop, other manuals, visibility materials such as an IOM cap and t-shirt, a satellite telephone if authorised and available, a cellular phone, a calculator, and perhaps some IOM stationary). From Headquarters, it is possible to bring along an emergency field kit (worth USD 1,295, weight 50 kgs), medical kit (USD 140 and an impregnated mosquito net at USD 25) and administrative kit (supplies come free from COS; equipment will be charged to the project). See Reference 12 for the contents, use and checklist. The medical kit may be assembled from any mission. Check with OHU for guidance and instruction.

If bringing a laptop, ensure all basic IOM standard software is installed, (e.g. Windows 98, complete MS Office 97 and RAID). Check the cables, international plug adapters, phone-modem cable, spare battery, CD and floppy disk drives, dial-up connection information, etc. A portable printer may also be needed if the mission is to some very remote places.

Prior to departure, double-check that the following are ready, as applicable: passport, visa, UN certificate, air tickets, travel advance, operations advance, medical kit, excess baggage authorisation, yellow vaccination card, driving license, some additional passport photos, your terms of reference (TOR) as well as the mission’s TOR. Samples TORs for emergency team members are included in Reference 13.

Check your entitlements and responsibilities, before deployment. Staff working in areas deemed to be insecure are covered by the UN Malicious Acts Insurance (MAI) provided that security clearance has been issued prior to deployment. Note, too, that insurance coverage may be jeopardised if a staff member fails to abide by official standard operating procedures. (For more information on security considerations, see Chapter 3.)

Consult with the UN Field Security Officer (FSO) and as much as possible, follow established transport means and routes pioneered by others (IOM or other international agency staff) at the initial stages of an emergency operation deployment. In high security phase situations, such coordination is especially critical. In some cases, IOM may need to request a “slot” from the Designated Official (DO) or FSO to be able to go.
Contact staff who have recently travelled to the site for further information (what route and means of transportation they used, problems encountered, security considerations, etc.) Often such contacts lead to valuable advice on options and issues not reflected adequately in formal reports.

Coordinate international staff travel and any cargo or additional accompanied baggage with the Staff Travel Coordinator (STC) at Headquarters to ensure full options and least-costly travel. Make sure to confirm your hotel reservation at any transit point and at the final destination.

With an agreed contact, develop a reporting schedule for the connection points during your trip and for your arrival.

For EPC Staff or the Headquarters Focal Point:

Check the monthly security and travel advisory note issued by UNSECOORD, the Office of the UN Security Coordinator based in New York. This may be requested from the Staff Security Unit (SSU) in Manila. If staff are already deployed on site, the travel advisory may be obtained from the Designated Official for Security (DO) in the duty station or from the FSO.

Try to obtain a host government invitation or authorisation for operational activities prior to deployment, if it is a new operation. This facilitates entry and movement of staff as well as future import of supplies and equipment. A letter of invitation from the relevant Ministry might serve this purpose.

Double-check that necessary documentation and authorisations for entry are procured for equipment and materials. Coordinate with Common Services (COS). Deployed staff need to have spare copies of official authorisations.

Personal Preparation

The following points on personal preparation assume that you have sufficient time prior to deployment to carry them out. They also assume that you have sufficient baggage allowance to carry a range of essential items. Even if deployment is sudden, many of these points can still be addressed rapidly, especially with the help of friends and colleagues. Don’t under-estimate the possibility that your emergency mission may be extended, and that preparations made for a shorter period will soon be inadequate to cover a longer absence from your base mission and from home.
Here are some points to consider:

- Inform your family and friends about your impending emergency deployment. You may need their support for your preparations.
- Take care of financial and legal matters at home. Also, check on any matters that may need your signature in your absence.
- Make sure that dependents are looked after in your absence.
- Review the safety (e.g. electrical, plumbing, gas and fire hazards) and security of your home. Have any small maintenance and repair work done before departure.
- Make clear arrangements for access to your home. Inform whoever needs to know who will have keys and how they can be contacted, especially at night or during the weekend.
- Bring some source of entertainment that might help take your mind off work matters. This might be books, music tapes and CDs, sports gear, or whatever you enjoy. Don’t forget extra batteries.
- Equip yourself with appropriate clothing and personal accessories.
- Consider taking dry food and specialties with you. Consult those who know about food availability at the field site.
- Stock up on any necessary hygiene supplies. Look around your office and home and ask yourself what you will need in the field or what you want to have.
- Get a medical clearance.
  - Officials and employees in Headquarters should have had a recent Entry on Duty (EOD), exit or periodic medical examination. (If in doubt, check with the Occupational Health Unit—OHU).
  - If any staff member being considered for deployment in an emergency is currently receiving any form of medical treatment—e.g. for diabetes, hypertension, etc., he/she should check with OHU. This also applies to staff members who are pregnant.
  - If employees are deployed from an IOM mission (rather than from Headquarters), they should check with OHU whether they are medically cleared to travel. This decision will be based on the EOD examination and vaccination status. Otherwise a rapid clearance procedure is available.
• Get a medical briefing and make preparations.
  – Consult OHU or a specialist in travel medicine regarding the specific preparations for your particular destination.
  – Check on vaccination requirements including obligatory vaccinations. See Annex 2B.
  – Collect a medical kit (which usually includes an impregnated mosquito net) and malaria prophylaxis when required, and any other items required for personal health.
  – See your dentist before leaving your home station.

Travel to the Site

• As much as possible, travel light—even considering all the above preparations. Remember that since the 11 September 2001 events, commercial airlines are stricter about security and the number of handcarry items allowed. Usually only one handcarry is allowed, and no sharp tools such as knives or scissors are allowed in the passenger’s possession.

• Get to the airport, seaport, train station or bus station with sufficient time prior to scheduled departure to allow for last minute instructions or changes from your base, destination or Headquarters.

• Keep an easy access in your handcarry to all important documents that are normally required when travelling, (e.g. passport, travel ticket, extra visa photos (lots of them), yellow vaccination card, invitation letter from the government of destination (if available), IOM ID, UN certificate (if issued), copy of UNSECOORD security clearance, official authorisation letter for goods to be exported/imported, etc.) Important phone numbers should be easy to access as well.

• Should there be any changes of flights while in transit—e.g. bumped-off, flight cancelled, flight delayed, etc.—contact your destination office immediately and give them your new estimated time of arrival. If not accessible from the airport’s communication lines, try the base office or any IOM office nearby to relay appropriate information to all relevant offices/missions.

• Anticipate problems at the Customs or Immigration upon arrival. Be ready with spare copies of clearly official authorisations and
documentation (on official headed paper, stamped in original copies, listing all items, etc.) Authorities can often facilitate emergency missions by allowing IOM to avail of any waivers or easing of regulations normally applied to foreign visitors.

Headquarters and Field Preparations Checklist

This guidance is for staff managing an emergency deployment. It is relevant for operations preparations at both Headquarters and in the field.

☐ Check human, financial, and material resources that are available for the operation. Determine the availability of funds, in particular. Costs (staff, equipment, transportation, administrative and operations) need to be kept in line with the schedule of available funding. There should be no commitments beyond whatever funding is available and authorised.

☐ In coordination with the Staffing Unit (STU), develop terms of reference (TOR) for staff to be deployed. If there is already a Project Manager on site, the TOR needs to be coordinated with her/him as well. Request assistance from STU for the selection of candidates. See Reference 13, for sample TORs. Due to the unique nature of emergency operations, many things change in a short time period. Staff to be deployed must be aware that even duty stations may change.

☐ Specify and ready equipment as early as possible. IOM Geneva may assist in identifying models of items previously used and accepted in past and present IOM operations. A standard emergency equipment list is found in Reference 14, and may be used to facilitate the acquisition of equipment and supplies needed to establish and run an office/operation.

☐ Hold briefings at both Headquarters (when feasible to travel from or through Headquarters) and in the field. Two sample briefings are included in Reference 15. They should cover:
  - The current situation—as much as is known
  - The focus of and background to the operation
  - Expected individual responsibilities and authority
  - Team make up and probable responsibilities of team members
  - Security conditions and considerations
  - Living conditions and facilities at the emergency site (practical issues, such as currency exchange, food availability, accommodation, basic services, etc.)
As part of the briefing, prepare a briefing folder which includes coordinated and approved TOR for the mission, the country profile, situation reports, project backgrounds, plans of action, budget, maps, staff TOR and any other information that field personnel should know. Ask yourself, “What would I want to know if I were going out there?” Obtain copies of the IOM Constitution and various IOM brochures. Prepare a one-page summary of the purpose of the mission (a sample is included in Reference 16) and a brief description of IOM as an organization.

Give the field time to prepare Field emergency operations teams often cannot support additional staff or equipment on-site without preparation of the site beforehand. For example, international staff may require an interpreter. Before deployment, it may be possible to line one up through discussions with other partners on-site or even to hire someone short-term.

Service in high-risk areas is entirely voluntary Remind staff members that they may refuse such deployment without prejudice to their overall performance evaluation and record if they determine that risks exceed what can be reasonably expected of them. The national, ethnic, and religious background of local (and international) staff may require special consideration in highly sensitive or risky operations.

Arrival at the Site

The following checklist is for staff members who are arriving at a location where there is already an IOM emergency team operating. If you are setting up a new IOM operation, you may also use this checklist as a guide for establishing procedures for newly arriving staff.

As a general rule, try to be of assistance, not a burden. Introduce yourself to the head of office and/or emergency team leader.

Get briefed on security conditions—risks, local conditions, and standard operating procedures. Since IOM is part of the UN security coordination arrangement, newly arriving staff should receive a security briefing from the UN Field Security Officer (FSO) or staff from the office of the Designated Official for Security (DO).

Request a VHF radio handset if available and a copy of the Call Signs list. Get a briefing on communications rules and procedures (including how to recharge radio battery). Get briefed on standard procedures and authorisations for driving official vehicles, and authorisation for making private telephone calls from the office, if the option exists.
- **Make timely contact regarding arrival**  Advise your family, friends, Headquarters and colleagues at your normal duty station that you have arrived safely. Update them on where you are, and of any imminent onward movements (e.g. deeper into the field). Confirm your contact details.

- **Do “resource-networking”**  Get as many operational/sectoral briefings as you can. National and partner staff can be of great assistance. Consult them, but be considerate of their time.

- **Get contact information**—names, addresses and telephone numbers—of UN or diplomatic panel physicians, if any. If the mission location is not in the capital, ask who the available doctors are and how to contact them.

- **Be considerate**  If staying in shared accommodations, determine house rules and pay your fair share. (Contribute appropriately to domestic work and payments, food, etc.) Abide by established security procedures. Inform your room/house-mates if you are going out in the evening and make sure they know your location and your expected time of return.

- **Be sensitive to local laws and customs**  You are a guest in someone else’s land. Behave as you expect guests to behave in your home country. It is a matter of legal and moral obligation. It may also save you from unwelcome attention from authorities and locals. The *IOM Staff Standards of Conduct* are included in Reference 17.

- **Check communications**  Determine if it is possible to set up IT equipment using existing telecommunication lines. That is, are there reliable phone lines to allow dial-up connections so that reports and communication can be established with Headquarters and nearby IOM Missions? If not possible, check other alternatives, e.g. use of Mini-M Satellite Communication (satcom).

- **Discuss your TOR with your immediate field supervisor** to check if there are any changes. Continue to report regularly to your emergency mission supervisor regarding your activities and plans. When and if the situation gets really tough, discuss with your supervisor the possibility of a break to avoid “burn-out.” Foster camaraderie in the emergency team for mutual support and advice.

- **Eat and sleep regularly**  Take needed time off. Remember that this advice is just as valid for the staff you supervise. Give them a break; be considerate of their needs; and in general, treat them in a professional, responsible, respectful and humane manner.
Keep documents and money in a safe place. Avoid putting them (and yourself) at risk through negligence or sloppy practices (leaving bags and valuables out is a temptation to any passer-by).

It is common for staff to arrive in the field insufficiently informed on assigned tasks. If you find yourself in this situation, consider:

- Talking to your team leader.
- Re-reading relevant topics of this manual.
- Calling the focal point of the specific emergency operation in Headquarters or call the EPC for advice on those questions that seem too basic and embarrassing to ask anyone else.
- Contacting the appropriate Headquarters technical unit for specific technical advice, e.g. MMD, HRM or MHS.

Establishing an IOM Presence

Field operations rely on a local base (an office and/or an operations centre which may include logistics facilities). The base serves as a coordination and contact point. This is for IOM and other operational partners as well as for the local authorities and the migrants/beneficiaries. The base is usually a central location where supplies, communications equipment and other IOM property can be safely stored. The base might also be simply an IOM office for communications, meetings and transit. Equally, it might be just a hotel room, a desk offered by another organisation in their office, or space offered by local or national authorities.

Facilities may be contained in “hard structures” (buildings) or in tented or pre-fabricated structures. Staff often undergo extreme operational stress in emergency situations. An organised and well-equipped base can act as a lifeline to normalcy and the outside world.

In sites with no previous IOM presence, contact the UN Resident Coordinator/Humanitarian Coordinator or OCHA at the first opportune time for guidance on both administrative matters (e.g. local staff salary scale—see also Chapter 3) as well as policy and coordination issues (e.g. participation in inter-agency team planning and response committees). Since IOM is part of the UNSECOORD network, the team leader should also contact the office of the Designated Official for procedural and security information matters (including staff travel clearance).
Setting up the Base

If opening a new base, check that you are authorised to do so, i.e., do you need government approval or a government permit to install and operate telecommunications equipment? These authorisations may be negotiated centrally by the UN lead coordination agency. If IOM is not given duty free privileges by the host government, efforts should be made to arrange such privileges under UN auspices.

Usually, one staff sent in advance can secure an on-site base. (Note that the FSO must be consulted for guidance or clearance of the site.) Headquarters can supply this staff with various standard guidelines and procedures (many of which are described in this manual) for choosing an office or base. As a rule, more secure facilities such as an apartment, house or other fully self-contained area; or containers or pre-fabricated buildings in a compound are better.

When locating office space, bear in mind the security of staff and materials. Preferably, locate space close to other international agencies or the diplomatic community. Does the office space have an alarm system, locks, guards, etc.? If the office is in a hotel, negotiate discounts and pay as much as possible in local currency. Negotiate any leases and seek Headquarters’ approval. If appropriate, identify the need for a sub-office. See sample lease agreement, Annex 2C.

The office location may have a direct impact on telecommunications. Its proximity to neighbouring buildings, antennas, and cables may interfere with telecommunication systems.

If space is borrowed or shared, you may often negotiate use of office equipment on either a free or cost-sharing basis. Sometimes this works for vehicles as well. Be aware, however, that a borrowed item, be it office space, equipment or a vehicle, may be withdrawn by the lending party at any time. Don’t become too dependent.

Vehicles and Equipment

When the operation starts, set up an inventory of non-expendable property such as computers and vehicles. Regular servicing and maintenance of equipment and vehicles should be arranged and records should be kept of such services.

The mobility of staff is obviously important. In the first few days, get a rental car (if available) or make arrangements to borrow a car from other organisations or embassies already on-site. In some areas, you may find that it is sometimes more economical to purchase a vehicle than to rent.
In sensitive areas, use government or military vehicles with extreme caution. It is better to avoid using them at all.

Standard procedures should also include reporting movements of vehicles and staff. The vehicle-tracking sheet found in Annex 2D should be used to track vehicles. The format can be copied on a whiteboard for easier tracking. In high-risk locations, a system for tracking vehicles and staff movements needs to be established, involving radio reports of departures, destinations, expected arrival times, and regular reports of location and progress.

A vehicle logbook (Annex 2E) should be maintained and filled-in at all times when the vehicle is in use for official or personal reasons.

**Reporting and Telecommunications System**

Establish a regular reporting system (verbal or written) to Headquarters immediately upon arrival at the site. Normally, daily reporting is expected during at least the first eight weeks; every other day for the next two months, and at least weekly thereafter. Naturally, the frequency of reports will depend on the conditions of the emergency.

Set up an office communication system as soon as possible. This will require expert skills and knowledge. The emergency team should have with them a set of VHF and/or HF radios. (As noted above, prior government authorisation to use a frequency is required). The radio system can be in addition to landlines and satcom systems.

If IOM does not have any communication equipment available (satcom and radio), make local arrangements with international organisations, NGOs, embassies and private agencies on-site for temporary sharing/use of their communication system. (IOM should pay its share of these communication costs.)

Establish a log for recording long distance phone calls (Annex 2F) giving particular attention to private or non-IOM phone calls.

**Administration upon Arrival**

*Accounting.* Make basic accounting a habit, from the very beginning of your mission. Record, or have whoever is in charge of finance record, all expenses and receipts at the end of each day. Get supporting documentation for expenses incurred. This will save you (and Headquarters) a lot of work later on, especially in the event of an audit. For more details, see Chapter 5.
**Banking assessment.** If a bank is available, open an account and relay the account number and bank details to Treasury (TSY) in Headquarters. Before opening an account, you may want to check for references with other agencies that are already operating in the location. At many emergency sites, a local banking system does not exist. Staff are often obliged to keep large sums of cash in their personal possession and money exchange is often done in the streets. This is highly risky. Check with other agencies to see how they manage their cash and get advice from Headquarters on how to manage finances appropriately in such conditions. At the very least, a safe for securing cash is recommended. See Chapter 5 for guidelines on emergency cash management and banking.

**Up-to-date inventories.** Establish, maintain and update an inventory of IOM assets and properties as soon as you begin acquiring them. See Chapter 5 for more information.

**Scheduled, regular staff meetings/discussions.** If the emergency team is composed of several staff, meetings are important to make everybody feel part of the team. They are also a venue for information sharing, group coordination, decision-making and stress reduction. These meetings can be very informal (e.g., at the dining table).

**Maintenance of simple notes.** When the emergency operation starts to stabilise, make short notes on operational and administrative procedures with a view that they will one day be used by your successor. These notes will ultimately become the basis for your handover notes. They will answer the who, what, when, where, and how of the operations and administration. Open a “briefing file” on your computer (and/or in hard paper copy). You can casually record information and documents that you think will be important for your successor, as they arise (e.g., daily situation reports, intra-office memos, operational lessons learned, etc.).

**Human resources.** For guidance on initial emergency staffing and general human resources management, see Chapter 3.

**Staff Accommodation and Living Facilities**

If staff are to be accommodated at the base (e.g., as part of a compound), the location of accommodations relative to the work area must be considered. While any solution will require balancing competing needs, and therefore compromises, it is worth considering the following points:

- The standard of the living (and working!) facilities should provide for at least a minimum level of comfort and essential services (e.g. hygiene, preparation of meals, recreation and “personal space”).
The principle of separation of work and private life should be applied whenever possible. Will the physical layout allow staff to get a break from work by clearly dividing work from non-work areas? Will there be undue interruptions including noise? Are there areas, however small, for quiet socializing and recuperation, e.g., a dining area outside meal times? Is access by the public to private accommodation made harder or easier? Is it controlled?

Simple things such as the use of plants and flowers can go a long way in creating a more pleasant working environment. The basic principle is to establish facilities and an environment that are as “staff-friendly” as possible, within reasonable resource limitations. It probably takes less than one might expect to create a working and living environment that is at least minimally bearable, perhaps even comfortable.

Payment and other responsibilities—Are the expected contributions from staff for shared expenses such as coffee and tea, cleaning services and food preparation clear and agreed? Is compliance monitored on behalf of all?

Are the standards related to up-keep of accommodations and personal behaviour explicit, shared with all, agreed and enforced with the support of all concerned?

In some situations none of the above may be possible or available. Sometimes, staff may have to set up sleeping tents as well as a bigger tent for a work area.

Be flexible and ready to shift gears when needed.

Follow-on Actions

Deployment rarely is achieved in a single movement. It is more likely that a series of moves over the initial development stage of the project will be required. Unforeseen difficulties and needs related to transportation, security, external relations or local capacities will arise. The emergency Headquarters focal point should ensure that adequate support continues to reach staff that are already deployed. It is the emergency team’s job to keep Headquarters and all concerned informed of changing conditions.
The indicative steps/guide for a one-person advance team when opening an IOM presence from scratch are in Annex 2G. Ideally, the complete IOM emergency team should consist of the following:

- Team Leader (+ Programme Development)
- Admin/Finance Officer
- Operations Officer (Movement)
- Operations Officer (Logistics/Procurement)
- Medical/Health Officer
- Information/Media/Reports Officer
- Telecom/IT Officer

A small IOM emergency team should consists of the following:

- Team Leader (+ Operations, Programme Development, Reports, Media)
- Admin/Finance Officer (+ Logistics, Procurement)
- Medical/Health Officer
- Telecom/IT Officer

---

Adapted from UNHCR emergency training materials.
# Travel Application and Authorisation

**TA:**

1. **Name of Traveller:**
   - **Post of Duty:**
   - **Quarterly Travel Plans:**  
     - Yes  
     - No

2. **Persons accompanying traveller (for children indicate date of birth):**

3. **Purpose of Travel:**

4. **Dates of official duty:**
   - **Arrival at first duty station:**
   - **Return from final duty station:**

5. **Project Code to which travel/travel allowance are to be charged to:**

6. **Mode of travel**
   - Air  
   - Train  
   - Car  
   - Ship  
   - Ferry

7. **Travel Schedule:**

<table>
<thead>
<tr>
<th>FROM (location)</th>
<th>Date</th>
<th>TO (location)</th>
<th>Date</th>
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</thead>
<tbody>
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8. **Private stay/Annual leave requested (indicate dates)**

9. **Accommodation (board and/or lodging) provided - (specify)**

10. **Travel advance requested**
    - Yes  
    - No  
    - CHF:  
    - USD:  
    - other currency:

11. **Private deviation (if any):**

12. **Security clearance needed:**
    - Yes  
    - No  
    - if yes, requested by:  
      - Mission  
      - Headquarters

---

**Please complete all questions and if not applicable use N/A. Incomplete TAs will be returned.**

For every Travel Authorisation issued, an Expense Claim form must be filled out, even if no expenses are claimed. The claim is exclusively to be settled in the office where the Travel Authorisation has been issued.

The expense claim must be submitted with:

- 1. The original of the Travel Authorisation.
- 2. Receipts for all expenses separately claimed.
- 3. Used ticket receipts.
- 4. Any unused tickets for reimbursement to the Organisation.

---

**Payments of Travel advances**

<table>
<thead>
<tr>
<th>Date Paid</th>
<th>Type of payment</th>
<th>USD / Local currency</th>
<th>Paying office (Location code)</th>
<th>Signature of paying Officer</th>
<th>Voucher No.</th>
<th>Signature of Payee</th>
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</tbody>
</table>
## SECTION 1 - Itinerary

<table>
<thead>
<tr>
<th>City of Departure and Arrival</th>
<th>Date (dd-mmm)</th>
<th>Local Time (24hr)</th>
<th>Mode of Travel</th>
<th>No. kms (for car)</th>
<th>Daily Subsistence Allowance (DSA)</th>
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<tbody>
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<td>No. of Days</td>
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<td>Dep.</td>
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<tr>
<td>Dep.</td>
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<tr>
<td>Arr.</td>
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### TOTALS

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>No. of Days</td>
<td>DSA Rate $</td>
<td>Amount USD</td>
</tr>
<tr>
<td>Rate CHF</td>
<td>Amount CHF</td>
<td></td>
</tr>
</tbody>
</table>

For Treasury Use only
I request payment of travel allowances due and/or reimbursement of expenses in accordance with the general instructions on travel.
## TRAVEL EXPENSE CLAIM
### SUMMARY OF TOTALS

<table>
<thead>
<tr>
<th></th>
<th>USD</th>
<th>CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Authorised:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STC</td>
<td></td>
<td></td>
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<tr>
<td>Treasury</td>
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<td></td>
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</tbody>
</table>

**Name of Claimant:** [Name]

**TA No:** [TA No]

**For Claimant:**

We have settled this expense claim and paid you:

CHF

---

**For Treasury Use only**

<p>| | | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Total Section 1</td>
<td></td>
<td></td>
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<tr>
<td>Total Section 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub Total</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Less Advances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance</td>
<td></td>
<td></td>
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</tbody>
</table>

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**For Accounting Use only**

<table>
<thead>
<tr>
<th>Rate at Payment</th>
<th>USD</th>
<th>CHF</th>
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**Authorised:**

STC

Treasury
# Vaccinations for Travel

Vaccination requirements will depend on the duty station and intended travel. However, the first 3 vaccinations listed should be considered as basic requirements for all staff members. You should travel with an up-to-date record of your vaccinations.

<table>
<thead>
<tr>
<th>Vaccination</th>
<th>Requirement</th>
<th>Dosage</th>
<th>Booster Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diphtheria–Tetanus</td>
<td>Basic requirement for all travel</td>
<td>Anatoxal DiTe, 0.5 ml i.m.</td>
<td>Booster dose every 10 years</td>
</tr>
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<td></td>
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<tr>
<td>Poliomyelitis</td>
<td>Basic requirement for all travel</td>
<td>Poloral * (Sabin), 0.5 ml orally</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Polio Vaccine (Salk) 1 ml s.cut./i.m.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Booster dose every 10 years</td>
</tr>
<tr>
<td>Hepatitis B</td>
<td>Basic requirement for all travel</td>
<td>Engerix 1ml i.m.</td>
<td>3 injections: 0, 1, 6 months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Protection for life</td>
</tr>
<tr>
<td>Hepatitis A</td>
<td>Especially in areas with contaminated water</td>
<td>Havrix 1440, 1ml i.m.</td>
<td>2 injections: 0, 6-12 months</td>
</tr>
<tr>
<td></td>
<td>supply</td>
<td></td>
<td>Protection for more than 10 years</td>
</tr>
<tr>
<td>Hepatitis A &amp; B</td>
<td></td>
<td>Twinrix 1 ml i.m.</td>
<td>3 injections 0,1, 6 months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Protection for more than 10 years</td>
</tr>
<tr>
<td>Yellow fever</td>
<td>In certain countries this is a legal requirement</td>
<td>Stamril or Arilvax * 0.5 ml s. cut.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>for entry. Indicated in: Sub-Saharan Africa,</td>
<td>Caution: allergy to eggs, neomycin, polymyxines</td>
<td></td>
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<tr>
<td></td>
<td>Amazon Region</td>
<td>Protection starts 10 days after 1st injection</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Booster needed every 10 years</td>
<td></td>
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<tr>
<td>Typhoid Fever</td>
<td>Recommended if travelling in areas where there</td>
<td>Vivotif * oral</td>
<td></td>
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<tr>
<td></td>
<td>is a risk of contamination of water or food</td>
<td>3 tablets in 5 days (1,3,5 days) 30 minutes before a meal</td>
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<td></td>
<td>supply (e.g. rural conflict areas)</td>
<td>Antibiotics or anti-malarials should not be taken at the same time</td>
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<td>Tablets should be kept in a fridge</td>
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<td>Protection starts 15 days after the 3rd tablet</td>
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<td>Protection for 1 - 3 years</td>
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<td>Thyphim Vi, 0,5 ml s. cut / i.m.</td>
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<tr>
<td>Meningitis A &amp; C</td>
<td>Indicated for visits of more than a few weeks</td>
<td>Meninococcique A + C * 0,5 ml s.cut</td>
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<td></td>
<td>to Africa (Sahel or S.E. regions)</td>
<td>Protection : 2-3 years</td>
<td></td>
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<tr>
<td>Japanese Encephalitis</td>
<td>If travelling more than 1 month, particularly in</td>
<td>Japanese Encephalitis (Biken) 1 ml s.cut.</td>
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<td></td>
<td>the rainy season, to rural areas in India, Sri</td>
<td>3 injections : 0, 7, 30 days</td>
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<td></td>
<td>Lanka, S.E. Asia, China</td>
<td>Protection : 1-3 years</td>
<td></td>
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</tbody>
</table>

* avoid these vaccinations if pregnant or immuno suppressed
LEASE AGREEMENT

The following lease agreement is made between Mr./Mrs. _____________________ (hereinafter is called “The LESSOR”) and the International Organization for Migration (IOM) represented by ________________________ ( hereinafter is called “The LESSEE”).

The Lessor has agreed to lease the office premises to the Lessee as set forth below:

1. BASIC AGREEMENT

   The Lessor agrees to provide furnished premises located at (location) to the Lessee
   1.1 The Lessor will make available the premises located to the above mentioned address so long as this lease remains in effect.
   1.2 The contract will be in effect from ____________________ for a period of _______________ months, which will be automatically renewed for further month unless advised in writing.
   1.3 The agreed upon rent for the lease of the premises mentioned in paragraph 1.1 is US Dollar (amount in word) per month for the entire period of the contract. The first payment will be paid in advance for (___) months.

2. OBLIGATIONS OF THE LESSOR

   The Lessor agrees to:
   2.1 Provide functioning electricity supply on a continuous basis.
   2.2 Permit the installation of air conditioners and other fixtures as required by the Lessee.
   2.3 Refrain from charging any additional amounts in relation to the above-mentioned obligations.
   2.4 Undertake any major structural repairs of the office, including plumbing and electrical work.

3. OBLIGATIONS OF THE LESSEE

   The Lessee agrees to:
   3.1 Use the premises exclusively for IOM business activities in _____________.
   3.2 Pay the monthly rent on the signed day of this contract on a monthly basis.
   3.3 Pay for the following utilities: electricity, water, telephone.
   3.4 Ensure that IOM staff handles the premises with care.
   3.5 Provide normal cleaning and maintenance of the premises except for major structural repairs of the building and major plumbing and electrical work, which shall be the responsibility of the Lessor.
   3.6 Return the premises to the Lessor in the same conditions as they were received, except for normal wear and tear.
4. GENERAL CLAUSES

4.1 All the taxes, Government levies or any other payments not mentioned in this contract are to be paid by the Lessor.

5. NON-LIABILITY CLAUSE

5.1 Nothing in this agreement shall imply a waiver by IOM of any privileges and/or immunities enjoyed by the organization or its acceptance of the jurisdiction of the courts of any country over disputes arising out of this lease.

6. ARBITRATION AND JURISDICTION

6.1 Should any disputes arise as to the interpretation, applications or any other question related to the present lease, the dispute or controversy shall be referred upon agreement by the parties to a single arbitrator. The parties agree to be bound by any arbitration award rendered in accordance with this paragraph as the final adjudication of any claim or controversy.

7. DIPLOMATIC CLAUSES

7.1 The International Organization for Migration reserves the right under its diplomatic status to end this lease at any time. The Organization will provide a 30 days written notice of its decision to terminate this agreement and vacate the premises mentioned in paragraph 1.1

7.2 Should a need to invoke the “Diplomatic Clause” arise resulting in the termination of the lease, the International Organization for Migration will be liable for the payment of the rent on the premises mentioned in paragraph 1.1, only up until the expiration of the 30-day period immediately after written notice of the Organization’s intention to vacate the premises is served to the Lessor. The Organization will not be liable for the payment of any further rent or other charges related to the lease which accrue after the expiration of the 30-days notice provided in writing by the International Organization for Migration.

8. PREPARATION OF THE CONTRACT

8.1 It is hereby agreed that the terms and conditions stipulated above have been mutually accepted and understood. Four identical in English and ___________ (local language) copies of this lease have been prepared and shall be signed by both parties to the lease agreement. One copy of each language will remain with the Lessor and the other one with the Lessee.

8.2 The parties agree that the valid language for this contract will be English. No part of this contract may be waived or disputed on the basis of a misunderstanding of the text or any other linguistic difficulty on the part of either party.

Signed on: _____________________

Place: _________________________

THE LESSEE _____________________ THE LESSOR _____________________
## Vehicle Tracking Sheet

<table>
<thead>
<tr>
<th>Date</th>
<th>Vehicle Number or Plate Number</th>
<th>Passengers</th>
<th>Destination / s</th>
<th>Time Out</th>
<th>Estimated Time of Return</th>
<th>Actual Time of Return</th>
<th>Remarks</th>
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Establishing an IOM Presence in Emergency

Essential components

- Office premises
- Personnel
- Staff accommodation
- Vehicles
- Communications
- Equipment and supplies
- Admin and finance system
- External relations

Indicative Day 1

- Look for a hotel.
- Inform Headquarters of your coordinates and contacts.
- Get a car (daily rent) with driver (who will also be the guide).
- Get an hourly rate interpreter (who will also be the all-around assistant).
- See authorities, UN agencies, NGOs, diplomatic mission and donor reps.
- Find an office (secure and close to other international agencies).
- Send sitrep 1 at end of the day.

Indicative Day 2

- See local transporters.
- Negotiate and firm up office lease.
- Find staff accommodation (with working facilities).
- Set up or arrange stable communication line, e.g. start with a Mini-M satcom.
- Survey local banks and procure a safe.
- Look around for initial staffing, e.g. interpreter/admin. assistant; driver/guide; secretary/receptionist
- Send sitrep 2 at end of the day.

Indicative Day 3

- Find more vehicles for the other team members.
- Move to new office and fly the IOM flag.
- Find panel physicians.
- Recruit initial staff (one-month contract).
- Visit IDP / ISP / refugee sites.
- Prepare one-page summary of IOM mission on site.
- Send sitrep 3 at end of the day.

Indicative Day 4

- Procure essential office furniture, equipment and supplies.
- Negotiate with local suppliers for uninterrupted office supplies / maintenance.
- Reconfirm accommodation arrangements of team members.
- Set-up administrative (filing, inventory, etc.) and accounting system.
- Draft staff security / evacuation plan in coordination with FSO.
- If possible, get written support from local authorities on IOM operations.
- Send sitrep 4 at end of the day.

Indicative Day 5

- Meet other team members, if any.
- Brief them on ground conditions and operations.
- Inform Headquarters of arrival of other team members.
- Introduce new team members to local interlocutors.
- Bring new team members to IDP / ISP / refugee sites.
- Hand over service vehicles to new team members.
- Send sitrep 5 at end of the day.
Human Resources Management

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References listed in the text are for internal IOM use only.
Key Points

★ Good personnel are the most valuable assets in any emergency operation. The selection and recruitment of the right person, in the right place, at the right time, for a specific job is crucial.

★ The success of emergency operations depends on the qualities of staff and how they work together. Emergency management requires professional and considerate “people-management.” Effective “people management” requires effective communication and information sharing within the team.

★ All emergency staff are potential managers. They have a responsibility to see that adequate resources and correct and fair human resource systems and procedures are established from the beginning of an operation.

★ Emergency staff need to care for their own—and their colleagues’—health and personal welfare. This includes the provision of reasonable working conditions and a reduction of the stress associated with emergencies as well as necessary responses to unavoidable stress.

★ Humanitarian work is increasingly dangerous. The level of “acceptable” threat to staff is continually increasing. IOM and its emergency managers have a responsibility to see that all staff (both local and international) are not exposed to unacceptable levels of risk. The best solution is risk avoidance or reduction.

★ The individual bears a high degree of responsibility for his/her own security, by being aware of local conditions and sensitivities, and by adhering to basic rules and established personal security discipline. Staff must be aware of potential risk and how to deal with it, including action in worst-case scenarios.

★ IOM is part of the UN security system and should make use of the services it provides.
This chapter complements the preceding chapter on “Deployment and Site Establishment,” which contains guidance on establishing an IOM presence. Most emergency staff will have some managerial role, be it as a team leader or managing one or two colleagues. The following guidance is thus broadly relevant to most staff.

**Code of Conduct** Staff deployed to an emergency operation are the ambassadors of the Organization. Any unbecoming behaviour—be it style of dress, use of inappropriate language (verbal or body), or activity—reflects not only on you, but also on every colleague that may come into contact with the people who witnessed the behaviour. Such witnesses have long memories and IOM may be judged, far in the future, at some remote location, specifically on how someone remembers the event. Know your limitations and meet the criteria spelled out in the oath you made to the Organization upon signing your contract. The IOM staff code of conduct is included in Reference 17.

**Emergency Staffing**

**Assessing Staff Requirements**

An assessment of the volume and nature of the workload may already exist as a result of the earlier needs assessment and plan-of-action which was developed by the assessment team. If it does not exist, you must do your own realistic assessment of workload prospects to determine the initial number of staff required and their qualifications.

The staff required will either be available locally or will have to be seconded from elsewhere in the IOM structure, or recruited outside the Organization. Whenever feasible, it is advisable to have the majority of IOM work carried out by qualified local personnel. A proper balance therefore between the number of local and international personnel needs to be found.
When initially hiring local staff, start with the basics: an interpreter (if necessary) who may also function as the administrative assistant and secretary; and a driver (preferably with a car) who may also function as the operations assistant and messenger. As the operation expands, establish more detailed job descriptions/TORs (see Reference 18 for an example) and a staffing table/organigramme (see Annex 3A).

Determine local staff salary levels. These should be the same as those used by the UN. Ask the Field Personnel and Insurance Unit (FPI), a section under the Human Resources and Common Services Management Department (HRM) in Headquarters, or any UN agencies on the ground for the salary scale.

For project managers and team leaders preparing budgets who want to have an idea of the cost of officials (international staff) in an emergency operation, below are indicative costing examples for P1, P2 and P3 staff using Baghdad as the duty station and a one year assignment duration.

<table>
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<th>Grade</th>
<th>Dependent Rate</th>
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<td>USD 104,792</td>
<td>USD 94,316</td>
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<td>USD 107,239</td>
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<td>P3/step 1</td>
<td>USD 133,623</td>
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These estimated/indicative rates include: salary, post adjustment, mobility and hardship allowance, family allowance, assignment grant, health insurance, accident and illness insurance, provident fund, cash in lieu of annual leave, repatriation grant, hazard pay, rest and recuperation, and special allowance. These rates exclude provision for possible entitlements such as: appointment and repatriation travel, removal, rental subsidy, home leave, education grant and education grant travel. Any actual costing should be provided by HRM as some unit items change every month.

Selection and Recruitment of Staff

Local staff are hired locally. International staff are hired by Headquarters. Both must complete and submit the IOM Personal History form (see Annex 3B; an Internal IOM Application form is included for easy reference).

National staff For immediate short-term needs, it is often possible to identify candidates for local employee positions from the rosters of established local counterparts, e.g., UN agencies, NGOs or Embassies, without advertising in the local press. In the long run, however, it is better for the IOM team to be independent and do its own advertisement.
Sometimes, due to the urgency of staffing establishment and language limitations, there is a temptation to hire candidates from the same household. This must be avoided as much as possible to avoid future accountability problems. In all cases, staff members who are related in any way should never be in a supervisor-supervisee relationship.

Prepare yourself for interviewing applicants. Interviews should be kept friendly and informal, so as to put the applicants at ease volunteering work-related information. Overly personal questions must be avoided. Medical aspects will be covered on the EOD Medical Examination and the applicant’s family situation/constraints will be reported in the Personal History Form (Annex 3B). Obviously, it is essential to establish from the very beginning the correct family name for each applicant. Details of the IOM interview protocol are included in Reference 19.

Inform applicants that IOM employees (national staff) normally earn similar salaries as their counterparts (similar qualifications, experience and responsibilities) in the local lead UN entity. If the UN is not present, salaries of the diplomatic community or National Civil Service personnel may provide alternative guidelines. The emergency team must obtain the ongoing UN scale for local employees and send it to Headquarters (HRM), which will send back an approved pay scale. If you cannot obtain the UN scale, HRM must be informed and will attempt to obtain it.

You and your office must not establish “ad hoc” salaries, especially not higher than those of your international partners in the emergency operation (UN, NGOs, Embassies, etc.), without explicit case-by-case authorisation from Headquarters.

**International Staff** The Staffing Unit (STU) will handle the selection and recruitment of international staff; field teams are expected to assist in this selection process as required. In emergency operations, initial recruitment of international staff is usually short-term. These staff will facilitate an increased workload, fill in gaps in staffing and provide other temporary assistance as required for emergency operations. Details on the selection and recruitment process can be found in Reference 20.

Send STU a list of needed emergency positions including functional titles, a brief and specific summary of functions or TOR (Reference 13), the envisaged grade and the project code to be used. STU will identify suitable candidates from the Emergency Response Roster (ERR) or the General Internal Roster (GIR). If not available from these sources, STU also has external possibilities such as stand-by emergency personnel arrangements and the emergency personnel network.
There are many potential emergency programme and health issues which need to be addressed by either a Medical Officer or a Public Health Expert. A health professional needs to be part of the planning and assessment phase of each emergency operation. Non-medical staff should not decide on possible health activities for the Organization and should not be in charge of hiring or supervising medical staff, other than routine administrative supervision. MHS at Headquarters or a designated IOM Medical Officer in the field is responsible for hiring health professionals, in coordination with respective field missions.

Some foreign residents may volunteer to work for IOM. Coordinate with STU. Before reporting such applications, ascertain that their accident/health insurance is comprehensive and covers them even when at (volunteer) work and also whether they expect an IOM stipend for this (and if so, the amount). STU will come back with a decision. Note that generally, IOM does not encourage this practice.

**Entry on Duty (EOD) Medical Examination**

All new local hires must undergo an EOD Medical Examination if they are hired for three months or longer, expected to be extended over three months, or will drive IOM vehicles. The procedures are set out in the General Instruction 612 Rev. 5 of March 2001 (Reference 21). A flowchart summarising these rules and procedures is shown below. If there are any doubts or questions in this regard, consult with OHU in Headquarters.

The team leader will identify and make arrangements with the UN or diplomatic panel of physicians, if available, or other local physicians who can perform the EOD medical examination. The full cost of the EOD medical exam is borne by IOM.

Without exception, all international staff will undergo the EOD medical exam before travelling to a duty station.
Conditions of Service

Length of Employment

IOM normally prefers to issue contracts of longer duration in order to decrease administrative work and give better work security to staff. An emergency operation, however, needs a certain degree of flexibility. Therefore, contract duration will vary depending on the operational activities, staff position and funding availability. Often staff are given one month contracts to start with, which are then renewed as needed until an assessment of the volume and nature of the workload warrants longer-term contracts. As the situation/operation stabilises, a longer contract may be given. This is applicable to both national and international staff. Contracts of international staff are handled/extended by Headquarters.

Local Staff Contracts

There are basically two types of contracts: a Special Contract (Annex 3C) and an Hourly/Daily Contract (Annex 3D). The Special Contract is given for contracts with one week or longer duration, while the Hourly/Daily Contract is used for shorter contracts. The rate calculation for the Hourly/Daily contract is found in Annex 3E. The employee should have one copy and another copy should be kept in the employee’s personnel file at your office.

Local Staff Working Hours

To the extent practical and possible, IOM local staff should work a “standard condition” and duration work week (40 hours per week) even in emergency and post-emergency operations. Recognising, however, that emergency and post-emergency operations often cannot be easily timed or contained in definitive job descriptions and that the desired “standard condition” work week cannot always be accommodated, it is the responsibility of the Team Leader to rationalise staff working conditions in a fair and explainable manner. Any excess work hours should occur only for a limited duration before either (a) the staff member is given adequate compensatory time off and/or (b) additional staff are employed to reduce the incumbent’s excess work hours. The limited duration must be measured against actual field conditions and should never exceed four weeks. Exceptional circumstances that result in staff working significant extra hours for more than one week periods must be documented by the Team Leader along with a justification and the intended compensatory plan.
Overtime

Employees who work on official holidays, non-working days, or in excess of IOM’s normal working week of 40 hours usually receive compensation subject to advance approval by the Head of Office/Team Leader or his/her authorised representative in advance of those extra hours of work. Overtime is computed to the nearest quarter of an hour. There is no entitlement to overtime when the employee is in travel status and in receipt of travel allowance.

“Ordinary overtime” is the amount by which total authorised work hours on work days (and Saturday mornings where applicable) exceed the 40-hour workweek. This workweek is reduced, for computation purposes, by any official holiday/authorised absences from duty requested by the employee.

“Special Overtime” is the number of authorised hours of work on Sundays, official holidays and Saturday afternoons (where applicable).

Except as indicated below, all overtime is to be compensated by compensatory leave which must be taken in the three months following the month in which the overtime was performed.

If, due to exigencies of the service, overtime is not compensated by compensatory leave, it will be compensated in cash—at the end of the third month following that in which it was performed, at the following rates:

- **Ordinary overtime**: 150 per cent of base hourly salary.
- **Special overtime**: 200 per cent of base hourly salary.

\[
\text{The base hourly salary} = \frac{\text{Monthly base salary x 12}}{52 \times 40}
\]

Compensatory leave is leave with pay granted for overtime of one and a half hours per hour of ordinary overtime or two hours per hour of special overtime. Credits of compensatory leave must be used before annual leave is taken. The actual granting of compensatory leave—as is also the case for annual leave—is subject to the exigencies of the service.

The Overtime Request and Record form is in Annex 3F. Reference 22 is the General Instruction on overtime worked in emergencies (GI 1241, December 1999). Also annexed are Attendance Record forms for national as well as international staff (Annex 3G) as well as the Leave Request form (Annex 3H). Attendance records and leave request forms should be used and maintained early on in an emergency operation.
Hazard Pay

Hazard pay is provided to both nationally and internationally recruited staff who are working in countries and regions considered to be extremely stressful and insecure. The rules and methods of calculation can be found in Reference 23. The list of countries and regions covered are regularly updated by HRM following updates received from the UN. It can be found in the quarterly updates provided by HRM to all missions.

Insurance

All IOM staff should have insurance coverage for occupational accidents and illnesses. Local staff are covered by the Compensation Plan (CP). The CP (Reference 24) provides occupational accidents and illness coverage which may occur from the moment staff leave home for work to the moment they return home from work. The CP provides reimbursement of medical expenses as well as compensation payments in case of temporary incapacity to work, permanent disability or death. It is mandatory for staff who are not already covered by another IOM insurance for the same type of benefits in case of occupational accidents and occupational illnesses. Staff who are paid and coded through the payroll on account codes 3051 or 3052 are automatically reported to Headquarters. Staff who are paid and coded in other ways need to be reported separately. See “staff reporting” later in this chapter. HRM arranges insurance coverage for international staff.

Insurance for non-occupational accidents and illnesses should be arranged through the national social security system or through IOM. The insurance option depends on specifics in the location. Discuss with HRM. If IOM is to provide coverage, the Medical Self Insurance (MSI) can be set up as a temporary measure until the Medical Service Plan (MSP) is established.

International staff with contracts subject to the Staff Regulations and Staff Rules (SRRs) will find details on insurance in Annexes B and C of the SRRs. International staff with special contracts should get these details either from their Administrative Officer on site or from Staff Administration (STA) in Headquarters.

For high-risk locations, there is the Malicious Acts Insurance (MAI). The MAI (Reference 25) covers all IOM staff, local and international, working in hazardous duty stations in case of death or disability caused by a malicious act. The MAI benefits are given on top of any other accident or life insurance IOM staff members may have and the premium is paid 100% by IOM. Note that coverage may be denied if staff violate security rules set forward by the FSO or DO.
Human Resource Management

Staff Induction

Staff recently employed for a newly started IOM operation in the context of an emergency, will probably be overwhelmed with IOM’s and their own roles. The team leader must prepare suitable induction information/orientation to provide to the staff at their initial briefings.

Internationally seconded or recruited staff should be briefed on the mission of the operation and on their own specific TORs. This will also help clarify aspects that are unclear. As noted in the preceding chapter, international staff are encouraged to obtain as much information as possible on the duty station’s local and national situation.

Locally recruited employees should receive the same briefing as that provided to internationally seconded or recruited staff and any additional information specific for local staff.

It is important for all staff to know what IOM is and its mandate as well as its specific activities in the country/region. Thus, a good overview of IOM is requisite for new staff—international and national. Existing IOM brochures may come in handy and may be obtained from the recruiting IOM Mission or IOM HQ. The Staff Development and Training Unit (SDT) has an interactive “Staff Induction CD-ROM” which is also an excellent source of IOM orientation information and materials. Copies are available from SDT.

Induction is also the best time to assign the staff security focal point, the gender focal point, and the information focal point (if there is no information officer on the team). The staff security focal point should be trained in staff security and safety issues and closely cooperate with the UN Field Security Officer (FSO). The role of the gender focal point is to ensure a positive and non-discriminatory work environment and policies in IOM as well as to ensure greater efficiency in the implementation of IOM’s gender mainstreaming strategy of its programmes and activities. In the absence of an information officer, the information focal point’s role is to deal with both the internal and external information needs, e.g. reporting.

Directing and Motivating the Team

In emergencies, the workload is heavy and working hours are long. It is important that staff feel committed and motivated to carry out their work, while respecting and trusting their leadership. A good leader handles many tasks—directing, listening, communicating, motivating and supporting.
Staff need guidance, but they also need to understand the chain of responsibilities within which they operate, and upon whom they can rely for leadership support. This can be achieved by:

- Assuring that all new staff receive a briefing and induction that explains IOM, the operation, their contract and the working and living conditions.
- Establishing clear objectives through collective planning sessions.
- Developing realistic TORs with each staff.
- Giving the staff honest, fair and clear feedback on their work.
- Consulting and listening to staff regularly (e.g. through regular meetings or one-on-one contact).

Staff are most productive when they have a clear idea of what is expected of them, both on a daily basis and over the longer term. The mission needs a common vision that is understood and accepted by all staff. The team leader needs to help the team set priorities and define roles and responsibilities. Periodically, staff need to be given an opportunity to share their ideas on these priorities. An emergency operation needs staff/teams who suggest new ways of doing things, since opposite views and constructive criticism can benefit the operation.

Staff members also need to receive feedback on their performance and achievements. Staff have to be told of their strengths and development needs for future assignments, and be given opportunities to develop.

In situations where constant decision-making is required, the span of control should be limited to a few senior team members. This facilitates decisions and thus the operations.

**Difficult Decisions**

Issues concerning individual staff members or team relations will arise. It is important to handle such problems as they occur. Team leaders risk losing the respect of their peers and employees if they ignore problems that negatively affect the whole team’s success or morale. Leaders need to tackle and provide guidance on tough issues when the first sign is noticeable. “Letting the problem solve itself” is not a good management practice.

If a difficult decision must be made (such as the termination of a contract, the reorganisation of priorities in the operation, or assignment to new tasks), the following tips may be helpful:

- Prepare, in writing, a logical case of what the present circumstances are, what must be done, how, and why. Think of alternative scenarios.
- Carefully analyse various alternatives and creative ways to solve the issue.
- When you have thought the issue through as clearly as possible, contact the relevant unit in Headquarters, preferably by phone, and discuss the issue.
- Weigh the advice from Headquarters carefully. While they are not on-site with your personal view of things, they have often had similar experiences and may be able to counsel a less disruptive alternative.
- When it is necessary to take decisions that may be unpopular, explain why it is necessary without giving in to negotiations.
- When you communicate your decision, share the background and data to support your actions.
- Don’t forget the “people” side of making tough decisions. Be prepared to deal with reactions from other staff and operational partners and to direct people to resources (internal or external) that will help them deal with the impact of the decision.

**Disciplinary Measures**

If a disciplinary action has to be taken, the Team Leader has to resort to a measure commensurate with the gravity of the offence committed. In most cases, it is usual to issue a warning, either verbal or preferably written, to give the staff the opportunity to change or improve before proceeding to more drastic action. Before considering drastic disciplinary measures, e.g. termination or dismissal of staff, the Team Leader should refer the matter to Headquarters for consultation and prior approval.

**Promotion and Upgrade**

In some cases, the Team Leader feels that a staff member’s continuous good performance at his/her tasks or an exceptional academic and experience background warrants promotion/upgrade. Good performance and background play an indirect (albeit important) role in the promotion process, but good performance “per se” is, in a way, expected of all of us, and an exceptional background could mean the field office recruited (by choice, or lack of other alternatives) an overqualified applicant.

Based, however, on a staff member’s good performance/background, he/she may be assigned added duties and responsibilities. It is the duties/responsibilities added to a position which provide the justification for its reclassification and, therefore, the promotion/upgrade of the incumbent. Promotion/upgrade during emergency operations is to be avoided as much
as possible. There are various issues linked to it that if not considered comprehensively could impact on the effectiveness of the operations. Consult with HRM before taking any action.

**Staff Reporting**

Staff reporting to Headquarters is part of standard field personnel management routines. This is particularly crucial in emergency operations where staffing needs are as fluid as the operations. Staff reporting is important to make sure Headquarters is always up-to-date on the actual staffing strength and needs on the ground. During the first few weeks of an operation, this can be done through the Weekly Staffing Status Report (Annex 3I). Before the tenth of each month, the Personnel Establishment Form (Annex 3J) has to be submitted to FPI in HRM indicating the staffing situation at the last day of the previous month.

To ensure Compensation Plan coverage, staff should either be paid through the payroll and coded to accounts 3051\(^1\) (regular staff and service staff\(^2\)) and 3052\(^3\) (temporary staff) or a separate report has to be sent to FPI, indicating the name, the duration, and the salary of the persons.

**Staff Appraisal**

Ideally, all staff, international and national, must undergo a performance appraisal every six cumulative months of service. If too cumbersome, this appraisal should occur at least each time the field programme makes a transition from one phase to another. As of the writing of this manual, IOM Administration is reviewing the staff appraisal system to develop a new one. In the meantime, the 1991 staff appraisal instruction and form (Reference 26) will continue to be used.

**Rest and Recuperation**

The rest and recuperation travel scheme or “R&R” (Reference 27) is for staff members (international staff) serving in field locations where the work environment is extremely stressful, insecure, isolated or lacking the most essential commodities. It is not to be considered as a compensation element for the hardship level or security rating of a duty station as various special packages and incentives already exist within the system. Rather, it is a means of ensuring that staff have the opportunity to periodically absent themselves from such locations. Staff authorised to travel on “R&R” will receive a lump sum payment and be responsible for making their own travel arrangements. The lump-sum payment covers transportation and related costs and a living allowance to help with accommodation expenses.
Please note well that entitlement to R&R is not cumulative and cannot be
saved for later. Unused R&R trips will not be payable upon separation. An
entitlement not exercised 30 days before the expiry of an assignment or
re-assignment will be forfeited. Striking a balance between staff availing of
R&R on schedule and meeting the emergency’s operational needs can be
tricky at times. The staff concerned and the Team Leader should have regu-
lar dialogue and plan in advance appropriate measures and alternatives.

Separation from Service

Although some emergency staff may have the opportunity to be employed
in IOM for a longer period, employment in emergency operations is, as
mentioned earlier, usually short-term. Thus all staff have to be prepared for
eventual separation from service. The Team Leader should try to ensure
that the separation process is conducted in a smooth manner and as free of
conflict as possible. In this regard, exchange of information and effective
communication are of utmost importance. Separation of international staff
is handled by HRM and of the local staff, by the field administration. The
full text of IOM guidance on staff separation is included in Reference 28.

Staff Security and Safety

Personal security, as well as that of your colleagues, is your highest priority
when in an emergency operation. The death or injury of a team member is
a very real possibility in emergency operations. Actions in the face of risk
are of two kinds: either one attempts to eliminate or reduce risk before
anything happens, or one tries to react and manage the situation appropri-
ately, once something does actually happen. Here are a few general points:

• IOM is part of the UN security system. Ask for their assistance with
  briefings, guidance and advice both to individuals and to operations.
• Consult routinely with the IOM Staff Security Unit (SSU).
• A team needs to assess and plan explicitly for risk within a specific
  emergency context. This should lead to a prioritisation of risks,
  and the action to be taken, by whom and when, to reduce it,
  prepare for it, and react to it, if it becomes a reality. Safety (road,
  fire and occupational) should be considered along with personal
  and institutional security issues.
• Appointing a team focal point for staff security and safety issues and
  providing him/her with the guidance and support necessary to carry
  out his/her function is necessary. The person should be trained for
  this purpose and be sensitive to the needs of the team, both men and
women. He/she should closely cooperate with the UN Field Security Officer (FSO).

- Standard Operating Procedures should be set and adhered to rigorously. This requires the adoption and dissemination of such procedures. It also requires a system of monitoring and sanction for disregard for the procedures.

- A security briefing should be a standard part of all staff inductions, and regular updates of security conditions should be shared with all staff.

- Staff need to be appropriately equipped to identify and deal with relevant risks. This includes the supply of communications equipment, safe vehicles, protective clothing and specialised security and safety equipment for both vehicles and the office.

- Appropriate risk and threat monitoring capacities need to be put in place, as a continual follow-on from assessments. A reporting system and simple database for recording incidents is recommended. (This should be designed and managed in a manner so as not to further jeopardise anyone, however.) Recording security incidents could be as simple as noting the “what, who, when, how, why and where.” Adding a brief description of the circumstances and suggestions for possible ways of avoiding it in the future would be very helpful.

- Help staff by distributing materials, such as the UN’s “Security in the Field” handbook and providing training and briefings by the FSO for example.

- Staff should be discouraged from undue risk taking. A judicious choice of Team Leader for each emergency operation is required according to her/his security track record and perceived reputation.

- How you are perceived and accepted is central. This in turn, depends considerably on how you behave and portray yourself or your operation. The way assistance is provided (e.g. to certain populations in a given region, and not others) is potentially of direct relevance to risk levels. Impartiality and non-discrimination are key to preserving the perceived integrity of humanitarian operations and their workers. Promotion of, knowledge of and respect for humanitarian law, ethics and principles are basic requirements.

In particular, staff should be aware of the dangers of being perceived as implementing the agendas of individual governments. The potential risks associated with “visibility” (publicity for your organisation and work) need to be understood. Too high a profile, flag-waving and ostentatious show of resources (e.g. expensive vehicles) may sometimes be dangerous. Carefully consider your situation.
In summary, staff need a *strategy* to protect themselves. Part of the success of any such strategy is the willingness to declare a halt to activities when risk is deemed to have passed a threshold of acceptability.

**UN Security System**

IOM signed an MOU with UNSECOORD in March 1998 (Reference 29) and is now part of the UN security system. Therefore, as part of the Security Management Team (SMT), IOM should be invited to the UN inter-agency security meetings. Staff need to know the UN security system in general and the particular arrangements for their specific operations. The following describe key roles within the UN security system:

- The Designated Official for security (DO) is the key person in the United Nations Security Management System. The DO will be held accountable directly to the Secretary-General, through the United Nations Security Coordinator, for ensuring the security and safety of United Nations personnel.

- At Headquarters, the United Nations Security Coordinator (UNSECOORD), acting on behalf of the Secretary-General, is responsible for all policy matters related to security, as well as for decisions related to all aspects of evacuation.

- The DO will constitute a Security Management Team to advise him or her on all security-related matters. The SMT consists of the heads of agencies, including IOM.

- In high-risk security situations, the SMT can decide to appoint a full-time FSO to assist and advise on all matters related to security.

- The primary responsibility for the security and protection of staff members, their spouses, dependants and property, and of the organisation’s property, against disturbances in the host country rests with the host government.

**Security Phases**

The security plan addresses five phases of security activity, as follows:

- Phase One — Precautionary
- Phase Two — Restricted Movement
- Phase Three — Relocation
- Phase Four — Programme Suspension
- Phase Five — Evacuation
The DO has the authority to implement Phases One and Two and notify the Secretary-General through the United Nations Security Coordinator. Phases Three, Four and Five will be declared by the DO only when the authorisation of the Secretary-General has been obtained through the United Nations Security Coordinator. In the absence of the ability to communicate with the United Nations Security Coordinator, the DO is authorised to use his/her best judgement in implementing Phases Three, Four or Five and reporting to the Secretary-General through the United Nations Security Coordinator immediately thereafter.

Phases One and Two may be downgraded by the DO. Phases Three, Four and Five will be downgraded by the United Nations Security Coordinator on the advice of the DO.

The Phases do not have to be implemented in order. Depending on the situation, it is possible to go, for example, directly from Phase One to Phase Three.

**Security Guidelines**

**Information**

- Keep phone numbers of relevant in-country/neighbouring/Headquarters staff and offices up-to-date and accessible at all times.
- Prior to initiating new activities, IOM should seek to obtain the consent of all parties involved (e.g., factions or groups in conflict); consent may be a signed document authorising action or a notification of action to be taken.
- Neutrality and impartiality (meaning that, in principle, all engaged groups are entitled to avail themselves of the same humanitarian services) must be maintained by IOM. This intent should be clear to all parties.
- Act with transparency, but also be sensible with sensitive information.
- Respect confidentiality. Avoid intentionally or accidentally spreading rumours; never discuss any military movements or actions.
- When in remote locations, be in constant touch with the base via IOM radio network or through other agencies’ networks. See also the section on “Vehicles and Equipment” in Chapter 2.
- Know where radio/telecom equipment, e.g. Mini-M satcom, is available.
- Know travel guidelines (UNSECOORD’s and IOM’s) and communications regulations.
Identification

- When working in designated risk areas, IOM staff should always be clearly identified from the local civilian and military population. (Use or wear IOM stickers, hats, pins, T-shirts or armbands.)
- Do not wear any clothes resembling the military (e.g. camouflage or fatigue colour).
- Generally, it is encouraged to display visibly and prominently the IOM flag/logo in offices (or tents) and vehicles. This stands as a symbol of impartiality and neutrality. In some situations, however, this may pose an invitation to an assault. Display IOM identity as appropriate in light of local conditions.
- Carry your IOM ID card at all times; ask Headquarters to supply one if you do not already have one. (If available, a UN certificate or ID should also be carried.)

Protective equipment in high-risk zones

- Wear flak jacket and kevlar helmet with IOM markings or in IOM blue colour.
- Consider using armed UN escorts or UN vehicles. Armed non-UN escorts are used only in extreme situations and should be decided in coordination with other agencies and implemented with prior approval from Headquarters.

Personal attitude and behaviour

- Limit going out at night to essential trips only.
- Plan your trip, evaluate the risk, and obtain local security clearance if required by the FSO. Follow security guidelines and curfew hours.
- When going out (either alone or in a group), always inform a colleague about your destination, route, means of travel, and anticipated return time.
- As much as possible, avoid going out alone. Use the buddy-system (even with vehicles)—go out in pairs.
- Strictly observe local customs and regulations (such as curfew). Respect local culture and tradition. Don’t look down on the local population.
- Never carry weapons or exhibit aggressive behaviour. Never antagonise or speak ill of any party either privately or publicly.
Use the existing, on-site security mechanisms of the UN as IOM is part of the UNSECOORD arrangement.

If you perceive that IOM or you have become a target, leave the immediate area as soon as possible. (Consult the Team Leader or Headquarters first only if time permits.)

Carry cash (USD) in small denominations.

Using alcohol or narcotic substances increases the likelihood of inappropriate and aggressive behaviour and decreases the level of vigilance and psychomotor control which are essential in emergency situations. Team Leaders should watch for any signs of alcohol abuse, including the use of alcohol to cope with symptoms of stress.

**Physical and mental health**

- Excellent physical and mental health are needed in high-risk areas.
- Know how to recognise personal fatigue (in yourself and in your colleagues) and insist on adequate, regular rest.
- Learn how to cope creatively with stress.
- Relieve stress by talking and listening to colleagues.
- Eat regularly and rest whenever possible; conserve energy.

**Security incident** (e.g. if accosted at gun point, a vehicle is taken or a room/office is looted):

- Stay calm; avoid quick or unseen movements; try to talk calmly.
- Keep your hands visible at all times and, if so ordered, keep them up.
- Do not attempt to argue with, physically restrain or disarm the attacker. Let them take any material goods they are looking for.
- If there is a female colleague among the group, consider requesting her to speak for the group. According to security experts, experience/statistics show this often calms a situation. This, however, depends on the cultural background and personalities involved.

**If taken hostage**

- Be cooperative and obey the hostage-taker.
- Stay calm, avoid quick and unseen movements.
- Speak softly in a low voice and in clear short sentences.
- If there is a rescue attempt by force, drop immediately to the floor, seek cover and identify yourself.
Evacuation plan

Being part of the UNSECOORD arrangement, IOM is also part of the UN evacuation plan. The development of a UN evacuation plan is usually done through the coordination and leadership of the Designated Official for Security (DO) or the FSO. It is advisable however to have a back-up evacuation plan for IOM just in case the UN’s evacuation plan does not work. This evacuation plan can be short, clear and simple. A sample back-up evacuation plans is in Annex 3K, while a generic IOM field evacuation plan is included in Reference 30.

Guidelines on landmine threat and incident

IOM staff should receive advice and guidance on landmine threat and incidents from the FSO or DO as well. Ask for it if needed. The guidelines in Reference 31 can be used in addition to what IOM staff receive from UNSECOORD.

Personal Security

Whenever you are in an emergency operation, always keep in mind the following basic personal security principles:

- Know your environment
- Always be alert, avoid routine and don’t draw attention
- Maintain communication with your colleagues
- Use common sense and initiative; follow your intuition and instincts
- Plan, be paranoid and prepare for the worst
- Be methodical and disciplined to security issues

Health, Stress and Staff Support

In emergency situations, personal health is of obvious importance. Often, staff do not take sufficient care of themselves and of colleagues, giving instead, priority to work. Some of the following points have already been referred to in the section on “pre-departure,” but they merit reiteration.

Make sure you have a medical kit (c/o OHU). Take any special medicines or materials you may need. Common illnesses in emergency situations include diarrhoea, hepatitis and malaria, all of which are preventable. Staff should be sure they have received all necessary vaccinations (e.g. hepatitis A, hepatitis B, polio, tetanus, diphtheria, yellow fever, typhoid, etc.) prior to deployment and have started malaria prophylaxis, if recommended. Some of these vaccinations
require two or more doses administered over a period of time. Consult OHU for an optimal individual vaccination plan, taking account of previous vaccinations and time constraints.

**Pay particular attention to health guidelines for the area where you will be working.** This pertains to all IOM staff, but particularly to expatriates, who often have no experience with local living conditions. The initial period after arrival to a new environment, such as the tropics, is usually the most problematic. Recent arrivals must contend with the implications of different living conditions while still unaccustomed to the sun and high temperatures and lacking the intestinal bacterial flora needed for the new environment.

**Assure rapid access to a qualified physician.** In the event of serious staff illness or accident, it is important to know beforehand how to reach medical staff and supplies quickly. Identify as soon as possible how to get access to appropriate health care, e.g., medical NGOs, the ICRC, or local sources. If a serious illness or accident occurs, notify Headquarters (OHU) as soon as possible.

**Define procedures for possible medical evacuation.**

**Be familiar with the contents of the IOM medical kit and their uses.** Note also the guidance on the prevention of food/water-borne diseases. A WHO leaflet on this subject is included in the medical kit.

**Get a medical debriefing after an emergency deployment** to identify any medical problems acquired during deployment as well as the effects of cumulative stress.

A directory of Headquarter units and support functions is in Annex 3L. If this is unclear, contact EPC or the assigned Headquarters focal point.

**Stress**

IOM emergency operations are often carried out in unfamiliar areas under difficult working and living conditions. Hours are long, responsibilities are many, support is minimal. It is critical, therefore, for individuals to prepare for stress before it occurs, to recognise the signs when it occurs and to effectively deal with the situation before it becomes a significant problem. OHU can provide staff with copies of the ICRC brochure on coping with stress.

Production of adrenaline in stressful situations gives the body the possibility of dealing with the crisis. If the situation is too intense, however, it may go beyond the person’s capacity to deal with it (critical incident stress). In addition, if the stressful situation is prolonged over time or re-experienced a
number of times (cumulative stress), it may become problematic and could create various difficulties ranging from loss of efficiency, tiredness or discouragement to burnout or breakdown. A checklist for identifying “burn out” is included in Reference 32. IOM studies have noted two points in particular:

1. That **locally employed staff** whose families remain in the affected area may experience stress differently from non-local staff, especially in and following an acute crisis.

2. That **Team Leaders** have a responsibility to limit work loads in emergency (and non-emergency) conditions.

Practical steps can and should be taken by the Team Leader to avoid generating unhealthy levels of stress in the workplace for both local and non-local staff. They include:

**Establishment of clear roles**, responsibilities, reporting lines, levels of discipline and general working conditions (including contractual conditions) within the team.

Regular **consultation with staff** about workloads, deadlines, objectives, and the distribution of tasks within the team.

**Support and guidance** to staff in their work (including the provision of adequate tools and equipment for the job).

Establishment of and respect for **reasonable working hours** and regular periods for recreation according to the situation.

**Fair recognition** for work done.

**Staff meetings.** Hold regular staff meetings where each person feels part of a team and is encouraged to discuss any stress or fatigue they are experiencing. No team member should be afraid to request assistance or be uncomfortable about admitting that they are experiencing stress. Emergency situations naturally produce it.

**Staff rest time.** Emergency situations often mean long hours, no weekends off, and poor living conditions. Set up a roster where staff rotate time off (and hopefully away) from work for at least a day out of every fifteen, for example. This should help improve stamina and personal focus once staff resume their assigned tasks.

**Rotation of tasks.** A change can be as good as a rest. It is healthy for staff to change tasks periodically both to broaden their understanding of the entire operation and to avoid leaving someone overly long in an isolated or “undesirable” position.

In cases of prolonged or critical incident stress, professional advice should be sought.
Critical Incident Stress

Critical incident stress usually results from exposure to an event that is sudden, violent and beyond the range of normal human experience. An example is witnessing a violent death. Such events temporarily overwhelm a person’s normal capacity to cope. Reactions to critical incident stress can be immediate or delayed. It is important to remember that the reactions cited in the checklist (Reference 33) are normal reactions of normal people to abnormal events. Reference 33 is not a comprehensive list, but it gives examples of what people may experience following a critical incident.

Depending on the crisis and your reaction to it, a post-crisis phase may take time to pass. For some, the “high” experiences during a crisis persist for days or weeks, others find the letdown sudden. Some may go through a grieving process, feel depressed, have flashbacks or intrusive images which bring anxiety and continued stress, and find it hard to let go and move on to new activities. Still others find that once a crisis is over, life quickly becomes normal, and feel a sense of new beginning. These people may have experienced other crises and disasters, may feel an enhanced sense of competence for having faced and coped with the situation, or may find reaching “closure” on an event easy.

Staff at all levels in an emergency team should agree to pair up to keep an eye on each other’s stress and fatigue levels. Supervisors and staff alike need to allow themselves to trust a colleague in this respect. The team leader who tells a colleague, “Remind me to eat, and get me out of here well before midnight—I’m no good after a 16-hour stretch” is setting a positive example for his/her team members.

Many sources of materials on stress management exist and have been used for this section. Additional information and materials are available through OHU at Headquarters. Professional, confidential advice is available through direct contact with Dr. Harding (OHU) or from IOM medical staff in the field.

1 Expenditure code of all costs for employee’s salary and allowance, whether full or part-time, under regular contract with IOM and with an assigned position number.
2 Service staff include cleaner, janitor, cook, laundry person, night watchperson, manual worker, etc. under IOM contract given entitlement to fringe benefits or allowances.
3 Expenditure code to cover special situations where the short-term employment of personnel for replacement duties or to meet unforeseen need is unavoidable.
4 Additional important reference document, Coping with Stress, published by ICRC; Surviving Disasters and Crisis, CIDA in country Orientation Program, Manila, Philippines, 1990; Coping with Stress in Crisis Situations, OMS 3, UNHCR Training Section, Geneva, July 1992; Managing Stress in the Field, published by IFRC.
If you are applying for a specific **Vacancy Notice**, please quote relevant position title and vacancy number.

### PERSONAL HISTORY

1. A) **Surname**
   B) **First Name**
   C) **Middle Name**
   D) **Maiden Name, if any**

   B) List any other names used

2. A) **Permanent Address**
   B) **Telephone No.**

3. A) **Present Residence** (Specify City, Province or State, Country)
   B) **Since** (date)
   C) **Until** (anticipated date)
   D) **Telephone No.**

   E) **Place of Birth**
   F) **Date of Birth**
   G) **Citizenship at Birth**
   H) **Present Citizenship**

4. A) **Passport or Identity Card No.**
   B) **Date of Issue**
   C) **Place of Issue (in full)**

5. **Sex** (Check)
   Male ☐ Female ☐

6. **Marital Status** (Check)
   Single ☐ Married ☐ Widower ☐ Divorced ☐ Separated ☐

7. **Have you any dependents?**
   Yes ☐ No ☐

   If answer is "Yes" give following information:

   **Name** | **Age** | **Relationship** | **Name** | **Age** | **Relationship**
   -------- | ------- | ---------------- | -------- | ------- | ----------------
   [ ]      | [ ]     | [ ]             | [ ]      | [ ]     | [ ]             
   [ ]      | [ ]     | [ ]             | [ ]      | [ ]     | [ ]             
   [ ]      | [ ]     | [ ]             | [ ]      | [ ]     | [ ]             
   [ ]      | [ ]     | [ ]             | [ ]      | [ ]     | [ ]             

8. **LANGUAGES**
   (List mother tongue first)

   **READ** | **WRITE** | **SPEAK**
   -------- | -------- | --------
   Excellent | Good     | Poor     | Excellent | Good     | Poor     | Excellent | Good     | Poor     
   [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      
   [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      
   [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      
   [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      | [ ]       | [ ]      | [ ]      

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9. EDUCATION: Give full details, using the following space in so far as it is appropriate of schools or other formal training or education from age 14 (e.g. high school, technical school, apprenticeship, university or its equivalent):

<table>
<thead>
<tr>
<th>Name and Place</th>
<th>Type</th>
<th>Years attended</th>
<th>Certificates, diplomas, degrees or academic distinctions obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>From</td>
<td>To</td>
</tr>
</tbody>
</table>

10. A) Indicate speed in words per minute (if applicable)  
    B) List any special skills you possess and machines and equipment you can use

<table>
<thead>
<tr>
<th>Shorthand</th>
<th>English</th>
<th>French</th>
<th>Spanish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. List all organizations with which you are or have been affiliated. This list is to include all affiliations, whether social, professional, fraternal, etc.

12. List activities in civic, public or international affairs and name any significant publications you have written.

13. For what kind of work do you wish to be considered?

14. A) Are you willing to accept a post requiring travel?  
    B) Would you accept short term employment?  
    C) Would you accept an emergency field assignment at short notice?

15. In the event of your being selected, how much notice would you need before appointment?

16. Have you any objections to our making inquiries of your present employer?  
    Yes [___]  
    No [___]
17. EMPLOYMENT RECORD: Starting with your present occupation, list in reverse order each activity in which you have been engaged, accounting fully for your time. List military service and any period of unemployment of more than six months' duration. Use a separate block for each period and additional sheets if necessary.

<table>
<thead>
<tr>
<th>Present or most recent occupation</th>
<th>Annual emoluments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates (From (month/year) To (month/year))</td>
<td>Description of duties and responsibilities</td>
</tr>
<tr>
<td>Business or organization (name and address, including city)</td>
<td></td>
</tr>
<tr>
<td>Title of your post or occupation</td>
<td>Name of Supervisor</td>
</tr>
<tr>
<td>Number and kind of employees supervised by you</td>
<td></td>
</tr>
<tr>
<td>Personal address during this period</td>
<td></td>
</tr>
<tr>
<td>Reason for leaving</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Dates (From (month/year) To (month/year))</th>
<th>Total annual emoluments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business or organization (name and address, including city)</td>
<td></td>
</tr>
<tr>
<td>Title of your post or occupation</td>
<td>Name of Supervisor</td>
</tr>
<tr>
<td>Number and kind of employees supervised by you</td>
<td></td>
</tr>
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<td></td>
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<tr>
<td>Reason for leaving</td>
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<tr>
<th>Dates (From (month/year) To (month/year))</th>
<th>Total annual emoluments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business or organization (name and address, including city)</td>
<td></td>
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</tr>
<tr>
<td>Number and kind of employees supervised by you</td>
<td></td>
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<tr>
<td>Personal address during this period</td>
<td></td>
</tr>
<tr>
<td>Reason for leaving</td>
<td></td>
</tr>
</tbody>
</table>
18. References: List three persons not related to you who are familiar with your character and qualifications. Do not repeat names of supervisors listed under Item 17.

<table>
<thead>
<tr>
<th>Name in full</th>
<th>Complete Address (Telephone No. if known)</th>
<th>Business or Occupation</th>
</tr>
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</table>

19. (a) Have you ever been arrested, indicted or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned or placed on probation in connection with such a proceeding, or have you ever been arrested or required to deposit bail or collateral for the violation of any law or regulation, civil or military (excluding traffic violations)?

Answer "Yes" or "No"

(b) If your answer is "Yes" under item 19 (a) above, attach separate sheet giving details of all arrests and fines other than minor traffic violations. Specify charge, date, place where arrested, and disposition.

20. State any other relevant facts. Include information regarding any residence or prolonged travel abroad, give dates, areas, purpose, etc. State any significant experience not included in Section 17 which you believe will serve in the evaluation of your record.

21. State any disabilities which might limit the performance of your work.
(Appointment is subject to compliance with medical requirements.)

Having answered every question above, I, the undersigned, declare that the information contained in this form is, to the best of my knowledge, true, complete and accurate, knowing that, if employed, any false declaration or concealment of material facts may result in disciplinary action including dismissal.

Place and Date ______________________ Signature ______________________

PLEASE NOTE

Applications will not, as a general rule, be valid or retained by the Organization for more than one year from date of receipt. While you may rest assured that your candidature will be carefully examined, receipt of this form will not be acknowledged, and any further correspondence will be initiated by the Organization.
APPLICATION FOR VACANCY
FOR USE BY STAFF MEMBERS ONLY

POSITION APPLIED FOR

<table>
<thead>
<tr>
<th>Title and Grade</th>
<th>Organizational Unit</th>
<th>Duty Station</th>
<th>Vacancy Number</th>
</tr>
</thead>
</table>

PERSONAL DATA

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Family Status</th>
<th>Sex</th>
<th>Nationality</th>
<th>Entry on Duty IOM</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Grade upon Appointment</td>
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</table>

PRESENT POSITION

<table>
<thead>
<tr>
<th>Title, Grade and Step</th>
<th>Organizational Unit</th>
<th>Type of Appointment</th>
<th>Duty Station</th>
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<tbody>
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<td>Temporary</td>
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<td>Indicate Duration:</td>
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LANGUAGE ABILITY

<table>
<thead>
<tr>
<th>Mother Tongue</th>
<th>READ</th>
<th>WRITE</th>
<th>SPEAK</th>
<th>For Employees Only</th>
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</thead>
<tbody>
<tr>
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<td>very good</td>
<td>good</td>
<td>very good</td>
<td>Language allowance (indicate date)</td>
</tr>
<tr>
<td>Other Languages</td>
<td>fair</td>
<td>very good</td>
<td>good</td>
<td>Typing</td>
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<tr>
<td></td>
<td>very good</td>
<td>fair</td>
<td>very good</td>
<td>Shorthand</td>
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<td>(indicate words per minute)</td>
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</table>

FORMAL EDUCATION (SECONDARY SCHOOL AND ABOVE)

<table>
<thead>
<tr>
<th>Years Attended</th>
<th>Name and Place of School/institute</th>
<th>Degree/Diploma Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td>From</td>
<td>To</td>
<td></td>
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</tbody>
</table>
**WORKING EXPERIENCE:** Start with present post and work back: list first all positions held in IOM, indicating position, title, grade and a brief summary of your duties. Draw a horizontal line and continue listing your experience outside IOM indicating your employer, place of employment, title of your position and a brief summary of your duties.

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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</table>

**LIST ANY ADDITIONAL INFORMATION AND/OR ATTACH SUPPORTING DOCUMENTATION PERTINENT TO THE POSITION APPLIED FOR**
(i.e. use of modern office equipment, any significant publications, references, etc.)

<p>| | |</p>
<table>
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</table>

I certify that the above statements are true and complete to the best of my knowledge

Date ____________________  Signature ____________________
Dear .

I am pleased to offer you a special contract with the International Organization for Migration, hereinafter referred to as IOM, to perform duties as at its office in . Your terms of employment, benefits and obligations will be those stated in this letter as well as any relevant instruction which have been or may be issued.

1) The contract will take effect on __/__/20__ for a fixed-term period of week(s)/month(s), ending on __/__/20__.

2) The normal working week will be of hours, days and hours as agreed upon between us.

3) You will be protected against occupational accidents and illnesses by the Organization’s Compensation Plan (CP).

4) You will receive an all-inclusive fee corresponding to (Grade--., Step-- of the IOM/UN Salary Scale or equivalent) which is currently for each month.

5) You will accrue Annual Leave at the rate of 2.5 days for each completed month of service. Upon separation, your annual leave days not taken can be converted to cash at the rate of 1/260th of the yearly salary, per day, provided the accrual does not exceed 15 days per year, up to a maximum of 60 days.

6) You will accrue 2 days of Sick Leave for each completed month of service. A Medical Certificate is required when making use of accrued Sick Leave entitlements in excess of three days. Sick leave days can be accumulated up to a maximum of 48 days, but are not convertible to cash.

7) This contract may be terminated by either side subject to a written notice of week(s)/month(s).

8) IOM will assume no other liability towards you in connection with this special contract.

If you accept this contract, please sign the acceptance of offer and declaration below, in two copies, and return them to me—keeping the third copy for your records.

Sincerely,

IOM Officer in Charge

ACCEPTANCE OF OFFER AND DECLARATION

I accept the foregoing offer of appointment under the conditions stipulated therein.

I hereby subscribe to the following declaration:

“I solemnly undertake to exercise in all loyalty, discretion and conscience, the functions entrusted to me as a member of the staff of the International Organization for Migration, to discharge these functions and regulate my conduct with the interest of the Organization only in view, and neither to seek nor to receive instructions with regard to the performance of my duties from any government or from any authority external to the Organization.”

___________________________ 20__
Place and Date

___________________________
Name and Signature

Mr./Mrs.
IOM
Hourly/Daily Contract

Dear . . . . . . . . ,

I am pleased to offer you a special appointment with the International Organization for Migration, in the capacity of . . . . . . . . . . , effective . . . . . . . . . . . . . through . . . . . . . . . . . . . .

1. You will be available for work on a part-time basis whenever the workload in the ..................(Division, Section) necessitates your presence.

2. Your remuneration will consist of an all-inclusive fee of ........... (in letters) for each hour/day actually worked. Payment will be effected at the end of each calendar month and will be based on work records obtained from your time card to be certified by the supervisor concerned.

3. In case of occupational injury you will be entitled to the benefits set forth in the Staff Compensation Plan.

4. The Organization will assume no other liability towards you in connection with this contract.

5. The present contract may be cancelled by either party giving the other . . . . . . days /weeks’ notice thereof in writing (up to 1 month = 2 days, 2 months = 1 week, 3-6 months = 2 weeks)

6. (Optional: The present contract is automatically renewable for the same period, unless notice of non-renewal is given in writing one week prior to any of the successive expiry dates.)

If you accept this offer of appointment, please sign the attached copy of this letter and return it to me.

Yours sincerely,

Head of Office/Team Leader

Acceptance of Offer and Declaration

I accept the foregoing offer of appointment under the conditions specified and under which I agree to serve.

I hereby subscribe to the following declaration:

"I solemnly undertake to exercise in all loyalty, discretion and conscience the functions entrusted to me as a member of the staff of the International Organization for Migration, to discharge these functions and regulate my conduct with the interest of the Organization only in view, and neither to seek nor to receive instructions with regard to the performance of my duties from any government or from any authority external to the Organization."

Signature: ________________________ Date: _________________
SHORT-TERM RATES

Calculation of Hourly / Daily Rates

Daily rates are to be used for contracts of less than one month’s duration. The daily rate is paid for each calendar day (inclusive weekends and holidays) falling between the dates of employment.

The daily rate is derived from the annual salary corresponding to the first step of the grade concerned (divided by 323 – formula representing 365 calendar days – 42 days i.e. 6 weeks of annual leave of 7 calendar days each). The daily rate therefore includes a compensation for the non accrual of annual leave.

Hourly rate: If the hourly rate were to be calculated on the daily rate divided by 8, it would only provide compensation for the non-accrual of annual leave. It would not provide for weekends or holidays, not even those falling within the period of employment.

Employees paid on an hourly basis are only paid for time actually worked. Therefore, the rate must be calculated to permit compensation for weekends and holidays. To calculate the hourly rate, the annual salary is divided by total working days times 8 hours per day—that is: 365 days minus 104 weekend days minus 30 days annual leave minus 9 holidays—or 222 working days per year.

Therefore, the hourly rate is equal to the annual salary divided by 1,776 (222 working days x 8 hours per day).
OVERTIME RECORD

To be completed in duplicate and sent to the Human Resources and Common Services Management Department as soon as possible after overtime has been performed, but no later than the first week of the following month.

This form is to be used also by part-time staff to request compensation for hours worked in excess of their normal part time schedule.

<table>
<thead>
<tr>
<th>Staff member:</th>
<th>Part time factor:</th>
<th>80 %</th>
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<tbody>
<tr>
<td>Staff member ID:</td>
<td>Dept./Div.</td>
<td>DBF/HRM</td>
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</table>

**Advance authorization** (Rule 3.062)

<table>
<thead>
<tr>
<th>Approximate number of hours expected:</th>
<th>From:</th>
<th>To:</th>
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</table>

Nature of work to be performed:

Justification for Special Overtime:

Date: ________________________________  ________________________________

Signature Director of department

**Actual overtime worked**

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<tr>
<th>From:</th>
<th>To:</th>
<th>Hours</th>
<th>Leave</th>
<th>Cash</th>
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<td>Special</td>
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Total accrual of compensatory leave at this date: ________ hours

Date: ________________________________  ________________________________

Signature of supervisor

(Reserved for the Human Resources Division)

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<th>Compensatory Leave authorized for</th>
<th>Payment authorized for</th>
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<td>Hours X 2</td>
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Date: ________________________________  ________________________________

Signature of supervisor
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<th>TIME-IN</th>
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Supervisor’s Approval ________________________________  Acknowledged by Head of Office ________________________________
### ATTENDANCE RECORD OF STAFF MEMBER FOR YEAR ____________

**Name:** ______________________________

**MISSION:** ___________________________

#### SYMBOLS:
- Annual leave: L
- Sick leave: S
- Special leave with pay: P
- Special leave without pay: W
- Compensatory leave: C
- Outside duty: A
- Maternity leave: M
- Absence for Injury on duty: I
- Official holiday: H
- Advance annual leave: A/L

#### ANNUAL LEAVE:

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Taken</th>
<th>Balance</th>
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#### SICK LEAVE WITHOUT CERTIFICATE ONLY:

<table>
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<tr>
<th>Symbol</th>
<th>Taken</th>
<th>Balance</th>
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#### BALANCE FROM PREVIOUS YEAR:

| JAN | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
|-----|----|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|

**REMARKS:**

________________________________________

________________________________________

________________________________________

**Date and Signature of the Head of Office**
# Leave Request

**LEAVE REQUEST**

Prepare in duplicate: 1 copy will be returned by the Supervisor to the staff member, via the Time Keeper, to notify approval or disapproval of request. 1 copy to be forwarded to HRM.

For Sick leave with certificate please prepare in triplicate and send all 3 to Medical Services/OHU.

<table>
<thead>
<tr>
<th>Date:</th>
<th>Address while absent:</th>
<th>Approved</th>
<th>Disapproved</th>
<th>Comments:</th>
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</table>

**Staff member:**

**Post of Duty:** Geneva HQ

**Dept./Div.:** DGO

**Staff member’s signature**

**Supervisor’s Signature**

---

**I request leave of absence as follows:**

<table>
<thead>
<tr>
<th>Leave Reason</th>
<th>From:</th>
<th>To:</th>
<th>No. of days</th>
</tr>
</thead>
</table>

**Rate (%) of absence**

- **Total**

Certified to be within leave credit

Certified special approval has been grant in accordance with § B.v) of General Instruction No 404.5

Time Keeper’s Signature: ____________________

* Medical certificate has been sent to:
  - [ ] The Medical Officer, Headquarters
  - [ ] The Chief of Mission

* For Headquarters employees, officials at Headquarters and in the field a medical certificate must be sent immediately under confidential cover to the Medical Officer at Headquarters for any illness or accident.

  a) in excess of three (3) consecutive working days
  b) in excess of seven (7) days non-certified sick leave in any one calendar year
  c) occurring during annual leave when the staff member desires such a period to be charged to sick leave instead of annual leave.
WEEKLY STAFFING STATUS REPORT

IOM OPERATION  ____________________________________________________________________ MONDAY __/__/20

IOM STAFF MEMBERS INTERNATIONALLY SECONDED TO POST TO-DATE ARE

<table>
<thead>
<tr>
<th>NAME</th>
<th>ARRIVED ON</th>
<th>FROM</th>
<th>EXPECTED TO STAY</th>
<th>POSITION TITLE</th>
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</tr>
</tbody>
</table>

STAFF MEMBERS LOCALLY RECRUITED TO DATE ARE:

<table>
<thead>
<tr>
<th>NAME</th>
<th>EOD</th>
<th>POSITION TITLE</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

COMMENTS ______________________________________

______________________________________________

______________________________________________

IOM EMERGENCY OPERATIONS MANUAL 101
<table>
<thead>
<tr>
<th>Country Mission</th>
<th>Duty Station</th>
<th>FAMILY NAME</th>
<th>FIRST NAME</th>
<th>Gender</th>
<th>Country of nationality</th>
<th>Title</th>
<th>Date of birth</th>
<th>Grade</th>
<th>Step</th>
<th>Type of contract</th>
<th>Type of budget</th>
<th>Entry on duty</th>
<th>Contract expiry date</th>
</tr>
</thead>
</table>

**INSTRUCTIONS** — Please, check and up-date the Personnel Establishment Form following the given instructions:

Check all the employee data as reported in the form. Complete accurately where there are red question marks or blanks.

Duty Station — Refers to the usual place of work.
Gender — F stands for Female and M for Male
Country of nationality — In case of more than one nationality, it should be declared the host country nationality
Title — Type the present job title
Date of birth — Type the day, the month and the year: i.e., for ‘2 May 1972’ type 2.5.72
Grades — Click on the arrow and select the grade from the dropdown menu (a box with a list of items) after having consulted the definitions below
Step — Click on the arrow and select the step from the dropdown menu
Type of contract — Click on the arrow and select the type of contract from the dropdown menu after having consulted the definitions below
Type of budget — Click on the arrow and select the type of budget from the dropdown menu after having consulted the definitions below
Entry on duty — Type the day, the month and the year: i.e., for ‘2 May 1972’ type 2.5.72
Contract expiry date — Type the day, the month and the year: i.e., for ‘2 May 1972’ type 2.5.72. Blank only for holders of Regular Contract.

**DEFINITIONS**

Grades — G1A to G7 (G stands for General Services), NO-A to NO-D (NO stands for National Officer) and UG for not graded who are paid a flat fee.

Type of contract

Regular contract — Contract subject to Staff Rules and Regulations with an indefinite duration. Holders of such contract will normally be in established and funded positions.
One Year fixed term — Contract subject to Staff Rules and Regulations with a fixed duration of 1 year. Holders of such contract will normally be in established and funded positions.
Special fixed term — Contract subject to Staff Rules and Regulations with a fixed duration of less than 1 year. Holders of such contract are on temporary or not established positions.
Special contract — Contract subject only to the conditions specified therein and usually issued on a short-term basis.

Type of budget

Administrative — Assessed contributions from current member states
Operational (Project) — Earmarked contributions for specific projects and reimbursement of services provided
Operational (Discretionary) — Unearmarked contributions, interest income and project related overhead income
# Back-up Evacuation Plan for IOM Kupang and Kefa
## In West Timor

<table>
<thead>
<tr>
<th>Plan A</th>
<th>Plan B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assembly area for all IOM Kupang and Kefa international staff is at Kristal Hotel.</td>
<td>1. Assembly area for all IOM Kupang and Kefa international staff is at Kristal Hotel.</td>
</tr>
<tr>
<td>2. In the event that evacuation is necessary, call IOM Dili or the boat captain (Hotung) to pick up IOM Kupang and Kefa international staff.</td>
<td>2. In the event that evacuation is necessary, call IOM Jakarta or IOM Denpasar to charter commercial planes to pick up IOM Kupang international staff.</td>
</tr>
<tr>
<td>3. Wait for advice on the time Hotung is expected to depart from Dili.</td>
<td>3. Wait for confirmation from IOM Jakarta or IOM Denpasar on the availability of plane and estimated departure time from either Jakarta or Denpasar.</td>
</tr>
<tr>
<td>4. Calculate estimated time of arrival in Kupang (approximately 14 hours).</td>
<td>4. Calculate estimated time of arrival in Kupang airport. Chartered plane will be responsible for advice of airport authorities in Kupang</td>
</tr>
<tr>
<td>5. Once estimated time of arrival in Kupang is known, all IOM Kupang and Kefa international staff will overnight at Kristal Hotel.</td>
<td>5. Once estimated time of arrival in Kupang airport is known, all IOM Kupang international staff will overnight at Kristal Hotel.</td>
</tr>
<tr>
<td>6. Get on fishing boats moored near Kristal Hotel next day and meet with the Hotung at north of “Monkey Island.”</td>
<td>6. Request for police or military escorts from Kristal Hotel to the Kupang airport.</td>
</tr>
<tr>
<td>7. Sail to Dili. Stay in Dili until it is safe to return to Kupang or proceed to Denpasar if necessary via commercial flights.</td>
<td>7. Fly either to Dili or Denpasar. Stay in either of these two locations until it is safe to return to Kupang or proceed to Jakarta.</td>
</tr>
<tr>
<td>8. Keep line of communication between Kupang, Dili, Jakarta and Geneva open all the time.</td>
<td>8. Keep line of communication between Kupang, Dili, Jakarta and Geneva open all the time.</td>
</tr>
</tbody>
</table>

**Notes:**

Local staff will secure office equipment and vehicles.
Local staff will bring home important files.
Local staff will keep communication open with IOM Jakarta and IOM Denpasar.
Local staff will not report to work.
Security guards will continue to secure the IOM office premises.
Directory of HQ Units

DGO—Office of the Director General
  DG—Director General
  DDG—Deputy Director General
  EXE—Executive Office and Gender Coordination
  LEG—Legal Services
  MPI—Media and Public Information
  MGS—Meetings Secretariat
  OIG—Office of the Inspector General
    EVA—Evaluation
    AUD—Internal Audit

MMS—Migration Management Services Department
  AVR—Assisted Voluntary Return
  CTS—Counter Trafficking Services
  LAM—Labour Migration
  MIC—Mass Information
  TCM—Technical Cooperation
  MHS—Migration Health Services
    OHU—Occupational Health
  MMD—Movement
    OPS—Operations Support
    TMS—Transport and Migrant Services
  FDE—Field Data Entry and Statistics
  STC—Staff Travel Coordinator
  ITS—Information Technology Services
    TLO—Telecommunication Operations
  WEB—IOM Website

PSD—Programme Support Department
  PTU—Project Tracking (Manila)
  EPC—Emergency and Post-Conflict
  DRD—Donor Relations

DBF—Budget and Finance Department
  ACO—Accounting Services
  BUD—Budget
  TSY—Treasury
  HRM—Human Resources and Common Services Management Department
    STA—Staff Administration
    FPI—Field Personnel and Insurance
    HRI—Human Resources Information Management
    STU—Staffing
    SDT—Staff Development and Training
    COS—Common Services

ERD—External Relations Department
  RDC—Regional and Diplomatic Contacts
  RES—Research and Publications
  TRS—Translations
  POU—Permanent Observer to the UN (New York)

SPP—Special Programmes
  MPRP—Migration Policy and Research Programmes
  COP—Compensation Programmes
    GFLCP—Forced Labour Compensation Programme
    HVAP—Holocaust Victim Assets Programme
### Directory of HQ Support to the Field

<table>
<thead>
<tr>
<th>Category</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff health matters</td>
<td>OHU</td>
</tr>
<tr>
<td>National employee matters and insurance</td>
<td>FPI</td>
</tr>
<tr>
<td>International staff matters</td>
<td>STU, STA</td>
</tr>
<tr>
<td>Staff safety and security</td>
<td>SSU</td>
</tr>
<tr>
<td>Field accounting and banking</td>
<td>ACO, TSY</td>
</tr>
<tr>
<td>MOUs, agreements and contracts</td>
<td>LEG</td>
</tr>
<tr>
<td>Funding request</td>
<td>ACO, BUD, TSY</td>
</tr>
<tr>
<td>Media and press relations</td>
<td>MPI</td>
</tr>
<tr>
<td>Donor relations</td>
<td>DRD</td>
</tr>
<tr>
<td>Computer support and standard</td>
<td>ITS, IT Field Unit</td>
</tr>
<tr>
<td>Procurement and equipment request</td>
<td>Field Procurement Unit, COS</td>
</tr>
<tr>
<td>Transport and airline matters</td>
<td>MMD</td>
</tr>
<tr>
<td>Movement report and statistics</td>
<td>MMD, FDE</td>
</tr>
<tr>
<td>Staff travel</td>
<td>STC</td>
</tr>
<tr>
<td>Project development</td>
<td>MMS, MHS, EPC, DRD</td>
</tr>
<tr>
<td>Policy matters</td>
<td>LEG, PSD, DBF, HRM</td>
</tr>
<tr>
<td>Interagency relations</td>
<td>ERD, DRD</td>
</tr>
<tr>
<td>General issues</td>
<td>Assigned HQ Focal Point</td>
</tr>
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References listed in the text are for internal IOM use only.
Key Points

★ IOM emergency operations are launched in order to help people in need of migration assistance survive with dignity and to give them the opportunity to re-commence normal living conditions. If operations do not contribute to this end, they have failed.

★ IOM implements a range of emergency interventions, in addition to emergency movements. These may include the provision of emergency shelter and camp management, provision of non-food items (NFI), census taking and registration.

★ In emergencies, experts are required to plan and implement specialised aspects of emergency operations. IOM possesses a wide range of technical expertise and guidance including detailed manuals and practical tools. Emergency staff must know how to call upon these resources when needed.

During humanitarian emergencies, IOM carries out a wide range of activities. These activities are generally movement-related, as opposed to the population stabilisation activities, which are implemented by IOM during post-emergency situations. Emergency activities may include:

• Movement and transportation including humanitarian evacuation, return or third-country resettlement
• Movement-related migration health services
• Emergency shelter, including camp or transit camp establishment and management
• Provision of non-food items
• Census and registration
Movement and Transportation

A core IOM task is the orderly migration of people who are in need of international assistance. IOM emergency operations may require the transportation of a large number of people in a short period of time. Such movements have to be arranged in a safe, orderly and timely manner. Despite IOM’s 50 years of experience, it is difficult to codify operational directives on matters of movement and transport because of important differences in local conditions among different countries and regions. No universally applicable policy exists on matters of transport. The main qualities of a transport/operations team working in emergency operations are flexibility, adaptability and versatility.

The number of people moving, the amount of personal possessions (including livestock in some cases), and the distance to travel will determine the transport and logistics plans. The IOM emergency team conducting the operation needs to calculate and probably limit the amount of personal possessions to be transported in terms of weight, quantity and volume. In many emergency operations, this is not easy. People fleeing generalised violence may only have these possessions left with them. Operations become even more complicated if they consist of an air movement. Additionally, emergency teams have to attend to fuel requirements, transit areas, reception requirements and capacity, as well as necessary government clearances and permits.

Planes, ships, trains, trucks, buses, private vehicles, small boats and horses have all been used for migration. In some instances migrating populations simply walk. It is not just a matter of what is needed, but also what is feasible. The choice depends on the number of people, the distance to be covered, security concerns, appropriate levels of comfort, the availability of alternatives and cost. For each means of transport, there needs to be a backup plan, should circumstances prevent its use.

For small numbers of people who are moving between relatively safe situations, seat availability on commercial flights at the best price and most direct route may be the most important determinant. For group and mass movements under extreme time pressure, the primary consideration is to find the best means available (land, sea or air) to handle a large number of people in the shortest time possible and in safety. Where distances and terrain allow, buses and trucks may be used for transportation. Humanitarian evacuation or returns over short distances often rely on buses and trucks. This may happen in conflict or post-conflict scenarios in which risk is high and security concerns are paramount.
For large transportation programmes, such as controlled repatriation or resettlement, the aim may be to space the migration flow. The flow will be a function of programme size, available staff, destination receiving capacity, operational budget and availability of suitable means of transport.

In order to transport large numbers of people, the emergency team needs a clear understanding of available transport capacity and reliability. They need to carry out a transport assessment by collecting data on existing international, regional, national and local capacities. To do this, the team must establish contact with local transport companies for road, rail, sea and air travel and collect information for each mode of transport. They should also contact local travel agencies since they can be very helpful and can offer competitive rates.

Do not overlook or underestimate small companies. Sometimes they can be more useful, practical and cost-effective. They can also complement the transport capacity of bigger companies. Get as much information as possible on each company’s transport capacity, availability, reliability and service record. This should include the number of buses, trucks, aircraft, and vessels available, as appropriate, and at what price. Also check ports of call, freight/cargo capacity, maintenance records, schedules of trips/ flights, operating licenses, insurance coverage, etc. Get the fares/tariffs per passenger, charter rate and freight/cargo rates for all destinations they serve, if possible.

**Transport Infrastructure**

The following is a checklist of points to consider when on a transport/logistics reconnaissance mission:

**Roads**

- What are the general road conditions?
- Are routes safe and practical?
- What are the distances from district to district?
- Rate areas according to usability and accessibility with regard to dangers such as landmines and their conditions in the rainy season
- Are there alternative safe/accessible routes, even if these are longer and more time consuming?
- Where are vehicle repair shops, gas filling stations and appropriate rest stops for toilet breaks located? Note that the locations’ size and place will depend on the mode and the numbers of people to be transported and that for long journeys, drivers and passengers should be given a 15-30 minute break every three hours
**Bridges**
- Excellent, good or bad condition
- Totally destroyed or partly damaged
- Load capacity and width
- Possibility of presence of landmines
- Alternative ways to avoid the bridge

**Airports**
- Flight and ground assistance facilities and equipment, e.g. stairs
- Night and fog landing facilities
- Type, surface, length, width and capacity of the runway
- Obstacles
- Coordinates (longitude and latitude)
- Airport altitude
- Navigational aids and instruments
- Warehousing and storage capacity
- Availability of fuel and maintenance crew
- Passenger and cargo handling and capacity; number of boarding desks
- Distance between airport buildings and aircraft embarkation facilities
- Transit facilities for passengers
- Customs, Immigration and Security clearance requirements
- Distance to city
- Catering availability
- Toilet facilities

**Seaports**
- Depth and berthing facilities
- Navigational aids (e.g. lighthouse) and instruments
- Passenger and cargo handling capacity
- Manual workers and labourers
- Permits and clearances
- Customs, immigration and security
- Warehouse and storage facilities
- Fuel availability
- Catering availability
- Toilet facilities
Train stations

Type of rail system
• Passenger and cargo handling capacity
• Availability of fuel, e.g. diesel, coal
• “Bottlenecks,” i.e. places where passengers could get congested
• Warehousing and storage facilities
• Overnight accommodation facilities either at station or nearby
• Catering availability
• Toilet facilities

Fuel and maintenance facilities. For any type of ground transportation exercise, you should investigate fuel and maintenance facilities at the onset.

• Collect information on sufficiency, regularity and location of fuel/lubricant supply, as well as storage capacity.
• Check for:
  – Possibility of duty-free fuel supply (from military or provided tax free from host government if IOM is a member)
  – Availability of spare parts and the existence of maintenance/servicing facilities
  – If spare parts are not available in country, research alternative methods on where to obtain

Immediately after the reconnaissance mission write a brief summary of the trip. Include in this report, infrastructure conditions listed above, alternative routes, important contact names and phone numbers and other information relevant to the operation. If using trucks and buses, it would be important to include what road conditions may be like during the rainy season. In the report, make a recommendation as to the types of transportation that can be used for the planned operation, e.g. buses, 4-wheel drive vehicles, trucks, etc.

Note: IOM emergency staff can call upon specialised guidance in ground movements as explained in the Ground Transport Manual (GTM), a copy of which is included in the accompanying CD-ROM of this manual under “Movement.” GTM is not in its final form yet, but is still useful.

By Air

Air transport is the most common IOM means of transporting migrants during either emergency or non-emergency operations. Comprehensive guidelines on air transport are in MMD’s Movement Management Manual (MMM) which is included in the accompanying CD-ROM.
During emergency operations, however, conditions are sometimes abnormal, and certain conditions and measures are required to make optimum use of the air transport.

- The landing site is ideally a well-equipped airport. If it is not the case, at least be aware that the length and width of the airstrip, the parking space as well as the construction material depend on the type of plane that must land and take off from the site. Ground conditions have to be checked and repairs or changes must be made to the strip, if necessary, to ensure safe landings.

- Coordinate with the authorities in charge of the facilities concerning access to the various working areas, the definition of these areas, and all other information required in handling the operation successfully.

- All formalities for authorising the landing must be negotiated in advance with local officials. It is also necessary to establish what kind of equipment and support will be needed on the ground for loading and offloading of passengers and cargoes. The question of refuelling is significant, since airplane fuel may be hard to come by at some destination sites.

- The date and estimated time of arrival or slot must be defined clearly in advance.

- The emergency team handling the operation has to be at the airport an hour or two in advance of departure or arrival time just in case last minute changes are needed.

- When deciding what kind of aircraft to use, one must think of factors such as the number of passengers and the types of cargo expected to be transported, the distance from point of departure to destination, the cost, and the facilities and equipment of the airports in question. It is also important to know the number of aircraft that can be managed simultaneously on the ground.

- Other considerations: staircase for embarking-disembarking the plane, check-in area, waiting area, luggage limitation, luggage tags.

**Aircraft Passenger Capacities**

**Aircraft with seating capacity between 40 to 70 seats**

| Aircraft with seating capacity between 40 to 70 seats | AN-74 and AN-144 | ATR40 and ATR70 | Avro RJ70s | B717 | Bombardier Dash 8 Q400 | Canadair CRJ-700 | Dornier 328 | Embraer ERJ-135s/145s | IL-114 | IL-114 | SAAB 340 and 2000 | TU-134 and TU-334 | TU-134 and TU-334 | TU-134 and TU-334 | YAK-40 | YAK-40 |
### Aircraft with seating capacity between 75 to 120 seats

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Load Capacity</th>
<th>Volume</th>
<th>Airstrip Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A318 and A319</td>
<td>B737-500</td>
<td></td>
<td>MD-87</td>
</tr>
<tr>
<td>Avro RJ100s</td>
<td>IL-18</td>
<td></td>
<td>Yak-42D</td>
</tr>
</tbody>
</table>

### Aircraft with seating capacity between 130 to 180 seats

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Load Capacity</th>
<th>Volume</th>
<th>Airstrip Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A320 and A321</td>
<td>IL-62</td>
<td></td>
<td>TU-154</td>
</tr>
<tr>
<td>B727 series</td>
<td>MD-80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B737-400 and –900</td>
<td>MD90-30 and 90-50</td>
<td></td>
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</tbody>
</table>

### Aircraft with seating capacity between 200 and 250 seats

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Load Capacity</th>
<th>Volume</th>
<th>Airstrip Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A300, A310 and A330</td>
<td>B767-200</td>
<td></td>
<td>TU-204</td>
</tr>
<tr>
<td>B757-200 and -300</td>
<td>IL-82</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Aircraft with seating capacity over 250 seats

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Load Capacity</th>
<th>Volume</th>
<th>Airstrip Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A340</td>
<td>B767-300</td>
<td></td>
<td>IL-96-300</td>
</tr>
<tr>
<td>B747-200</td>
<td>B777-200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Aircraft with seating capacity over 400 seats

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Load Capacity</th>
<th>Volume</th>
<th>Airstrip Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbus A3xx</td>
<td>B747-400 and -500</td>
<td></td>
<td>MD-11</td>
</tr>
</tbody>
</table>

### Approximate Load Capacity of Some Aircraft

Sample types of aircraft load capacity (metric tonnes and volume in cubic metres) and landing strip requirements (metres) are shown below. These figures are approximate and should be checked against the specific flying conditions. For example, airport altitude affects take off distance; different distances will require different fuel loads and therefore affect cargo carrying capacity, etc.

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Load Capacity</th>
<th>Volume</th>
<th>Airstrip Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>B747</td>
<td>91 MT</td>
<td>300 m³</td>
<td>3100 m</td>
</tr>
<tr>
<td>DC10/30F</td>
<td>60 MT</td>
<td>270 m³</td>
<td>3000 m</td>
</tr>
<tr>
<td>DC8/63F</td>
<td>42 MT</td>
<td>200 m³</td>
<td>3000 m</td>
</tr>
<tr>
<td>B707/320C</td>
<td>40 MT</td>
<td>180 m³</td>
<td>2100 m</td>
</tr>
<tr>
<td>CL44</td>
<td>26 MT</td>
<td>180 m³</td>
<td>1900 m</td>
</tr>
<tr>
<td>C-130 Hercules</td>
<td>16 MT</td>
<td>110 m³</td>
<td>1500 m</td>
</tr>
<tr>
<td>L-100-30 Hercules</td>
<td>20 MT</td>
<td>150 m³</td>
<td>1900 m</td>
</tr>
<tr>
<td>DC9/33F; B737/200</td>
<td>14 MT</td>
<td>105 m³</td>
<td>1700 m</td>
</tr>
<tr>
<td>DC3</td>
<td>3 MT</td>
<td>40 m³</td>
<td>1200 m</td>
</tr>
</tbody>
</table>

More information on freight data is included in Reference 34.
Air Charter  When there are sufficient passengers to be urgently moved under the IOM auspices—during the Gulf operations in early 1990s for example—IOM opts for aircraft charters because, in the long run, they are more cost effective. As a general rule, air charters are arranged by MMD in Headquarters in close coordination with the IOM emergency teams on the ground. For easy reference, a sample air charter agreement and standard operating procedures for charter requests are in References 35 and 36.

By Sea
There are times when, for large movements of people, IOM emergency teams may use sea transport which can take from 1,000 to 4,000 passengers at a time with almost unlimited baggage allowance, depending of course on the arrangement: commercial boat or chartered boat. Sea transport was used extensively in the Philippines during the Indochinese refugee programme from 1975 to 1996. Sea transport was also used during the early days of the Gulf operation in 1990, in Mozambique in 1993–1996, in East Timor in 1999-2001 as well as in the voluntary return of Sierra Leonean refugees from Guinea in 2001. More details on sea transport are found in Reference 37 and in the Ground Transport Manual.

Procedures for Sea Transport

- Make representation to and establish contact with the shipping companies. Establish a general agreement for preferential treatment and services to IOM. Establish a credit line payable within 30 days after the date of invoice. Arrange a convenient procedure for blocking costs and collection of passenger tickets.
- Make representation to and establish contact with the harbour authorities, harbour police, customs and immigration (also visa requirements, if required). Check docking fees, pilotage fees, fuel source, re-fuelling costs, loading costs, security costs, etc.
- Secure IOM staff permits for entry and free circulation in and around the harbour premises as well as for IOM vehicles.
- In general, IOM should collect the tickets at least three days before the journey is to take place.
- Check the correctness of the tickets against the passenger manifest.
- Write the cot/bed or chair number beside the names of the passengers on the passenger manifest.
- Write the passenger series number on the manifest and on each individual ticket.
• Try to arrange for IOM passengers to board before regular passengers. This could mean bringing the passengers to the port substantially in advance of the departure time.

• Determine whether passenger numbers and physical condition warrant a medical escort (more people will get sick at sea versus other types of transportation).

• The ship may also serve as temporary lodging while waiting for more passengers from another group. Check with the shipping company to see if these types of arrangements can be made. Be sure that such arrangements are a part of the charter contract and the costs are known.

**Special Considerations for Use/Charter of Ships**

• Ensure that the boat is seaworthy and that there is a certificate in line with SOLAS regulation to prove this.

• Ensure that the ship has current and valid insurance coverage.

• Ensure the number of life jackets equals the anticipated number of passengers.

• Do a sanitary check onboard the ship.

• Ensure that food and supplies are appropriate for the caseload transported (e.g., Muslim passengers do not eat pork).

• Ensure the water supply is sufficient for the journey and potential additional needs that might develop.

• When allocating cabins, be aware and sensitive to local customs, or rank in the case of demobilised soldiers.

• If required, obtain authorisation to prepare a seaworthy assessment by a recognised and qualified organisation/company.

• Either MMD or the IOM emergency Team Leader may sign the ship charter agreement. A sample Ship Charter Agreement is included in Reference 38.

**By Land**

Land transport is becoming more and more common as IOM gets involved with complex humanitarian emergency situations. In the past, this has been limited to movement of refugees from camps to airports or seaports. But for the past decade, land transport has gained prominence. During the Kurdish operation in 1991, for example, IOM locally hired some 300 trucks and lorries to return some 640,000 refugees from Turkey and Iran back into
northern Iraq. Another large land transport operation was in Rwanda in 1994 where IOM procured, rented and managed over 240 trucks and buses to return 1.4 million refugees and IDPs back into their home villages.

Local conditions will dictate what kind of land transportation can be used. The following are some additional factors to consider when selecting the mode of transportation:

- **Estimated number of people** to be assisted, their physical condition and caseload type (i.e., adults, children, infants, female, male, elderly, handicapped, unaccompanied minor, single mothers).

- **Gender profile of the population** to be transported. Women and children usually represent the majority of passengers to be transported and are the most vulnerable. Not taking gender into account when planning an operation may have serious negative consequences.

- **Movement timing and schedules.** Can the operation ascertain how many people will travel on a given day (i.e., pre-registration) or will people just show up when they are ready to register and depart?

- **General road conditions.**

- **Final destinations, routes to get there, distances and travel time.** How many hours will the travel take, in legs and in total?

- **Cost-effectiveness** of entire journey.

- **General safety.**

- Requirements for transit/rest stops.

- Requirements for final destination and its reception capacities.

- **Medical considerations.** Refer to the medical section later in this chapter.

- **Gender roles.** In order to plan effectively, one should take into account the economic and social roles of men and women and see how these roles will be affected during a movement operation.

- **Weather conditions** can change a reasonable route into a nightmare. Get information on road conditions and what happens to the chosen route in various types of weather.
Procedures for Road Transportation

Road transportation will usually include commercial transporters who have signed agreements with IOM and IOM-owned or leased trucks/buses. Using commercial vehicles is also preferable to help boost the local economy.

- Use IOM standardised contracts with transporters as much as possible (Reference 39 has a sample ground transport agreement).
- In most field offices, getting last-minute transport when the need arises could prove difficult. Thus, every effort should be made to have vehicle(s) or a stand-by fleet ready. The number needed will depend on the operation. Check with the company in advance to determine if they will charge a fee to have vehicles on stand-by.
- IOM owned and leased vehicles should always be in excellent running condition. Regular servicing and routine technical inspections must be conducted.
- If a journey is more than eight hours, two drivers must be assigned to each vehicle.
- Whenever possible and when road conditions permit, long-chassis buses should be used to transport passengers; trucks should be reserved for cargo and baggage.
- For long journeys, 15-30 minute rest stops should be scheduled after every three hours of driving.
- As a general rule, luggage should be boarded before passengers. Make provisions to hire people to help load and arrange the cargo/luggage. It should not be assumed that passengers will do this. In some cases, IOM operations staff may have to procure the service of security personnel to check luggage for any smuggled weapons.
- Luggage should not block aisles, windows, exits or doors.
- Allow elderly people, women and children to board first. Infants and small children should board first with their families.
- Do not allow passengers to sit on top of buses or covered trucks.
- Convoy escorts should be at the front and back of the convoy. If there is only one escort, then he/she should be at the back giving clear instructions to the front vehicle driver where to go and what to do in case of any problems.
- It may be necessary to improve road conditions before and after a road transport operation is underway. Having roads repaired, graded or levelled will not only make the journey easier, but will also assist the truck/bus company.
- A land movement trip report form is shown in Annex 4A.
**Procedures for Rail Transport** Although not commonly used by IOM, rail transportation is an option in emergency operations. For example, IOM used rail transport in the voluntary return of Mozambican refugees from South Africa/Swaziland in 1993. Some guidelines on how to proceed are:

- Make representations to and establish contact with rail service authorities in the country and in the region for possible use. Acquire preferential services for IOM and its caseload.
- Check company regulations on transporting cargo and get pricing.
- Passengers normally carry their own individual luggage on board the train. In cases where long-stayers are transported back, they may have accumulated significant goods that cannot be carried inside the train and would have to be loaded into special freight cars. Be especially careful to label such cars by destination.
- Find out regulations for transporting animals (e.g. chicken, goats, dogs, cows, etc.)
- In boarding, ensure that aisles are not blocked.
- Each passenger should carry his/her own ticket.
- At the conclusion of the journey ensure that returned bags are properly receipted.

**Local Transport Companies** Non-commercial or free transport, sometimes offered by other organisations or volunteer groups, reduces the cost of the operation. In general, however, the owners of the transport do not assume responsibility for the movement or the safety of passengers and their belongings. This needs to be clarified, preferably in writing, before any arrangement is finalised. If it is the only available source, special planning and control, including insurance, safety and security measures will be required.

With commercial carriers, special rates can sometimes be negotiated for humanitarian movements. When hiring such transport, it is wise to bear in mind not only the fare but also the reliability and quality of the firm. Since it is a service contract for which we will have to pay, we are entitled to demand that the contract be fulfilled down to the smallest detail.

Different contract forms have their own advantages and disadvantages. It is therefore essential that we evaluate our needs and review carefully what is included in the fare. For instance, is the cost all-inclusive, or does exclude certain additional costs such as food and accommodation for drivers, etc.?

Before making a selection, check to see if the companies under consideration can meet your basic needs. Here are a few criteria to consider:
• Possess a license to operate and have comprehensive insurance coverage within the areas of concern.
• Are actually able to operate in the areas of concern.
• Have a track record of good service and safety (few or no accidents).
• Offer reliable service (good maintenance facilities along the way and the capacity to meet IOM transport demands).
• Are willing and able to enter into a written agreement with IOM and meet IOM terms.
• Possess radio communication facilities (if possible).
• Possess backup fleet.

**Departure Notice and Nominal Roll**  No matter what mode of transportation is used, all IOM-assisted movements need to prepare and send a departure notice (Annex 4B) once departure has taken place. This is sent to the destination (and if applicable, transit) IOM office with a copy to MMD. The departure notice needs proflight numbers which are assigned by MMD. A nominal roll (Annex 4C) might be needed in certain movements. Check appropriateness with MMD.

**Negotiating Techniques**

IOM field operations staff are in a much better position than Headquarters to negotiate fares locally. Remember, however, that MMD is a service department supporting field operations and is ready to help out whenever necessary. The following are a few tips when negotiating contracts with transportation companies:

• Do the research on the company before negotiations begin. Knowledge in negotiation is power. Once one knows how much the company needs IOM’s business, the emergency team will be in a much better position to bargain for good and fair prices.
• Research the company’s competition and use this knowledge when negotiating. If the transportation companies know IOM has other options, the company will know they don’t have a monopoly and they are more likely to fine-tune their pricing.
• Establish trust and good rapport with the people with whom you are negotiating.
• Compile a list of things to achieve during the negotiation.
• Try to anticipate the transportation company’s needs.
• Be prepared to make compromises and determine in advance what they will be.
• During the negotiation process, use information and ideas supplied by the companies.
• Be prepared to walk away no matter how desperate the situation may be. This is part of the “game.”
• Don’t personalise issues and remember it is for the Organization and not for the team member.
• Maintain a calm and non-confrontational attitude.
• Be sure of the facts.
• Explain the humanitarian nature of IOM’s work and the welfare of the passengers IOM serves.
• Remember there has to be give and take on each side of the negotiating table.
• Contact local associations of transporters or truck/bus associations. They can give very useful information on the quality of the company, the fuel centres, the recruitment of drivers, etc.

**Contractual Agreements**

Contracts are *always* necessary to charter or hire transport. Often this must be done on short notice with companies or individuals unknown to the contracting agent. Therefore, it is important to have pre-designed contracts in the required language covering typical contingencies. There is always a danger, however, that standard forms will not be fully appropriate in a given field situation. Consequently, it is also important to have an experienced operations officer available who is authorised to make appropriate amendments and adjustments if the need arises.

The standard IOM requirement is to obtain at least three bids/quotations from different transporters, if possible. In general, the lowest bidder should be selected. If there are no other bidders, it should be noted in the report. In addition, when making transport arrangements, you should:

• Obtain tenders from pre-qualified transporters with proper transport licenses.
• As much as possible, have all contracts and agreements signed by the company and MMD.
• Include details in the agreement on how, when, and where to pay.
• Set up ground transport contracts/agreements for signing locally.
• Make verbal agreements with small ground transporters found in the marketplace. These transporters will be very handy in case of an unforeseen last minute increased need. (Note: As a precaution, in a convoy, these transporters ought to go in front and, if possible, will only carry baggage and cargo.)

Government/Military Resources

While use of government and military transport should be a last resort, the emergency team should still make representation to and establish contact with the Ministry of Transport, Ministry of Defence and the Ministry of Interior or their field representatives as available and appropriate. These ministries can give an overview of the national transport capacity not only of the government and the military but also of public and commercial carriers. From past experience, this transport capacity information has proved useful to IOM emergency operations. If IOM has no other option but to use government/military transport, vehicles have to be unmarked. After the operation, any IOM logo or stickers on these vehicles must be completely wiped out. Be clear to all concerned that they are no longer used by IOM. Please note that in some cases, it is the government who sometimes requests the use of IOM trucks and buses. Be very cautious especially in areas where the government is perceived to be part of the conflict. IOM must never lend its vehicles to the military.

NGOs and International Organisations

The emergency team should make representation to and establish contact with NGOs and international organisations present on-site. At times, it may be possible to make use of these organisations’ local transport contacts and structures, especially if they have been on-site ahead of IOM. The emergency team should be familiar with the programmes and operations of these organisations and jointly identify possible areas of collaboration.

Other Transport Related Concerns

Visas and Clearances  Aside from making physical transport arrangements, supporting permissions and clearances must also be secured. It is important to secure them before an international or regional movement starts. Without such clearances, planes, ships and buses may be turned back or held up. Individuals without proper visas or travel documents may be refused entry and sent back to the country of transit or origin. Transport requires close coordination with appropriate entities such as embassies, consulates and other governmental offices responsible for documentation and/or migration control.
Voluntariness of Return  Assisted return under IOM auspices is strictly voluntary. IOM does not, however, scrutinise the voluntariness of each person’s return. So long as each person freely and willingly affixes his or her signature to the IOM voluntary return form (Annex 4D), he or she is considered by IOM to be voluntarily intending to return to his or her country/place of origin. If the return assistance is requested by or under the auspices of a UNHCR return programme, IOM assumes the voluntariness of the return.

Transit-Country Arrangements
For many people, transportation is a long process which may involve transit through one or more countries en route to their final destination. In addition to documentation for destination countries, arrangements for temporary residence or layovers in the transit countries may be required.

Additional Guidelines
As recommended earlier, transport decisions should be based on the number of people in need of transportation and the best means of transport available. As you proceed, keep the following points in mind. Remember that, when possible, Headquarters should approve all actions relating to transport.

- Apply careful control of tickets/invoices.
- Evaluate/choose the charter option on the basis of reliability.
- Make reservations for commercial transportation.
- Always consider financial aspects when deciding upon transportation alternatives.
- A commercial airline ticket acts as a contract. For charter transportation, contracts must be established.
- Work in line with the local government.
- In an emergency, always contact more than one airline. Try to utilise the national airline of the country of departure or destination.
- To overcome problems with landing rights, etc., go to the national flag carrier of the country creating problems and offer them business on the condition that they do not create problems for other carriers.
Some “Dos and Don’ts” for the Budget and Finance of Transport

**DOs**

- Be realistic when drawing up the initial budget.
- Prepare your initial budget carefully in cooperation with the Finance Officer.
- Research costs during start-up. Compare prices of supplies/transport companies and negotiate with them.
- Whenever possible, obtain three bids in writing.
- Seek out the advice of other IOM officials who have had successful experience with this kind of operation.
- Prepare a draft budget and discuss with necessary people within IOM and with the donor (as necessary).
- Ensure that your Finance Officer/staff are involved and fully informed from the start.
- In most instances it is preferable to make agreements locally with the funding agency. This allows flexibility in alterations as the operation progresses.
- Try to calculate all costs at the onset and retain flexibility in the budget. Maintaining flexibility will allow revisions which will avoid cumbersome and lengthy delays.
- Try to obtain documentation for every expenditure or disbursement.
- Obtain documentation in the form of official receipt(s) or invoice(s).
- In cases where passengers are not medically fit to travel, take into account medically-related contingencies such as lodging, medical treatment, and medicines.

**DON’Ts**

- Promise donors a “cheap” operation if there are doubts it can be effectively carried out or completed within the budget.
- Isolate the budget and financial processes from the rest of the operation.
- Guess at future levels of expenditure—research them.
- Prepare the budget without the involvement of the relevant Finance/Accounting Officer.
• Create a deficit project as a result of poor financial planning.
• Agree to advance payments for services in ground transportation exercises.

If you have any questions or support on transport and logistics, you can always contact MMD in Headquarters.

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**Migration Health Services**

IOM is responsible for the health of all migrants moved under its auspices. IOM health services are not limited to the movement phase, however. Thus it is often difficult to distinguish an emergency migration health programme from a post-emergency migration health programme.

Post-emergency migration health services aim to help populations in the aftermath of a crisis by managing the safe movement of fleeing or returning populations (including medical evacuations), assisting in health care for displaced populations (including assisting in the rehabilitation of interrupted health infrastructures and camp-health management) and providing training of national personnel to reach sustainable solutions in line with national health plans. Such activities may arise in the emergency phase too, although in emergency operations, IOM health services are generally movement-related. For more details of IOM’s post-emergency migration health activities, refer to the *Post-Conflict Reference Manual* (PCRM).

**Health Aspects of Movement Programmes**

IOM’s involvement in population movement is very wide—from the finely-tuned and closely-planned aerial transport of healthy migrants or refugees in Europe or South-East Asia to the mass exodus by land of hundreds of thousands of refugees from a conflict situation in Africa or Eastern Europe. The IOM mandate requires that persons travelling under its auspices do so in a safe and dignified manner. This is IOM’s mission even in emergency situations where there is large population movement.

The capacity of Migration Health Services (MHS) to address individual and population health dynamics differs greatly between organised resettlement and population displacement in complex humanitarian emergencies. As always, however, general principles do apply. The medical risks associated with travel/transport of individuals and populations depend on the interaction of four factors:
1. The pre-existing health condition of the traveller
2. The duration and stress of the journey
3. The mode of transport
4. Access to health services during travel and at the final destination

The nature and significance of these factors is dependent on the particular situation. IOM has established strict protocols for the orderly processing of migrants and refugees that have served its beneficiaries well. Millions of migrants, refugees and displaced persons—sometimes those with very serious illnesses—have safely crossed the globe in the care of IOM’s Migration Health Services.

In less orderly situations where large populations are moving, often from a hostile environment, MHS has had to adjust the protocols, allowing the process to proceed, with as much concern for the health of the populations as the circumstances allowed. Less than optimal interventions are still useful and a limitation of resources should not result in apathy.

**Basic Health Components of a Movement Programme**

In order to optimise the health status of people travelling under the auspices of IOM, the following need be considered:

- An **assessment of the risks** inherent in the travel mode—if by road: what are the conditions of the road, access to water, food and shade; if by air: what is the duration of the flight, the conditions during flight (charter or scheduled), availability of food, water; and if by sea: what is the condition of the ship, health facility on board, duration of the travel, availability of food and water, etc.

- Some form of **pre-departure examination** to assess fitness for travel, including identification and documentation of the vulnerable and at-risk.

- A **pre-departure check** at the time of embarkation to ensure that those boarding appear fit to undertake the journey.

- **Provision of qualified medical/nurse escorts** during travel, when required.

- **Provision of basic health services** during and after travel.

- **Hand-over of vulnerable individuals to competent health providers** and, where possible, support to the health infrastructure at the point of embarkation.
Considerations of the health risk relevant to the travel mode must be taken. Travel by land, usually in a truck or bus, over tortuous and difficult terrain, will require considerations entirely different from travel by air or sea. An understanding of the physiology of air travel is vital when transporting passengers whose condition might be compromised by altitude. Similarly, the concerns for a woman in near-term pregnancy would be heightened if she were expected to spend three days in the back of a truck driving to a remote village with no health service. Strategies to address the health concerns inherent in a particular mode of travel must be built into any project in which IOM is involved.

The MHS guidelines for health professionals on migration health aspects of movement programmes are outlined below. (The complete guidelines are included on the CD.)

**Pre-departure migration health assessments**

- Classification of travel health risk
- Decision regarding fitness to travel
- Standardised documentation of medical conditions
- Pre-embarkation medical examination

**Medical aspects of travel by air**

- Basic altitude physiology
- The physiology of commercial air travel
- Health effects of air travel
- In-flight medical events
- Fitness for air travel
- Air travel for the compromised passenger
- Administration of oxygen, medication and fluids
- In-flight medical escorts
- Medical escorts and flying
- References

**Guidelines for medical escorts**

- Arranging IOM medical escort duties
- Operational issues for IOM medical escorts
- Responsibility of escorts
- IOM medical escort equipment
Transport of Supplies

The type and nature of supplies dictate the type of vehicle/transportation to be used. When deliberating supplies transport, consider:

- The nature of the supplies to be transported.
- The weight and volume of the load.
- The destination, distance, form of access to the delivery point (by air, water, land), conditions of the access routes.
- The urgency of the delivery.

The table below shows required information and a simple procedure for estimating the number of vehicles needed, whether they be trucks, boats or planes, to transport a load with a known weight and delivery deadline.

### Estimating the number of vehicles required

<table>
<thead>
<tr>
<th>How many tonnes must be transported by when?</th>
<th>Trip duration, to and from. (Do not overestimate the speed, and include loading and unloading, stops for rest, breakdown, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much time is needed for the vehicles to take a load from the delivery point to the reception point and return?</td>
<td></td>
</tr>
<tr>
<td>What is the load capacity of the vehicle?</td>
<td>Tonnes it can carry per trip.</td>
</tr>
</tbody>
</table>

Number of loads.

Number of possible trips per vehicle

Total time available divided by the time necessary for each trip (period to and from).

Number of vehicles

Number of loads divided by the number of possible trips per vehicle. Add 25 per cent extra time for contingencies.

This table is based on the weight of the load, but one must also take into account the volume of the supplies to be transported—that is, the space occupied by the bales depending on their shape and size. If vehicles of different load capacities are used in the operation, the estimate should be recalculated for each vehicle. Similarly, if the supplies are going to different destinations, each destination requires its own calculation.
Emergency Shelter

Shelter is a priority in most emergencies and essentially consists of a roof and an enclosed space that provides minimum protection from the elements, a space to live and store belongings, and privacy and emotional security. The most common type of emergency shelter—for example, existing buildings, pre-fabricated buildings, adapted or cargo containers as well as tents, tarpaulins, plastic sheeting, and rustic structures made of scrap, branches, cardboard, mud, or bamboo—is whatever is normally provided by host populations. The most visible is probably temporary settlements such as camps, collective centres or spontaneous settlements.

Although IOM principally concerns itself with the movement of people, at times IOM’s principles of safety, orderliness and dignity for those being assisted requires IOM to provide and/or manage emergency shelter for the people it moves. For example, if travel involves long distances or difficult conditions along the route, the trip may need to be divided into two or three legs. This may require establishment of transit centres. Also, a displaced population may not be able to return to their homes immediately due to unsafe conditions in their home villages or because they are waiting for return transport to be organised. In such situations it may be necessary to have a holding centre where the affected population spends some days before travelling.

The nature of IOM’s emergency shelter interventions varies depending on whether people have been affected by a natural disaster (e.g., Hurricane Mitch in Honduras or the earthquake in Gujarat, India) or a complex emergency (e.g., Chechnya). Following a natural disaster, IOM’s work can be planned for a longer term, there is far less interference, and the move from temporary to permanent shelter can be better organised. In complex emergencies, short-term temporary shelters are generally necessary as needs and conditions may change rapidly. The following points should be considered when preparing emergency shelters:

- Assess the emergency shelter arrangements already set up by those affected by the emergency. Then, meet immediate needs through the provision of basic materials, preferably those that are locally available.
- The key to providing an adequate shelter is the provision of a roof. If materials for a complete shelter cannot be provided, provision of adequate roof materials will be the priority. Walls can usually be made of earth or other materials found on-site or locally available.
Shelter ought to provide protection from the elements, space to live and store belongings, privacy and emotional security.

Blankets and clothing (generically called “NFI” or non-food items) as well as heating ought to be provided, if necessary.

Shelter needs to be culturally and socially appropriate and locally familiar. Suitable local materials are best, if available.

Shelter has to be suitable for different seasons where applicable.

Wherever possible, displaced populations should build their own shelter with the necessary organisational and material support.

Temporary solutions have a tendency to become long-term. Thus, resources permitting, plan for the longer term.

Shelter is likely to be one of the most important determinants of general living conditions and is often one of the largest non-recurring expenditures. While the basic need for shelter is similar in most emergencies, context is important. The kind of shelter needed, the materials and design to be used, who constructs them and how long the shelter must last will differ significantly in each situation.

**Shelter Options** People the world over live in individual units. Individual family shelter is always preferred to communal accommodation as it provides necessary privacy, psychological comfort, and emotional security. It provides physical safety and security for people and possessions and helps to preserve or rebuild family unity.

Emergency shelter needs are best met using the same materials or shelter the beneficiaries or the local population would normally use, e.g., mud houses in western and northern Afghanistan for IDPs under IOM’s care. Only if adequate quantities cannot be quickly obtained locally should emergency shelter material be brought in, e.g. winterised tents procured in Turkey and Pakistan supplemented mud houses in Afghanistan.

**Shelter Standards** Standards for emergency shelter have been developed gradually over decades by humanitarian agencies. A wide range of agencies has agreed on a consolidated set of principles, standards and indicators under the Sphere project (see chapter 7). The following are the minimum standards for floor area:

- A minimum of 3.5 m² per person in tropical, warm climates. This does not include space for cooking facilities or a kitchen as it is assumed that cooking will take place outside.
- A minimum of 4.5 to 5.5 m² per person in cold climates or urban situations. This includes space for kitchen and bathing facilities.
The design of shelter should, if possible, allow occupants to make modifications to suit their individual needs. In cold climates, for example, it is very likely that people, in particular children and the elderly, will remain inside the shelter throughout the day, which will require more space.

**Tents** Tents may be useful and appropriate, for example, when local materials are either not available or are only seasonally available. The life span of an erected tent depends on the climate and the care given by its occupants. A group of tents may also serve as transit accommodations while more appropriate shelter is constructed.

Although various winterised tents are available, tents are generally difficult to heat and therefore not suitable in cold climates. If there is no choice, however, they can save lives and bridge the time until more suitable shelters are established.

**Pre-fabricated Shelters** In Chechnya in 1995, IOM provided heated, pre-fabricated shelters as a temporary stopgap measure to give returning displaced populations a place to stay while repairing their own houses. After one group of returnees had repaired their houses, they left the pre-fabricated shelters and another group moved in. In this specific situation, the approach was quite effective because there was no pressure for the displaced population to leave their hosts in the neighbouring republics. In a large-scale population displacement, this method would be ineffective for the following reasons:

- High unit cost
- Long shipping time
- Specialised production and set-up
- Transport complexities including cost
- Specialised maintenance and repairs

**Transit Centres** Transit centres are used where it is necessary to provide temporary accommodations for migrants being moved under the IOM auspices. These centres might be necessary at the beginning of an emergency as a temporary accommodation pending transfer to a suitable, safe, longer-term holding camp. At the end of an operation, prior to repatriation, transit centres might be used as a staging point for return or as a layover during a long journey. Transit centres are therefore usually either intermediate or short-term installations. Whether the transit centre is used in an emergency humanitarian evacuation or as part of a repatriation operation, the centre should be designed for a high turnover rate and for short stays of one to a maximum of five days.
The required capacity of a transit centre will depend on how many transitees will be channelled through the centre and in what time. This will depend on the absorption or reintegration capacity at the receiving end as well as the total time foreseen to carry through the operation. The primary criteria for site selection for a transit centre are:

- Good access (road, seaport, airport)
- Secure and a good distance from the nearest village
- Good drainage
- Availability of water and adequate conditions for sanitation
- Availability of health services

The transit centre must be functional and equipped. This includes an operating telecommunication system. Operational maintenance must be fully supplied through the camp management. Cleaning and disinfecting of accommodation and sanitation areas needs to be carried out on a regular and ongoing basis. Prepared food should be provided and individual food preparation should be prohibited. The transit centre will therefore need kitchen facilities, wet food distribution and a hall for food consumption. In view of the expected short-term stay, allow a minimum of 3 m² per person.

Standards for the construction of transit facilities are:

- **Accommodation**: in barracks, long houses (open plan or subdivision for groups/families of five persons), heated in cold climates
- **Sanitation**: 20 persons per latrine, 50 persons per shower; regular and intensive maintenance
- **Water Supply**: absolute minimum provision of seven litres per person per day, plus water required for kitchen, cleaning and sanitation
- **Food Preparation**: approximately 100 m² per 500 persons
- **Storage**: 150 to 200 m³ per 1,000 persons
- A public address system
- Sufficient lighting
- Arrival and departure zones which are separate from accommodation zones
- Administrative offices and staff accommodation
- (Public) health services
- Security fencing (depending on circumstances)
Public Buildings and Communal Facilities  Public buildings are sometimes used as emergency shelters, particularly in cold conditions where a very rapid shelter response is necessary. For instance, IOM has refurbished abandoned public resorts and an unused kindergarten in an emergency. Heating as well as electrical and lighting systems were restored. Water and sanitation facilities were repaired and expanded, and kitchen facilities were established.

Emergency shelters like this, however, are not meant to be a long-term solution as infrastructure could deteriorate quickly with concentrated use. The buildings decay rapidly primarily because they are unsuited for continuous use by large numbers of people.

This kind of emergency shelter should be considered only when the public building is out of service, such as those mentioned above. Using a public building which is still being used by the host community could have social and economic consequences for the local population.

Like the transit centre, converted public buildings have to be equipped and fully functional. Areas of accommodation and sanitation need to be cleaned and disinfected on a regular and ongoing basis.

Planning and Design

Hot Climate  Planning and design of emergency shelter differs between hot and cold climate conditions. Hot climate emergency shelter can be simple and cheap to build and maintain, while that for a cold climate can be complex and expensive. Normally, IOM uses local materials in the construction of either of these shelter types, such as bamboo, tarps and mud. An example of hot climate IOM shelter in Gujarat, India 2001 is shown in Reference 40. In some places, emergency shelters that IOM provided can be complex such as those made in Central America after Hurricane Mitch in 1998.

Cold Climate  Climates where cold weather prevails over extended periods, demand that people live primarily inside a house. In particular, the more vulnerable the people are, the more they need heated, enclosed spaces.

For shelters that are sufficient to withstand cold conditions, consider:

- Wind protection of walls, roofs, doors and windows
- Insulated enclosed space, with simple dividers
- Heating stoves
- Structural stability (to withstand snow and wind-loads)
- Protected and heated kitchens and sanitary facilities
To help people survive the impact of cold weather in an emergency, a strategy may be focused on the following:

**Individual Survival**  Protect the human body from loss of heat. Provide blankets, sleeping bags, clothing, shoes, and food with high calorie content.

**The Living Space**  Concentrate on a limited living space and ensure that cold air can be kept out of this space. Subdivide large rooms. Insulate the space from cold air and retain warm air as efficiently as possible.

**Heating.** Keep the inside of the shelter at a comfortable temperature. Some types of stoves for heating may also be used for cooking and baking. Expert advice will be needed on the type of stove to use to avoid risk of dangerous gas inhalation or fire accident. Fuel efficiency is also very important as fuel may not be readily available and its supply can pose major logistical problems.

**Camp Management**

In cases where IOM provides emergency shelter in a camp situation, camp management becomes a critical aspect of the response. The most urgent survival needs in a camp situation are: food, water, emergency shelter, health care, sanitation, security, and fair and effective distribution of goods. The minimum response standards developed by the Sphere project to address these needs are described in Annex 4E: Selected and Adapted Sphere Standards. (See also Chapter 7 for more discussion.) Overall, the objective of camp management is to design and administer camps and services to meet these needs. The main considerations are:

**Beneficiaries**  Involve them and promote self-reliance from the start.

**Food.** Ensure that at least the minimum need is met initially and then plan for a full ration as soon as possible. Establish secure storage facilities in accordance with the quantities to be distributed.

**Water**  Protect existing water sources from pollution. Establish maximum storage capacity with the simplest available means. Transport water to the site if the need cannot otherwise be met.

**Emergency Shelter**  Meet the need for roofing initially. Other materials can follow. Use local materials and sources as much as possible.

**Health Services**  Provide the necessary organisational assistance, health personnel and basic drugs and equipment in close consultation with the national health authorities. Although the immediate need and demand may be for curative care, do not neglect mental health and public health, particularly preventive and environmental health measures.
Sanitation  Isolate human and other waste as well as burial grounds from sources of water and from living areas.

Security  Organise camp security using the connections and organisational skills of beneficiary leaders.

Administration  Set up systems for administration of the camp; financial control; supervision of staff/volunteers; planning, registration and camp census; and public information (see also Chapter 5).

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**Population Estimation, Counting, Census and Registration**

Accurate population statistics are important for planning, action and accountability. As a rule, “accurate” population statistics are rarely possible, even in the best of times. It is widely recognised that most national population statistics are at best close approximations. While it is commonly stated, with certain authority, that the world’s population is around 6.5 billion people, in reality no one knows the exact number.

There are several reasons for this uncertainty. For example, during a national population census, it is often difficult to contact all people. Even when contact is made, people may have difficulty (related to language proficiency or literacy levels, for example) in responding in a meaningful manner. Some people wilfully mislead, or do not participate in a helpful manner for fear that their interests may in some way be prejudiced.

Emergency conditions are probably even more difficult due to a shortage of time and resources, generalised confusion, fear, and trauma. Therefore, the possibility of error in population statistics in emergencies is even greater. In some cases this may seriously hamper the delivery of assistance. In others, it may not matter that much. What matters is the degree of accuracy that is necessary for the timely and appropriate delivery of assistance and protection. Often, a professionally prepared estimate of population is sufficient to allow for programme design and delivery. In the heat of an emergency, rarely, if ever, will anything better be possible.

This section addresses three questions:

- What is the role of demographic information in emergencies?
- How can one arrive at population estimates during emergencies?
- Why register people and how?
The more one knows about the people affected by an emergency, the more effective the humanitarian assistance can be. Emergency assistance and protection need to be appropriate to the specific people for whom it is provided. The more we know of their physical, social, economic, cultural, religious and political qualities, capacities and preferences, the better we will be able to target their specific emergency needs.

In addition, to plan and deliver assistance, we need to know as accurately as possible, how many people are affected, how are they affected, where they are, and how to deliver the assistance. Finally, planning for future, post-emergency assistance requires information and understanding that may not necessarily be required for the emergency phase. For example, detailed information on previous places of residence, skills, education and preferences for future livelihoods may all be important.

**Population Estimation and Counting**

The easiest way to get an idea of the size of the migrant population is to do a count during an influx at entry points, bridges or transportation points. It may also be possible to organise a head count in the camp or centre. Sometimes, however, a head count may not be possible and other means of estimating population size should be sought. Local leaders may be one source of this information. In this instance, it is absolutely crucial to use a number of different methods and sources. Only by comparing them can one know whether an estimate is reasonably accurate.

**Using Local Administrative Records** In some instances, figures obtained from local administrative sources can help but only if firsthand checks confirm that the arrangements generating these figures are working reasonably well and are open to independent monitoring. Local administrative records should be examined with care before they are used for initial estimation purposes. For example, if local figures are based on border entry point controls, it is important to verify that the controls are actually functioning and are not being extensively by-passed.

Other questions that should be asked include:

- Who does the actual data collection and how is it done?
- Do the data collectors have the means to cope with the movement of people or influx?
- What is the source of the data (e.g. village registrars, ad hoc lists, immigration control cards)?
- How are the records maintained?
- Are the records updated regularly? What is the frequency of updates?
- What are the assumptions used in data collection? Formulas?
An additional important question is: Are groups excluded altogether from the records or, conversely, are groups included that should not be (local population, previously arrived migrants etc.)? If the outcome of this examination is inconclusive or no assessment can be made, consider giving an estimated range of for example plus or minus 20 per cent.

The larger, and more complex the emergencies are, the more likely it is that local records will be unsuitable and the more probable that an alternative method should be applied.

**Consultations with Migrant Leaders or Representatives** Alternatively, lists of names can be compiled by section or group leaders and verified as part of an agreed process. Camp or village record keeping can be introduced as a precursor to a more formal verification or registration system. Such records, provided that they are checked properly and updated regularly, may even eliminate the need for a formal registration, particularly where the expected duration is very short or where there are other specific reasons not to take a formal registration.

**Aerial Photography** Although not commonly used by IOM, aerial photography is one of the better ways for conducting population estimation. It can be useful to have a “bird’s eye view” of an area where migrants have congregated, or are moving through. This can be accomplished, perhaps, by climbing a nearby hill, or a tower or any such vantage point. However, over-flying the area and the use of aerial photography is a better means of establishing a good overview of the migrant situation to prepare maps and to estimate the population. It involves seven basic steps which should be carried out by a suitably qualified, equipped and officially authorised aerial photography service.

1. **Step 1** Identify the mapping coordinates of the site where the target population is located.
2. **Step 2** Over-fly and photograph the sites (more than one run may be needed depending on the size and topographical features of the sites, the capabilities of the equipment, etc.)
3. **Step 3** Process the film (special film, print paper and processing facilities are needed).
4. **Step 4** Construct photo-mosaics (composite pictures from photographs).
5. **Step 5** Conduct on-the-ground sampling at the same time as the over-flights, in order to corroborate estimates.
6. **Step 6** Compile, process, tabulate and analyse the ground sample data.
7. **Step 7** Interpret the photos in combination with the results of on-the-ground sampling.
Aerial photography should always be accompanied with on-the-ground sampling to check for empty huts, moving populations, etc. Aerial photography can be a useful preparation for an address-based fixing and verification system if formal registration is also planned.

**Extrapolation from a Sample Area**  The method described here can only be used when the migrant population is not mixed with non-migrant communities. It can be carried out by non-specialist personnel, provided that the migrant influx has settled or is settling on a site that can be clearly demarcated, distinct from the host population (e.g., previously uninhabited land, clusters around villages, enclosed, fenced off or patrolled areas).

To demarcate the area, a number of steps are required:

- **Step 1** Make a tour around the outer limits of the site to determine its approximate shape, maximum and minimum length and maximum and minimum width.

- **Step 2** Select the dimensions of a sample sub-section of the whole area, e.g. 100 m². Mark off, for example, three such sections. The selection of the sections should be as representative as possible for the whole site. Thus, they should be spread throughout the site to include areas where the population density seems to vary significantly (e.g. where there is more or less open space) and different types of households (different groups may have different average family sizes). Demarcate section boundaries by using convenient landmarks, chalk, paint, strips of cloth, etc.

- **Step 3** Count the number of households in each sample section by counting the number of dwellings (e.g. huts or tents) or, perhaps, cooking fires. Be aware that not all dwellings may be inhabited and that more than one family may occupy a dwelling.

- **Step 4** Establish the number of households in each sample section and then compute an average number of households per 100 m² for the sample (that is, the total number of households in the three sections divided by three).

- **Step 5** Select a sample number of dwellings in each section and make an inventory of the number of people that live in each dwelling. Total these and divide by the number of dwellings inventoried to get the average household size.

- **Step 6** Multiply the average household size by the average number of households per 100 m² section. This will give the estimated average number of people living in each 100 m² section.
Step 7  Estimate the total habitable area of the site (e.g. from a map, or by measuring the perimeter, or by viewing it from the air, or a high point). Equally, one could consult a number of locals to calculate it and compare their answers. One way or another, come to an estimated total area in m².

Step 8  Divide this total by 100 m² to get the number of 100 m² sections.

Step 9  Multiply the estimated number of 100 m² sections by the estimated average population of each 100 m² section to get an estimate of the total population.

**Attendance at Food Distribution**  Attendance at food distributions is another indicator of the possible population size. For each person receiving food, multiply by a number such as four, five or six, which is an estimate of the number of the recipient’s dependents. Another possibility is to count the number of households/dwellings in the settlement area and multiply this by the average number of dependents/members per household, e.g. four, five or six. Other sources for such estimates include health surveys, water use and school attendance.

It is crucial to use a variety of methods when estimating the size of an emergency-affected population. No single method in isolation will provide a sound estimate. It is only by comparing them that one can get an idea as to whether an estimate is reasonably accurate.

**Registration**

Registration is the process of collecting and recording information (on a registration form). The purpose of registration is to facilitate services to those who require them. The information may be linked to an entitlement, through for example, an identity or a distribution card. Several types of registration forms have been developed within IOM (see Annex 4F for a draft form) but there is still no standard form. Within an operation it is important to develop a standard registration form as lack of uniformity of registration databases and identity cards provides more opportunities for falsification of documents.

IOM registration databases have been developed for use in different operations. They differ from each other in the software used and in the information they contain (the registration form around which the database is established). Note that IOM Information Technology Services (ITS) can only support databases using MS Access.
Most services provided by IOM are initiated by registering the applicant’s biographical data into some recording system—a key step of any assistance process. IOM’s registration activities cover, for example, refugees, migrant-workers, IDPs, and returnees—in a multitude of migration circumstances and for a variety of purposes. Registration in the broad context of IOM’s programme activities usually has three main purposes:

1. To obtain a clear idea of the size of a caseload.
2. To identify beneficiaries for specific types of assistance or to determine eligibility for certain programmes. Collecting information such as educational and vocational training and employment experience, in addition to basic biographical data—a concept known as “profiling”—allows assistance to be targeted more efficiently.
3. To efficiently plan and implement assistance programmes. Registration may include, for example, the address at which a beneficiary can be located for receipt of certain services.

In the longer term, a well-planned and maintained database can be used to manage the caseload by supporting individual delivery of assistance and recording the progress of the beneficiary through a process. For each person or family, there must be a corresponding record in the database. Well-designed registration procedures (and the databases they produce) permit the servicing of large numbers of people on an individual basis, much as the private sector does with their “client-oriented services” by using information gathered on a person to target specific services to them.

One example of a registration procedure used to rapidly process a caseload is that used in FYR Macedonia in 1999. IOM cooperated closely with UNHCR in the effort to register Kosovo refugees entering Macedonia and created a database supporting the evacuation programme, which ultimately moved over 90,000 persons to receiving countries in a relatively short period of time. Initially, UNHCR was responsible for the registration while IOM managed the database, with both agencies widely using the information collected in the process.

**Phases of Registration** The basis of successful registration is good planning, careful implementation and consistent monitoring and updating. While not always possible, the ideal is to work as closely as possible with the target population and its leadership, promoting community responsibility and participation in all stages of the process.

The delivery of properly targeted assistance depends on timely availability of the proper pieces of information. The importance of collecting relevant and reliable data as early as possible cannot be overemphasised.
In order to cope with large numbers, it is preferable to separate the components of a registration exercise into distinct phases, according to the immediate needs of the population and the time and staff available to carry out the task.

**Phase 1: Planning, organisation and migrant information campaign**

This phase covers detailed planning and organisation of the exercise before the date has been decided upon. There are three tasks in this phase:

1. To plan what information is to be collected, when, by whom and how.
2. To ensure that all staffing, equipment, supplies, security, telecommunications, vehicle and logistics support is available prior to the exercise.
3. To conduct an information campaign, so that all those who will be registered have an understanding of what the registration exercise is, the fundamentals of why it is done and how it will benefit the beneficiaries, and who will conduct it.

Since time is insufficient to gather all the elements that one or another agency could possibly require, it is important to choose the data elements carefully on the basis of the types of assistance to be provided. Historically, two major weaknesses with regard to registration are the collection of unnecessary information, which has no bearing on the programme to be implemented and errors that arise because forms are completed incorrectly. These potential weaknesses should be addressed when planning the registration exercise.

**Phase 2: Fixing the population**

“Fixing” the population means to identify them in some manner separately from any other group. An example is to give all refugees a token as a preliminary step to registering them. Anyone with a token qualifies to be registered at a later moment. This also “freezes” the group in that anyone who does not possess a token is excluded from the registration. Without the “fixing” phase, registration may become a revolving door, open to multiple-registrations of the same people or of others who are not members of the target population.

This is an optional phase that should be conducted when the scale and objectives of the registration merit it. If registration is to be linked to distribution of assistance, it should probably be conducted in two phases—the first to quickly fix the population and the second to record the minimum necessary information and to issue registration cards, which can be used for distribution of rations and future return and reintegration assistance.
An alternative is to conduct a short, partial registration. Lists of just names of heads of families and the number of family members can be collected and “closed” prior to more formal registration. Fixing must be done rapidly (i.e. in one day) to avoid double and/or bogus registration, whereby people may have an opportunity to present themselves more than once to claim tokens. While the population may be given short notice of when this will take place, you must ensure that they understand what is happening. This phase will provide you with the number of people (based on the number of tokens distributed) for whom the registration must be planned.

**Phase 3: Collection of information and registration cards or documents**
In this phase, registration forms are collected and completed, information/data are input into the database, and registration cards/travel documents are distributed. This phase ensures the collection of detailed information on individuals and families. It provides a verifiable linkage between the identity of persons of concern and the documentation needed for whatever operational activity is to be undertaken by IOM—movement, assistance in demobilisation, or incorporation into reinsertion programmes (e.g. for ex-combatants and IDPs). Whatever registration form is used, it will be the core document for all future reference, analysis, verification, follow-up and updates of the system.

**Phase 4: Analysis, verification and information update**
Analysis and storage of the information facilitates planning. Regular verification should take place following registration. The purpose is to check that the register is correct—that there are no mistakes in the information recorded, that people eligible for registration are not excluded, or that people ineligible are not included. Verification should also see that the assistance for which the registration had been conducted (travel, training programmes, or stipends, for instance) is provided only to those entitled to it.

In reality, the fluidity, diversity and tensions within a caseload make it difficult to maintain an accurate database over time. Frequently, a few weeks after the registration exercise has been completed, databases no longer reflect reality and therefore cease to function as tools to help in the provision of assistance. Arrivals and departures can quickly distort the records if the database is not meticulously updated. Sudden influxes, people who leave without de-registering, and relatives who join the group and do not register, all create strains on the ability to maintain an accurate picture of the existing caseload. Registration requires a regular system of updating. This will cover new arrivals, correct mistakes and allow for removal of people from the register who no longer should be included (e.g. people who have moved to another location).
IOM Experience with Other Forms of Registration

Reintegration of Demobilised Combatants  IOM is often called upon in post-conflict situations to create programmes for former combatants that have been demobilised and need assistance to reintegrate into civil society. Although there are various reintegration components available, they all revolve around the need to profile the former-combatant caseload in order to match individuals with available reintegration options. For example, in Haiti, former military and police registered in the database were simply linked with vocational training courses that matched their previous experience or aptitude. This concept was widely expanded by IOM in Kosovo where the registration system was aimed at former members of the Kosovo Liberation Army (KLA) to ensure their eligibility for reintegration assistance and as a system for matching further training or micro-credit grants with each participant. In Kosovo, the progress of each person in his/her particular reintegration activity was also charted over the medium and long-term via the database.

Diaspora and Out-of-Country Voting  In non-crisis situations, maintaining uniform criteria for refugee and IDP registration and issuance of an ID card has a direct linkage with other transitional projects including electoral programmes. This is especially the case in situations when attempts have been made at “identity cleansing” or the destruction of identity documents. For example, registration of voters requires documentation to prove both identity and eligibility criteria. A standardised registration format and ID card could facilitate supporting documentation requirements for electoral registration (as well as related projects involving civil registration, the issuance of travel documents and even census activities).

The Kosovo municipal elections illustrated this point as eligible voters were required to prove residency in Kosovo prior to a cut-off date of 1 January 1998. Many refugees, however, were stripped of their identity documents during the Kosovo conflict. Refugee cards were at times the only source of identification which could show when they departed from Kosovo in relation to the cut-off date. In addition, registration databases were also cross-referenced through computer search mechanisms when an individual had no other form of identification.

Regional (or Global) Databases on Particular Caseloads  For victims of trafficking that request IOM assistance to return home and possibly receive reintegration assistance, a detailed record of each case is made (with a strong emphasis on security and privacy for the individuals). IOM has been in the process of standardising such registration procedures across
the Balkans, Eastern Europe and the former Soviet Union and will slowly introduce worldwide standardised registration for IOM programmes through the Migrant Management and Operational Services Application (MiMOSA), which is shown in Annex 4F. IOM offices will input information gathered through this registration procedure into a centralised, secure database that will allow increased coordination and efficiency of the return and reintegration process for the numerous IOM offices, NGOs and others involved in each movement. Just as importantly, the profiling of both the victims (in an anonymous manner) and the trafficking patterns can be gleaned from the data provided. By standardising and analysing the information gathered, a powerful tool will be developed to better understand trafficking patterns.

1 IOM prepared a technical manual for the construction of temporary shelters based on its experiences in Honduras and Gujarat. It contains technical standards, designs and ideas for possible construction types. At the time of this writing the technical manual is in Spanish. An English version will be published soon.

2 This chapter has drawn on a number of sources, e.g. the UNHCR Handbook for Emergencies second edition; the ODI RRN/HPN Good Practice Guide No. 6; the US Agency for International Development/OFDA Field Operations Guide (FOG); and the Sphere Handbook.
**LAND MOVEMENT TRIP REPORT**

Voyage / Trip / Proflight No.:  

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<th>DATE</th>
<th>Project Code:</th>
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**Point of departure:**  

**Time of departure:**  

**Time of arrival:**  

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**Government security escort:**  

**Total number of people moved:**  

- Adult  
- Children  
- Infants  

**Unaccompanied minor (s):**  

**Breakdown by Gender:**  

- Number of Females  
- Number of Males  

**No-shows:**  

**Medical case:**  

*(Please list number of cases and if there were medical requirements like stretchers, wheelchairs, ambulances)*  

**Medical escorts:**  

*(Number and Names)*  

**Routine trip:**  

**Incidents:**  

*(In case an incident – police control, vehicle breakdown, illness, deaths, etc. – occurred during the movement, please give a detailed account of events)*  

**Description of the incident (s):**  

**Action taken:**  

**DATE**  

**SIGNATURE**
Sample Departure Notice

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**OTHER COSTS**

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**SERIES 1 - 20**

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**SERIES 21 - 22**

NOTE: * ADDITIONAL OR ADJUSTMENT COSTS
**IOM GUINEA EMERGENCY OPERATION (GEO)**

**DEPARTURE NOTICE**

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### Sample Nominal Roll

**INTERNATIONAL ORGANIZATION FOR MIGRATION**

**MOZAMBIQUE**

*(NON-GPA)*

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INTERNATIONAL ORGANIZATION FOR MIGRATION

MOZAMBIQUE

(NON-GPA)

RECAPITULATION PAGE

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<thead>
<tr>
<th>DEPARTURE NUMBER:</th>
<th>FLIGHT/VOYAGE/BUS PLATE NUMBER:</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROVINCE OF ORIGIN:</td>
<td>PROVINCE OF DESTINATION:</td>
</tr>
<tr>
<td>ASSEMBLY AREA:</td>
<td>PORT OF ENTRY:</td>
</tr>
<tr>
<td>ROUTE/LEG:</td>
<td></td>
</tr>
</tbody>
</table>

Passenger Manifest consists of ___ pages of the Main Part, containing the following (less deletions)

<table>
<thead>
<tr>
<th>BLOCK NUMBER</th>
<th>PAX NUMBER</th>
<th>ADULTS 12-ABOVE</th>
<th>CHILDREN 2 TO 11</th>
<th>INFANTS 0 TO 1</th>
<th>DISTRICT OF DESTINATION</th>
</tr>
</thead>
</table>

PREPARED/CHECKED BY:

AUTHORISED BY:
Request for IOM Assisted Voluntary Return

The International Organization for Migration (IOM) provides assistance to migrants stranded overseas to return to their home country. IOM assisted return programme is strictly voluntary. If you voluntarily accept IOM’s assistance in returning to ____________________________, please sign below and indicate the date of signature. IOM will facilitate/arrange the necessary travel documents and provide you with a one-way ticket to return home. If you have health problems or other special requests, please let IOM know. IOM will try its best to help you.

I, the undersigned, hereby voluntarily and freely request IOM’s assistance in returning me to my home country, ___________________.

______________________________   ______________________________
Date      Signature above printed name

_____________________________
Passport or Travel Document Number
Selected and Adapted SPHERE Standards

Water supply
- At least 15-20 litres per person per day
- At least 1 water point per 200-250 persons
- Distance of water point not more than 500 metres to shelter

Hygiene
- 250g of soap per person per month
- 2 water collection vessels (10 to 20 litre capacity) per household
- 20 litre capacity water storage per household

Sanitation
- At least 1 toilet per 20 persons
- Maximum of 1 minute walk from shelter to toilet (about 50 metres)
- Separate toilets for women and men

Solid waste
- At least 100 litres refuse container per 10 families
- Maximum distance of refuse container to shelter is 15 metres
- Graveyards and mass grave at least 30 metres from groundwater source

Nutrition
- At least 2,100 kcals per person per day

Shelter
- At least 3.5 sqm per person

Site
- An average of 35-45 sqm of space per person

Mortality rate
- Less than 1 person per 10,000 persons per day
- For under 5, less than 2 persons per 10,000 persons per day
### Migrant Registration Form

#### Family/Cases Information
- **IOM Case Number:**
- **Registration Date:**
- **Location:**
- **1st External Ref (case):**
- **Source:**
- **2nd External Ref (case):**
- **Source:**

#### Individual Information
- **Sex:**
  - Male
  - Female
- **Date of Birth:**
- **External ID:**
- **IOM ID:**
- **Family Name:**
- **First Name:**
- **Middle Name:**
- **Other Names:**
- **Marital Status:**
  - Single
  - Married
  - Widowed
  - Separated
  - Divorced
  - Common law
  - Unknown

#### Education, Occupation, Language Ability
- **Education:**
- **Highest Level Attained:**
- **Occupation:**
- **Migrant Category:**
- **Migrant Type:**
  - List all
- **Language Ability:**
  - Read
  - Write
  - Speak

#### Citizenship
- **Citizenship:**
- **Country of Birth:**
- **Present Country of Residence:**
- **Previous Country of Residence:**
- **Place:**

#### Documents
- **Type:**
  - Travel Document
- **Number:**
- **Issue Date:**
- **Expiry Date:**
  - Passport
  - Visa
  - Type:
  - Number:
  - Issue Date:
  - Expiry Date:
## MIGRANT REGISTRATION

### ADDRESS

<table>
<thead>
<tr>
<th>Type</th>
<th>Address</th>
<th>City</th>
<th>Postal Code</th>
<th>Province</th>
<th>Country</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### NOTES:

### PRESENT SKILLS

(Select all applicable)

<table>
<thead>
<tr>
<th>Sector Job</th>
<th>Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture and Forestry</td>
<td></td>
</tr>
<tr>
<td>Fishery</td>
<td></td>
</tr>
<tr>
<td>Mining and Quarrying</td>
<td></td>
</tr>
<tr>
<td>Manufacturing and Industry</td>
<td></td>
</tr>
<tr>
<td>Engineering and Construction</td>
<td></td>
</tr>
<tr>
<td>Banking and Finance</td>
<td></td>
</tr>
<tr>
<td>Health and Social Welfare</td>
<td></td>
</tr>
<tr>
<td>Media, Cultural and Recreational Activities</td>
<td></td>
</tr>
<tr>
<td>Hotels and Restaurant (Hospitality)</td>
<td></td>
</tr>
<tr>
<td>Transport and Communications</td>
<td></td>
</tr>
<tr>
<td>Commerce and Trade</td>
<td></td>
</tr>
<tr>
<td>Military, Police and Civil Defence</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Public Service and Administration</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

### AREA OF INTEREST

(Select 3)

<table>
<thead>
<tr>
<th>Sector Job</th>
<th>Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture and Forestry</td>
<td></td>
</tr>
<tr>
<td>Fishery</td>
<td></td>
</tr>
<tr>
<td>Mining and Quarrying</td>
<td></td>
</tr>
<tr>
<td>Manufacturing and Industry</td>
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</tr>
<tr>
<td>Engineering and Construction</td>
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<tr>
<td>Banking and Finance</td>
<td></td>
</tr>
<tr>
<td>Health and Social Welfare</td>
<td></td>
</tr>
<tr>
<td>Media, Cultural and Recreational Activities</td>
<td></td>
</tr>
<tr>
<td>Hotels and Restaurant (Hospitality)</td>
<td></td>
</tr>
<tr>
<td>Transport and Communications</td>
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<tr>
<td>Commerce and Trade</td>
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<tr>
<td>Military, Police and Civil Defence</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Public Service and Administration</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

### REMARKS:

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IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones
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References listed in the text are for internal IOM use only.
Key Points

★ The need to provide resources immediately may potentially compete with the need to account for them according to rules and regulations. A balance needs to be found so that resources can be provided extremely rapidly while still establishing and fulfilling control procedures and requirements.

★ Emergency managers are responsible for managing funds professionally and transparently, according to IOM financial rules. Documentation of receipts and expenditures is called a “paper trail.” All operations should be able to show a paper trail for all transactions using standard IOM forms and documents.

★ Materials management includes all activities from the identification of what materials are needed and by whom, to procurement, transport, storage, distribution, maintenance and reporting. Inadequate identification of precise specifications is a major weakness in emergencies which results in inappropriate materials being procured and supplied.

★ Telecommunication systems and equipment are integral to emergency team effectiveness and safety. Staff require training in the installation and use of this equipment.

★ Information management follows a logical cycle of identifying who needs what information, collecting, analysing, updating, distributing and storing it. The key is to target exactly, and only, the information necessary for specific users to apply in the management of the emergency.

★ Regular, clear and succinct reporting is a core management function.
Managing Money

The following guidance is meant for staff who are responsible for IOM operational funds in a location where there is no established IOM presence. For further information, contact the Division of Accounting (ACO) at Headquarters. The complete Field Accounting Procedures are also included on the accompanying CD.

Overall Considerations

The following should be considered when managing IOM funds:

- Operational funds advanced to you remain your responsibility until you submit adequate supporting documentation justifying how the funds were spent.
- Up-to-date records of all payments and receipts must be maintained.
- As the emergency operation expands, a staff member (preferably with the necessary qualifications and experience) should be designated as responsible for accounting and administrative functions.
- As soon as feasible, PAS 2000 (the IOM computerised field accounting package) should be utilised. Training and a user guide can be provided by ACO.
- Cash should be safeguarded at all times. A safe should be utilised (either one purchased by IOM or used with another agency or hotel). As available, a local bank should be used with accounts in both USD and the local currency (LC).
Payment/Receipt Vouchers

The standard format for payment/receipt vouchers is shown in Annex 5A. When completing a payment/receipt voucher, ensure the following:

- Details of every payment and receipt should be recorded on a voucher. Vouchers should clearly show all requested information including a detailed description of the nature of the payment or receipt, as well as the name of the person/shop/company to whom the payment was made or from whom it was received. Where possible, this same party should sign the bottom portion of the voucher.

- Vouchers should be sequentially numbered for each currency and/or bank or cash account used.

- All supporting documentation (i.e. original invoices, receipts etc.) should be attached to the voucher. If no supporting documentation is available, an explanation must be given on the voucher and the bottom portion of the voucher completed by the individual receiving the cash.

- Vouchers are required for all transactions including foreign currency exchanges (i.e. a transfer from USD to LC requires two vouchers—one for the LC account showing the receipt and one for the USD account showing the payment).

Field Cash/Bank Report

Each payment/receipt voucher is summarised on a cash/bank report (see Annex 5B) which also shows the running cash or bank balance. At any point in time, the balance of the cash/bank report should equal the cash on hand or the bank balance. Any difference should be followed up immediately. A separate cash/bank report and set of vouchers should be established for each currency used and for each bank account opened. (Note that local currency transactions are converted into USD equivalents at Headquarters.) For example:

- Account No. 1—Cash Account—LC
- Account No. 2—Cash Account—USD
- Account No. 3—Bank Account—LC
- Account No. 4—Bank Account—USD

When filling out the Cash Report, it is essential that it is fully completed. A list of common account codes is included in Annex 5C. If an account code is unknown, however, this column can be left blank and will be completed by ACO. In this case, ensure that an adequate description of the transaction
is included on the voucher so that ACO can assign the correct code. If the project code is unknown, this column may also be left blank. Note: project codes are only applicable to expenditure and receipt accounts (i.e. 3-xxx and 4-xxx accounts).

Cash reports should be faxed to Headquarters (Attention: ACO) at least once a month or before additional funds are requested. In addition, the original cash report and original vouchers should be sent via pouch to Headquarters (Attention: ACO). A copy of all cash reports should be maintained in the field office.

A cash certificate, stating the amount of cash on hand (see Annex 5D), should be completed each time the accounts are submitted to Headquarters (generally, each month). In addition, a bank reconciliation statement should be completed which reconciles the bank balance according to the bank statement with the balance in the cash/bank book.

Annex 5E is an example of how to account for cash transactions in an emergency operation. It describes the various transactions that occurred and shows examples of properly completed forms for the transactions.

**Cash Management in Emergency Situations**

**Option 1** Open a local account with bank(s) of high international standing. Having contacted a local bank and secured approval from the Chief of Treasury (TSY), the local official should provide TSY as soon as possible with the following:

- Full name and address of the bank
- Banking coordinates such as swift code, local banking ID code etc.
- Name of the local bank’s correspondent bank in Europe or USA
- The exact style of the account name (e.g. IOM or OIM or name in full in English, Spanish or French)
- Currency of each account
- Provisional account numbers (if given by bank)

On receipt of this information, TSY will provide signed written authorisation to open the account(s) together with a list of TSY authorised signatories and copies of IOM’s constitution (required by most banks). Ideally, there should be two accounts opened, one in local currency, the other in USD or in another hard currency.
**Option 2** Make contact with the local office of another UN agency. To use this option, all that is required is the local office’s consent to the arrangement by fax or email, and their contact details. Information on the bank account to which IOM’s reimbursement should be sent is to be forwarded to TSY as soon as the agreement is concluded.

<table>
<thead>
<tr>
<th>PROS</th>
<th>CONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe and secure transmission of funds.</td>
<td>Long time needed to complete opening of account and full access to funding.</td>
</tr>
<tr>
<td>Relative low cost.</td>
<td>Possible lack of suitable banks in the area.</td>
</tr>
<tr>
<td>Good banking connection can ensure speedy transmission of funds.</td>
<td>Need for credentials of IOM’s presence in the country, i.e. a Memorandum of Understanding. In emergency situations this may take time.</td>
</tr>
<tr>
<td>Ideal long-term solution.</td>
<td>Poor short-term solution.</td>
</tr>
</tbody>
</table>

**Option 3** Use cash delivered by special couriers. In this case, Headquarters will arrange delivery to a given postal address. The mission should specify whether any special denomination of banknotes is required.

<table>
<thead>
<tr>
<th>PROS</th>
<th>CONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe and secure transmission of funds up to point of release to IOM staff.</td>
<td>Poor local communication facilities can slow down the contact.</td>
</tr>
<tr>
<td>Less cost.</td>
<td>Not feasible when no other agency is present in the region.</td>
</tr>
<tr>
<td>Good relations with agencies can ensure speedy transmission.</td>
<td>Not a suitable long-term solution.</td>
</tr>
<tr>
<td>Agency could act as “bank” and advance cash in tranches.</td>
<td>Relies on continuing cooperation and availability of UN partners.</td>
</tr>
<tr>
<td></td>
<td>Expensive transfer.</td>
</tr>
<tr>
<td></td>
<td>Requires safe, strong capacity for cash.</td>
</tr>
<tr>
<td></td>
<td>Irregular schedule for delivery.</td>
</tr>
</tbody>
</table>
**Option 4** Use cash carried over from HQs or neighbouring MRF/IOM offices. TSY should be given a minimum of three days’ notice to arrange for the provision of USD cash. The traveller is entirely responsible for the cash until disbursed or released to another IOM Officer.

All vouchers must be presented either locally or at Headquarters. The traveller should be aware of banking hours in Geneva (generally 1030H–1630H) and of IOM’s own guidelines on travel security and on local security conditions/arrangements.

<table>
<thead>
<tr>
<th><strong>PROS</strong></th>
<th><strong>CONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick availability at the beginning of the crisis.</td>
<td>Slow transfer process after the first delivery.</td>
</tr>
<tr>
<td>Requires safe cash storage facilities.</td>
<td>Relatively expensive to obtain notes in suitable currency.</td>
</tr>
<tr>
<td></td>
<td>Serious risk to security of staff and potential loss of cash.</td>
</tr>
<tr>
<td></td>
<td>Not suitable for further renewal of funds unless regular travel by staff.</td>
</tr>
<tr>
<td></td>
<td>Considerable extra administration.</td>
</tr>
</tbody>
</table>

### Managing Materials

A well-supported mission with suitable supplies and well-maintained equipment will enhance the effectiveness and efficiency of an operation. Office equipment can be purchased, leased and maintained by the emergency team according to general business standards. Office furniture shall be available to cover the staff and office needs for desks, chairs, drawers, and cupboards in a sufficient but modest way. Field offices must regularly report to Headquarters on the status of their property inventory, i.e. new acquisitions, the operational status of equipment, and other changes, etc.

### Procurement

Refer to the following definition of terms as you read this section:

*Procurement* means the acquisition of property, goods and services by IOM either for use in the procuring field office or for use in another field office.

IOM *property* means all expendable and non-expendable assets in stock or in use by the Organization or on loan to another body.
The property under this definition can be owned by IOM through purchase or donation, or loaned to or rented by the Organization. Property items include:
- Premises/building
- Vehicle
- Computer equipment
- Office equipment and furniture
- Supplies

Goods mean all items of any kind and description including affiliated services necessary for the use of such goods.

Services means the expert knowledge or technical support provided by either an individual or a group of individuals who are needed by IOM to conduct its functions.

Supplies are materials that are used on an ongoing basis by the emergency teams. Supplies consist of paper, formatted documents, pens and other relatively inexpensive items (i.e., less than USD 500). Stocks are to be kept at a minimum level to avoid unnecessary expenditures and/or the risk of formatted document stockpiles becoming outdated.

Bidder means local or foreign person or company that takes part in tendering or consignment of goods and provision of service.

All procurement must be within authorised budgetary limits. All property items, with the exception of premises, are expensed in the year of purchase. An inventory list must be maintained for proper administration of these property items. Procurements shall be undertaken in the most economical manner based on equivalent quality and availability. (See Annex 5F for the Procurement Request Form.) Tenders for the purchase of equipment, supplies, services or any other item of property shall be advertised or at least three competitive offers obtained except when:

- The purchase or contract is for property items for which the prices or rates are fixed by legislation, or where no other source of supplies is available.
- The purchase or contract is for property items for which it is impracticable to secure competitive offers.
- The standardisation of equipment or inter-changeability of parts must be ensured.
- The purchase or contract is for property items similar to items previously obtained under the most economical conditions. In such cases, the same suppliers or contractors may be given preference.
• Emergency teams are authorised, without the prior approval of Headquarters, to arrange the local purchase of any single item of supply and/or equipment up to a maximum amount of USD 100 or its equivalent in local currency. Any purchase above USD 5,000 must be bid out internationally and coordinated with the Common Services Department (COS) or ITS for IT equipment. Headquarters’ authorisation, however, is necessary for all purchases involving:
  – Procurement outside their country of location
  – The transfer of property to Headquarters or other field mission/office
  – Purchases for Headquarters or other field mission/office

Other relevant guidelines on IOM procurement are included in Annex 5G.

Responsibility for Property

The direct responsibility for property rests with the staff member to whom it has been issued or who has it in his/her custody. He or she is relieved of responsibility only when:

• Custody of the property is assumed by another and the transfer has been fully effected and properly recorded
• The property, in case of supplies, has been consumed
• The property has been sold or donated after proper action
• The property has been written off after proper survey action

Responsibility for property in transit between two IOM offices rests with the consignor until title is accepted by the consignee, whether this takes place at the consignor’s location, en route, or at the consignee’s location.

Inventory

COS is ultimately responsible for the maintenance of all property records. The team leader, however, is responsible for maintaining an up-to-date inventory list at all times. This list contains all property items with a purchase value of USD 500 or more. To facilitate standard transmission to Headquarters, it is prepared in principle on an MS Excel spreadsheet by the emergency team. The inventory list is sent to COS at the end of each second month during the first six months of operation and at the end of the calendar year afterwards to verify that transactions are properly entered according to established procedures. Property items valued at less than USD 500 and supplies held in stock shall be maintained in a separate stock record by the emergency team according to a procedure of the team leader’s choice. A specific IT field inventory system will soon be in place.
The Team Leader or Admin/Finance Officer shall do a physical inventory control before the inventory list is submitted to COS. All inventory items must have IOM stickers and must be entered into the inventory list. Refer to the Property Survey (Annex 5H) and Inventory Forms (Annex 5I).

**Fire, Flood and Theft Insurance**

With regard to insurance coverage for incidents, such as fire, flood, theft and robbery by armed men, the current IOM coverage at HQ does not apply. According to general IOM guidelines, IOM field offices should procure relevant insurance coverage against fire, theft, third party’s legal liabilities, etc. if obtainable locally or in neighbouring countries. Office and IT equipment and furniture shall be insured at their replacement value. If more information is needed, contact COS.

**Vehicles**

*Admin Vehicles* The decision on whether to purchase a car for the office will be based on the availability of funds and whether a vehicle is necessary to fulfil operational and administrative requirements. A decision to purchase a vehicle must demonstrate beyond question that such an acquisition would be advantageous to the operation and must be based on an analysis of alternative arrangements. The team leader must check with COS to determine whether the desired vehicle can be purchased more advantageously through COS’ services. So far, in IOM emergency field experience, the Toyota Trooper (hardtop), appears to be the best vehicle for admin/office/utility use.

The following are guidelines for the use of IOM vehicles:

- All vehicles, whether owned by IOM or received on a loan basis, must be marked clearly with a visible IOM logo and kept clean and well maintained. Never mark the IOM vehicles, however, if local security conditions will risk IOM staff on board these vehicles.
- IOM vehicles may only be used for official duty and must be parked in a safe place near the office. Any use of these vehicles must be entered into the logbook which must always be maintained (see Annex 2E).

<table>
<thead>
<tr>
<th></th>
<th>Gas engines</th>
<th>Diesel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sedan</td>
<td>8</td>
<td>12 litres</td>
</tr>
<tr>
<td>Simple Pickup</td>
<td>10</td>
<td>13 litres</td>
</tr>
<tr>
<td>Large Pickup (4x4)</td>
<td>13</td>
<td>16 litres</td>
</tr>
<tr>
<td>Land Cruiser</td>
<td>14</td>
<td>17 litres</td>
</tr>
<tr>
<td>Minibus</td>
<td>15</td>
<td>18 litres</td>
</tr>
<tr>
<td>Small truck (3.5 to 8 tons)</td>
<td>18</td>
<td>28 litres</td>
</tr>
<tr>
<td>Large truck</td>
<td>35</td>
<td>50 litres</td>
</tr>
</tbody>
</table>
• Under no circumstances may any IOM staff member operate an IOM vehicle without a valid driver’s license and adequate current insurance coverage in the field office country. In addition, IOM vehicles may not be driven in other countries unless duly authorised.

• Insurance must cover third party risks, including passengers’ risks. IOM staff members (including drivers hired by IOM) are covered under the regular IOM staff insurance. Any other driver officially driving an IOM vehicle must be covered under his/her own occupational insurance. The team leader must verify that drivers have such insurance. If not already included in the local policy, passenger insurance coverage can be provided through COS upon receipt of appropriate vehicle identification. The vehicle itself must be insured according to general local practices. Full comprehensive insurance coverage is not required. If warranted, however, the Team Leader may select this more expensive option.

• The priority use of vehicles is for operational or administrative functions whenever required. Exceptionally, and at the Team Leader’s authorisation, staff may use an IOM official vehicle for private use, if it is not required for official duties. Commuting to and from work (between place of residence and the IOM office) is normally considered personal use of an IOM vehicle. Therefore, the staff member using the vehicle must reimburse IOM based on the official rate per kilometre. (Refer to the Mileage Allowance in General Instruction 603 rev 3 found in Reference 41.) If the vehicle is used for commuting purposes, it must be stored overnight in a safe, secure place at no cost to the Organization.

Operations Vehicles  In most emergencies vehicles that are available for operational use will be of various types and from various sources—some will be diesel, some gasoline, some will be in good condition, while others will be in dire need of repair. Some will come with a driver; others will require hiring a driver. The key thing, in any case, is to ensure that the vehicles are in good operating condition and to establish maintenance and control measures to prevent any down time.

When circumstances allow, it is always better to hire a transport company than to manage a fleet of vehicles, which is extremely complex and delicate. Fleet management is a logistics operation in its own right due to the number of actions required, such as the following:

• One individual must be responsible to follow up on all matters related to the transport vehicles: supervising the drivers, controlling
arrival and departure times, and making sure that all the rules regarding the use and maintenance of the fleet are strictly followed.

- The use of forms must be implemented to control all matters related to the vehicles. Ideally, each vehicle should have its own log where all relevant details are noted, such as the condition of the vehicle, its activities, who is responsible for it, what mechanical maintenance has been carried out, what the mileage is, how much fuel is being consumed, and its itineraries. This logbook can be ordered from COS/EPC at Headquarters.

- A policy of “one vehicle, one driver” must be implemented to make sure that one person is responsible for the maintenance and control of each vehicle. When several people use the same vehicle, it tends to deteriorate faster, and it is harder to determine who is accountable for its misuse or lack of maintenance.

- Drivers should get precise instructions about the use of the vehicle’s log, daily and regular check-ups as well as attendant maintenance needs, and their responsibilities and expected behaviour.

- Drivers must make a daily inspection of their vehicles before starting on their deliveries, particularly if long distances are involved. The supervisor must be notified immediately of any problem regarding the vehicle.

- Drivers and their vehicles should have their papers—including all necessary insurance and permits—in order and on board the vehicle.

Some lessons learned regarding the performance of emergency vehicles in the East Timor operation (from 1999) are included in Reference 42. In emergency operations where IOM manages a large fleet, there is a need to use a fleet management tool. Therefore, the Rwanda fleet management database is included on the accompanying CD. This database was used in Rwanda from 1994-1997 to manage the 250 to 300 trucks and buses IOM operated for the return operation of refugees and IDPs and also for the delivery of food and non-food items for other operational partners.

**Vehicle Maintenance** Regular servicing and routine maintenance checks should be established for all vehicles. In large ground transport operations, “motor pool” staff/mechanics should be hired. In the case of leased vehicles, the leasing company should ensure servicing and maintenance.
An easy to remember tip on preventive maintenance is BLOWBAG:

- B — Battery
- L — Lights
- O — Oil
- W — Water
- B — Brakes
- A — Air (tires)
- G — Gas

Following this tip first thing in the morning before driving will give extra life to the vehicle (and to the driver).

Daily vehicle inspection checklist

- □ Tires . . . . . . . . . . . . For pressure and damage, uneven wear
- □ Auxiliary equipment . . . First assistance kit, tool kit, spare tire, vehicle documents, fuel and water jerrycans, flashlight, etc.
- □ Side and rear mirrors . . Adjust if needed
- □ Steering leeway
- □ Battery . . . . . . . . . If starter operation is slow
- □ Fuel/oil level
- □ Radiator water level
- □ Handbrake
- □ Clutch leeway
- □ Oil pressure
- □ Brakes . . . . . . . . . . Within the first 100m of driving
- □ Flooring, ashtrays, etc. . . . Clean
- □ Windshield; windows . . Clean
- □ Mirrors, lights, etc. . . . Clean

Weekly vehicle inspection checklist

- □ All lights . . . . . . . . . Headlight, signal light, parking light, etc.
- □ Brakes and brake fluid
- □ Radiator and water level
- □ Engine oil level
- □ Windshield washer . . . Water level
- □ Hydraulic fluid level . . . If applicable
- □ Tires . . . . . . . . . Profile, rim, pressure
- □ Spare tire . . . . . . . . Pressure
- □ Engine and chassis . . . . . Oil leaks or other irregularities
- □ Door locks
- □ Window operation
- □ Windshield wipers
- □ Auxiliary equipment . . . First assistance kit, tool kit, fuel and water jerrycans, locks and keys for fuel tank and spare tire, radio
- □ Air conditioning/heating
- □ Vehicle exterior . . . . . Wash and clean
- □ Interior . . . . . . . . Vacuum/sweep, clean windows

* Report any losses, damage or needed repairs promptly to the administrative staff in charge.

Vehicle security

Do not leave vehicles unattended or parked on the streets.

- Look for “telltales” before getting into your vehicle—these are signs of unusual activity around the vehicle such as scuff marks on the ground around the wheel wells or bumpers, hand prints on the bumpers or above the wheel wells, pieces of wire or tape around the perimeter of the vehicle.
• Most importantly, scrutinise the people lounging about. If something triggers your suspicions, no matter how slight, call for assistance immediately. Do not move your vehicle. Make note of your suspicions and pass them on to the security authorities. It will help them determine the best way to approach the situation.

• Drivers must have a small mirror and flashlight in their possession so they can check their vehicles whenever they leave them unattended. This should be a routine habit strongly encouraged by the Team Leader.

• Criminal acts are not conducted without prior surveillance to determine the suitability of a target and the best way to carry out an attack. Always be aware that you may be under surveillance.

Look for the obvious:

– People watching you leave or return home.
– People seeking information from your house or office staff about your personal habits. Instruct staff and colleagues never to give out information and to advise you immediately if someone is asking questions. Ensure house staff are vigilant to the slightest out-of-the ordinary activity.
– Nuisance phone calls, especially when the caller does not respond to your greeting.
– Cars following you or your vehicle (vary your routes frequently).

• If you or any of your family members suspect that surveillance is being conducted on your home or family, advise the Field Security Officer (FSO) immediately.

Vehicle insurance  IOM has insurance coverage for IOM-owned vehicles. If requested, COS can also provide vehicle insurance coverage for rented vehicles through ZURICH Assurances. In all instances, COS must receive a complete list that includes the chassis, engine and plate numbers for all vehicles used by the field office—whether they are owned, rented or borrowed. Inform COS immediately when there are any changes to this list. For rented vehicles, COS also needs the name(s) of non-IOM driver(s)/owner(s) and confirmation that they hold valid driving licenses.

IOM generally only insures risks related to civil liability, including legal liabilities of IOM towards passengers. The yearly premium is CHF 720 per vehicle which is pro-rated based on the number of months a vehicle is insured during the year. Coverage is on the basis of local conditions and has no further limitations.
Telecommunications System

Emergency telecommunications are necessary for three reasons:

1. For communication among team members and with others since in most emergency situations, the local telecommunication system will either no longer exist or will not be reliable.
2. For staff safety and security.
3. For an effective and efficient emergency operation.

Choosing the right kind of telecom system depends largely on:

- The area of intended coverage, e.g. local, national, regional, international
- Telecom exchange required, e.g. voice, fax, data
- Compatibility with partners, e.g. UN, NGO, IO, local authorities
- Availability of technical expertise, especially for HF radio
- Cost of procurement and maintenance

To date, IOM has used the following emergency telecom systems:

- **HF (short-wave radio)** for medium- to long-range national coverage. IOM has used the paktor/sitor system as well as the newer ones with GPS capabilities.
- **VHF radio for short range coverage**, both with and without repeater. VHF is a line-of-sight radio link.
- **Satellite communication (satcom) for international link**, such as inmarsat A, B, C, M and mini-M. Since the Kosovo operation, IOM has also used the VSAT.
- **Satellite phone (satphone) for international link** without the bulk of the normal satcom, e.g. Thuraya and Iridium. These are handheld satcom systems.
- **Cellphone (GSM)** for routine use if and when there is a local service provider.
- **Landline phone/fax for routine use** if and when available locally.
- **Email/Internet** either through landline phone, cellphone, satphone or satcom.

(IOM will also be using the M4/GAN, which is a bit heavier than the mini-M but is much faster with data transmission/reception rates of 64 kbps compared to 2.4 kbps. The M4/GAN unit is also much cheaper than the VSAT and has about the same data transmission speed.)
Concerns and Limitations of Radio Use

*Import limitation.* Radio transceivers are considered security equipment. Therefore, it is natural for host authorities to be concerned about their use by other parties.

*Regulatory barriers to radio use.* Because of the above, only certain types of radios, such as non-programmable radios for example, may be approved by the host country. In addition, frequencies must be allocated and approved by the authorities. In some places, radio traffic across borders is not allowed.

*Lack of agreement on or confusion over common calling channels/frequencies.* In emergency conditions, it is common that there will be radio saturation as humanitarian workers and the national authorities rush for help. This could lead to public network overload.

*Non-availability of radio equipment stock.* This is quite common especially for HF radios. Producers normally do not keep a large stock of HF radios, but rather make them when ordered.

*Incompatibility of radio equipment with operational partners.* Some times, the local standard and the international standard are different such that the two parties cannot communicate.

Radio Transceiver

A transceiver radio (VHF or HF) is not only useful as an operational tool but also as security equipment. It can be used to call for urgent help or to warn others of oncoming danger. Even without immediate danger, a transceiver radio is a reassuring companion. Whatever happens:

- Do not use the radio for social messages.
- Always assume others (including those outside the security system) are listening.
- Never allow the radio to be used to convey military information.
- Observe the following basic principles:
  - **Brevity**—Be concise but precise; leave out unnecessary words; do not repeat a word or phrase unless it is necessary.
  - **Rhythm**—Speak in short complete phrases that make sense and not word by word.
  - **Speed**—Speak at a medium speed; this is the most effective way as slow speed exasperates the receiver and fast speed may render words unintelligible.
**Volume**—Speak clearly and in a normal tone as in an ordinary conversation; shouting will result in speech distortion.

**Spell Out**—Spell out important or difficult words and always repeat the figures.

**Language**—Normally, the language of the radio network is English or French.

*N.B. Remember that IOM staff are of various nationalities. Be patient and tolerant of your colleagues when encountering language problems.*

## Types of Radio Links

**HF (high frequency) Radio** This type of radio link transmits in a straight line as well as upwards to the sky. Signals are reflected off the ionosphere and the earth’s surface. The density of the ionosphere constantly changes, e.g. night-time and day-time, which affects the quality of radio transmission. Thus in general, north-south communication is easier than east-west. Choosing the best frequency can partially solve this problem. HF can be installed with a modem and attached to a personal computer so that both voice and data can be communicated. It is possible to achieve worldwide coverage with an HF radio (mobile and base) by using commercial HF radio stations such as the Bern Radio in Switzerland.

**VHF (very high frequency) Radio** This radio link uses line-of-sight transmission. Thus, its performance and range are restricted. Its use is normally limited to a range of not more than 20 kilometres. There are three kinds of equipment for this type of radio link: 1) VHF homebase (fixed at the station); 2) VHF mobile radio (at the vehicles); and 3) VHF handheld (with the staff). Handheld-to-handheld communication has a maximum range of three kilometres. With a repeater, this distance can be increased up to a maximum of 120 kilometres.

To be compatible with other agencies, sometimes IOM must use UHF (ultra-high frequency) radios instead of VHF. UHF and VHF work similarly except that their frequency ranges are different.
Useful Hints on Using Radio Equipment

**Handheld Radio (VHF)**

- Ensure that the volume control is set to an appropriate level.
- Ensure that the radio is set to the appropriate channel.
- Ensure the battery pack is charged.
  - Before charging the battery pack, ensure that it is fully discharged.
  - Fully charge the fully discharged battery pack.
  - A battery pack, attached to an open radio (receiving mode), may be inserted into the charger; take the radio off the charger before operating (transmitting).
  - Each radio should have at least two spare battery packs.
- Be aware that there are radio “blind spots.” When transmitting or receiving, walking around may get a better connection.
- When transmitting or receiving, hold the radio vertical to the ground so that the antenna is directed straight up.
- Regularly check with the homebase radio for contact.

**Mobile Radio (VHF and HF)**

- Ensure that the radio is turned “on” only after the car engine has been started.
- Replace the microphone to its clip after each use.
- Bring the antenna into the car when the car is left unattended.
- When in use, ensure that the antenna is in the centre of car roof.
- Regularly check with homebase radio for contact.

**Homebase Radio (VHF and HF)**

- Ensure radio is always “on.”
- When radio needs to be turned “off,” advise all stations first.

**Call Signs**

- For staff call signs, use staff initials, e.g., John Doe—“Juliet Delta”
- For stations, use office locations, e.g., “IOM Herat”
- For vehicles, use numbers, e.g., “Mobile 1”
- If IOM is using the UN radio network, the UN assigns call signs to IOM. Since IOM became part of UNSECOORD in March 1998, this has primarily been the case.
Satellite Communication System

Satellite communication system or *satcom* is the latest development in radio communications. A satellite is like a repeater placed in orbit which allows communication from point to point on the earth’s surface. Initially invented for maritime use, satellite communication is called Inmarsat or the International Maritime Satellite. Inmarsat is an internationally owned cooperative based in London. In addition to Inmarsat, there are now several satellite service providers. IOM generally uses Eik in Norway.

Satcom uses frequencies (number of cycles per second of an alternating current, or the number of waves, as electromagnetic energy, that pass a fixed point per second) above one gigahertz. The orbit of a satcom satellite is geo-stationary (i.e., movements of the satellite and the earth are synchronised so that the satellite appears in a fixed position) at 37,500 kms above the earth (with a diameter of 12,000 kms). There are four inmarsat satellite positions covering the earth.

A land earth station (LES) links satellites with national and international telecommunications networks. Satcom charges are generally expensive (although in some countries it is actually cheaper than landline phones)—from USD 0.52 to USD 3.50 per minute—since satellites are expensive to build and launch, and have limited lifespans. In some land earth stations, rates are lower between 2201 and 0400 Greenwich Mean Time. Because of the high operating cost, satcom should only be used in situations where no local phone is available and when there is an urgent need to send an oral or written report. In general, within three months of the start of an emergency operation, a cheaper mode of telecommunication must be identified. Staff can easily get used to the satcom and begin to think of it as just a landline. This will result in exorbitant communication costs.

There are various types of satcom now available. All are designed to be installed and operated by a non-specialised person, but their use and operation differ.

**Inmarsat Standard A** has voice, fax, telex and data capacity. It is analogue, with a data transmission speed of 64 kbps and weighs some 35 kgs. It costs about USD 25,000 per terminal and approximately USD 3.50 per minute. IOM used this equipment during the Gulf operation in 1990-1991.

**Inmarsat Standard B** is an upgraded Standard A. It is digital and has voice, fax, telex and data capacity and transmits at 64 kbps. It is smaller and lighter than the Standard A weighing some 25 kgs. A terminal costs
about USD 17,500 and has an operating cost of USD 3.00 per minute. IOM used this during the Chechnya operation in 1995-1996.

**Inmarsat Standard C** is a compact version of the Standard A with fewer features. It has only fax and telex capacity and weighs some 15 kgs. A terminal costs about USD 7,500 has an operating cost of USD 0.80 per kilobit.

**Inmarsat Standard M** is a portable satcom with voice, fax and data capacity and a transmission rate of only 2.4 kbps. It is called the “attaché case model” and weighs some 9 kgs. A terminal costs USD 4,000 and has an operating cost of USD 2.50 per minute. IOM used Standard M quite a lot during the early to mid 1990’s.

**Inmarsat Standard Mini-M** has basically all the features of a Standard M except for it is the size of a laptop computer. It has voice, fax and data capacity (at 2.4 kbps) and weighs some 2.2 kgs with a battery. A terminal costs about USD 2,500 and has an operating cost of USD 2.50 per minute. This has become more popular with IOM since the East Timor out-of-area voting (part of the popular consultation) in 1999.

**M4/GAN (global area network)** is a bit heavier than the Standard M but is much faster at 64 kbps. It has voice, fax, text, data and video capacity. With the antenna folded it is the size of an A4 piece of paper. It weighs some 3.9 kgs with the folded antenna and batteries. A terminal costs about USD 10,100 and has an operating cost of USD 2.50 per minute for voice and USD 3.50 per megabyte for data. This equipment is going to be tested for IOM emergency operations use.

**VSAT (very small aperture terminal)** has voice, fax, data and video capacity. The terminal plus antenna weighs some 25 kgs. The price is going down, but currently a unit costs about USD 35,000 with a monthly, lump sum operating cost of about USD 2,500. It is a point to multi-point system capable of allowing numerous remote sites to communicate with a centralised computing facility via a satellite link. IOM has used this equipment since the Kosovo operation in 1999. It has also been used in Afghanistan, Guinea Bissau and Ghana.

**Handheld satphone,** e.g. Thuraya and Iridium, is just like the normal GSM cellphone in appearance, but has satcom and GPS capabilities. The handheld satphone can be data-enabled too, with a speed of 2.4 kbps—the same as that of the Mini-M. IOM currently uses the Thuraya more than the Iridium. The Thuraya terminal costs about USD 750 (without accessories), and the operating cost per minute is USD 0.52. The Iridium has more global coverage. A unit would cost about USD 1,500.
As much as possible, all satcoms and satphones have to be commissioned through COS at Headquarters as COS has special rates from certain service providers. Because satcoms and satphones are frequently moved from one location to another, the inventory report for this equipment must be submitted to COS more often, preferably monthly. In addition, for billing purposes, COS needs to track closely where the equipment is and who is using it. Most, if not all, of this equipment has yearly subscription fees that must be paid until the equipment is decommissioned—even if it is not in use.

**IT Standards**

Standardising IOM computers and information technology has enormous advantages related to:

- Applications, design and support
- Deployment and support of an integrated office environment
- Deployment and support of an integrated information architecture

It is important that field offices and Headquarters units follow existing standards. In order to monitor consistency with these standards and receive additional advice, any planned IT acquisition (hardware, network, software or services) should be coordinated with ITS in Headquarters. By doing this, field offices can also receive financial assistance from Headquarters in certain areas (such as standard software). Should a field mission need to deviate from these standards for any reason, they must coordinate with and receive authorisation from ITS.

ITS standards are defined for the following components:

- Hardware configuration for desktop PC or Client PC on a LAN
- Hardware configuration for LAN/servers
- Base software for stand alone or client PC (operating system)
- Base software for servers (operating system)
- Office environment and email/groupware
- Applications development tools and environment

Because the computer industry doubles the power of PCs roughly every 18 months, these standards are constantly evolving and are upgraded on average every quarter. Check with ITS for updated standards before initiating any acquisition. More details on IOM IT standards as well as the proper use of internet via IOM official lines/subscriptions are included in References 43 and 44.
Managing Information

Information is power. It is also a key aspect of emergency operations. Plan how to collect what you need, as well as how to store, analyse, disseminate and update it. Information management tools are many and varied. They include computer hardware and software, databases (especially registration and profile databases), reports, files and documents, manuals, the internet, transceiver radios, white-boards, mapping and imagery, and Global Positioning Systems (GPS), which are all potentially valuable depending on your need.

Emergency staff should adapt existing information tools or create their own based on their specific needs. On an on-going basis, be aware of such tools, practice using them, and explore how they might be complemented or adapted for use in emergencies. Some of the forms and tables in this manual, for instance, can be adapted using Microsoft Excel, Word or Access. The use of generic software and basic formatting is recommended. The more sophisticated your tools and formats, the more difficult they will be for others to copy and adapt.

One key information management tool is an office filing system. A very simple, initial filing system can be divided into three parts:

1. Administration/Finance (which also includes Personnel)
2. Operations
3. Medical/Health

Make your own subdivisions as required. A more complete sample filing system is shown in Annex 5J. The files necessary for a field emergency presence are not all needed simultaneously and can be created as and when needed. The file titles/contents will correspond with the main issues and tasks that confront the IOM emergency team leader. The filing system will evolve throughout the operation so it is better to develop a list of files from the beginning, even if they are not all used from the outset. In this way, the file numbering will be clear and logical and can be expanded as necessary. If the emergency operation has developed or is at the stage of becoming an IOM regular mission, the field office should use the full set found in the “Field Employee Management Handbook,” a copy of which is included on the accompanying CD-ROM.

Reporting

Regular reporting is essential. Timely and quality reporting greatly enhance an operation’s success. In circumstances where operations are negatively
affected by elements beyond IOM’s control, quality reporting facilitates fairer judgement and earlier consideration of how best to overcome obstacles. Donors fund well-understood programmes sooner (or provide clear indications why they will not). Clear reporting reflects positively on the Organization’s credibility.

- Before writing a report, think about who will receive it, who will act on it and what you want to convey. Write the report based on who needs what information. Consider whether the report is for internal or external use. If for internal use, you can usually use acronyms and reference language much more freely. Check this with intended users before assuming it is acceptable. External (or combined internal/external) reporting should always be written so that it will be understood by the least aware reader.

- On important data, be as specific as possible. Generalisations are not given as much attention as verifiable explanations. Example: “Most of the population are displaced and are in need of some assistance” will certainly not receive the same attention as: “The 3,400 displaced women and children in XXX location are in need of warm clothing and blankets.”

- When finished, if you have time, and for important reports, set the document aside and engage in other unrelated activity for a while. Afterwards pick up the report again. Imagine you are the user just receiving your copy. Does it make sense? Are points plain and clear? Do you understand the requests? Do you have questions that are not addressed? Adjust the document until you feel that you can defend it and only then dispatch it.

Reporting should be:

*On a regular basis* Establish a realistic schedule and try to stick with it. Normally, reporting is daily during the first eight weeks, every other day for the next two months, and weekly thereafter. If you cannot comply with this schedule, explain why as soon as possible and develop an alternate schedule. Users depend on the information contained in the reports to help you.

*Addressed to an identified set of users* As discussed above, this will help you decide how to write the report with regard to the type of language required and the users’ knowledge and understanding of the operation. These users can, in turn, distribute the report to others as necessary.
Concise and precise Except for the Closure of Project report, try to limit the length of reports to a maximum of two pages. If more information is really required, then attach additional information as annexes to the short report. Such brevity and precision keeps readers’ interest and allows them to get main points quickly—exactly what you want to communicate.

Fresh and factual Convey new information and corrections to old (as relevant). If nothing has changed, it is important to state so, but as briefly as possible. Users are looking for new, factual and updated data/information.

Action oriented Make recommendations action-oriented, i.e., make clear who is going to do what and when.

At the end of this chapter are two sample report formats, a Situation Report (Annex 5K) and a Donor Report (Annex 5L). Adapt these reports as appropriate for your situation. For easy access, electronic IOM logos are included in Annex 5M.

Informing Affected Populations

Affected and host populations must also be informed about operations designed to assist them and/or in their territory. Methods for informing affected populations include the following:

- Public information hand-outs (flyers, leaflets, brochures, bulletins)
- Public meetings (formal or informal, to explain operations, entitlements, procedures, expectations and responsibilities)
- Media programmes (press, radio and television)
- School based activities (aimed at both children and parents through schools)
- Audio-video presentations (video presentations)

Dealing with the Media

Public information can serve multiple needs, from promoting a particular attitude in the population to easing tensions caused by lack of knowledge of assistance operations. Public information should not be seen as an undesirable extra load, but as a tool to benefit and facilitate assistance efforts. Well-informed donors, media, and the public can be valuable allies, but only if they feel that operations are transparent and accountable.

IOM is sometimes mistaken to be a UN agency (in general description) or an NGO/voluntary agency (when claiming privileges and immunities). Emergency staff should clarify the situation through liberal distribution
Dealing with Journalists

IOM will gain the respect of the media by being transparent, accessible, reliable and clear. The media are not systematically “out to get us.” Most of the time journalists are in need of factual and timely information on migration-related issues. In recent times, the media has become our best ally and has put IOM on the map “free of charge.” Refusing contact with journalists is no longer an option. All IOM offices worldwide, emergency or non-emergency, should strive to build a working relationship with national and international media. All IOM staff should consider themselves spokespersons of the Organization as long as they do not stray out of their field of competence. If in doubt, the Media and Public Information Department (MPI) at Headquarters is always there to assist.

Why care about the media? Successful media relations are indispensable and contribute to IOM’s daily work. IOM should work with the media to attract the world’s attention to the plight of the people the Organization serves. Governments, migrants, potential migrants, and average citizens are much more likely to hear about IOM through the media than through
official documents. At a time when a few seconds on prime time TV costs a fortune, IOM needs to continue to work with journalists who will act as “free carriers” of the Organization’s message.

In focusing on international journalists, do not overlook the national media who are in the best position to explain to the local population what IOM is doing in their country. A local journalist you may have overlooked may also file for an international and prestigious news organization. Special interest magazines are also prime sources for in-depth coverage of IOM programmes. Treat all agencies equally. Do not exclude any journalist. No audience is too small for IOM to overlook. Not being available when the media calls can lead to misunderstandings, rumours or misinformation.

**Tip:** Develop a list (fax, telephone, email) of media contacts in your area. Embassies, Ministries and other organizations can be good sources to get names of journalists. Make sure that all journalists are contacted within a reasonable time when issuing a news release or other media events.

**What do journalists want from us?** Journalists deserve and expect to be treated politely with honesty and clarity. They seek contact with IOM as a source of information as part of their normal professional activities.

Most journalists work on tight, unforgiving deadlines and thus need accurate information quickly. It should not be seen as aggressive behaviour if and when they persistently call and/or visit. Rather, IOM should show that it understands these pressures and provide the requested information if possible. News journalists have distaste for the word “yesterday,” which, in many cases, will mean that a story is no longer relevant.

Journalists need simple, basic and current facts. Queries are much more likely to centre on statistics rather than the sensitive intricacies of IOM’s relationship with a government.

Whenever possible, go beyond mere statistics. Give the journalist the human side of a story. A news release saying, “Fifty XXXians were returned yesterday” might prompt a two-paragraph “filler” story. On the other hand, if one of the returnees has an interesting or novel story and is ready to tell it, the result may be a 700-word page-lead story. Always look for the human angle, an element of “colour” that illustrates IOM’s work.

**How to deal with journalists?** Before speaking to a journalist in an official capacity, make sure that you are speaking within your field of competence. For example, if you are a medical officer, limit your comments to health-related issues. Do not venture into administrative or policy matters. In general, try to establish a dialogue. Ask journalists what they are interested in and do your best, where possible, to help.
In situations where you want the IOM story to be covered, inform journalists before the activity takes place instead of issuing a press release after the fact. Since it may take a TV reporter a day or two to research the story, alert their station, check that their editors are interested, book a crew and arrange for editing time and a satellite feed. They will appreciate advance notice and it may facilitate coverage of IOM’s activities. If a repatriation is planned but not certain, explain the situation to the journalists so they can decide for themselves if they will cover the story.

In advance, always inform all people and partners concerned that the media will be present and get their approval. Where possible, news releases and news conferences should be arranged before lunchtime to meet agency deadlines and to give journalists enough time to write their story on the same day.

A major news story requires constant updates. A press release may be old before the ink dries. Keep journalists abreast as events unfold. Do not hesitate to “volunteer” information as the story unfolds. If you have an update, call the journalist.

When a response to a question could jeopardise the delicate nature of IOM’s work, say so and explain why. If the reasons are valid, most journalists will understand and be sympathetic. Journalists need the humanitarian community for information and are much more likely to want to cultivate relationships rather than destroy them.

Stick to the facts and speak as an IOM staff member. Do not take the, “I personally think” approach. Do not say: “No comment,” “I cannot talk to you,” or “Call Geneva.” This only generates hostility and makes journalists think the office has something to hide or is incompetent. Word soon gets around that an organization is unhelpful or unreliable.

You should not:

- Try to tell the reporter what he/she should write.
- Demand to see a story before it is sent.
- Refuse to give a recorded interview if you have agreed to speak officially.
- Read out a statement as this shows a lack of confidence.

If you are misquoted or taken out of context, use your judgement. Establish the extent of the damage. If it is grave and puts into question IOM’s integrity and reputation, you should, in consultation with MPI in Headquarters, draft a reply and ask the media in question to publish/air this reply. This text should also be forwarded to all other media outlets.
If it is a question of numbers and other factual inaccuracies, you might inform the journalist, set the record straight, and assume it was an innocent mistake.

**The Message**

Make sure that you have something significant to say and prepare your message carefully. Be aware that migration-related stories have moved to the forefront of media coverage. Organise your thoughts before speaking to the media—whether on camera, in person or on the telephone. Your message, whatever it is, should rest on three pillars:

1. **Knowledge** We know what is going on
2. **Caring** We feel for the people we serve
3. **Action** We are doing something to help them

In 20 seconds it is possible to convey a lot of information such as the following example. “IOM researchers have established that some 700,000 women and children are trafficked worldwide every year. IOM has and will continue to help and protect the victims return home and restart their lives in dignity.”

Avoid jargon, IOMese and UNese. If the language is incomprehensible, the news release will not be used. Even worse, IOM’s standing will be diminished. Write and speak in terms that you would use when addressing your family rather your colleagues. Use everyday language. Tell the journalist what IOM is actually doing in short and simple terms. The general rule is not to criticise our partners. Public bickering creates a bad impression.

**Writing a News Release**

Use the following guidelines when writing a press release:

- **Put the date and a one-line headline** reflecting the main theme at the top of the press release. The lead or first paragraph should be only one sentence of about three to three and a half lines.
- **Use short, simple sentences** Write in an understandable language.
- **Start with the most important**, recent or eye-catching development. A busy journalist may only read the first few paragraphs.
- **Use paragraphs to break up text** since long blocks of text make editing difficult.
- **Include an interesting or striking quote** expressing an opinion that goes to the core of the issue and adds value and interest to the news release.
• **Make sure to include a contact name and telephone number.**

• **Limit yourself to one-two pages.** Press releases should be no more than two pages and preferably only one. The background and history of an operation go at the end of the release.

• **Never start with something that has been going on for some time** as a prelude to the new development. A news release should not read like the minutes of a meeting or a note for the file.

• **It is generally counterproductive to issue a series of news releases** that are unlikely to interest journalists. After receiving several weak releases, journalists will not read them anymore and will lose interest in IOM stories.

It is important to attract the attention of news agencies or the “wires.” Virtually every newspaper, radio and television station subscribes to Reuters, the Associated Press (AP) and Agence France Presse (AFP), etc. These news agencies or “wires” are the backbone of news coverage worldwide. What appears on these agencies will be read in hundreds of newsrooms around the world.

### Doing Broadcast Interviews—Dos and Don’ts

In radio and television interviews, limit your answers to no more than one minute—20 to 40 seconds is ideal. Unless you are being interviewed live, what you say will be edited. The more verbose you are the better the chances of your quote being edited out of context. Some “sound bites” in a TV news piece can be less than 10 seconds (about 25-35 words). “Clips” for feature or documentary programmes can be longer, but unless there is some action or you are showing something to a reporter, it is unlikely that more than 40 seconds will be used without interruption. Try out your favourite quotes and time yourself.

**The Dos**

- Assume every microphone is live. Never speak informally or indiscreetly in front of one.

- If you think there is something visually interesting which would help get IOM’s message across, show it to the reporter. TV thrives on good images. If returnees are getting on buses, the TV crew will prefer to film that rather than interview an IOM official describing what happened.

- Where practical, it is better to be interviewed outdoors where IOM is working with people, rather than in an office behind a desk.
• Ensure that you make a good and appropriate visual impression when interviewed. Do not dress too formally in a field location. Do not wear dark glasses. Do not smoke. Do not sway back and forth. Look at ease. Your voice and words may be convincing but if you look uncomfortable, viewers will register that and it will colour their impressions of what you say. Short, hand gestures that one might use in normal speech are acceptable, but sudden movements are not. Always look steadily into the eyes of the interviewer.

• Ask how much of your body will be in the picture. If just your head and shoulders are in view, then a sudden hand movement around your face will be a distraction to viewers.

• After a recording, as opposed to a live interview, the cameraperson will ask you to do some extra shots (cutaways) for editing purposes. Be patient, the interview may not be usable without them.

• Beware of hypothetical questions. For example, a less than completely scrupulous journalist could edit the answer, “I don’t really want to be drawn into that. I am not really in a position to answer. Moreover there is no real evidence that there will be a crisis but if there was a deterioration, I think that there could be a major outflow of migrants” to “there could be a major outflow of migrants.”

• It is time to simplify your language if an interviewer says, “Could you explain that in layman’s terms,” or “But what the viewers at home would like to know,” or “But what is IOM actually doing?”

• It is fair to ask the journalist what the first question will be and the general direction and broader context of the interview as well as who else will be interviewed and how long the segment will be. Never ask for a list of all the questions, and do not request them in writing. As in any conversation, the questions will depend on the answers given.

• If you have one thing to say which is absolutely crucial, then say it no matter what the question. You may preface your point by saying, “What is often forgotten in this is …,” or “We mustn’t lose sight of the fact that…,” or “It is vital that….”

• A broadcast interview should be a formal, informative conversation using everyday language.
The Don’ts

- Never “waffle” (speak without meaning), meander or tell ancient history.
- Do not use one word replies. These lead to a disjointed interview as they give the interviewer no time to think of the next question. They are also difficult to edit and cannot be used as a sound bite.
- Do not use time references (yesterday, tonight, and this morning) as these may create confusion depending on when the interview is broadcast.
- Do not use acronyms. Although some acronyms such as NATO and EU may be generally understood, others such as RAP, USRP, TCM and EPC will not. If you use an acronym that the reporter feels will not be understood by the general public, he/she will try to avoid broadcasting your reply.
- Do not use complex sentences and qualifying clauses. Avoid overuse of the word “although.”
- Do not lecture the interviewer.

The unabridged version of the IOM media guidelines is included in Reference 45.
International Organization for Migration

Payment / Receipt Voucher

Date: ______________________

Paid to / Received From: ________________________________________________

Amount: ________________________________

Currency: ________________________________

Description: __________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

___________________________________________________________

Account Code: ________________________________

Project Code: ________________________________

Prepared By: __________________________________________________________

Authorized By: ________________________________________________________

Received Sum of ______________________________________________________

Dated _______________ Signature ________________________________________
## IOM Field Cash/Bank Report

<table>
<thead>
<tr>
<th>Date</th>
<th>Payer/Payee</th>
<th>Description</th>
<th>Ref. No.</th>
<th>Amount Payment/(Receipt)</th>
<th>Balance If Funds Available = ( )</th>
<th>Project Code</th>
<th>Account Code</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

Name ___________________________ Signature ___________________________

Position ___________________________ Date ___________________________

COM Signature ___________________________ Date ___________________________
### Summary of Common Account Codes

<table>
<thead>
<tr>
<th>Account</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset and Liability Accounts (Accounts 1-001 to 2-905)</td>
<td></td>
</tr>
<tr>
<td>1-384</td>
<td>Cash-in-transit (Advances from Headquarters)</td>
</tr>
<tr>
<td>1-385</td>
<td>Cash-in-transit (Transfers between USD and LC Accounts)</td>
</tr>
<tr>
<td>1-551</td>
<td>Accounts Receivable (Advances, Deposits)</td>
</tr>
<tr>
<td>2-151</td>
<td>Mission-Mission Clearing Account (Receipts or payments on behalf of another mission)</td>
</tr>
<tr>
<td>2-152</td>
<td>Headquarters - Mission Clearing Account (Travel Advances to be settled at Headquarters)</td>
</tr>
<tr>
<td>Staff and Office Expenditure Accounts (Accounts 3-001 to 3-499)</td>
<td></td>
</tr>
<tr>
<td>3-005</td>
<td>Staff Travel — Subsistence</td>
</tr>
<tr>
<td>3-006</td>
<td>Staff Travel — Transportation</td>
</tr>
<tr>
<td>3-052</td>
<td>Salary Temporary Employees</td>
</tr>
<tr>
<td>3-152</td>
<td>Salary Temporary Medical Employees</td>
</tr>
<tr>
<td>3-201</td>
<td>Telephone</td>
</tr>
<tr>
<td>3-202</td>
<td>Telex, Fax, Cables</td>
</tr>
<tr>
<td>3-205</td>
<td>Postage</td>
</tr>
<tr>
<td>3-211</td>
<td>Office Supplies</td>
</tr>
<tr>
<td>3-212</td>
<td>Printing</td>
</tr>
<tr>
<td>3-222</td>
<td>Office Maintenance</td>
</tr>
<tr>
<td>3-223</td>
<td>Rental of Office Premises</td>
</tr>
<tr>
<td>3-225</td>
<td>Utilities</td>
</tr>
<tr>
<td>3-242</td>
<td>Maintenance and Running Costs of Vehicle</td>
</tr>
<tr>
<td>3-243</td>
<td>Rental of Vehicle</td>
</tr>
<tr>
<td>3-263</td>
<td>Rental of Computer Equipment</td>
</tr>
<tr>
<td>3-273</td>
<td>Rental of Office Equipment</td>
</tr>
<tr>
<td>Operational Expenditure Accounts (Accounts 3-500 to 3-999)</td>
<td></td>
</tr>
<tr>
<td>3-501</td>
<td>International Air Transportation</td>
</tr>
<tr>
<td>3-503</td>
<td>In-Country Transportation</td>
</tr>
<tr>
<td>3-526</td>
<td>Truck and Bus Rental</td>
</tr>
<tr>
<td>3-746</td>
<td>Emergency Assistance</td>
</tr>
</tbody>
</table>

Further guidance and account codes will be provided to you, depending on the activities to be undertaken. A complete Chart of Accounts is available from ACO.
International Organization for Migration

Cash Certificate

Mission/Office ______________________________

I hereby certify that I have counted the cash on hand on ____________, 20___
and that it amounted to: ___________________________________________

Currency: _________ Amount in Figures: ________________

Amount in Letters: _______________________________________________

As shown on page number _____ of cash book account type _____________

The reconciliation by denomination is as follows:

Notes of _____ x _______ = _________
Notes of _____ x _______ = _________
Notes of _____ x _______ = _________
Notes of _____ x _______ = _________
Notes of _____ x _______ = _________
Notes of _____ x _______ = _________
Notes of _____ x _______ = _________

Total ______________

Prepared by: ________________________________________________

Authorised by: ______________________________________________
Field Accounting in an Emergency Operation

This example shows the initial transactions made by a new field office. First, the transactions are described. Then, below the transactions, are examples of the completed forms. (Note: only one sample voucher is shown.) While this example shows only cash accounts, a similar process is used for bank accounts as well.

06 Jul  IOM is given an advance of USD 10,000 to cover the initial emergency operation in Country X (Voucher no. USD-1).
09 Jul  IOM arrives in Country X and rents a temporary office location for USD 2,000 for July (Voucher No. USD-2).
09 Jul  IOM rents car for 1 month for USD 1,500 (Voucher No. USD-3).
09 Jul  IOM changes USD 2,000 to local currency (LC) 8,000 (exchange rate obtained in the local market of LC 4 to USD 1). (Voucher No. USD-4 and Voucher No. LC-1).
10 Jul  IOM phones Headquarters for LC 800 (Voucher No. LC-2).
14 Jul  IOM purchases gasoline for LC 500 (Voucher No. LC-3).
15 Jul  IOM pays driver for one week for LC 1,000 (Voucher No. LC-4).
15 Jul  IOM buys office supplies for LC 700 (Voucher No. LC-5).
16 Jul  IOM photocopies documents for LC 400 (Voucher No. LC-6).
17 Jul  I.M. New arrives in Country X and requires a travel advance of USD 2,000 (Voucher No. USD-5). IOM writes the amount advanced on original TA and keeps copy to attach to voucher.
18 Jul  The field office will soon run out of money so the office faxes the summarised cash reports and requests for additional funds. In addition, the original cash reports, cash certificate and all supporting vouchers are pouched to Headquarters.
18 Jul  IOM carries forward the remaining balances to new pages of the cash reports for the following period.

International Organization for Migration

Payment / Receipt Voucher  Number USD - 1

Date:  6-Jul-95
Paid to / Received From:  IOM HQ
Amount:  $10,000
Currency:  USD
Description:  Advance of Operational Funds for Emergency in Country XXX

RE: PROJECT CODE XXX-XXX

Account Code:  1-384
Project Code:  N/A
Prepared By:  TSY
Authorized By:  TSY

Received Sum of  USD 10,000
Dated  Signature
### IOM FIELD CASH/BANK REPORT

**Year:** 1995  
**Month:** July  
**Currency:** USD  
**Cash or Bank:** Cash  
**Mission:** XXX  
**Mission Code:** XXX

<table>
<thead>
<tr>
<th>Date</th>
<th>Payer/Payee</th>
<th>Description</th>
<th>Vr. Ref. No.</th>
<th>Amount Payment/(Receipt)</th>
<th>Balance If Funds Available = ( )</th>
<th>Project Code</th>
<th>Account Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-Jul</td>
<td>IOM HQ</td>
<td>Receipt of Operational Funds</td>
<td>1</td>
<td>(10,000)</td>
<td>(10,000)</td>
<td>N/A</td>
<td>1-384</td>
</tr>
<tr>
<td>9-Jul</td>
<td>Mr. Landlord</td>
<td>Office Rental for July</td>
<td>2</td>
<td>2,000</td>
<td>(8,000)</td>
<td>XXX-XXX</td>
<td>3-223</td>
</tr>
<tr>
<td>9-Jul</td>
<td>Rental Co.</td>
<td>Car Rental for 1 month</td>
<td>3</td>
<td>1,500</td>
<td>(6,500)</td>
<td>XXX-XXX</td>
<td>3-243</td>
</tr>
<tr>
<td>9-Jul</td>
<td>LC Account</td>
<td>Transfer of USD 2,000 to LC Acct</td>
<td>4</td>
<td>2,000</td>
<td>(4,500)</td>
<td>N/A</td>
<td>1-385</td>
</tr>
<tr>
<td>17-Jul</td>
<td>I.M. New</td>
<td>Travel Advance (Re. HQ TA No. 314)</td>
<td>5</td>
<td>2,000</td>
<td>(2,500)</td>
<td>N/A</td>
<td>2-152</td>
</tr>
</tbody>
</table>

17-Jul Carry Forward to Page 2 (2,500)

---

**IOM FIELD CASH/BANK REPORT**

**Year:** 1995  
**Month:** July  
**Currency:** USD  
**Cash or Bank:** Cash  
**Mission:** XXX  
**Mission Code:** XXX

<table>
<thead>
<tr>
<th>Date</th>
<th>Payer/Payee</th>
<th>Description</th>
<th>Vr. Ref. No.</th>
<th>Amount Payment/(Receipt)</th>
<th>Balance If Funds Available = ( )</th>
<th>Project Code</th>
<th>Account Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-Jul</td>
<td>IOM HQ</td>
<td>Receipt of Operational Funds</td>
<td>1</td>
<td>(10,000)</td>
<td>(10,000)</td>
<td>N/A</td>
<td>1-384</td>
</tr>
<tr>
<td>9-Jul</td>
<td>Mr. Landlord</td>
<td>Office Rental for July</td>
<td>2</td>
<td>2,000</td>
<td>(8,000)</td>
<td>XXX-XXX</td>
<td>3-223</td>
</tr>
<tr>
<td>9-Jul</td>
<td>Hotel Intercont.</td>
<td>Phonecall to IOM HQ</td>
<td>2</td>
<td>800</td>
<td>(7,200)</td>
<td>XXX-XXX</td>
<td>3-201</td>
</tr>
<tr>
<td>14-Jul</td>
<td>Guardian Station</td>
<td>Gasoline - 60 Litres</td>
<td>3</td>
<td>500</td>
<td>(6,700)</td>
<td>XXX-XXX</td>
<td>3-242</td>
</tr>
<tr>
<td>15-Jul</td>
<td>P. Azadadi</td>
<td>Employment of Driver for 1 week</td>
<td>4</td>
<td>1,000</td>
<td>(5,700)</td>
<td>XXX-XXX</td>
<td>3-052</td>
</tr>
<tr>
<td>15-Jul</td>
<td>M. Paollo</td>
<td>Office Supplies</td>
<td>5</td>
<td>700</td>
<td>(5,000)</td>
<td>XXX-XXX</td>
<td>3-211</td>
</tr>
<tr>
<td>16-Jul</td>
<td>C. Copy</td>
<td>Photocopies</td>
<td>6</td>
<td>400</td>
<td>(4,600)</td>
<td>XXX-XXX</td>
<td>3-212</td>
</tr>
</tbody>
</table>

17-Jul Carry Forward to Page 2 (4,600)

---

**Name:** _____________________________  
**Signature:** _____________________________  
**COM Signature:** _____________________________

**Position:** _____________________________  
**Date:** ____________________  
**Date:** ____________________
REQUEST FOR PROCUREMENT

Mr./Ms. _______________________________ (Project Manager) is requesting the purchase of the following items for the implementation of: _______________________________ (project title or indicate purposes), project code number: _________________________

Signature: __________________________________________

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Description of Items</th>
<th>Approximate costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Total funds requested

CLEARANCE

I certify that the above items have been checked against IOM’s overall property/inventory and I recommend the above mentioned procurement.

Signature of Procurement Officer: __________________________ Date: _________

I certify that I have checked against the budget availability of the above-mentioned project.

Signature of Finance Officer: _____________________________ Date: _________

1. RECEIVED AN ADVANCE OF __________________________________ (sum in words)

Signature of Procurement Officer: __________________________ Date: _________

2. BANK TRANSFER EFFECTED ON ___________________________________
Guidelines on IOM Procurement

a) Emergency. General Instruction 1016 "procedures for acquisition, maintenance, insurance and disposal of property" concerns official procedure in IOM for procurement in general, i.e. expendable assets, non-expendable assets, assets in stock or in use, and assets on loan. For procurement during emergency operations where bidding may have to be selective rather than open to public, the common guidelines are as follows: Limited international competition (LIC) is limited to a shortlist of qualified Suppliers selected in a non-discriminatory manner by the Procuring Entity from rosters, pre-qualifications, expressions of interest and other sources. LIC is appropriate when OIC (open international competition) is unsuitable for economical and efficient procurement because of the value, urgent demand or limited availability of the required good, works or services. It would be important to assess the opinions of all parties involved in the exercise, e.g. donors, auditors, host government, etc. in order to avoid or minimise any possible problems.

b) Non-emergency. Based on comparable quality and availability and within the authorised budgetary limits, invitation to bid should be well advertised. Selection of bidder should commence when at least three competitive offers are obtained, except if:

- The purchase is for property items for which the prices or rates are fixed by legislation or where no other source of supplies is available.
- The purchase is for property items for which it is impractical to secure competitive offers.
- The standardisation of equipment or inter-changeability of parts must be ensured.
- The purchase is for property items similar to items previously satisfactorily obtained under the most economical conditions (in which case the same suppliers may be given preference).

c) In general. Large procurement (e.g. USD 50,000 and above for EU funded projects) should go through an international tender. The following should be considered:

- budget availability
- identification of detailed requirements
- development of specifications
- preparation of bidding documents
- advertising-procurement notices (vendors search and pre-qualification)
- invitation for bids enclosing bidding documents
- receipt, opening and evaluation of bids
- selection of successful bidders and award of contracts

It is advisable not to go with a single supplier. The more the better so as to avoid any dependency. The selection of suppliers will be based on a series of variables. Following are some examples:

- quality of the product
- cost of the product
- delivery time of the product
- availability of spare parts of the product
- maintenance the supplier is capable of delivering

Once the decision on the supplier is made, a contract has to be signed. The contract covers the quality and quantity of the required product, the delivery time and the location of the delivery, the total amount (all inclusive cost) and the terms of payment agreed upon.

Another important aspect of procurement is the inventory of purchased items, their distribution and their use. This is a requirement for good management and will also facilitate preparation of donor reports.
### PROPERTY REPORTED FOR SURVEY ACTION

<table>
<thead>
<tr>
<th>Item No. &amp; Year of Purchase</th>
<th>Expense Code No.</th>
<th>Description of Property</th>
<th>Quantity</th>
<th>Unit</th>
<th>Unit Price</th>
<th>Amount</th>
</tr>
</thead>
</table>

**Total Amount**: ______________________

**REMARKS**:  
(Give full detailed explanations and attach supporting documentation, such as last Inventory listing.)

I hereby certify, that to the best of my knowledge and belief, the information stated above is true and correct.

**DATE**: ___________________________  **COM signature**: ___________________________

**AUTHORIZATION FOR WRITE OFF**  
(Property with a value not exceeding $30,000 per item)  
**Remarks**: ___________________________

**Date of approval**: ___________________________

**Signatures**:  
1. The Chief of Common Services  
2. The Director of Department  
3. The Head of ACO

**AUTHORIZATION FOR WRITE OFF**  
(Property with a value higher than $30,000.)  
**Remarks**: ___________________________

**Date of approval**: ___________________________

**Signature**: ___________________________  **Director of HRM**
## INVENTORY RECORD AS AT 31 December 200X

**IOM EMERGENCY OPERATIONS MANUAL**

<table>
<thead>
<tr>
<th>ITEMS*</th>
<th>MAKE &amp; SERIAL No.</th>
<th>ITEM no.</th>
<th>YEAR OF PURCHASE</th>
<th>UNITS</th>
<th>PURCHASE PRICE</th>
<th>TOTAL USD</th>
<th>Transferred to (T)</th>
<th>Borrowed from (B)</th>
<th>On loan to (L)</th>
<th>Disposed of (loss, obsolete and/or donated)</th>
<th>INTERNAL AUDIT date 1</th>
<th>INTERNAL AUDIT date 2</th>
<th>MISCELLANEOUS AND COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BUILDING</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>VEHICLES**</td>
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<tr>
<td>3</td>
<td>COMPUTER EQUIPMENT (IOM STANDARD)</td>
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<tr>
<td>4</td>
<td>COMPUTER EQUIPMENT (NON IOM STANDARD)</td>
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<tr>
<td>5</td>
<td>OFFICE EQUIPMENT AND FURNITURE</td>
<td></td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>6</td>
<td>OTHER MISC. ITEMS</td>
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</tr>
</tbody>
</table>

**Total Amount USD**

* Only items of purchase value of more than US$ 500

** Please indicate for vehicles the make, type and year/model and, in the Miscellaneous & Comments column, if passengers’ insurance is provided locally or from HQ.

*** Items disposed of shall not appear anymore in the list of the following year.

I certify that to the best of my knowledge and belief, this inventory reflects a true record of actual holdings of the items listed, that these holdings include all items of equipment held by this mission, and that all adjustments between physical stocks and accounting records have been made in accordance with authorised procedures.
Sample Filing for an Emergency Field Office

A. Administration
Management
• Bluebook
• Staff Meeting Minutes
• Location List
• HQ Yellow Pages
• Private Addresses/Contact Numbers of HQ Staff
• Private Addresses/Contact Numbers of COM/Head of Offices
• Private Addresses/Contact Numbers of National Staff
• Private Addresses/Contact Numbers of International Staff
• Local Directory (Embassies, Govt Partners, Police, Hospitals, etc.)
• Insurance
• Inventory
• Organigramme
• Lease/Rental Contracts (office premises, vehicles, equipment, etc.)
• Equipment Maintenance and Servicing
• Suppliers
• Logbooks (car use, telephone use)
• Couriers
• Host Government (accreditation, privileges and immunities, permits, etc)

Finance
• Budget
• Monitoring and Forecasting of Expenditures
• Monthly Financial Reports
• Signature Panel for Banks
• Monthly Cash/Bank Vouchers
• Payment/Receipt Vouchers
• Monthly Reconciliation (cash/bank, local currency and USD)
• IOM Exchange Rates
• Monthly DSA List

Personnel
• Contracts and Terms of Reference
• Biodata/CV
• Personnel Establishment
• Staff Rules and Regulations
• Attendance Records
• Salary Records
• EOD and Other Medical Records

Security
• Evacuation Plan
• Travel Advisory
• Security Incident Reports
• UNSECOORD (DO, FSO and Security Management Team)

Liaison (Internal and External)
• Sitreps
• Headquarters
• IOM Missions and Officer
• Partners (UN, IO and NGO)
• Visitors
• Meetings
• Embassies and Consulates
• Donors
• Public Information, Press and the Media

B. Operations
• Movement Instructions and Manuals
• Operations External Partners (government, UN, IO and NGO)
• Transporters and Contracts
• Air Movements
• Sea Movements
• Land Movements
• Departure Notices
• Nominal Rolls
• Operations Statistical Reports (daily, weekly, monthly and cumulative)
• Operations Escort Reports
• Project Documents

C. Medical/Health
• MHS Instructions and Manuals
• Health External Partners (government, UN, IO and NGO)
• Contracts
• Medical Statistical Reports (daily, weekly, monthly and cumulative)
• Medical Escort Reports
• Project Documents
Situation Report Form

A. Activities

General overview

Country or area profile
• socio-economic condition
• security condition
• political condition
• description of current local situation

Operations
• movements statistics

Coordination
• interagency meetings (summary only, minutes to be attached)
• individual meetings (summary only, minutes to be attached)

Trips (highlights only, trip report attached)

Staffing
• international, local, dates of hiring, grades
• staff changes, if any

Inventory of assets/properties (highlights only, forms attached)

Financial summary
• operational expenditures (summary only, forms and supporting documents attached)
• administrative expenditures (summary only, forms and supporting documents attached)
• overall summary
  – funds received
  – amount spent
  – balance

B. Findings and Conclusions
• problems encountered and solutions given
• assessment and evaluation
• general situation and outlook

C. Recommendations
[PROGRESS/FINAL/INTERIM/MONTHLY] REPORT
TO [DONOR]
[PROJECT TITLE]

Executing agency: International Organization for Migration (IOM)

Project partners:
(or national counterparts):

Geographical coverage:

Project management site:

Target groups:

Project duration:

Reporting period:

Total project budget: USD

Funds available this reporting period: USD

Expenditure during reporting period: USD

Amount contributed by [donor]:

Expenditure from [donor] contribution:

SUMMARY

1. PROJECT DESCRIPTION

2. RESULTS

3. ACTIVITIES

4. CONSTRAINTS AND ACTIONS TAKEN

5. CONCLUSIONS

6. FINANCIAL STATEMENT
Electronic IOM Logos

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

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

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

IOM International Organization for Migration
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References listed in the text are for internal IOM use only.
Key Points

★ Coordination can mean many things. These range from mere information sharing to tightly controlled joint planning and action (“command-and-control”).

★ There is an increasing number of organisations involved in international emergency operations, making management of them increasingly complex. Specially prepared systems, tools and resources (staff, money and materials) are required for liaison and coordination. In particular, emergency operations require staff explicitly designated as focal-points for these functions.

★ Particular skills, knowledge and personal qualities are required for liaison and coordination. Staff ought to be briefed and trained for liaison and coordination tasks.

Earlier chapters of this manual dealt with the assessment, preparation, deployment, and internal establishment of IOM operations. Throughout these stages, IOM is in regular and frequent contact with parties outside of the Organization. Most often, these consist of host government officials, local authorities, the caseload to be assisted, other humanitarian actors such as the UN and NGOs, and, occasionally, persons not directly affected by the emergency (e.g., donors, other government officials). These contact functions are referred to as liaison and coordination.

Article 1.2 of the IOM Constitution states: “In carrying out its functions, the Organization shall cooperate closely with international organisations, governmental and non-governmental, concerned with migration, refugees and human resources in order, inter alia, to facilitate the coordination of international activities in these fields. Such cooperation shall be carried out in the mutual respect of the competences of the organisations concerned.”
**Liaison**

Information that IOM can give and that which IOM needs to receive is critical to emergency operations. To efficiently carry out information exchanges, it is necessary to develop healthy working relationships, or liaisons, with all the parties mentioned above. Actual programme partners who are involved in the emergency should be given priority.

A healthy relationship with relevant and interested external parties can greatly facilitate IOM’s task. Conversely, a negative relationship can lead to misunderstanding or even obstruction. The result of the latter is that the emergency team spends considerable time on “damage control” instead of emergency response. It is strongly advised, therefore, to anticipate liaison and representation duties and to be prepared to carry them out in a sound, diplomatic and professional manner.

Unless another official title has been designated to the lead person in the IOM operation, the title of Head of Office or Team Leader should be adopted. These are standard titles, especially during emergency operations, that will allow both liaison partners and government officials to correctly address correspondence and inquiries. All official documentation from the IOM operation to liaison partners and government officials in the country should be authorised and signed by the Head of Office/Team Leader. Any signed document of policy importance should be filed in the office records.

Liaison functions should be established as soon as possible after arrival. In some cases, a document distribution system exists, such as active organisation and government contact details, goods and services being delivered, translations of government rules or policies, etc. IOM should arrange to be included in these information sources as soon as possible. It is also useful to ask contacts to introduce IOM to other main project-related entities with whom they work.

**Agreements**

IOM has signed a number of Cooperation Agreements and Memoranda of Understanding (MOU) that are also relevant for emergency operations. It is important to know what agreements and MOUs exist (see list in Annex 6A) between IOM and other international organisations such as the United Nations as well as other partners and specific Governments.

In emergency operations, especially if they involve refugees, it is important to recall the UNHCR-IOM guidance note on the transportation sector signed in May 2000 (Reference 46). Further to that is the IOM’s establishment of
RRTF or “rapid response transport fund” (see Reference 47) and guidelines for its use. For emergency, non-emergency or post-conflict, IOM staff should be aware of the UNDP-IOM agreement of December 1996 (Reference 48).

Before signing, agreements and MOUs should be sent to Legal Services (LEG) for coordination. LEG can also assist in drafting or send sample agreements or “model outlines,” particularly for agreements on the implementation of a project. Agreements and MOUs are tools not only for regular programmes but also for emergency response. They set out important mutual responsibilities and understandings.

**Representation to the Host Government**

A key aspect of coordination is relation with the host government. IOM, as an international, intergovernmental humanitarian organisation, should enjoy all “privileges and immunities” (Reference 49) which are accorded to other such organisations in the country. The term “privileges and immunities” can be roughly translated as exemption from or beneficial adjustments of certain documentation and tax requirements applicable to ordinary citizens and visitors. These requirements include: entry to and exit from the country, tax privileges on importation of equipment and supplies, tax privileges on salaries or other local payments, the extent to which local labour law needs to be followed, domestic travel passes or authorisation for IOM staff and vehicles.

It is necessary to check whether IOM has, or had in the past, any agreement with the Government. LEG in Headquarters may facilitate this. In addition, note what privileges are accorded to foreign embassies and missions; some governments provide international organisations the same or similar arrangements. It is important to establish an understanding with the host government early on, to facilitate the operation.

IOM has standard Letters of Understanding that may be used on-site during discussions with Governments which can promote better understanding of the Organization and hopefully lead to a more comprehensive legal status of IOM in the country. For easy reference, annexed is a sample Cooperation Agreement between the Government of Tajikistan and IOM (Annex 6B). Further guidance can be obtained by contacting LEG.

Standard communication to the Government follows two basic formats: *Note Verbale* and *Formal Letters*. The following procedures describe how each should be written.
Note Verbale (see Reference 50)

Most formal communication
Always in the third person
Only initials and seal will be affixed not a signature
Starts with: “IOM has the honour …”
Ends with: “IOM avails itself of this opportunity to renew ...
the assurances of its highest consideration”

Formal Letter (see Reference 51)

In first person
Affix signature not initials
Starts with: “I have the honour to refer …”
Ends with: “Please accept ... the assurances of my
highest consideration.”

Coordination

“Coordination is the systematic use of policy instruments to deliver humanitarian assistance in a cohesive and effective manner. Such instruments include strategic planning, gathering data and managing information, mobilising resources and ensuring accountability, orchestrating a functional division of labour, negotiating and maintaining a serviceable framework with host political authorities and providing leadership.”

Coordination in emergencies refers to a wide-range of activities, including information sharing, joint planning and problem solving, and the pooling of resources, such as shared transport and logistics centres. In the extreme, an operation may aim for a single line of command and control, as in an army. Given the independent nature of most humanitarian actors, however, this goal is rarely achieved.

Experience shows that coordination works best when there is a common shared interest, i.e. when to coordinate means to get access to information and services which would not otherwise be made available. Self-interest is, ironically, a major force in achieving good coordination.
Obstacles to Inter-agency Coordination

A recent study (Reindorp and Wiles, ODI, June 2001) on humanitarian coordination commissioned by OCHA revealed three main categories of obstacles to inter-agency coordination: a) structural, e.g. agencies’ often over-protectiveness of their respective mandates; b) institutional, e.g. contentious link between coordination and operationality; and c) management, e.g. absence of clear accountability for coordination. IOM emergency teams are expected to actively support and participate in a systematic inter-agency field coordination mechanism.

Levels of Coordination

Joint Information Sharing  Joint collection and dissemination of information is the most common coordination function. An overall information strategy is recommended. This strategy needs to address the specific information needs of the various actors—who needs what information, and how will it be collected, processed, stored and disseminated.

To share information it is rarely required that meetings be held, yet they are a preferred mechanism. Networking, sharing of documentation and the establishment and sharing of databases are probably more appropriate and less costly, especially when staff time is considered.

Coordinated information functions typically include regular, centralised situation reports (sitreps), population statistics updates, and verbal briefings of host authorities, fellow-agencies, donors, the media and the public. Databases may be established and shared. All too often, information is jealously guarded in emergencies. Coordination should seek to minimise such behaviour.

The potential problem of duplication in assessments strongly suggests that assessments should be coordinated by a single authority. This provides a single information clearing-house for all concerned agencies and donors. That authority can collect assessments, centralise and combine information and facilitate this information to all actors. This facilitates the availability of a wider range of assessments to all concerned. This also ought to ensure that a wider proportion of the population and a broader range of sectoral issues are gradually assessed, as information gaps are identified and assessments are focused to fill them.
Steps to be taken:

- Check the existence of any regular local inter-agency coordination/consultation/information-sharing meetings (normally organised by OCHA or a UN lead agency). IOM should attend these meetings regularly and, as much as possible, actively participate. If no such meetings exist, consider initiating one. The frequency of these meetings should increase as the local emergency situation worsens.

- The contact information for all main agencies should be collected and recorded on a common list. This should be updated regularly and shared within IOM.

- Set up regular meetings with the national government (or local government, as applicable). If the current emergency operation is due to a conflict between the government and another party, be careful to remain as impartial and neutral as possible. It is important to keep the trust of both parties throughout the operation.

- Contact the main diplomatic representations to explain IOM’s work and to explore how to work together towards humanitarian (not political) goals, as appropriate. Whenever applicable, make representations with the diplomatic community in the area. The field team can often make prudent and timely recommendations concerning potential donors for emergency operations.

- Inform relevant Headquarters unit/s of any meetings the field mission is attending; and as required, submit regular reports on those.

If IOM needs to run an information centre, take the following steps:

- Agree on meeting times (daily in the acute emergency phase, weekly and even monthly as the situation stabilises).

- Secure an appropriate meeting place (pay attention to size, access, seating arrangements, noise insulation, ventilation, air-conditioning/heating, availability of tools such as flip-charts and audio-visual equipment, interpretation and sound equipment, and refreshment facilities, all as appropriate to the setting).

- Agree on information sharing methods and frequency (written and verbal, including email, printed reports, verbal briefings, etc.)

- If necessary and feasible, establish and equip a secretariat for the coordinating groups. This might simply be a person to convocate members to the meetings and to write up minutes. It might, however, be more complex, involving the creation of permanent
sectoral “desks” to coordinate the specialised sectors or tasks (e.g. movements and logistics). Such backup will require staff and material resources according to the information functions it is expected to carry out (e.g. computers, telecommunications, and vehicles).

**Joint Planning**  This can often be achieved in focused sub-groups or sectoral committees. These may focus on particular assistance sectors (food and logistics, water and sanitation), or specific tasks (such as the planning of a return movement to places of origin). The most common result is an agreed “carve up” of areas of responsibility (be they geographic or assistance sectors). When significant common problems emerge (e.g. difficulties in importation of equipment and materials), a common approach or pooling of resources in order to solve the problem may be agreed. For instance, a shared telecommunications system may be established, including shared radio frequencies and perhaps email facilities.

Clearly defined, small, flexible, highly experienced and knowledgeable teams need to be established and trained. They need established deadlines, procedures for inter-relating, and of greatest importance, the time and resources for the task.

OCHA may issue a consolidated funding appeal, in which all members of the IASC combine their funding requests to donors. IOM staff should make early contact with the OCHA on-site team (if deployed) for the purpose of coordinating IOM’s input into the Consolidated Appeal Process (CAP). The full technical guidelines for the CAP are included on the accompanying CD.

**Joint Action**  As stated, a common system of command and control is rare among such potentially competing and individualistic actors as appear in most emergencies. Sharing resources is much more common. An effective way to coordinate is to share offices, or at least staff. IOM frequently shares premises with other agencies, such as UNHCR and UNDP. This is rare among NGOs or donors, however. Sharing of logistics and transport resources is another example of coordinating the use of resources.

**Global Humanitarian Coordination**

**UN Secretary General**  The General Assembly, voting on the recommendation of the Security Council, appoints the Secretary General (SG). The SG has a five-year term. The UN Charter empowers the SG to bring to the attention of the Security Council (SC) any matter which, in his opinion, threatens international peace and security.
General Assembly  The General Assembly (GA) is the main deliberative organ of the UN. It is composed of all UN Member States. Although most of its decisions are non-binding recommendations, the GA adopts instruments such as conventions that are legally binding on the signatories, e.g. the Universal Declaration of Human Rights.

Security Council  Under the UN Charter, the Security Council (SC) has the primary responsibility for the maintenance of international peace and security. The SC has 15 members, five of which are permanent and have veto powers, i.e. China, France, the Russian Federation, the United Kingdom and the United States of America. Since SC resolutions often have a humanitarian component, the Head of OCHA or the SG himself briefs the SC on a regular basis.

Economic and Social Council  Established under the authority of the GA, the Economic and Social Council (ECOSOC) has the key function of serving as the central forum for discussing international economic and social issues, and for formulating policy recommendations to the Member States and the UN system. Since 1998, ECOSOC has incorporated a humanitarian affairs segment in their report. Because of this, the Inter-Agency Standing Committee (IASC) (see below) contributes to the ECOSOC report that is debated during its annual session.

UN Secretariat  The UN Secretariat is composed of a variety of entities all of which are directly accountable to the SG. They differ from the UN humanitarian agencies, which while ultimately responsible to the SG, report directly to various types of Board of Directors, or Executive Committees composed of UN Members States. OCHA is part of the UN Secretariat.

Inter-Agency Standing Committee  The Inter-Agency Standing Committee (IASC) is chaired by the Head of OCHA (under SG level) who is also the Emergency Relief Coordinator (ERC). IASC is the primary mechanism through which OCHA discharges its coordination functions at Headquarters level. Full members of the IASC are: OCHA, FAO, UNDP, UNHCR, UNICEF, WFP and WHO. Those with standing invitations are: OHCHR, WB, ICRC, IFRC, IOM, SCHR, InterAction, ICVA and the Special Representative of the Secretary General on IDPs. Levels of discussion in the IASC mechanism are threefold: heads of agency level, working group level, and sub-working group or task force level. The IASC sub-working groups are created on an ad hoc basis to discuss issues at the technical level. Their work often forms the basis for the working group discussions attended by senior representatives of the IASC agencies. Recommendations made by the working group form the basis for heads of agency decisions.
**Executive Committee on Humanitarian Affairs**  The Executive Committee on Humanitarian Affairs (ECHA) is one of four Executive Committees created by the SG in the framework of the UN reform to enhance coordination within the UN system. In his capacity as Under Secretary General of Humanitarian Affairs, the Head of OCHA chairs ECHA. ECHA meets monthly (in New York) and is composed of OCHA, UNDP, UNICEF, UNHCR, WFP, OHCHR, DPKO, DPA, UNRWA and the Special Representative of the Secretary General for Children in Armed Conflict.

**Inter-agency Field Coordination Mechanisms**

**Special Representative or Special Envoy of the Secretary General**  In the context of complex or of exceptional magnitude humanitarian emergencies, the UN SG may appoint his Special Representative (SRSG) to a country or region in crisis. Although the focus of the SRSG is usually peacekeeping operations or political affairs, he/she is also recognised as having overall authority with regard to UN operations in a designated country or region. Because of the inherent tension between the political and humanitarian goals, the Humanitarian Coordinator (see below) is still recognised as having the sole mandate for coordination of humanitarian assessment and response, under the SRSG’s strategic lead. In certain cases, the UN SG may also appoint a Special Envoy who would have a political mandate similar to that of an SRSG but who would not head a peacekeeping mission. A Special Envoy is deployed for a specific mission to address a specific issue.

**Combination of Resident Coordinator and Humanitarian Coordinator**  In a pre-emergency phase, the UNDP Resident Representative (RR) heads the UN Country Team (UNCT) which is composed of UN agencies on the ground. He or she is also usually the Designated Official for Security (DO) responsible for the security of UN personnel. In the initial response phases of a complex humanitarian emergency, the RR becomes the Resident Coordinator (RC) and is responsible and accountable to the Emergency Relief Coordinator. When faced with the threat of a full-blown crisis, the IASC may confirm the RC as the UN Humanitarian Coordinator (HC), if the person has the appropriate skills and expertise. If not, a separate HC with the necessary profile will be appointed.

**Humanitarian Coordinator (separate from the RC)**  In special circumstances, the ERC may appoint a Humanitarian Coordinator (HC). This happens where there is no RC in place or when the IASC agrees that the country situation means it would not be viable for the incumbent RC to carry out humanitarian coordination effectively. As soon as the situation permits, however, arrangements are made for the HC and RC functions to
be carried out by the same person, or as necessary, for a lead agency to be appointed.

**Lead Agency**  Where appropriate, the IASC may designate a lead agency to assume the responsibilities of humanitarian coordination. Factors influencing the designation of a lead agency are as follows: assistance delivered is closely related to the agency’s mandate, the agency has the capacity to undertake neutral strategic coordination needs, the agency has a presence on the ground and is able to mobilise rapidly. The lead agency is selected from among IASC members and its country director is appointed as the HC and is accountable to the ERC, while continuing to be accountable to his/her Executive Head for activities within the agency’s mandate.

**Ad Hoc Coordination**  Ad hoc coordination is temporary, limited in scope and short term. It is meant to address an urgent field coordination need at a given moment and specific place when a regular structure is not yet available.

**Host Government**  Responsibility for providing humanitarian assistance, first and foremost, falls on the host or beneficiary government. The purpose of international assistance is to complement the government’s efforts. The government has the right and primary responsibility to coordinate humanitarian assistance in its territory. A UN coordinating agency may assist the national authorities. In most cases, during a humanitarian crisis, the government (unless there is none) will establish a special body charged with overall coordination of government humanitarian assistance and in liaising with international agencies. In complex humanitarian crisis where armed opposition groups are involved, providing assistance to populations outside government-controlled areas may not confer political legitimacy on the opposition, but may require involvement of international organisations.

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**Managing Meetings**

Meetings—be they inter-agency, with government officials, with beneficiaries, or among IOM staff—are crucial to emergency management. In emergencies, however, meetings are often poorly run. Here are some tips for managing them:

- Ask yourself if the meeting is necessary or if there is a simpler, less time-consuming way to achieve the desired result. For example, if it is merely to share information, this might be achieved by using
the telephone, or through written communications such as the exchange of regular reports, or by merging the topics of several meetings into one better planned encounter.

- If a meeting is necessary, plan it, even if in a cursory manner. Ask yourself what the objective is, what the expected result might be, how long it should take, who should attend, and what they will need to know before attending, in order to prepare. This may be as simple as preparing a short agenda and circulating it beforehand. Preferably, attendees will know what is expected of them individually before attending, how long the meeting will take, and what follow-up might be expected.

- Choose an appropriate location and support facilities and services, in accordance with the size and nature of the meeting (see above for more details, including interpretation facilities).

- Manage the meeting professionally—guide it to relevant conclusions and outcomes, ensure adequate participation of key attendees, keep to the time allotted and avoid time-wasting or irrelevant side-tracking by speakers. Synthesise key conclusions and decisions to make sure they are understood and recorded.

Follow-up the meeting by noting and circulating key conclusions (even if only a one-page note). Where important decisions were made, or responsibilities allocated, these should be stated explicitly, noting the parties involved and relevant deadlines.

### Working with Military, Police and Paramilitary

There are many types of military, police and paramilitary forces involved in humanitarian emergencies. They may be internal to the host country. They may be international forces with a UN or regional mandate (such as peace keeping). They may be regular forces (recognised, national forces) or irregular (unrecognised, rebel factions, for instance, or a militia—so called “non-state entities”). In some cases, they will be an undefined mixture of many of these. Generic guidance for dealing with them follows:

- The security of yourself and your staff is paramount. Being closely associated with armed groups, official or unofficial, may increase risk. Do nothing that you feel may increase risk.

- Military forces, with a legitimate authority and mandate, merit appropriate respect.
- You should know them, and they should know you. Assuming that there is no risk involved, make a point of explaining explicitly what IOM is (including its inclusion within the UN staff security system), why it is working in the emergency and what it is doing. Similarly, the objectives, location, nature, and legitimacy of relevant forces ought to be known to you. In particular, the levels of authority and command structures or reporting lines of each party ought to be mutually clear. Most legitimate forces will facilitate this, if requested through appropriate channels.

- Establish both formal and practical coordination mechanisms with them. These may be regular information meetings, exchanges of reports on humanitarian activities, joint planning meetings, joint assessment missions, etc.

- Depending on the level of cooperation and coordination, signed agreements setting out mutual expectations and responsibilities may be advisable. Be careful, however, with non-state entities. A signed agreement with them legitimises their existence and might not be well received by the acknowledged government. Where resources and services are to be called upon, the conditions governing such cooperation need to be explicit. Agreements should specify whether payment is expected for services and mutual support. If limitations are set as to the degree of cooperation (delineating the boundaries between military and humanitarian mandates, for instance), these ought to be clearly stated. This may be one way of avoiding unpleasant misunderstandings and disappointments. As a rule, agreements should be cleared by LEG before signing.
List of Some Agreements and MOUs With UN Agencies

With the UN: The Cooperation Agreement between the UN and IOM (signed on 25th June 1996) provides an important foundation for increased cooperation and coordination between IOM and the United Nations system.

UN–IOM Memorandum of Understanding (signed 20th March 1998) refers to the coordination of security arrangements.

Memorandum of Understanding between the United Nations Volunteers (UNV) and IOM (signed 20th November 1996) refers to the fielding of UNV Specialists in connection with IOM’s current and future projects.1

With UNHCR: The Agreement Under the Programme of the UNHCR between IOM and UNHCR (signed on 8th October 1998) facilitates through IOM the transport to countries of resettlement of refugees from various countries.

MOU between the UNHCR and IOM (signed 15th May, 1997), while mutually recognising the respective mandates of each organisation in the context of activities on behalf of Internally Displaced People (IDPs) aims at maximising complementarity of efforts and expertise between the two organisations.

The Guidance Note on Cooperation Between IOM and UNHCR in the Transportation Sector (signed on 31st May 2000) describes the most relevant elements for cooperation in the field of transportation between IOM and UNHCR. See Reference 46.

With UNDP: The IOM–UNDP Agreement (signed on 13th December 1996) in which IOM, through a framework of operational cooperation, is granted the status of Executing Agency. Included in its scope are such activities as the provision of emergency assistance and long-term reintegration measures to victims of disasters.

An Addendum to the above (signed 17th June 1998), also allows for collaboration in assistance to IDPs in the area of returns and resettlement. The IOM–UNDP Agreement (signed 17th May 1999) also aims at supporting cooperation related to Staffing in countries with special development situations.

With UNFPA: The IOM–UNFPA Cooperation Agreement (signed on 11th December 1996), states that cooperation will be established for migrants in the fields of advocacy, research, information, data collation and analysis.

With the UNAIDS: The IOM–UNAIDS Cooperation Agreement (signed on 20th September 1999) sets the framework for cooperation in the field of HIV/AIDS prevention.

With WHO: The IOM–WHO Memorandum of Understanding (signed on 4th October 1999) while recognising the respective mandates and responsibilities of each organisation, builds on the comparative advantages of each in arrangements for cooperation that provide added value both for the beneficiaries and for the discharge of respective organisational mandates and responsibilities.

1 Also reference UN General Assembly Resolution on cooperation between the UN and IOM (A/51/Res/148) 13 December 1996, and IOM Council Resolution 943: Cooperation between the UN and IOM, 20 November 1996.
List of Some Agreements and MOUs Outside the UN System

**With OAU:** Cooperation Agreement between the Organization of African Unity (OAU) and IOM (signed on 17th November 1998) facilitates effective coordination of the organisations’ activities. It also agrees on the need to closely cooperate and engage in regular consultations on matters of mutual interest related to attaining a better life living in the African continent.

**With ICMC:** MOU on Collaborative Working Arrangements between the International Catholic Migration Commission and IOM (signed on 11th November 1998) affirms the desire by the two organisations to complement and cooperate in all aspects related to the provision of assistance to migrants, including assessment, planning and implementation of field programmes.

**With ICMPD:** MOU between the International Centre for Migration Policy Development and IOM (signed on 15th January 1997) establishes the desire for constructive cooperation and exchange of information. In particular with regards to matters of joint interest, notably on developments in Central and Eastern Europe in matters pertaining to the return and reintegration of refugees and IDPs.

**With CPLP:** Cooperation Agreement between the Secrétariat Exécutif de la Communauté des Pays de Langue Portugaise and IOM (signed on 5th December 1997), establishes the desire for mutual cooperation in the formulation and/or execution of projects of common interest related to migration policy among Portuguese speaking countries.

While IOM recognises the need to cooperate with other partners in the international community, it aims to ensure that its programmes remain consistent with its own policy developments. Cooperation with partners in the United Nations system and outside is therefore essential to ensure that the most effective responses are brought to the problems faced by vulnerable category migrants.
COOPERATION AGREEMENT

between the Republic of Tajikistan and
the International Organization for Migration

The GOVERNMENT OF THE REPUBLIC OF TAJIKISTAN, on the one hand, and the INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM), hereinafter called the Organization, on the other hand,

RECALLING that Tajikistan has observer status in the Organization since 24 November 1992,

DESIROUS of further strengthening and developing the friendly relations and cooperation between the Organization and the Republic of Tajikistan,

CONSIDERING that the purpose and functions of the Organization and the activities carried out by the Organization and its staff warrant the granting in Tajikistan to the Organization and its staff of privileges and immunities substantially identical to those accorded to the specialized agencies of the United Nations and their staff,

HAVE AGREED as follows:

Article 1
The Organization shall enjoy in Tajikistan the same privileges and immunities as those granted to specialized agencies of the United Nations by virtue of the Convention on the privileges and immunities of the specialized agencies of 21 November 1947 and of laws and regulations of Tajikistan pertaining to this matter.

Article 2
The Director General and the Deputy Director General of the Organization, on the one hand, and, on the other hand, the staff of the Organization shall enjoy in Tajikistan the same privileges and immunities as those granted to executive heads and to the staff, respectively, of specialized agencies of the United Nations by virtue of the Convention on the privileges and immunities of the specialized agencies of 21 November 1947 and of laws and regulations of Tajikistan pertaining to this matter.

Article 3
1. In accordance with the relevant decisions of its Governing Bodies and subject to the availability of funds, the Organization shall implement in Tajikistan migration programmes such as capacity building, advisory services, migration of nationals and aliens, migration assistance to refugees, displaced persons and other persons in need, return of qualified human resources and selective migration. In particular, the Organization shall cooperate under the same modalities in the establishment of a coordinating body for the delivery of humanitarian assistance to internally displaced persons and refugees composed of international organizations

ANNEX 6-B
Sample Cooperation Agreement
present in the country and of governmental and non-governmental entities; the establishment of a national migration information network programme including supply of the necessary equipment; the holding of international meetings, seminars and workshops on refugees, internally and externally displaced persons, as well as migrants in general.

2. The Organization is authorized to open an office in Tajikistan and to hire the staff needed to implement its activities.

**Article 4**

If required, the details of the cooperation modalities between the Parties concerning the implementation of presently envisaged or future programmes will be agreed upon in correspondence between the Parties. This correspondence will be considered as being part of this Agreement if designated as such.

**Article 5**

Any dispute between the Government of the Republic of Tajikistan and the Organization concerning the interpretation or application of this Agreement which is not settled by negotiation, shall be referred for final decision to a tribunal of three arbitrators: one to be appointed by the Minister for Foreign Affairs of Tajikistan, one to be appointed by the Director General, and the third, who shall be the chairman of the tribunal, to be appointed by the first two arbitrators.

**Article 6**

1. This Agreement shall enter into force upon its signature by the representative of each of the Parties.

2. This Agreement may be revised at the request of either Party. If the negotiations do not result in an understanding within six months, this Agreement may be denounced by either Party giving one year’s notice.

IN FAITH WHEREOF the undersigned representatives, duly authorized for that purpose, have signed this Agreement.

DONE at ........................................ in the English and Russian languages, both texts being equally authentic, this ........................................ 1993.
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References listed in the text are for internal IOM use only.
Key Points

★ Monitoring can be seen as the continuation of the assessment process, especially in emergencies where assessment and intervention frequently take place in a very short timeframe. If done effectively, it can provide qualitative and quantitative information for continued planning and reorientation of the operation. Appropriate information is key not only for the management and coordination of the intervention but also for IOM’s institutional memory as well as for the evaluation process.

★ Collection of information on emergencies is usually from IOM’s viewpoint rather than from the beneficiaries. Data collection among community service workers provides important information about beneficiaries. It is therefore a valuable resource for monitoring and can facilitate the participation of beneficiaries in operations planning and implementation.

★ Accountability to donors is an important aspect of the intervention and can be addressed through monitoring and evaluation. Lack of donor confidence in the Organization because of poor information flow can seriously jeopardise the future of the operation.

★ Evaluation can be greatly facilitated by ensuring the availability of quality documentation and monitoring information covering all phases of the operation.

★ The overall approach to an evaluation of humanitarian assistance in emergencies is not significantly different from an evaluation of development assistance. The characteristic nature of an intervention and the way the international assistance is organised in an emergency situation, however, require specific procedures for the evaluation.
The characteristics of an emergency situation have implications for its monitoring and evaluation (Reference 52). For instance, emergency assistance is usually provided in a complex, sensitive and volatile environment, making it difficult to establish detailed objectives and indicators for the intervention.

Another characteristic of an emergency situation is the multiplicity of actors involved, complicated by a weak or non-existent capacity on the ground to coordinate all the activities due to a lack of structured government entities.

In the case of natural disasters, the speed of the intervention can be a constraint to establishing precise and efficient monitoring systems and implementing evaluation activities during the emergency. In such a context, effective monitoring can be the only regular source of information and analysis capable of addressing all of the problems specific to an emergency and of instigating corrective measures when necessary.

The following sections aim to provide IOM emergency staff with a basic understanding of monitoring and evaluation of emergency operations.

**Monitoring**

Monitoring can be defined as a continuous or periodic review of project implementation to assess delivery, identify difficulties, ascertain problem areas and recommend remedial action. It seeks to ensure that input deliveries, work schedules, targeted results and other required actions are proceeding according to plan. Monitoring consists of the following elements:

- Continuing/ongoing action
- Information update
- Progress vis-à-vis plan
- Problem or potential problem identification
- Corrective measure
IOM tools for periodic monitoring are the work-plan, daily reporting or sitreps (often used at the outset of an emergency), and activity reports or periodic reviews made on a weekly or monthly basis. The work-plan is structured according to project results and assigns each activity a timeframe, organisational responsibility, interim results, personnel requirements, costs of inputs and assumptions.

**Activity reports** or periodic reviews assess the quality, quantity, and timeliness of results and activities, the use of resources, management problems and constraints, validity of assumptions and unforeseen events. These reviews may result in adjustments to the work-plan and follow-up action.

Two sample emergency operations monitoring matrices are included in Annexes 7A and 7B. IOM emergency teams may adapt these to their specific operations. Remember: the simpler the monitoring tool, the easier it will be to understand and the more likely it will be put to use.

The objectives and indicators for the emergency response are not precisely defined at the beginning of the intervention. They can be refined in monitoring reports, but at a certain point of the intervention they should be elaborated in a short project document. These documents will later be very useful references for monitoring and evaluation.

Quantitative and qualitative data are both important for monitoring the intervention. In many emergencies IOM is tasked with transporting the affected population. Even though the number of people assisted—purely quantitative data—is sufficient for the overall statistics of the operation, more precise information on the composition of the population (e.g. gender, age, place of origin, family status, etc.), can be a key element for the provision of further IOM assistance and closer collaboration with its partners.

Qualitative data for reporting purposes should include an adequate description of the context—including interaction with other agencies, existing constraints and rapidly changing security situations, and areas where humanitarian assistance cannot be provided. This information will be very useful for efficient planning and adjustment of the intervention.
Evaluation

In contrast to monitoring, which is a continuous or regular process, evaluation takes place at a specific point in time and takes a broader and deeper look at an operation. Evaluation is a process which attempts to determine as systematically and objectively as possible the relevance, performance and achievements of an emergency intervention in light of its objectives.

When evaluating development assistance, the evaluator can often rely on numerous data sources to facilitate overall analysis and cross-checking of information. This may not be the case for emergencies where the evaluation exercise depends on information provided during monitoring of the intervention. Beneficiary interviews are another important source of information for an evaluation, but they need to account for factors specific to the emergency that might interfere with an objective description of the situation, such as psychological trauma (see Reference 52).

It is therefore important to establish clear objectives before embarking on an evaluation of emergencies and to address during the preparation phase all the issues that could weaken the credibility and objectivity of the exercise. The elaboration of detailed Terms of Reference (TOR) is key in this process. The TOR usually includes information on: the Context or Background of the intervention, the Objectives of the Evaluation, the Evaluation Methodology and the Resources and Timing. The Evaluation Unit (EVA) is available to provide assistance in the preparation of TOR.

The responsibility for preparing evaluations of emergency operations lies mainly with project management and to a lesser degree with EPC. To be useful, evaluations must provide feedback into current project execution and future project planning and formulation.

For emergency situations, the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) has four types of evaluations.

1. **System-wide evaluation** Covers the response by the whole system to a particular disaster or emergency.

2. **Partial system evaluation** Covers a part of the system such as thematic or sectoral study.

3. **Single agency response evaluation** Covers the overall response by a particular agency.

4. **Single agency, single project evaluation** Covers a single project undertaken by a single agency.
In IOM emergencies, types three and four evaluations are most common. Only in exceptional situations would type one or two be considered by IOM. The sensitivity of the context and the political implications of an evaluation exercise are far less important for type three and four evaluations than for the first two types.

The basic distinctions between monitoring and evaluation follow:

<table>
<thead>
<tr>
<th>Monitoring</th>
<th>Evaluation</th>
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</thead>
<tbody>
<tr>
<td>Tracks daily activities on an ongoing basis</td>
<td>Periodically examines project effect/impact (long-term view)</td>
</tr>
<tr>
<td>Accepts policies, rules</td>
<td>Questions pertinence of policies, procedures</td>
</tr>
<tr>
<td>Looks at production of outputs</td>
<td>Examines progress towards objective achievement and asks if objectives are appropriate or adequate</td>
</tr>
<tr>
<td>Focuses on transforming inputs to outputs</td>
<td>Focuses on transforming outputs to objectives</td>
</tr>
<tr>
<td>Concentrates on planned project elements</td>
<td>Assesses planned elements and looks for unplanned change, searches for causes, challenges assumptions</td>
</tr>
<tr>
<td>Reports on implementation progress</td>
<td>Checks on progress and seeks to identify lessons learned</td>
</tr>
</tbody>
</table>

**Evaluation Concepts**

The basic concepts used to analyse an emergency operation are, in general, similar to those used for an evaluation of development assistance:

**Relevance** is the degree to which the objective and/or purposes of a project remain valid and pertinent either as originally planned or as subsequently modified. **Appropriateness** is also relevant in an evaluation of humanitarian assistance and has been defined as the need to tailor humanitarian activities to local needs, increasing ownership and accountability accordingly.

**Performance** looks at the progress being made by the project in relation to its overall objective and/or project purposes. Four criteria are commonly used to assess performance:

- **Effectiveness** — to what extent the project produced desired global output or the project purposes produced the desired results.
- **Efficiency** — to what extent do the results justify the costs incurred.
- **Cost-effectiveness** — whether the objectives could have been accomplished at a lower cost.
- **Timeliness** — whether activities were appropriately planned.
Other notions, more closely linked to emergency evaluation have been developed in recent years. **Coverage** is defined as the need to reach major population groups in life-threatening situations. **Coherence** refers to ensuring that all policies take the humanitarian aspect into consideration (an important notion for system-wide evaluations). **Connectedness** is the need to assure that activities of a short-term emergency are carried out in a context that takes longer-term and interconnected approaches into account.

**Achievement** depends on the type of project being evaluated. In emergency operations, which mainly deal with movement, success or achievements can be easily assessed. The analysis of success/achievement becomes more complex, however, for projects dealing with stabilisation of populations and development interventions that often are already considered for implementation during the emergency. Common criteria used are:

- **Impact** How project activities contributed to a change in a situation, positive or negative, that the project was expected to bring. (The impact might be difficult to properly assess in emergency due to the many factors that could still affect it before reaching a more stable and durable situation.) Immediate impact is certainly more relevant to such a situation.

- **Sustainability** To what extent project activities continue after external support is no longer available or to what extent the project continues functioning without external financial support. This criterion is often used for projects with development components or return programmes, but not for emergency operations. Connectedness is more appropriate for emergencies.

IOM also makes reference to additional notions for explaining deviations in the results, but they are less important for emergencies. They can be found in the *IOM Evaluation Guidelines* which are included on the accompanying CD.

**Types of Evaluation and Timing**

Monitoring and evaluation concepts and mechanisms need to be integrated into the Sprout (Annex 1B) if available at the beginning of the intervention or at least integrated into the workplan. The primary responsibility for including them lies with the project developer. When evaluation is a component of the Sprout, there should also be a financial provision for it in the budget. Two main categories (depending on who carries them out) and the three types of evaluation (depending on timing) are recorded in IOM guidelines.
The two main categories of evaluation are:

**Self-evaluation** (Annex 7C) is prepared and conducted by project management itself. By keeping the process relatively simple and not too time-consuming, the system of self-evaluation can not only produce, in a relatively cost-effective way, a wealth of useful information on IOM projects but it can also be beneficial in the long-term for programme planning. Although self-evaluation does not imply any consultant fees (either internal or external), the project developer has to ensure that all costs are budgeted for, e.g. travel, reporting costs—and, if the evaluation is to be widely distributed—publication of the survey results and questionnaires. In emergencies, self-evaluation is an important monitoring tool for the future of the intervention and less an accountability exercise.

**Independent evaluation** is one prepared and conducted by someone not directly involved in project management. This can be “internal,” conducted by IOM, or “external” when external consultants are involved. A key step for the preparation of an independent evaluation is the elaboration of the TORs, so that every actor interested in the exercise is properly informed as to what is expected from the evaluation.

The three options for evaluation timing:

**Mid-term evaluation** is carried out approximately at the mid-point of project implementation. Mid-term evaluation is particularly important for emergency operations as the situation could change very rapidly and thus would need adjustments to enable the project to achieve its goals. The mid-term often corresponds to the peak of the assistance when evaluation may not be considered a top priority. In order to derive maximum benefit from the evaluation exercise, however, every effort should be made to adhere to the schedule. As an alternative to an evaluation, a quick fix or rapid assessment approach, as proposed in item 4 (monitoring of monitoring) of General Bulletin No. 1259 *Functions of the Office of the Inspector General* (Reference 53) can be less time-consuming and can prepare the field for a more detailed terminal or ex-post evaluation. Rapid assessment means that EVA/OIG, in a short timeframe, looks at a project from different perspectives, e.g. operations, finances, stakeholder satisfaction, and reports on key issues either good or bad. This is a purely internal exercise.

**Terminal evaluation** is carried out at the end or close to the end of the project when all the aspects of a project can be considered.

**Ex-post evaluation** is done some time after the project ends. It can be envisaged if there is a need to look at the impact and/or sustainability of
the project. In emergencies, however, an ex-post evaluation can take place soon after the emergency ends and can be very useful for the transition from an emergency environment to a normalised situation (or from an emergency to a post-conflict situation).

**Indicators**

The concept of indicators is useful for both monitoring and evaluation of a project.

When selecting objectively verifiable indicators, several factors need to be kept in mind. Indicators should be:

- **Specific** — In terms of magnitude and time.
- **Measurable** — In order to specify the change resulting from implementing the objective or project purposes and to tell whether it has been reached.
- **Attainable** — Information sources on indicators have to be reliable and accessible.
- **Relevant** — Indicators should reflect or measure the effect of the project rather than the effect of external factors.
- **Trackable** — Indicators must draw on readily available data or data that will be collected as part of the project management.
- **Independent** — Each objective and project purpose should have its own set of indicators.

Establishment of indicators at the beginning of the emergency is often as difficult as the establishment of detailed objectives and results for the intervention. However, through reporting and the further elaboration of the project proposal at a later stage, some basic indicators should be considered. Some indicators for emergencies have been developed by the Sphere Project and can be used as reference when applicable to IOM work (see Annex 4E).

**Evaluation Reports**

**Independent Evaluation** There is no standard format for this report. The internal evaluations conducted by OIG are easily accessible and can therefore be used as a reference. Contact OIG and/or EPC any time in the event of difficulties in using an IOM evaluation reporting format.

**Self-Evaluation** A report format for emergencies is included in Annex 7C along with some samples and/or explanations.
Audit

Audit is a function based on the Financial Regulations adopted by the IOM Council, effective November 1989. It applies in principle to all of IOM’s organisational units and projects, including emergency operations. The role of Audit is to examine and review the conformity of a financial or management activity to predetermined standards or criteria, to report on the extent of conformity and to make recommendations on improving systems/methods to increase conformity.

In order to be able to certify that Financial Rules and Procedures for proper spending and recording of financial resources are correctly applied and that possible cost-savings and organisational improvements are identified, Audit covers the following areas:

- Staff and office costs versus budget
- Activities (movements and non-movement; existing and future)
- General aspects (premises, privileges and immunities etc.)
- Organisational aspects (responsibilities in respect of decentralisation, regionalisation)
- Accounting, finance and internal controls (accountability issues; completeness and accuracy of accounting documents including signatures, responsibility for monthly returns, availability of and adherence to approved budgets, debtors/creditors status, payroll projections)
- Cash and banking (cash procedures, certificates, bank accounts, list of signatories, bank reconciliation, and segregation of functions)
- Staff structure, human resources matters, including gender issues (availability of Personnel Manual, upkeep of personnel files, medical documents and check-ups)
- Property/rentals/leases/inventory/insurance (physical verification of assets)
- Application of IOM standards (computer equipment, software, statistics, financial reporting)
- Adherence to IOM’s rules and regulations, General Instructions, operative guidelines, etc., as well as adherence to financial reference materials and procedures
- Detection of fraud, irregularities, abuse/mismanagement of funds
• Specific issues that come up during the audit or audit preparation
• Instructions and recommendations (short-term and medium-term, including responsible person/entity)

As a matter of principle, IOM’s rules, regulations and policies apply to all IOM programme activities—emergency or not. It is acknowledged that the practical implementation of rules and regulations is more difficult in an emergency situation than within an already existing mission or within other types of IOM activities. While allowances may be made in consideration of specific circumstances and the location where the emergency occurs (e.g. absence of a bank, timing constraints for the recruitment of local staff), adherence to IOM’s rules, regulations and policies is expected to the extent possible. This is important not only in view of upholding IOM standards of professionalism and accountability, but also to facilitate the transition to post-emergency activities and a more regular IOM presence.

**Sphere Standards**

To measure whether emergency assistance has been put to the best use possible in given circumstances, standards are required. Indicators and codes of conduct need to be agreed upon with partners in order to gauge actions and results. Standards and indicators developed by the Sphere Project can be a useful tool for planning, monitoring and evaluating emergency programmes. The Sphere handbook is included on the accompanying CD courtesy of the Sphere Project management. A revised edition is expected in late 2003.

The Sphere Project was initiated in 1997 as a broad collaborative effort of many large and smaller assistance agencies and donors. From its base within the International Federation of the Red Cross/Red Crescent Societies (IFRC) in Geneva, Sphere has developed a set of principles and standards in core areas of humanitarian assistance which aim to improve the quality of assistance to people affected by disasters and the accountability of agencies to their beneficiaries, membership and donors. The standards are based on the recognition and elaboration of a set of rights—drawn from existing laws, conventions and practices—relevant to all with a legitimate claim to be assisted by the humanitarian community in disaster situations. A humanitarian charter for people affected by disasters highlights these basic rights. The Sphere Project covers five key sectors: water and sanitation, food security, nutrition, health services, and shelter and site selection.
As previously stated, emergency assistance ultimately has to be measured against the appropriateness of results achieved within a given context and the degree to which basic principles have been respected. Therefore, indicators must be applied with caution. Experienced, skilled technicians and generalists should analyse and interpret the indicators for assessment, monitoring and evaluation of emergency assistance against the background of what constitutes “achievement” or “quality” emergency assistance.
## Emergency Operation — Implementation Monitoring Matrix – Using Statistics and Finances

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<thead>
<tr>
<th>Activity</th>
<th>Week / Month 1</th>
<th>Week / Month 2</th>
<th>Week / Month 3</th>
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SELF EVALUATION REPORT

Project or Activity: *Humanitarian Evacuation*

Project Document Available: Yes No

Starting Date: xxxxxxxx

Estimated Duration: xxxxxxxx

Total Budget: xxxxxxxx

Budget Spent: xxxxxxxx

Remaining Funds: xxxxxxxx

Context: Give a brief description of the overall context, IOM overall strategy and response, main actors and collaborating partners.

Constraints: For instance accessibility to the affected zones, security situation, identification of beneficiaries, protection measures in the management of camps or for transportation. Concerning protection, this issue can also fall under the analysis of effectiveness if it is part of IOM objectives to guarantee the protection and human rights of the assisted populations.

Summary of Conclusions and Recommendations: Based on the analysis below.

Analysis:

Relevance: Three levels of analysis are usually pertinent for IOM under this criteria: 1) the relevance of IOM strategy to the situation on the ground; 2) the relevance of the intervention to the needs of the beneficiaries (this is rather similar to the notion of ‘appropriateness’ explained in the chapter); 3) relevance of the targeted population which is very similar to the notion of “Coverage.”

Conclusions and Recommendations: List the conclusions and recommendations based on the relevance analysis.

Effectiveness: The analysis is made for each of the objectives of the intervention. If a project document is available, the objectives, planned results and indicators must be listed according to the project document.
Objective 1: Organise humanitarian evacuation of civilians from the conflict zone.

<table>
<thead>
<tr>
<th>Planned results or indicators</th>
<th>Achieved results at the time of evaluation</th>
<th>Analysis of the effectiveness</th>
<th>Conclusions or recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Targeted population identified and registered</td>
<td>1) Database has been created and a team started registration of the population. 50% of the caseload registered.</td>
<td>1) No major problem encountered in identifying population to be assisted. Minimal data recorded. Timeframe per workplan. Good coordination with other partners.</td>
<td>1) Proceed as planned. No need to increase registration speed. If possible, to include additional data on the database.</td>
</tr>
<tr>
<td>2) Transport by air to new location organised.</td>
<td>2) A charter company contrated with at least 5 planes available and countries of destination clearly identified.</td>
<td>2) Average of 4 flights per day are organised. Problems have been encountered for allocating a country of destination to the refugees. No problems reported at the reception of the beneficiaries.</td>
<td>2) No need for the time being to increase the number of flights per day. However, a need to better organise the allocation of a country of destination according to more precise criteria, e.g. family reuinion.</td>
</tr>
<tr>
<td>3) Internal transportation from the camp to the airport organised</td>
<td>3) 10 buses rented for the internal movements also used for transportation between camps.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Objective 2: Organise the medical screening of the displaced persons before evacuation.

<table>
<thead>
<tr>
<th>Planned results or indicators</th>
<th>Achieved results at the time of evaluation</th>
<th>Analysis of the effectiveness</th>
<th>Conclusions or recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) International and national doctors recruited through MHS and working</td>
<td>1) One international and 3 national doctors recruited and working.</td>
<td>1) Problems have been encountered due to the high number of persons evacuated every day.</td>
<td>1) Organise additional recruitment as soon as possible — at least two nationals.</td>
</tr>
</tbody>
</table>

Objective 3: Organise the medical screening of the displaced persons before evacuation.

**Efficiency and Cost-Effectiveness:** Both concepts can be analysed under the same section as it is not expected to go into the financial analysis in any depth. Efficiency can briefly look at the financial management tools in place and the allocation of funds between operations and staff and office costs. Cost-effectiveness can also be briefly analysed, for instance the cost per passenger with company x could be compared with company y, or the cost per passenger could be analyse according to other trasportation costs paid by other partners.

**Conclusions and Recommendations:** List the conclusions and recommendations for the efficiency and cost-effectiveness analysis.

**Connectedness:** Rather important for IOM in an emergency as there is usually close collaboration with other international partners and various countries.

**Conclusions and Recommendations:** List the conclusions and recommendations for the connectedness analysis.

N.B. Other concepts presented in the manual (timeliness, impact, sustainability) or aspects listed in the IOM Evaluation Guidelines can be analysed here if appropriate.
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References listed in the text are for internal IOM use only.
Key Points

★ Emergency operations may stagnate if not reduced and eventually terminated as the emergency conditions disappear.

★ Handover can be operational (to another IOM programme, organisation or the government) or personal (one staff member, or team, to another). In all cases it requires preparation. It should be foreseen from the early stages of an emergency operation.

★ Emergency staff need to plan their professional or personal handover to another IOM programme/mission or partner organisation.

Emergency staff will probably leave an operation before it is terminated. This chapter provides guidance on both personal exit from an emergency operation and on the termination by IOM of an emergency operation.

Downscaling, handing over and/or terminating an emergency operation is a difficult area of responsibility to coordinate. Without great care, friendships and working relationships can suffer. There is a period of less efficient activity in the operation as persons perform new tasks. Remaining staff may begin wondering about their future instead of giving their best performance. Being open with staff as to the project parameters and constraints helps staff direct personal emotions away from the Team Leader implementing the downscaling. A reaction of “us-versus-them” is to be avoided at all costs. The responsibilities of being in charge are heavy at this time, but if anticipated, may minimise internal problems. Any particular area of concern should be shared with Headquarters for advice on how it has been handled in other operations.
**Downscaling**

An adage about reorganisation (of which downscaling is a version):

*reorganisation should be considered as major surgery—well-planned in advance, swift and sure actions, known therapy and follow-up care.*

The decision that an operation needs to be downscaled or even terminated has major implications for all parties involved:

<table>
<thead>
<tr>
<th><strong>IOM staff</strong></th>
<th>May be transferred to other tasks or possibly lose their jobs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Donors</strong></td>
<td>May end funding; may request detailed financial reports and documentation.</td>
</tr>
<tr>
<td><strong>Partners</strong></td>
<td>May need to consider addressing tasks for which IOM is no longer responsible.</td>
</tr>
<tr>
<td><strong>Host authorities</strong></td>
<td>May revise IOM privileges offered under previous arrangement.</td>
</tr>
</tbody>
</table>

Accordingly, it is important to limit discussion about cutting back to as few people as possible until it is agreed that, in the foreseeable future, cutbacks will actually occur. Keeping such discussions to a small number of people and assessing the appropriate time to open the discussion can be difficult.

**Assessing Progress vis-à-vis Goals**

At each reporting period, ask the question: Have we met the goal(s) we set out to accomplish? Divide answers and appropriate actions as follows:

<table>
<thead>
<tr>
<th><strong>Answer</strong></th>
<th><strong>Possible Actions</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>“No, we have not reached it.”</td>
<td><strong>Why Not?</strong></td>
</tr>
<tr>
<td></td>
<td>– Review the mission’s Terms of Reference and the general project Plan of Action. It is possible these have been misunderstood. It is also possible IOM’s contribution is no longer valid. You should be able to clearly state IOM’s position in writing.</td>
</tr>
<tr>
<td></td>
<td>– Review the methods of evaluation (described in this chapter); possible non-IOM influences are the cause.</td>
</tr>
<tr>
<td></td>
<td>– If recoverable, adjust policy documents and re-focus operation.</td>
</tr>
<tr>
<td></td>
<td>– Advise all stakeholders and interlocutors.</td>
</tr>
<tr>
<td></td>
<td>– If non-recoverable, begin orderly downscaling/handover/termination.</td>
</tr>
<tr>
<td>“Yes, we have reached it.”</td>
<td><strong>What now?</strong></td>
</tr>
<tr>
<td></td>
<td>– Review the mission’s Terms of Reference with a view towards adjustment and establishment of a new and relevant goal.</td>
</tr>
<tr>
<td></td>
<td>– Advise all stakeholders and interlocutors.</td>
</tr>
<tr>
<td></td>
<td>– Begin orderly downscaling and/or termination.</td>
</tr>
</tbody>
</table>
Planning for Downscaling

It is important to clearly define the end goal of the downscaling exercise. Is it to trim 20 per cent of costs? Eliminate six staff positions? Cancel operations in sector XXX? Close the entire presence in country? The final document (in all cases except full closure) becomes a revised Plan of Action for the project. All succeeding actions build directly on the Plan, just as with the initial project planning and deployment. Key areas of concern are as follows:

**Staffing** What contractual arrangements/obligations does IOM have with current staff? Who possesses talents in alternate tasks still applicable to the operation? Can staff be transferred to another programme/country? Has anyone volunteered for termination? What is the absolute minimum staffing required to function? What staffing above minimum levels can be maintained?

At a given point, the emergency operation will end. If IOM involvement was short, releasing short-service temporary employees will be simple. For situations which have lasted longer than foreseen, e.g. over six months, reductions in force should be carried out in coordination with Headquarters which may propose special terms.

At the emergency office level, and for employees of similar qualifications/background, reductions should take place in the following order of priority:

- Employees in functional categories for which there will be less need.
- Staff on hourly/special short-term contracts.
- Regular/longer fixed-term contract holders starting with those with the poorest record of adaptability/flexibility.
- Staff closest to retirement age.

International staff releases should stop short of the Head of Operation and any other sensitive position that Headquarters has deemed to remain at the international level, e.g. Administrative Assistant.

**Separation of staff** (see Chapter 3). Once it has been decided to separate a staff member, the entitlements and necessary steps to be taken follow the sequence described in the Separation Clearance Statement included on the accompanying CD.
Employees leaving IOM’s service often request testimonials (or statements attesting to their virtues or qualifications) from their Heads of Office. The text of those testimonials should be moderate and short. Exaggerations often have an adverse effect on prospective future employers. Issuing positive testimonials to employees who performed poorly is not acceptable. Copy Headquarters on all testimonials provided and insert a copy in the (former) employee’s personnel file at your office.

**Material resources**  All properties must be accounted for, e.g. what belongs to IOM, other agencies, Government, individual staff? Are they legally in country? Can they be legally removed? What will it cost to remove or insure? Does removal fit the available timeframe? Would there be significant value in donating the property to others on-site? How much is the shipping cost? Special attention should be given to vehicles, radios, satcoms and computers. If shipment to Headquarters is difficult, send properties to the most accessible IOM mission for onward shipment to Headquarters.

IOM Headquarters should assist in the determination of resource status at the time of divestment. Basic options are: donation, sale on-site, transfer to another IOM mission, and return to Headquarters (Annex 8A). The office should maintain a full inventory list and mark the official status of individual items throughout this process. This list should have been supplied to Headquarters through periodic reports since the beginning of the operation.

**Notification of intent**  Once a decision is made on the project’s future and details are firm, it is advisable to give clear summary explanations of what is to occur to IOM staff, project partners, Government and local authorities, caseload leaders and any other body that will be affected. These explanations should be carried out by whatever established means are applicable in the situation (for example, inter-agency weekly meeting announcement, formal letter to the Government, etc.) Be sure to anticipate routine responses from the informed parties. Respect any general timeframes or guidelines that have been previously established for such actions. Transparency of intended action and significant notification time are two important steps towards acceptance of these actions.

**Carrying out the Downsizing**

Be sure to follow stated timeframes and actions to the extent possible. Keep clear records of each action as completed (e.g. “On 4 June, the following items were dispatched to Headquarters on KLM flight XXX as previously advised to occur in message XXX”).
After each downscaling, a follow-up assessment should occur to ensure that the IOM operation fulfils the envisioned role set up in the new Terms of Reference. Abnormalities should be researched in the already explained manner.

### Practical Guidance for Handover

The following are practical issues to be considered in handing over to a replacement emergency manager and returning home after deployment.

#### Scenarios during Handover

Handover of an operation and individual tasks may take place in a number of different scenarios:

- Smooth, well-phased handover with adequate time for briefing.
- Handover is rushed or non-existent. Staffing replacement may be uncoordinated and turnover of staff quite irregular.
- The handover lasts only a few hours or is non-existent.
- The handover period is too long—one week or more and leads to awkwardness and unanticipated conflict.

Similarly, you may be more or less ready for the handover. Here are possible situations:

- You are glad to be going home.
- You feel reluctant to let go of the reins at a critical moment.
- You are well prepared for the handover.
- You are poorly prepared to handover to someone else.
- You are exhausted—burned out.

#### Recommendations for Handover and Return

**Prepare a comprehensive briefing and handover file**

- Maps and general orientation.
- General security: checklist, protocol, etc.
- Collection of previous sitreps as background information.
- Outstanding matters to be sorted by topic (administration and finance, operations, etc.), including a progress report on the status of the operation and your own tasks. Focus on what is ongoing.
• Leave what has been achieved for the record, but avoid being
defensive on mistakes made. Mistakes are inevitable, and are to
be learned from, not hidden.

• List of useful numbers, contacts, fax/telephone/email/call signs,
etc. (government, UN agencies, NGOs, suppliers, etc.)

• If you are unable to meet with your replacement, leave a handover
mission report, which will describe what has been done and what
the most pressing issues are as of the date of your departure.
Include any lessons you learned. Share both the report and
handover file with Headquarters.

• If you overlap with your replacement, design a well-paced and
balanced handover briefing programme including introductory
meetings with key partners and field trips. Prepare a list of names of
key partners, colleagues, or contacts. Ensure continuity and prepare
key partners for the change, including beneficiaries. Accept the need
to “let go.” Show support for the new person if there is an overlap
period. Be sensitive to his/her style and priorities. Allow time for
thorough discussion of key issues, difficulties and tasks, to enable
your replacement to pick up the main priorities or adapt as the
situation changes.

Clear up any disagreements or any outstanding tension or conflict with
colleagues or counterparts. Be sure to give thanks and appreciation where
it is due.

Ensure that your successor can contact you during the initial period
following your return.

Debrief as soon as possible after return. Debriefing should include medical
debriefing. Any medical problems that the staff may have had should be
checked out, and standard screening tests should be done for parasites, etc.
The possible effects of stress, including delayed reactions, can also be
discussed. Information and advice on medical debriefing can be sought
from OHU at IOM Headquarters.

Take a break. Give yourself and your family time and space to readjust.
Take time to be with family, friends and colleagues, as a key part of your
return to a “normal life.”

Expect to “process” your experiences for a longer time than anticipated.
Sooner, rather than later, however, accept the need to “let go.”
Emergency Team Exit Guidelines

The handover or exit of an emergency team must be done in a manner that ensures the accountability of the intervention and its sustainability over time. Before handing over the operation to a more regular IOM programme, EPC or the emergency team must carefully assess the following conditions:

**IOM’s role** The identification and definition of IOM’s post-emergency role vis-à-vis the IASC framework, government plans and other stakeholders’ interest. In most cases, there usually is a role for IOM in a post-emergency scenario, e.g. technical cooperation as in Central Asia and the Caucasus. In this case, consider an EPC handover. If there is no foreseen role, however, IOM will consider complete exit (e.g. Mozambique and Mali) or placing an IOM correspondent.

**Resources** When a continuation of IOM’s presence (post-emergency) is considered, the following resources have to be assessed and prepared:

- **Staffing** Do the incumbent staff (international and national) possess the skills and qualifications required for a post-emergency IOM programme? If so, are they willing/interested to continue?

- **Financial resources** Are there still funds available for the transition period between emergency and post-emergency programmes? Are there funds available in the pipeline?

- **Material and logistical** What infrastructure and equipment which might be needed in the post-emergency programme are available? Are they still fully operational?

- **Technical expertise** Related to staffing above, what technical expertise is needed in the probable post-emergency programme? Do existing emergency team members (international and national) have this expertise?

**Management and maintenance** Before any concrete steps are taken for the eventual handover or exit, the emergency team or EPC should ensure that the following management tools and instruments are in place and ready:

- **Service support** Functional administrative and financial support is in place and ready, including logistics, human resources, operations and statistics. Capacity building eases withdrawal.

- **Reporting** Report on the developments and outcomes of the emergency intervention and proposed follow up actions.
**Monitoring and evaluation** Assessment reports on the following matters according to the scope of the operation and profile of the entities involved (Headquarter units, donors, local/host government, UN agencies, NGOs, beneficiary leadership and other stakeholders).

**Liaison** With local/host government, UN agencies, NGOs, beneficiary leadership and other stakeholders. Promotion of IOM-proposed solutions to migration problems. This includes country fact-sheets, channels of communication and distribution of responsibilities.

**Assessment of migration environment** Will be coordinated with EPC, relevant MRF and Headquarters units.

**Timeframe** Assessment of the foreseeable sustainability of existing and proposed programmes and activities. Roles and accountability of EPC successor (present IOM structure at Headquarters and the field) are identified, defined and organised.

Some tools and instruments for emergency team exit include:

**Evaluation** Such as, self-evaluation, independent evaluation, audit report, interlocutors’ feedback, country mission or MRF capacity.

**Recommendation on prioritisation and timing of options/decisions** Either complete 1) IOM exit (and when?); 2) handover to regular IOM programme and activities (and when?); or 3) handover to an IOM correspondent (and when?). These options and decisions depend on the projects identified and developed.

**Reallocation or termination of resources** Should this be decided, it involves comprehensive planning and logistics.

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1 Adapted from UNHCR emergency training “WEM.”
GUIDELINES FOR DISPOSAL OF PROPERTIES

1. Property with a purchase value of less than USD 5,000 can be disposed of as follows:
   a) If other Missions in the region would be interested in certain items, information should be channelled through the MRF and if any other office(s) can use any of the items (notably computers, photocopiers, etc.) shipping costs will have to be absorbed by the receiving office.
   b) If there is an estimated value of an individual item of over USD 1,000, it should be sold to the highest bidder through local advertisement with invitation to submit sealed bids. If two same best offers are considered and one of the two is from an IOM staff member, then preference will go to him/her.
   c) If it is estimated that little or nothing could be obtained if the item is sold (i.e. old office equipment and furniture), arrange for second hand companies and/or other organisations to come to the office and survey the equipment and offer bids.
   d) If items cannot be disposed of through a, b, or c arrangements should be made to donate them to an NGO. A receipt should be obtained from any NGO receiving such a donation.
   e) In case arrangements a, b, c, d are not practicable, disposal of items can also take place through destruction. In this case local environmental law must be taken into consideration.

2. For property with a purchase value of USD 5,000 and above (including any loss of money or securities), a Survey Action Report (see Annex 5H) will be completed and submitted to HQ for approval of the Survey Board, whose composition is as follows: the Chief of COS; the Head of the MRF concerned; and the Director of HRM.

3. When property disposal is due to downscaling or closure of IOM office/programme, telecom and security equipment (e.g. satcom, HF, VHF, kevlar helmets, flak jackets, etc.) have to be returned to Headquarters, attention COS/EPC. The downscaling or closing office will absorb shipping costs.
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References listed in the text are for internal IOM use only.
Key Points

★ Preparedness is a capacity building activity, for organisations, governments and staff alike. It is a long-term, logical process of putting in place the resources and capacities to meet future emergencies.

★ All the guidance set out in this manual can be applied to preparedness. Rather than following the guidance just during an emergency, staff can adapt it to put in place resources and capacities in readiness prior to any crisis.

★ Early warning and contingency planning are of little use if they are not accompanied by early action. All too often, emergencies are foreseen, but no early action is taken. The planning process should be a catalyst for putting in place the actual preparedness measures foreseen in the plan.

★ Emergency training is as important as the emergency operations itself. The quality of IOM emergency intervention rests on the quality of IOM emergency team members.

★ Response to emergencies is dependent on preparedness, and that preparedness is dependent on stand-by capacities and arrangements that guarantee rapid and effective mobilisation of personnel, materials and equipment.

The effectiveness of emergency response can be increased dramatically, and the cost—financial, material and human—reduced dramatically, if preparations are made in time. Preparedness requires the development of emergency stand-by resources and systems (e.g. for rapid deployment of staff and assistance items) so that the required emergency action can be taken rapidly and appropriately.

Preparedness requires a system of “early warning” to foresee possible emergencies. It also requires contingency planning to determine and agree what action should be taken if the emergency actually takes place.

Note that many countries cycle through emergency and post-emergency conditions. It is therefore never really too early or too late to set up an early warning and preparedness system.
Early Warning

Early warning systems are used to attempt to predict emergencies—to see them coming. Signs can often be detected as an emergency approaches. A major weakness related to early warning systems is that once a warning is made, it may not be followed by appropriate action to meet the potential emergency. Early warning must be linked to early action.

Low-tech, relatively unsophisticated early warning systems can be put in place in most IOM offices. A simple early warning matrix can be developed which will include a selection of indicators to be monitored for a country or a region. (See Annex 9A for a sample matrix.) On a regular basis (for example, monthly), assign each indicator in the matrix a numerical value from, for example, "0" (no warning whatsoever) to "10" (highest level of warning). Then, compute a total score for each time-period by adding together the "warning" values for all of the indicators. The monthly numerical totals can be compared and monitored to see if there is any deterioration in the situation. While early warning monitoring via the use of such a matrix would be very approximate, if applied in conjunction with other methods such as more systematic consultations with key sources, it can confirm potential emerging trends.

The early warning matrix can be made slightly more sophisticated by giving relative weights to the various indicators. For example, significant migratory movements may be more important as an early warning than economic stability. The former might be "weighted" as double the importance of the latter. Therefore, it would be worth twice the possible numerical value accorded to the latter (that is, up to 20, instead of a maximum of 10). This "weighting" system will allow for a better representation of the more important indicators within the full list. In a regional case, migratory movements between countries, or events in a neighbouring country could also be monitored.

An IOM staff member ought to be designated as the focal point for monitoring the indicators. This can be done by monitoring the media; consulting government officials, the diplomatic community and other international organizations; and attending relevant seminars and public meetings (e.g. university discussion groups). An outline for an IOM Early Warning System is included in Annex 9B as a guide.

Early warning is of little benefit if it is not accompanied by "early action." Escalating levels of alert can be formally linked to specific preparedness actions (e.g. the updating of contingency plans, the calling forward of emergency supplies, or the placing of emergency staff on standby).
Contingency Planning

Contingency planning is a process of preparing for emergencies. It is not just a matter of producing a plan. Planning should be continued by taking steps to prepare.

Contingency planning sets out actions to be taken and resources and systems to be prepared in advance of a possible emergency. Preparedness actions are based on the plans. People, materials, equipment, systems, tools, and procedures can all be readied for the most likely scenario of an emergency taking place. Contingency plans can also be developed during an emergency to deal with possible changes in an emergency situation; for example, what might need to be done if conditions deteriorate significantly or the number of beneficiaries increases dramatically.

Contingency planning usually requires the establishment of various scenarios—these are typically “worst,” “best” and “most likely” cases. Each scenario, if it came to pass, would require a different set of responses. Therefore, the choice of scenario must be clearly explained in any contingency plan.

At a country level, contingency planning and preparedness are generally conducted as an inter-agency process. The inter-agency contingency planning guidelines of November 2001\(^1\) (included on the accompanying CD) contain the following directives.

Process

The objective of inter-agency contingency planning is the development of a common understanding of the potential emergencies faced and how the UN, International Organisations and NGOs working with governments and partners will respond to these potential emergencies. It is the process of contingency planning that is important not the production of a document. The prepared document serves as a record of the agreements reached and the decisions made during the contingency planning process. The documents can be used as a basis for future contingency and operational planning, and as a tool to communicate the results of the process to others.

The guidelines provide step-by-step guidance on how to engage in the contingency planning process. The main steps are:

- **Step 1** Coordination and preparing for the contingency planning process.
- **Step 2** Context analysis, scenario building and defining planning assumptions.
**Step 3** Defining strategies and objectives.

**Step 4** Defining management and coordination arrangements.

**Step 5** Developing response plans.

**Step 6** Consolidating the process and follow-up actions.

**Quick Plan Checklist**

This quick checklist is designed to assist planners in the elaboration of an inter-agency contingency plan. Under each heading, key points are listed for consideration during the elaboration of a plan. In order to be effective, an inter-agency contingency plan must be concise and to the point. Therefore planners should use this checklist flexibly including in their plans only what is useful and relevant.

**Cover Page**

- Country (or the region) covered
- Date the plan was produced
- Date the plan was last updated
- Period covered
- Version number
- A list of the participants in the inter-agency contingency planning process
- Level of confidentiality
- A brief 1-2 paragraph introduction to the planning process including relevant background information

**Executive Summary**

- Summary of the country situation/crisis
- Background for the contingency plan
- Summary of contingency(ies) and scenario(s)
- Intervention strategy and plan summary
- Summary of the management and coordination arrangements
- Major gaps and constraints

**Context Analysis and Risk Assessment**

- Country information and context analysis
- Summary of contingencies
- Brief summary of planning scenario(s) for each contingency
- Risk assessment of the different scenarios
Scenario(s)
• Outline of the scenario
• Main actors
• Description of the main humanitarian consequences
• Planning early warning indicators and monitoring arrangements
• Gaps and constraints
• Main planning assumptions

Overall Management and Coordination
• Operational roles, functions and accountability
• Internal and external management and coordination arrangements
• UN System Common Operational and Support Services
• Immediate response mechanisms
• Resource mobilisation
• Media strategy
• Information management
• Safety and security

Strategies and Objectives
• Intervention—entry/exit strategy
• Operational objectives
• Levels of preparedness required

Sector and Agency Response Plans
• Immediate response
• Emergency needs assessment and monitoring arrangements
• Summary of sectoral responses

Preparedness and Maintenance Actions
• Review and update of plan
• Preparedness actions to be taken
• Agency state of preparedness

Annexes
• Contact details/emergency directory
• Stand-by agreements with contractors/MOUs/LOUs
• Maps
• Communications information (e.g., frequencies, call signs, satphone numbers, etc.)
• Suppliers of relief items
• Roster of experienced/specialist personnel
• Equipment and transport rental companies

Training

This manual has a training module companion which will be the basis for Staff Development and Training Unit (SDT) and EPC/PSD training of staff on the emergency roster. Emergency training is a necessary part of staff preparation. This is recommended for all staff on the emergency roster whether they are at Headquarters or in the field. The training can take many forms, including a very basic emergency training workshop (ETW) introduction to theory and practice.

The ETW is an IOM-specific training programme in a modular format, collapsible and expandable depending on the specific needs of the participants, and which could run up to a maximum of five days per training session. There will be a mixture of methodologies to be used including both theory and practice. It will include indoor simulations as close to real life scenarios as possible. ETW’s primary goal is to develop skills, knowledge and attitudes required for personal and professional preparedness to respond efficiently and effectively to IOM emergency operational needs. Training purposes include:

• Acquire/improve knowledge and skills in emergency needs and resources assessment.
• Acquire/improve knowledge and skills in the preparation of plans of action and funding appeals for emergency intervention.
• Acquire/improve knowledge and skills in setting up and maintaining an IOM emergency field presence, both administratively and operationally.
• Understand the levels and types of inter-agency coordination on humanitarian activities, the importance of external liaison (including donors and the media) as well as the support systems available at Headquarters for an effective emergency operation.
• Build better awareness of the importance of analysis of personal limits and identification of personal skills required to manage stress.
• Acquire personal and professional attitudes conducive to good teamwork.
• Understand basic personal security measures, the types of security threats, the possible means to address these and the skills to manage particular risks such as landmine and hostage taking.
• Acquire knowledge and develop basic skills in operating and maintaining telecommunications equipment.
• Acquire/improve knowledge and skills in monitoring and evaluation tools and techniques particularly relevant to emergency operations.

Choices of topics in the ETW include the following:
• What are emergency and emergency management
• IOM’s role and status in emergencies
• IOM structure and functioning
• External standards related to emergency situations
• Emergency preparedness
• Deployment mechanisms and procedures
• Staff personal and professional preparedness
• Coordination and liaison
• Needs and resources assessment and action planning
• Office establishment and organisation
• Procurement and managing material resources
• Self and team management
• Emergency telecommunications and information technology
• Beneficiary estimation, registration and documentation
• Emergency shelter and camp management
• Cultural awareness and orientation
• Monitoring and evaluation tools and techniques
• Reporting
• Downscaling, handover and exit guides
• Sphere standards
• Accounting and banking in emergencies
• Field personnel administration and insurance
• Staff safety and security
• Staff health, stress and support
• Movements, transport and logistics
• Negotiation and mediation
• Health component in emergencies
• Team building
• Information management
• Media relations

Emergency Roster

IOM maintains two sources of emergency personnel: internal and external. The internal source includes the EPC officers (three officers plus the Chief of the Division), graduates of the IOM emergency training workshops, and staff members around the world who registered in the general internal roster/internal—emergency response roster (ERR). An application form for the ERR as well as instructions on its completion and submission are included in Reference 54.

IOM’s first line of emergency response is the EPC team. The EPC officers are backed by specialised units in Headquarters such as MMD on movement, MHS on health, DRD on donor relations and fundraising, ITS on IT/SSU on telecommunications, MPI on media relations, and STU on emergency staffing.

Externally, IOM taps from several sources, namely: the general external roster/external—emergency response roster and the standby arrangements of external emergency personnel, e.g. NRC, DRC (Reference 55), UNV, DFID CHAD-ERT, SDR, CINFO, Canadem, JAFI, RedR UK and the Emergency Personnel Network, as well as consultants (including government secondees). IOM has signed agreements with some of these entities. Use of personnel of some of these service providers may be assumed by their governments as in-kind contribution to IOM’s emergency operations.

The CHAD-ERT (emergency response team) arrangement is part of the broader DFID-EPC project to enhance IOM’s emergency preparedness and response capacity. The cost of CHAD-ERT secondment is charged to the DFID-EPC project. Like the other emergency personnel arrangements, this is a rapid deployment mechanism.
Emergency Funds

Financial resources are essential for quick emergency response capacity. Most operational agencies, including IOM, keep limited emergency revolving funds that can be disbursed quickly. These are based on the same principle as the Central Emergency Revolving Fund (CERF), which is managed by OCHA.

**Emergency Preparedness Account (EPA)** EPA was established in accordance with General Bulletin No. 1054 of August 1993, and revised in GB 1168 of June 1998 (Reference 56). EPA is a loan against a specific operation and is used in circumstances where there is a clear need for emergency assessment and operation expenditures prior to actual receipt of external operational funding.

**Humanitarian Emergency Operations Account (HEOA)** HEOA can assist only migrants who are stranded, destitute, and with no access to any other assistance including that from countries, charity institutions, NGOs or other IOM programmes. Assistance depends on requests from States (host country or country of nationality), or reputable NGOs. A migrant is assisted to a country offering settlement, including but not limited to, the country of origin. Guidelines/questionnaire for HEOA use are included in Reference 57. Funding sources of HEOA in 2002 were from the IOM discretionary fund, Sasakawa Foundation, Australian Government and some carry-forward money from 2001.

**Rapid Response Transportation Fund (RRTF)** RRTF was established in accordance with the General Bulletin No. 1277 of December 2000 (Reference 47). The RRTF will be considered for use, particularly during emergencies, where it is established that there is a clear need for immediate transportation expenditure prior to actual receipt of external funding. The eligibility for receiving an allocation from the RRTF closely follow the criteria contained in the Guidance Note, in particular paragraph 2, on Cooperation between IOM and UNHCR in the Transportation Sector, concluded on 31 May 2000 (Reference 46). In this regard, UNHCR may request the assistance of IOM for transportation during voluntary repatriation, return movements, resettlement of refugees and, in specific cases, organised evacuation. Like EPA, use of RRTF is considered a loan against the operation and funds must be returned. Its activation can only be approved upon receipt of a written request from UNHCR.
**DFID-EPC Project Fund**  This is a three-year project (November 2000 to October 2003) funded by DFID UK. Its purpose is to strengthen and increase IOM’s capacity to prepare for and respond to humanitarian emergencies where people need to be moved out of danger and helped to return home as soon as conditions permit. The project fund is divided into two main categories: emergency preparedness (representing 14 percent of the total project funds) and emergency response (the remaining 86 percent). The emergency response account is further divided into three categories: assessment mission, CHAD-ERT secondment, and emergency operations. To activate the emergency response account, EPC sends an email to its DFID UK interlocutor requesting a drawdown and providing justification for the request. DFID UK is expected to respond within 24 hours. If there is no response within that timeframe, IOM can assume that DFID authorised the drawdown request. DFID emergency response funds are only to be used for the first eight weeks of an operation. So far these emergency standby funds have assisted in the voluntary return of Sierra Leonean refugees who were in Conakry, Guinea, and in the return and transfer for local settlement of Sierra Leonean IDPs.

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**Standby Arrangements**

IOM has external arrangements for emergency resources to be made available at short notice, e.g. vehicles and telecommunication equipment, emergency service packages and transport logistics equipment/facilities. Service packages of some entities may be assumed by their respective governments as in-kind contribution to IOM’s emergency operations. IOM participates in the OCHA’s MCDU/MCDA (military and civil defence unit/asset) meetings as well as in the WFP-led UNJLC (joint logistics centre). IOM also has an understanding with EMERCOM Russia for the use of their equipment and crew when needed.

There are also several international and national NGOs that IOM has worked with in emergency situations in various places. Although not in writing, there is a verbal understanding that IOM may tap the services of some of them when needed. The choice of NGO to invite as partner depends very much on the specific situation. Delivery of health programmes is normally done by IOM itself, but in certain situations, may be delegated to NGOs.
**Support materials**  IOM is doing its best to properly equip staff who are deployed to the field for emergency operations. This includes emergency management tools such as manuals and kits for quick deployment, i.e. *Emergency Operations Manual, Field Employee Management Handbook, IOM Migration Health Services Manual*, administration kit, medical kit, emergency field kit, emergency telcom kit, protective equipment as well as organisational identification material. These may be requested through the EPC.

**Emergency materials/equipment suppliers**  Supplies, vehicles and equipment are requested through COS or the Field Procurement Unit in Manila. They maintain a roster of emergency suppliers who can deliver goods, vehicles and equipment on short notice. For example, a satcom may be procured and commissioned by COS in two to three days’ time, and handheld satphones in two days. VHF transceiver radios are also quick and easy to obtain. Obtaining HF radios takes more time because of their demand and complexity. HF manufacturers normally do not have large stocks and only make radios when they receive the orders. EPC/COS will consider procuring some units to stock. In the past, EPC/COS stocked IT and telecom equipment, but since this equipment easily gets outdated, the practice has been stopped. IOM currently maintains contacts with reliable suppliers.

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1 Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance. Recommendations to the IASC 12 November 2001 (included on the accompanying CD).
# Early Warning Monitoring Matrix

**Mission: ____________**

**Year 20____**

<table>
<thead>
<tr>
<th>Population movements (e.g. movements which are unusual by size and regularity)</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic stability (e.g. prices, devaluation)</td>
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<td>Political stability (e.g. unexpected changes of government)</td>
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<tr>
<td>Attitudes of key opinion formers (e.g. opinions of respected commentators)</td>
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<tr>
<td>Level of alert in diplomatic or international community</td>
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<tr>
<td>Military movements or levels of alert</td>
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<tr>
<td>Levels of alert among the public (e.g. hoarding food or taking children out of school)</td>
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<tr>
<td>Street demonstrations or disturbances</td>
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<tr>
<td>Others (specific to the country or situation)</td>
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</tbody>
</table>

| Total | | | | | | | | | | | |
IOM Early Warning System
(draft)

A. Pool Information (gather data)

1. Country profile
   a. country maps and regional maps
   b. country overview
      – economy
      – peace and order situation
      – health
      – agriculture
      – NGO service sector
      – culture, custom and traditions
      – national profile
         • population and education
         • government
         • government vis-à-vis IOM
         • poverty
         • other considerations vis-à-vis IOM
   c. natural and civil disasters
   d. current IOM programming
      – national migration
      – migration for development
      – refugee movement
      – transfer of technology
      – emergency response

2. Inter-agency consultative mechanism
   a. sharing and analysis of relevant information with the UN system and other NGOs
   b. development of a collective recommendation

3. Through existing IOM missions and offices
   a. monitoring of events should be low-key to avoid being misconstrued to intrude on national sovereignty
   b. using the EWS matrix

B. Synthesise (store data)

1. Set up a reference library
2. Set up tickler system

C. Analyse (process data)

1. Source of information
   a. newspaper
   b. radio / TV
   c. Missions / Offices
   d. other contacts
   e. assessment visit
   f. internet

2. Possible outcome
   a. internal displacement
   b. mass exodus out of country
   c. repatriation
   d. loss of lives

3. Causes
   a. civil strife
   b. political events
   c. natural calamity
   d. food shortages
   e. unavailable internal solutions
   f. unavailable technical expertise

4. Recommendations
   a. proposed pre-solution steps
      – send assessment team
      – send emergency team
      – establish temporary mission
   b. proposed solutions
      – mass airlift
      – charters (planes / ships)
      – ordinary commercial flights
      – bus / trains
      – trucks / lorries
      – information campaign

D. Disseminate (share information)

1. Share information internally
2. Share information with the government
3. Share information with relevant UN agencies and NGOs
4. Share information with potential donors
**Glossary and Acronyms**

*Note:* This is a selection of terms that are relevant to the use of this manual. It is not meant to be a comprehensive or exhaustive list of terms related to emergencies. The definitions included here are those frequently applied in emergency operations.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Responsibility to someone or for some result or action.</td>
</tr>
<tr>
<td>ACO</td>
<td>Accounting Division, IOM</td>
</tr>
<tr>
<td>Acronyms</td>
<td>A word made up of the initial letters of other words (e.g. IOM).</td>
</tr>
<tr>
<td>Admin</td>
<td>Short for “Administration”</td>
</tr>
<tr>
<td>Aid</td>
<td>A synonym for “Assistance” or “Relief”</td>
</tr>
<tr>
<td>AOR</td>
<td>Area of responsibility</td>
</tr>
<tr>
<td>Application</td>
<td>A computer software</td>
</tr>
<tr>
<td>Assessment</td>
<td>Appraisal of an emergency situation (collection and analysis of information) as a precursor to planning. It normally examines the “needs” and “resources” of a given population or community.</td>
</tr>
<tr>
<td>Asset</td>
<td>Financial or material possession of value. The opposite of a “liability.”</td>
</tr>
<tr>
<td>Assistance</td>
<td>Help for people affected by an emergency (synonym of relief, or aid).</td>
</tr>
<tr>
<td>Asylum seeker</td>
<td>An individual whose refugee status has not yet been determined.</td>
</tr>
<tr>
<td>ATA</td>
<td>Actual time of arrival</td>
</tr>
<tr>
<td>ATD</td>
<td>Actual time of departure</td>
</tr>
<tr>
<td>Audit</td>
<td>An examination and review of the financial and management performance of a programme implementation in relation to predetermined standards or criteria.</td>
</tr>
<tr>
<td>AWB</td>
<td>Air waybill. A document serving as a guide to a courier’s staff in handling, dispatching, and delivering the consignment.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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<tr>
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<tr>
<td>Bilateral</td>
<td>A relationship or action between two entities.</td>
</tr>
<tr>
<td>Bill of lading</td>
<td>A receipt of goods, contract for their carriage, and documentary evidence of title to goods.</td>
</tr>
<tr>
<td>C130 Hercules</td>
<td>Military turbo propeller fixed-wing cargo aircraft.</td>
</tr>
<tr>
<td>CAP</td>
<td>(Interagency) Consolidated Appeal Process</td>
</tr>
<tr>
<td>Caseload</td>
<td>Beneficiaries</td>
</tr>
<tr>
<td>CDC</td>
<td>US Centers for Disease Control and Prevention. A part of the US Public Health Service located in Atlanta, Georgia.</td>
</tr>
<tr>
<td>Census</td>
<td>A systematic and comprehensive process of information collection about a specific population (e.g. beneficiaries) at a specific moment in time (e.g. immediately after an emergency).</td>
</tr>
<tr>
<td>CHAD-ERT</td>
<td>Conflict and Humanitarian Assistance Department—Emergency Response Team, of DFID UK.</td>
</tr>
<tr>
<td>Chartered plane</td>
<td>An aircraft rented for the unique use of the renter (e.g. by IOM to transport migrants).</td>
</tr>
<tr>
<td>CHE</td>
<td>Complex humanitarian emergency</td>
</tr>
<tr>
<td>Checklist</td>
<td>A list of points or questions to be used as a practical tool facilitating the implementation of a specific task.</td>
</tr>
<tr>
<td>Children</td>
<td>All persons under the age of 18, as defined in the Convention on the Rights of the Child.</td>
</tr>
<tr>
<td>CIDA</td>
<td>Canadian International Development Agency. Canadian government foreign assistance and development agency.</td>
</tr>
<tr>
<td>CIF</td>
<td>Cost, insurance and freight</td>
</tr>
<tr>
<td>CINFO</td>
<td>Swiss NGO specialising in the preparation and provision of staff for humanitarian programmes.</td>
</tr>
<tr>
<td>CISD</td>
<td>Critical incident stress debriefing</td>
</tr>
<tr>
<td>CMOC</td>
<td>Civil Military Operations Center</td>
</tr>
<tr>
<td>COD</td>
<td>Cash on delivery</td>
</tr>
<tr>
<td>Code of Conduct</td>
<td>A list of principles to guide professional behaviour and performance.</td>
</tr>
<tr>
<td>COM</td>
<td>Chief of Mission</td>
</tr>
<tr>
<td>Compensation Plan</td>
<td>IOM staff insurance protecting staff against occupational accidents and (CP) illnesses that may occur from the moment they leave home for work to the moment they return home from work. While on TDY, CP also covers staff against non-occupational accidents and illnesses.</td>
</tr>
<tr>
<td>Glossary and Acronyms</td>
<td></td>
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<tr>
<td>Complex emergency</td>
<td>A term coined by the IASC and defined as a humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country programme.</td>
</tr>
<tr>
<td>Contingency planning</td>
<td>A management process used to ensure adequate arrangements are made in anticipation of a crisis.</td>
</tr>
<tr>
<td>Control</td>
<td>A management function related to inspection and supervision of the correct management of and accounting for resources, especially financial and material.</td>
</tr>
<tr>
<td>Convention on the Rights of the Child</td>
<td>The UN international convention adopted on 20 November 1989, setting out the rights of the child.</td>
</tr>
<tr>
<td>Coordination</td>
<td>Management function related to the linking of actors and sharing of resources so that humanitarian assistance is delivered in a cohesive, efficient and effective manner.</td>
</tr>
<tr>
<td>Crude Mortality Rate</td>
<td>An expression of the number of persons dying for a given population per day (i.e. deaths of more than 1 person per 10,000 per day indicates that an emergency exists).</td>
</tr>
<tr>
<td>DART</td>
<td>Disaster Assistance Response Team. Name for OFDA's field operational response capability.</td>
</tr>
<tr>
<td>Demobilisation</td>
<td>Process by which former combatants are formally recognised to have laid down their arms and returned to civilian life.</td>
</tr>
<tr>
<td>Departure notice</td>
<td>A routine written detailed advice that an IOM sending office/team prepares and sends out to the receiving (and transit) IOM office/team about an organised departure which just left.</td>
</tr>
<tr>
<td>DFID UK</td>
<td>Department for International Development. British government foreign assistance and development agency.</td>
</tr>
<tr>
<td>Disaster</td>
<td>A calamity affecting a community or group of people. The term normally refers to humanitarian crisis situations arising due to so-called “natural” events such as earthquakes.</td>
</tr>
<tr>
<td>Distribution</td>
<td>The process of providing goods and supplies to a population affected by an emergency, e.g. food aid.</td>
</tr>
<tr>
<td>DO</td>
<td>Designated Official for Security (related to UN staff security system).</td>
</tr>
<tr>
<td>Documentation</td>
<td>Process of providing official papers (e.g. registration, identification, travel papers, medical records) to relevant migrant population.</td>
</tr>
<tr>
<td>DPA</td>
<td>UN Department of Political Affairs</td>
</tr>
<tr>
<td>DPKO</td>
<td>UN Department of Peacekeeping Operations</td>
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<tr>
<td>DRC</td>
<td>Danish Refugee Council, a Danish NGO</td>
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<tr>
<td>Acronym</td>
<td>Definition</td>
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<tr>
<td>DRD</td>
<td>Donor Relations Division, IOM</td>
</tr>
<tr>
<td>DSA</td>
<td>Daily Subsistence Allowance</td>
</tr>
<tr>
<td>Duty station</td>
<td>The location, stated in the contract or “personnel action” form, to which a staff member is officially assigned for his/her work upon recruitment or appointment.</td>
</tr>
<tr>
<td>Early warning</td>
<td>System of foreseeing an impending humanitarian emergency. This is a central component of emergency preparedness that normally links to early action.</td>
</tr>
<tr>
<td>ECHA</td>
<td>Executive Committee on Humanitarian Affairs. Members are exclusively from the UN most of whom are members of the IASC.</td>
</tr>
<tr>
<td>ECHO</td>
<td>European Community Humanitarian Office</td>
</tr>
<tr>
<td>ECOSOC</td>
<td>Economic and Social Council</td>
</tr>
<tr>
<td>Emergency</td>
<td>A crisis affecting people for which local resources are inadequate to address urgent needs, suffering or danger to lives.</td>
</tr>
<tr>
<td>Emergency migration management</td>
<td>IOM working definition: The operational activities which pertain to the various stages of an emergency migration including: preparing for, planning for, responding to, and mitigating the negative consequences of migration.</td>
</tr>
<tr>
<td>Emergency–sudden onset</td>
<td>An emergency which happens suddenly, e.g. flash flood, earthquake, tsunami.</td>
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<tr>
<td>Emergency–slow onset</td>
<td>An emergency which happens gradually and cumulatively, e.g. drought, deforestation, a country’s gradual descent into chaos.</td>
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<tr>
<td>EOD</td>
<td>Entry on Duty</td>
</tr>
<tr>
<td>EOM</td>
<td>Emergency Operations Manual, IOM</td>
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<tr>
<td>EPA</td>
<td>Emergency Preparedness Account, IOM</td>
</tr>
<tr>
<td>EPC</td>
<td>Emergency and Post Conflict Division, a division of PSD, IOM</td>
</tr>
<tr>
<td>ERC</td>
<td>Emergency Relief Coordinator, also the Head of UN OCHA</td>
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<tr>
<td>ERR</td>
<td>Emergency Response Roster, IOM</td>
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<tr>
<td>ERU</td>
<td>Emergency Response Unit, the predecessor of EPC.</td>
</tr>
<tr>
<td>Estimation</td>
<td>A process of making an approximate calculation of quantity, e.g. the number of people in a certain group or population.</td>
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<tr>
<td>Acronym</td>
<td>Definition</td>
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</tr>
<tr>
<td>ETA</td>
<td>Estimated time of arrival</td>
</tr>
<tr>
<td>ETD</td>
<td>Estimated time of departure</td>
</tr>
<tr>
<td>ETW</td>
<td>Emergency Training Workshop, IOM.</td>
</tr>
<tr>
<td>EU</td>
<td>European Union. A grouping of 15 nations united into a federation with a single currency (euro), central bank, and a common defense and foreign policy, headquartered in Brussels, Belgium.</td>
</tr>
<tr>
<td>Evacuation</td>
<td>The action of moving migrants from one location to another, normally from conditions of higher risk to lower risk. This also refers to emergency evacuation of staff, e.g. during the security phase 5 of UNSECOORD.</td>
</tr>
<tr>
<td>Evaluation</td>
<td>A management activity which attempts to determine, as systematically and objectively as possible the relevance, performance and achievements of an intervention (operation or project or programme) in light of its objectives.</td>
</tr>
<tr>
<td>Evaluation–ex-post</td>
<td>Evaluation taking place after the operation or project or programme is completed.</td>
</tr>
<tr>
<td>Evaluation–self</td>
<td>A management function carried out by the project implementors during the life span of the project. Closely linked to project monitoring.</td>
</tr>
<tr>
<td>Extrapolation</td>
<td>A statistically sound method of estimating a larger number from a more limited set of quantitative data.</td>
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<tr>
<td>FAO</td>
<td>Food and Agriculture Organization</td>
</tr>
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<td>FDE</td>
<td>Field Data Entry and Statistics Unit</td>
</tr>
<tr>
<td>FFW</td>
<td>Food for work. Utilising work force of the affected population to repair or improve community infrastructure and support systems by paying them with food rather than cash.</td>
</tr>
<tr>
<td>Field</td>
<td>The operational areas outside Headquarters</td>
</tr>
<tr>
<td>Field accounting procedures</td>
<td>Procedures governing the management of finances in the field.</td>
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<tr>
<td>Financial regulations</td>
<td>Financial rules adopted by the IOM Council</td>
</tr>
<tr>
<td>Flash appeal</td>
<td>A rapid appeal to donors for funds ahead of the CAP to address a humanitarian crisis.</td>
</tr>
<tr>
<td>Flowchart</td>
<td>A graphic showing the progression (“flow”) of steps or actions.</td>
</tr>
<tr>
<td>FSO</td>
<td>UN Field Security Officer</td>
</tr>
<tr>
<td>GA</td>
<td>UN General Assembly</td>
</tr>
<tr>
<td><strong>Gap identification table</strong></td>
<td>A matrix depicting on one axis (e.g. vertical) the emergency activities which need to be conducted and on the other (e.g. horizontal) who (what organisation) is conducting them. “Gaps” can be identified where no organisation is marked against a necessary activity.</td>
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<tr>
<td><strong>GIR</strong></td>
<td>General Internal Roster, IOM</td>
</tr>
<tr>
<td><strong>GIS</strong></td>
<td>Geographical Information System</td>
</tr>
<tr>
<td><strong>GMT</strong></td>
<td>Greenwich Mean Time. Time synchronised worldwide to the time at the zero meridian. Also called “Zulu” time and UTC (Universal Time Coordinated).</td>
</tr>
<tr>
<td><strong>GPS</strong></td>
<td>Global Positioning System</td>
</tr>
<tr>
<td><strong>GTM</strong></td>
<td>Ground Transport Manual, IOM</td>
</tr>
<tr>
<td><strong>GTZ</strong></td>
<td>German technical assistance agency.</td>
</tr>
<tr>
<td><strong>HACC</strong></td>
<td>Humanitarian Assistance Coordination Center</td>
</tr>
<tr>
<td><strong>Hazard pay</strong></td>
<td>Special financial daily payment to staff for working in a high risk environment.</td>
</tr>
<tr>
<td><strong>Headquarters</strong></td>
<td>IOM offices in Geneva</td>
</tr>
<tr>
<td><strong>HEOA</strong></td>
<td>Humanitarian Emergency Operations Account, IOM.</td>
</tr>
<tr>
<td><strong>HF</strong></td>
<td>High frequency. Long-range radio network. Could be global in coverage.</td>
</tr>
<tr>
<td><strong>HOO</strong></td>
<td>Head of Office</td>
</tr>
<tr>
<td><strong>Host Authorities</strong></td>
<td>The official authorities of a state hosting migrants and/or an IOM operation, office and/or staff.</td>
</tr>
<tr>
<td><strong>HRD</strong></td>
<td>Human Resources Division, IOM. Its name was changed to Human Resources and Common Services Management Department (HRM) in 2002.</td>
</tr>
<tr>
<td><strong>HRM</strong></td>
<td>Human Resources and Common Services Management Department</td>
</tr>
<tr>
<td><strong>Human development</strong></td>
<td>The process of advancement of human societies—economic, social, political, cultural, etc.—as opposed to economic development which examines the economic advancement.</td>
</tr>
<tr>
<td><strong>Human resources</strong></td>
<td>Staff, management, consultants, secondees, contractual, etc.</td>
</tr>
<tr>
<td><strong>Humanitarian</strong></td>
<td>Pertaining to assisting, protecting and/or promoting human welfare.</td>
</tr>
<tr>
<td><strong>Humanitarian Coordinator (HC)</strong></td>
<td>Formally appointed UN coordinator for UN and associated humanitarian operations (normally appointed with the agreement of the IASC).</td>
</tr>
<tr>
<td><strong>IASC</strong></td>
<td>Inter-Agency Standing Committee</td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
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<tr>
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</tr>
<tr>
<td>IBRD</td>
<td>International Bank for Reconstruction and Development, the World Bank.</td>
</tr>
<tr>
<td>ICRC</td>
<td>International Committee of the Red Cross</td>
</tr>
<tr>
<td>ICVA</td>
<td>International Council of Voluntary Agencies</td>
</tr>
<tr>
<td>ID</td>
<td>Identification card</td>
</tr>
</tbody>
</table>
| IDP     | Internally displaced person. Persons who have been forced to flee their homes suddenly or unexpectedly in large numbers as a result of armed conflict, internal strife, systematic violations of human rights or natural or human made disasters and who are within the territory of their country.  
(Note: IOM’s definition omits the aspects of “suddenness” and “large numbers” meaning that it considers as IDPs those who are displaced due to slow onset emergencies.) |
<p>| IFRC    | International Federation of the Red Cross and Red Crescent Societies |
| IGO     | Inter-Governmental Organisation |
| IHL     | International Humanitarian Law |
| Implementation | Activity whereby an operation, project or programme is executed. |
| Indicator | A measure that is used to demonstrate the change or result of an activity. |
| InterAction | The American Council for Voluntary International Action, an alliance of 160 U.S.-based international development and humanitarian non-governmental organisations. |
| International Law | Law regulating and codifying transnational issues, standards, procedures and behaviour. |
| Inventories | Lists or records of materials and equipment. |
| IO      | International organisation, as differentiated from NGO. |
| IOM     | International Organization for Migration |
| IT      | Information technology |
| JLC     | UN Joint Logistics Center (led by WFP) |
| JTF     | A military acronym standing for Joint Task Force. |
| LAN     | Local area network |
| <strong>LC</strong> | Local currency |
| <strong>Lead agency</strong> | The agency assigned by the IASC to lead the coordination and response to a specific humanitarian emergency. Normally assigned to the UN agency whose mandate closely matches the emergency need at hand and which has the operational capacity. |
| <strong>LEG</strong> | Legal Services, IOM. |
| <strong>LES</strong> | Land Earth Station |
| <strong>Liability</strong> | Under an obligation, opposite of “asset”. |
| <strong>Liaison</strong> | Communication or cooperation between two or more persons, groups or organisations. |
| <strong>Life-threatening</strong> | A situation in which human life is at risk. |
| <strong>Logbook</strong> | A notebook in which to record basic data on regular transactions, maintenance or usage, e.g. usage and maintenance of a vehicle, use of satcom, etc. |
| <strong>Logistics</strong> | The movement and management of resources and supplies, typically from procurement to distribution. |
| <strong>LOU</strong> | Letter of Understanding |
| <strong>MAI</strong> | UN Malicious Acts Insurance |
| <strong>MHS</strong> | Migration Health Services, IOM |
| <strong>Migrant</strong> | <em>IOM working definition:</em> Any person whose decision to migrate is made freely for reasons of personal convenience, with or without intervention of an external compelling factor. This term therefore applies to persons and to family members who have moved or may move within a country or to another country to better their material or social conditions and improve the prospect for themselves or their family. |
| <strong>Migration</strong> | Encompasses all forms of human movement, including permanent or temporary, resettlement or return, international or national, emergency or non-emergency, forced or voluntary, regular or irregular, legal or illegal. |
| <strong>MiMOSA</strong> | Migrant Management and Operational Services Application, IOM |
| <strong>MMD</strong> | Movements Management Department, IOM. |
| <strong>MMM</strong> | Movement Management Manual, IOM. |
| <strong>Monitoring</strong> | A management function of tracking and reviewing regularly the progress and results of a project implementation. |
| <strong>Morbidity</strong> | Rate of sickness in a population. |
| <strong>Mortality</strong> | Rate of death in a population. |</p>
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>Movement</td>
<td>The process of transporting migrants (and their belongings) from one location to another.</td>
</tr>
<tr>
<td>MPI</td>
<td>Media and Public Information, IOM.</td>
</tr>
<tr>
<td>MRE</td>
<td>Meal ready to eat, a military ration.</td>
</tr>
<tr>
<td>MRF</td>
<td>Mission with Regional Functions, IOM.</td>
</tr>
<tr>
<td>MSA</td>
<td>Monthly Subsistence Allowance</td>
</tr>
<tr>
<td>MSI</td>
<td>Medical Self Insurance, IOM.</td>
</tr>
<tr>
<td>MSP</td>
<td>Medical Service Plan, IOM.</td>
</tr>
<tr>
<td>Multi-disciplinary team</td>
<td>A team comprised of a variety of technical backgrounds. The term is normally associated with assessment teams.</td>
</tr>
<tr>
<td>Multilateral</td>
<td>A relationship or action among a number of entities, as opposed to “bilateral”, which is between two entities.</td>
</tr>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organisation</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organisation</td>
</tr>
<tr>
<td>Nomroll</td>
<td>Nominal roll. A standard listing of passengers that needs to be sent to FDE (MMD) in IOM Geneva.</td>
</tr>
<tr>
<td>NRC</td>
<td>Norwegian Refugee Council, a Norwegian NGO</td>
</tr>
<tr>
<td>OAS</td>
<td>Organization of American States. Inter governmental organisation of all North, Central and South American and Caribbean countries except Cuba and Canada.</td>
</tr>
<tr>
<td>OAU</td>
<td>Organization of African Unity. An organisation of independent African states established to promote unity, coordinate policies, and protect the independence of the continent. It is headquartered in Addis Ababa, Ethiopia. Its name was changed to African Union in May 2001.</td>
</tr>
<tr>
<td>OCHA</td>
<td>UN Office for the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development. Consists of 30 member countries sharing a commitment to democratic government and the market economy. It has active relationships with some 70 other countries, NGOs and civil society. It is best known for its publications and its statistics. Its work covers economic and social issues from macroeconomics, to trade, education, development and science and innovation.</td>
</tr>
<tr>
<td>OFDA</td>
<td>Office of Foreign Disaster Assistance. Part of USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance responsible for the coordination of USG assistance to foreign countries after a natural or human made disaster.</td>
</tr>
<tr>
<td><strong>OHCHR</strong></td>
<td>Office of High Commissioner for Human Rights</td>
</tr>
<tr>
<td><strong>OHU</strong></td>
<td>Occupational Health Unit, IOM</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td>In IOM, this term is often used to refer to any organised field activities of a programme that are different from admin, finance and medical, e.g. transportation, reintegration, shelter, etc.</td>
</tr>
<tr>
<td><strong>Organised migration</strong></td>
<td>As opposed to irregular, forced or illegal migration.</td>
</tr>
<tr>
<td><strong>OSOCC</strong></td>
<td>UN On Site Operations Coordinating Center</td>
</tr>
<tr>
<td><strong>OTI</strong></td>
<td>Office of Transition Initiatives. Part of USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance which manages USAID’s assistance to nations in transition from war to peace and development.</td>
</tr>
<tr>
<td><strong>PAHO</strong></td>
<td>Pan American Health Organization</td>
</tr>
<tr>
<td><strong>Partners</strong></td>
<td>Agencies working side-by-side with IOM, could be operational or implementing partner.</td>
</tr>
<tr>
<td><strong>PAS 2000</strong></td>
<td>IOM computerized field accounting programme.</td>
</tr>
<tr>
<td><strong>PC</strong></td>
<td>Personal computer</td>
</tr>
<tr>
<td><strong>PCRM</strong></td>
<td>Post Conflict Reference Manual, IOM</td>
</tr>
<tr>
<td><strong>Phonetic alphabet</strong></td>
<td>The alphabet organised in a manner whereby each letter is identified through a word commencing with that letter, e.g. “T” — “tango.”</td>
</tr>
<tr>
<td><strong>PI</strong></td>
<td>Public Information</td>
</tr>
<tr>
<td><strong>Planning</strong></td>
<td>Management process whereby assessment information is converted into proposed actions, expected results, budgets and deadlines.</td>
</tr>
<tr>
<td><strong>Population stabilisation</strong></td>
<td>Activities to reduce and/or eliminate unwanted movement of populations. If in a context of post-movement assistance, then this refers to activities that will help reduce or avoid secondary displacement.</td>
</tr>
<tr>
<td><strong>Post-emergency</strong></td>
<td>Activities taking place after an emergency.</td>
</tr>
<tr>
<td><strong>Preparedness</strong></td>
<td>Activities carried out prior to and in preparation for an emergency.</td>
</tr>
<tr>
<td><strong>PRM</strong></td>
<td>US Department of State’s Bureau for Population, Refugees and Migration.</td>
</tr>
<tr>
<td><strong>Procurement</strong></td>
<td>Purchase or acquisition of material resources as one component of logistics.</td>
</tr>
<tr>
<td><strong>Proflight number</strong></td>
<td>A series of numbers issued by MMD before the end of each year. Each mission/office will receive a unique number series to use. All IOM-assisted movement (by air, land or sea) will use the proflight number.</td>
</tr>
<tr>
<td><strong>Protection</strong></td>
<td>The act of supporting people at risk in the defense of their rights, e.g. protecting the right to seek asylum as defined under international refugee law.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
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<tr>
<td>PSD</td>
<td>Programme Support Department, IOM.</td>
</tr>
<tr>
<td>PTU</td>
<td>Project Tracking Unit, IOM, a unit of PSD.</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>Rest and recuperation</td>
</tr>
<tr>
<td>RAID</td>
<td>Remote Access Integrated Dialler (now replaced by a new programme, Dial Manager).</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>Post-emergency rehabilitation and re-building of shattered society and economy.</td>
</tr>
<tr>
<td>RedR</td>
<td>Engineers for Disaster Relief. An international NGO specialising in the provision of technical human resources to humanitarian aid agencies worldwide.</td>
</tr>
<tr>
<td>Refugee</td>
<td>A person who has crossed an international border and is unable or unwilling to avail of the protection of his/her own country due to a well-founded fear of persecution.</td>
</tr>
<tr>
<td>Registration</td>
<td>A systematic process of collecting and documenting information about individual people and families.</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>Post-emergency re-establishing a functioning society and infrastructure</td>
</tr>
<tr>
<td>Reinsertion</td>
<td>Integrating displaced persons, e.g. former combatants, IDPs or returning refugees, into a society and/or geographical area.</td>
</tr>
<tr>
<td>Relief</td>
<td>Emergency aid</td>
</tr>
<tr>
<td>Resettlement</td>
<td>The re-location and integration of people into another geographical area and environment, usually in a third country.</td>
</tr>
<tr>
<td>Resident Coordinator</td>
<td>Formally designated UN coordinator for UN operations in a specific country, usually the UNDP ResRep.</td>
</tr>
<tr>
<td>ResRep</td>
<td>UNDP Resident Representative</td>
</tr>
<tr>
<td>Return—voluntary</td>
<td>The act of choosing freely to go back to one’s place or country of origin or of previous residence.</td>
</tr>
<tr>
<td>RRTF</td>
<td>Rapid Response Transportation Fund, IOM</td>
</tr>
<tr>
<td>Sampling</td>
<td>A statistical method whereby a sub-set of a population is selected as representative of the larger population.</td>
</tr>
<tr>
<td>Satcom</td>
<td>Satellite communication system, usually referring to Inmarsat or International Maritime Satellite.</td>
</tr>
<tr>
<td>Satcom, Mini-M</td>
<td>Lightweight satcom about the size of a laptop weighing some 2.2 kgs (with battery). Data speed at 2.4 kbps. An upgraded version is the M4-GAN which weighs 3.7 kgs and transmits data at 64 kbps.</td>
</tr>
<tr>
<td>SC</td>
<td>UN Security Council</td>
</tr>
</tbody>
</table>
SDCA  Swiss Development and Cooperation Agency. The Swiss government foreign assistance and development agency.

SDR  Swiss Disaster Relief, an office within SDCA responsible for coordination of Swiss government international disaster relief activities.

SDT  Staff Development and Training Unit, IOM.

SG  The UN Secretary General

Security phases  The five phases of increasing risk as set out in the UN staff security system.

Shelter  A technical sector, a synonym for temporary housing

Sitrep  Situation report

SIDA  Swedish International Development Agency. Swedish government foreign assistance and development agency.

SMT  Security Management Team, called by the DO.


SRSG  Special Representative of the UN Secretary General. The person appointed by the UN Secretary General to represent him in a specific humanitarian emergency operation.

Sphere  A project launched by a group of international humanitarian agencies (NGO, UN, donors) to develop a humanitarian charter and a set of minimum standards in core areas of humanitarian assistance, e.g. water supply and sanitation, nutrition, food aid, shelter and site planning and health services.

Sprout  Summary Project Outline. A term borrowed from ILO.

SRR  Staff Regulations and Staff Rules

SSU  Staff Security Unit, IOM, a Unit of PSD reporting to the Chief of PTU.

Staff—international  Internationally recruited personnel.

Staff—local  Nationally recruited personnel, nationals of the country of operation.

Staff Performance Appraisal  The evaluation of an individual staff member’s professional performance.

Standby arrangements  Emergency preparedness whereby formal or informal agreements are made with various service providers and suppliers that can be activated quickly in times of emergency, e.g. NRC on emergency personnel.
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<thead>
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<th>Acronym</th>
<th>Definition</th>
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<td>STC</td>
<td>Staff Travel Coordinator, IOM.</td>
</tr>
<tr>
<td>STU</td>
<td>Staffing Unit, IOM.</td>
</tr>
<tr>
<td>Survey—household</td>
<td>A statistically sound information collection process focused on information about groups living in individual shelter units or homes (e.g. houses, apartments or tents).</td>
</tr>
<tr>
<td>TA</td>
<td>Travel Authorization</td>
</tr>
<tr>
<td>TDY</td>
<td>Temporary Duty or Tour of Duty</td>
</tr>
<tr>
<td>TOR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>Travel documents</td>
<td>Official papers required for travel, e.g. passport, visa.</td>
</tr>
<tr>
<td>TSY</td>
<td>Treasury Division, IOM</td>
</tr>
<tr>
<td>UHF</td>
<td>Ultra-High Frequency. Works about the same as the VHF using a different frequency range.</td>
</tr>
<tr>
<td>UM</td>
<td>Unaccompanied minor</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UN Certificate</td>
<td>A UN card issued by a UN agency to IOM staff during an emergency operation that is under the UN umbrella or an operation in partnership with the UN.</td>
</tr>
<tr>
<td>UN CIMIC</td>
<td>UN Civilian Military Coordination. New acronym used is UN CMCoord.</td>
</tr>
<tr>
<td>UN Secretariat</td>
<td>The bureaucracy that manages and supports the day-to-day work of the UN.</td>
</tr>
<tr>
<td>UNDAC</td>
<td>UN Disaster Assessment and Coordination</td>
</tr>
<tr>
<td>UNDP</td>
<td>UN Development Programme</td>
</tr>
<tr>
<td>UN OHCHR</td>
<td>UN Office of the High Commissioner for Human Rights</td>
</tr>
<tr>
<td>UNHCR</td>
<td>UN High Commissioner for Refugees</td>
</tr>
<tr>
<td>UNICEF</td>
<td>UN Children’s Fund</td>
</tr>
<tr>
<td>Universal Declaration of Human Rights</td>
<td>UN General Assembly Resolution 217A (III), 10 December 1948. The core statement of basic rights of all human beings, e.g. civil, political, economic, social, etc.</td>
</tr>
<tr>
<td>UNSECOORD</td>
<td>UN Security Coordinator</td>
</tr>
<tr>
<td>UNV</td>
<td>UN Volunteers</td>
</tr>
<tr>
<td>USD</td>
<td>United States Dollars</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<td>---------</td>
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</tr>
<tr>
<td><strong>USG</strong></td>
<td>United States Government</td>
</tr>
<tr>
<td><strong>VHF</strong></td>
<td>Very High Frequency. Short-range, line of sight transmission.</td>
</tr>
<tr>
<td><strong>Voluntariness of return</strong></td>
<td>Recognition that the act of returning to one’s country or place of origin is a voluntary act.</td>
</tr>
<tr>
<td><strong>Vulnerable persons</strong></td>
<td>People who have particular vulnerabilities due to their condition or situation such as age, disability, lack of social and economic support, etc. (e.g. chronically ill, disabled and single heads of family).</td>
</tr>
<tr>
<td><strong>WB</strong></td>
<td>World Bank</td>
</tr>
<tr>
<td><strong>Walkie-Talkie</strong></td>
<td>Handheld (VHF/UHF) radio</td>
</tr>
<tr>
<td><strong>WFP</strong></td>
<td>World Food Programme</td>
</tr>
<tr>
<td><strong>WHO</strong></td>
<td>World Health Organization</td>
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Part 2

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Emergency Operations Manual
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IOM Forms and Documents

Email Tips on the Road

Entry on Duty Medical Clearance Form
(EOD-FIELD/OHU/2000)

Entry on Duty Medical Examination for Employees in the Field
(FIELD-EXAM/OHU/2000)

General Instruction 603/Rev. 3: Travel

General Internal Roster Application Form

Medical Examination
Dependents of Staff Members  (DEP-EXAM/OHU/2000)

Medical Service Plan – Application Form for Admission
Dependent  (MSP-DEP/OHU/2000)

Medical Service Plan (MSP) – Application Form for Admission
Staff Member  (MSP-EMP/OHU/2000)

Migration Health Services:
Guidelines on Migration Health Aspects of Movement Programmes

Rwanda Fleet Management Database

Separation Clearance Statement for Field Employees

Staff Appraisal Form

Telecom Specifications

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IOM Manuals and Handbooks

- Field Employees Management Handbook
- Field Accounting Procedures
- Ground Transport Manual
- Location List
- Movement Management Manual
- Project Handbook

External Handbooks (included with permission from source)

- Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance
- Sphere Handbook
- UN Joint Logistics Centre Field Operations Manual
The IOM Constitution

THE HIGH CONTRACTING PARTIES RECALLING the Resolution adopted on 5 December 1951 by the Migration Conference in Brussels,

RECOGNIZING

that the provision of migration services at an international level is often required to ensure the orderly flow of migration movements throughout the world and to facilitate, under the most favourable conditions, the settlement and integration of the migrants into the economic and social structure of the country of reception,

that similar migration services may also be required for temporary migration, return migration and intra-regional migration,

that international migration also includes that of refugees, displaced persons and other individuals compelled to leave their homelands, and who are in need of international migration services,

that there is a need to promote the co-operation of States and international organizations with a view to facilitating the emigration of persons who desire to migrate to countries where they may achieve self-dependence through their employment and live with their families in dignity and self-respect,

that migration may stimulate the creation of new economic opportunities in receiving countries and that a relationship exists between migration and the economic, social and cultural conditions in developing countries,

that in the co-operation and other international activities for migration the needs of developing countries should be taken into account,

that there is a need to promote the co-operation of States and international organizations, governmental and non-governmental, for research and consultation on migration issues, not only in regard to the migration process but also the specific situation and needs of the migrant as an individual human being,

that the movement of migrants should, to the extent possible, be carried out with normal transport services but that, on occasion, there is a need for additional or other facilities,

that there should be close co-operation and co-ordination among States, international organizations, governmental and non-governmental, on migration and refugee matters,

that there is a need for the international financing of activities related to international migration,

DO HEREBY ESTABLISH the INTERNATIONAL ORGANIZATION FOR MIGRATION, hereinafter called the Organization, and ACCEPT THIS CONSTITUTION.
Chapter I – PURPOSES AND FUNCTIONS

Article 1

1. The purposes and functions of the Organization shall be:

(a) to make arrangements for the organized transfer of migrants, for whom existing facilities are inadequate or who would not otherwise be able to move without special assistance, to countries offering opportunities for orderly migration;

(b) to concern itself with the organized transfer of refugees, displaced persons and other individuals in need of international migration services for whom arrangements may be made between the Organization and the States concerned, including those States undertaking to receive them;

(c) to provide, at the request of and in agreement with the States concerned, migration services such as recruitment, selection, processing, language training, orientation activities, medical examination, placement, activities facilitating reception and integration, advisory services on migration questions, and other assistance as is in accord with the aims of the Organization;

(d) to provide similar services as requested by States, or in co-operation with other interested international organizations, for voluntary return migration, including voluntary repatriation;

(e) to provide a forum to States as well as international and other organizations for the exchange of views and experiences, and the promotion of co-operation and co-ordination of efforts on international migration issues, including studies on such issues in order to develop practical solutions.

2. In carrying out its functions, the Organization shall co-operate closely with international organizations, governmental and non-governmental, concerned with migration, refugees and human resources in order, inter alia, to facilitate the co-ordination of international activities in these fields. Such co-operation shall be carried out in the mutual respect of the competences of the organizations concerned.

3. The Organization shall recognize the fact that control of standards of admission and the number of immigrants to be admitted are matters within the domestic jurisdiction of States, and, in carrying out its functions, shall conform to the laws, regulations and policies of the States concerned.
Chapter II – MEMBERSHIP

Article 2
The Members of the Organization shall be:

(a) the States being Members of the Organization which have accepted
    this Constitution according to Article 34, or to which the terms of
    Article 35 apply;

(b) other States with a demonstrated interest in the principle of free
    movement of persons which undertake to make a financial contribution
    at least to the administrative requirements of the Organization, the rate
    of which will be agreed to by the Council and by the State concerned,
    subject to a two-thirds majority vote of the Council and upon acceptance
    by the State of this Constitution.

Article 3
Any Member State may give notice of withdrawal from the Organization effective
at the end of a financial year. Such notice must be in writing and must reach the
Director General of the Organization at least four months before the end of the
financial year. The financial obligations to the Organization of a Member State
which has given notice of withdrawal shall include the entire financial year in
which notice is given.

Article 4
1. If a Member State fails to meet its financial obligations to the Organization
   for two consecutive financial years, the Council may by a two-thirds majority
   vote suspend the voting rights and all or part of the services to which this
   Member State is entitled. The Council shall have the authority to restore such
   voting rights and services by a simple majority vote.

2. Any Member State may be suspended from membership by a two-thirds
   majority vote of the Council if it persistently violates the principles of this
   Constitution. The Council shall have the authority to restore such membership
   by a simple majority vote.

Chapter III – ORGANS

Article 5
There are established as the organs of the Organization:

(a) the Council
(b) the Executive Committee
(c) the Administration
Chapter IV — COUNCIL

Article 6
The functions of the Council, in addition to those mentioned in other provisions of this Constitution, shall be:

(a) to determine the policies of the Organization;
(b) to review the reports and to approve and direct the activities of the Executive Committee;
(c) to review the reports and to approve and direct the activities of the Director General;
(d) to review and approve the programme, the Budget, the expenditure and the accounts of the Organization;
(e) to take any other appropriate action to further the purposes of the Organization.

Article 7

1. The Council shall be composed of representatives of the Member States.

2. Each Member State shall have one representative and such alternates and advisers as it may deem necessary.

3. Each Member State shall have one vote in the Council.

Article 8
The Council may admit, upon their application, non-member States and international organizations, governmental or non-governmental, concerned with migration, refugees or human resources as observers at its meetings under conditions which may be prescribed in its rules of procedure. No such observers shall have the right to vote.

Article 9

1. The Council shall meet in regular session once a year.

2. The Council shall meet in special session at the request of:
   (a) One third of its members;
   (b) The Executive Committee;
   (c) The Director General or the Chairman of the Council in urgent circumstances.

3. The Council shall elect, at the beginning of each regular session, a Chairman and other officers for a one-year term.
**Article 10**
The Council may set up such sub-committees as may be required for the proper discharge of its functions

**Article 11**
The Council shall adopt its own rules of procedure.

**Chapter V – EXECUTIVE COMMITTEE**

**Article 12**
The functions of the Executive Committee shall be:

(a) to examine and review the policies, programmes and activities of the Organization, the annual reports of the Director General and any special reports;

(b) to examine any financial or budgetary questions falling within the competence of the Council;

(c) to consider any matter specifically referred to it by the Council, including the revision of the Budget, and to take such action as may be deemed necessary thereon;

(d) to advise the Director General on any matters which he may refer to it;

(e) to make, between sessions of the Council, any urgent decisions on matters falling within the competence of the Council, which shall be submitted for approval by that body at its next session;

(f) to present advice or proposals to the Council or the Director General on its own initiative;

(g) to transmit reports and/or recommendations to the Council on the matters dealt with.

**Article 13**

1. The Executive Committee shall be composed of the representatives of nine Member States. This number may be increased by a two-thirds majority vote of the Council, provided it shall not exceed one third of the total membership of the Organization.

2. These Member States shall be elected by the Council for two years and shall be eligible for re-election.

3. Each member of the Executive Committee shall have one representative and such alternates and advisers as it may deem necessary.

4. Each member of the Executive Committee shall have one vote.
Article 14

1. The Executive Committee shall meet at least once a year. It shall meet, as necessary, in order to perform its functions, at the request of:
   (a) its Chairman
   (b) the Council
   (c) the Director General after consultation with the Chairman of the Council
   (d) a majority of its members

2. The Executive Committee shall elect a Chairman and a Vice-Chairman from among its members for a one-year term.

Article 15

The Executive Committee may, subject to review by the Council, set up such sub-committees as may be required for the proper discharge of its functions.

Article 16

The Executive Committee shall adopt its own rules of procedure.

Chapter VI – ADMINISTRATION

Article 17

The Administration shall comprise a Director General, a Deputy Director General and such staff as the Council may determine.

Article 18

1. Director General and the Deputy Director General shall be elected by a two-thirds majority vote of the Council and may be re-elected. Their term of office shall normally be five years but may, in exceptional cases, be less if a two-thirds majority of the Council so decides. They shall serve under contracts approved by the Council, which shall be signed on behalf of the Organization by the Chairman of the Council.

2. The Director General shall be responsible to the Council and the Executive Committee. The Director General shall discharge the administrative and executive functions of the Organization in accordance with this Constitution and the policies and decisions of the Council and the Executive Committee and the rules and regulations established by them. The Director General shall formulate proposals for appropriate action by the Council.
Article 19
The Director General shall appoint the staff of the Administration in accordance with the staff regulations adopted by the Council.

Article 20

1. In the performance of their duties, the Director General, the Deputy Director General and the staff shall neither seek nor receive instructions from any State or from any authority external to the Organization. They shall refrain from any action which might reflect adversely on their position as international officials.

2. Each Member State undertakes to respect the exclusively international character of the responsibilities of the Director General, the Deputy Director General and the staff and not to seek to influence them in the discharge of their responsibilities.

3. Efficiency, competence and integrity shall be the necessary considerations in the recruitment and employment of the staff which, except in special circumstances, shall be recruited among the nationals of the Member States of the Organization, taking into account the principle of equitable geographical distribution.

Article 21
The Director General shall be present, or be represented by the Deputy Director General or another designated official, at all sessions of the Council, the Executive Committee and any sub-committees. The Director General or the designated representative may participate in the discussions but shall have no vote.

Article 22
At the regular session of the Council following the end of each financial year, the Director General shall make to the Council, through the Executive Committee, a report on the work of the Organization, giving a full account of its activities during that year.

Chapter VII – HEADQUARTERS

Article 23

1. The Organization shall have its Headquarters in Geneva. The Council may, by a two-thirds majority vote, change its location.

2. The meetings of the Council and the Executive Committee shall be held in Geneva, unless two-thirds of the members of the Council or the Executive Committee respectively have agreed to meet elsewhere.
Chapter VIII – FINANCE

Article 24

The Director General shall submit to the Council, through the Executive Committee, an annual budget covering the administrative and operational requirements and the anticipated resources of the Organization, such supplementary estimates as may be required and the annual or special accounting statements of the Organization.

Article 25

1. The requirements of the Organization shall be financed:
   (a) as to the Administrative part of the Budget, by cash contributions from Member States, which shall be due at the beginning of the financial year to which they relate and shall be paid promptly;
   (b) as to the Operational part of the Budget, by contributions in cash, in kind or in services from Member States, other States, international organizations, governmental or non-governmental, other legal entities or individuals, which shall be paid as early as possible and in full prior to the expiration of the financial year to which they relate.

2. Member States shall contribute to the Administrative part of the Budget of the Organization at a rate agreed to by the Council and by the Member State concerned.

3. Contributions to the operational expenditure of the Organization shall be voluntary and any contributor to the Operational part of the Budget may stipulate with the Organization terms and conditions, consistent with the purposes and functions of the Organization, under which its contributions may be used.

4. (a) All Headquarters administrative expenditure and all other administrative expenditure except that incurred in pursuance of the functions outlined in paragraph 1 (c) and (d) of Article 1 shall be attributed to the Administrative part of the Budget;
   (b) All operational expenditure and such administrative expenditure as is incurred in pursuance of the functions outlined in paragraph 1 (c) and (d) of Article 1 shall be attributed to the Operational part of the Budget.

5. The Council shall ensure that the management is conducted in an efficient and economical manner.

Article 26

The financial regulations shall be established by the Council.
Chapter IX – LEGAL STATUS

Article 27

The Organization shall possess full juridical personality. It shall enjoy such legal capacity, as may be necessary for the exercise of its functions and the fulfilment of its purposes, and in particular the capacity, in accordance with the laws of the State:

(a) to contract
(b) to acquire and dispose of immovable and movable property
(c) to receive and disburse private and public funds
(d) to institute legal proceedings

Article 28

1. The Organization shall enjoy such privileges and immunities as are necessary for the exercise of its functions and the fulfilment of its purposes.

2. Representatives of Member States, the Director General, the Deputy Director General and the staff of the Administration shall likewise enjoy such privileges and immunities as are necessary for the independent exercise of their functions in connection with the Organization.

3. These privileges and immunities shall be defined in agreements between the Organization and the States concerned or through other measures taken by these States.

Chapter X – MISCELLANEOUS PROVISIONS

Article 29

1. Except as otherwise expressly provided in this Constitution or rules made by the Council or the Executive Committee, all decisions of the Council, the Executive Committee and all sub-committees shall be taken by a simple majority vote.

2. Majorities provided for in this Constitution or rules made by the Council or the Executive Committee shall refer to members present and voting.

3. No vote shall be valid unless a majority of the members of the Council, the Executive Committee or the sub-committee concerned are present.

Article 30

1. Texts of proposed amendments to this Constitution shall be communicated by the Director General to Governments of Member States at least three months in advance of their consideration by the Council.
2. Amendments shall come into force when adopted by two-thirds of the members of the Council and accepted by two-thirds of the Member States in accordance with their respective constitutional processes, provided, however, that amendments involving new obligations for Members shall come into force in respect of a particular Member only when that Member accepts such amendments.

**Article 31**

Any dispute concerning the interpretation or application of this Constitution which is not settled by negotiation or by a two-thirds majority vote of the Council shall be referred to the International Court of Justice in conformity with the Statute of the Court, unless the Member States concerned agree on another mode of settlement within a reasonable period of time.

**Article 32**

Subject to approval by two-thirds of the members of the Council, the Organization may take over from any other international organization or agency the purposes and activities of which lie within the purposes of the Organization such activities, resources and obligations as may be determined by international agreement or by mutually acceptable arrangements entered into between the competent authorities of the respective organizations.

**Article 33**

The Council may, by a three-quarters majority vote of its members, decide to dissolve the Organization.

**Article 34**

This Constitution shall come into force, for those Governments Members of the Intergovernmental Committee for European Migration which have accepted it in accordance with their respective constitutional processes, on the day of the first meeting of that Committee after:

(a) at least two-thirds of the Members of the Committee,

(b) a number of Members whose contributions represent at least 75 per cent of the Administrative part of the Budget,

shall have communicated to the Director their acceptance of this Constitution.

**Article 35**

Those Governments Members of the Intergovernmental Committee for European Migration which have not by the date of coming into force of this Constitution communicated to the Director their acceptance of this Constitution may remain Members of the Committee for a period of one year from that date if they contribute to the administrative requirements of the Committee in accordance with paragraph 2.
of Article 25, and they shall retain during that period the right to accept the Constitution.

**Article 36**

The English, French and Spanish texts of this Constitution shall be regarded as equally authentic.

The present text incorporates into the Constitution of 19 October 1953 of the Intergovernmental Committee for European Migration (former designation of the Organization) the amendments adopted on 20 May 1987 and which entered into force on 14 November 1989.

** Articles 34 and 35 were implemented at the time of the entry into force of the Constitution on 30 November 1954.**
### IOM MEMBER STATES (98)

*(Alphabetical order by language)*

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Letonia
Liberia
Lituania
Luxemburgo
Madagascar
Malí
Marruecos
México
Nicaragua
Nigeria
Noruega
Países Bajos
Pakistán
Panamá
Paraguay
Perú
Polonia
Portugal
Reino Unido de Gran Bretaña e Irlanda del Norte
República Checa
República de Corea
República Democrática del Congo
República Dominicana
República Unida de Tanzanía
Rwanda
Rumania
Senegal
Sierra Leona
Sri Lanka
Sudáfrica
Sudán
Suecia
Suiza
Tailandia
Tayikistán
Túnez
Ucrania
Uganda
Uruguay
Venezuela
Yemen
Yougoslavia
Zambia
Zimbabwe

Reference 2
OBSERVERS

Non-Member States (33 countries + the Order of Malta)

Afghanistan
Belarus
Bhutan
Bosnia and Herzegovina
Brazil
Burundi
China
Cuba
Estonia
Ethiopia
Ghana
Holy See
India
Indonesia
Jamaica
Libyan Arab Jamahiriya
Malta
Mauritania
Mozambique
Namibia
Nepal
New Zealand
Papua New Guinea
Republic of Moldova
Russian Federation
San Marino

Sao Tome and Principe
Somalia
Spain
The former Yugoslav Republic of Macedonia
Turkey
Turkmenistan
Viet Nam

International governmental and non-governmental organizations:

(a) United Nations, including
  Office of the United Nations High Commissioner for Refugees
  Economic and Social Commission for Asia and the Pacific
  Economic Commission for Latin America and the Caribbean
  United Nations Economic Commission for Africa
  Office of the Coordination of Humanitarian Affairs (OCHA)
  United Nations Conference on Trade and Development
  United Nations Development Programme
  United Nations High Commissioner for Human Rights
  United Nations Population Fund
  United Nations Research Institute for Social Development
  International Labour Organization
  Food and Agriculture Organization of the United Nations
  United Nations Educational, Scientific and Cultural Organization
  World Health Organization
  International Bank for Reconstruction and Development
  International Maritime Organization
  United Nations Industrial Development Organization
  Council of Europe
  Organization for Economic Co-operation and Development
  European Union
  Organization of American States
  Inter-American Development Bank
  Italian-Latin American Institute
  International Centre for Migration Policy Development (ICMPD)
Community of Portuguese Speaking Countries (CPLP)
Organization of African Unity (OAU)
Organisation internationale de la Francophonie
Asian-African Legal Consultative Committee (AALCC)
Union du Maghreb Arabe (UMA)

(b) International Committee of the Red Cross

(c) International Confederation of Free Trade Unions
   International Organisation of Employers
   World Confederation of Labour
   International Council of Voluntary Agencies
   CARE International
   Caritas Internationalis
   Catholic Relief Services
   Episcopal Migration Ministries
   Federation of Ethnic Communities’ Councils of Australia, Inc.
   Food for the Hungry International
   HIAS, Inc.
   International Catholic Migration Commission
   International Council on Social Welfare
   International Federation of Red Cross and Red Crescent Societies
   International Islamic Relief Organisation
   International Rescue Committee
   International Social Service
   Solidar
   Japan International Friendship and Welfare Foundation
   Lutheran World Federation
   Niwano Peace Foundation
   Norwegian Refugee Council
   Partage avec les enfants du tiers monde
   Paulino Torras Domènech Foundation
   Refugee Council of Australia
   Sasakawa Peace Foundation
   Tolstoy Foundation, Inc.
   United Ukrainian American Relief Committee
   World Council of Churches
   Migrants Rights International (MRI)
   Assistance pédagogique internationale (API)
   Australian Catholic Migrant and Refugee Office (ACMRO)
Sierra Leone Assistance Programme  
(version - 13.Feb.01)

Project Activity:  IDP Return and Reintegration

Project Sites:  Freetown, Bo and Kenema

Implementing Agency:  IOM

Cooperating Partners:  OCHA, UNHCR, UNDP, WFP, international and national NGOs, national and local government authorities, most especially, the NCRRR

Beneficiaries:  100,000 IDPs

Duration:  12 months

Starting Month and Completion:  January to December 2001

Funding Needs:  USD 3,166,000

Background and Justification:

As more and more Sierra Leonean refugees now in Guinea are deciding to return home, the limited resources at the receiving end will be stretched. Since September last year, some 35,000 SL nationals have already returned from Guinea. And this year, UNHCR expected some 110,000 refugees to return. In SL itself, there are already some 400,000 registered IDPs, and about 150,000 might be willing to return to their villages of origin once security conditions allow. Wherever the IDPs might settle, in their villages of origin or in new settlements, they will be competing with whatever limited resources the host communities might have. If not addressed from the start, this could be a source of potential conflict between the settling and host communities. It is essential therefore that any planned return and reintegration assistance have to also consider confidence building measures as well as activities to enhance the absorption capacity of the receiving communities or communities of return. The decade-old armed conflict significantly affected the already meager resources of the country. This includes the national transportation means and facilities, and their accessibility is reduced. The delivery of humanitarian assistance became complicated as well as the movement of IDPs and returnees risking their
well being. The sooner additional transport facilities are placed on the ground, the quicker the relief would reach their intended destinations and target beneficiaries be able to reach safer areas or areas of intended settlement.

Activity Description:

The project will provide reliable and effective transport system and infrastructure for a safe and orderly return of displaced persons to their communities of origin, as well as the provision of their most immediate reintegration needs as soon as they are back in their villages. Return will be arranged and organized in close cooperation with OCHA, UNHCR, UNDP and WFP. It will be conducted only after safety precautions are well ensured, such as that the villages of return are safe for the IDPs, that the route of return is safe for the vehicles and passengers, and that the vehicles themselves are safe for the passengers. For long distance travel, the IDPs require food and water for consumption during the travel, and perhaps also transit centers en route. Project staff will escort transport vehicles and a receiving project team will be waiting at the receiving end. Reintegration assistance will be closely coordinated with other aid agencies since some of them are also providing family kits and household kits. It will be ensured that an IDP beneficiary receives assistance only once so that limited resources are maximized. The best way to avoid duplication is for the project to provide reintegration kits only to those whose return is assisted under this project. Return and reintegration activities will link up with other relevant project activities also planned under the same interagency appeal.

Specific Activities

• Survey and report of transport facilities available in Sierra Leone.
• Survey and report of road and bridges infrastructure.
• Identification of and securing staging, resting and transit points.
• Establishment of vehicle depot and maintenance shops.
• Procurement and deployment of initial transport vehicles, when necessary.
• Establish and field-test a logistics operations plan and database.
• Procurement and warehousing of reintegration supplies.
• Distribution of reintegration kits.
• Safety and discipline training for drivers and mechanics.
• Pre-embarkation medical check.
• Provision of escorts, operations or medical, for groups in need of them.
• Follow-up assistance whenever is required by some IDPs, e.g. medical.
• Preparation of regular statistical reports on IDPs and their locations.
• Provision of quick-impact community-based reintegration assistance identified by the IDPs and the host communities themselves.
### Budget Details:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity/Details</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 international officers</td>
<td>(2 x USD 7,000 x 12 months)</td>
<td>USD 168,000</td>
</tr>
<tr>
<td>30 national drivers/mechanics</td>
<td>(30 x $300 x 12 months)</td>
<td>108,000</td>
</tr>
<tr>
<td>60 national transport assts/mechanics</td>
<td>(60 x $250 x 12 mos)</td>
<td>180,000</td>
</tr>
<tr>
<td>8 national social workers/counselors</td>
<td>(8 x USD 500 x 12 mos)</td>
<td>24,000</td>
</tr>
<tr>
<td>8 national community organizers</td>
<td>(8 x USD 500 x 12 months)</td>
<td>24,000</td>
</tr>
<tr>
<td>3 batches of training sessions for national staff</td>
<td>(3 x USD 5,000)</td>
<td>15,000</td>
</tr>
<tr>
<td>Office supplies</td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td>20 lorries (20 x rental USD 5,000)</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>10 lorries (10 x buy USD 40,000)</td>
<td></td>
<td>400,000</td>
</tr>
<tr>
<td>Shipment, handling and customs</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>Fuel, oil and spare parts</td>
<td></td>
<td>192,000</td>
</tr>
<tr>
<td>Reintegration kits (e.g. domestic, farm, basic toolkit, etc.)</td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>Community-led quick impact reintegration projects</td>
<td></td>
<td>900,000</td>
</tr>
<tr>
<td>4 all-terrain vehicles</td>
<td>(4 x USD 25,000)</td>
<td>100,000</td>
</tr>
<tr>
<td>8 sets of well-equipped mechanic shop</td>
<td>(8 x USD 20,000)</td>
<td>160,000</td>
</tr>
<tr>
<td>8 sets of desktop PC and printer</td>
<td>(8 x USD 3,375)</td>
<td>27,000</td>
</tr>
<tr>
<td>2 software plus other PC accessories</td>
<td>(2 x USD 1,000)</td>
<td>2,000</td>
</tr>
<tr>
<td>16 mobile VHF/HF radios</td>
<td>(16 x USD 875)</td>
<td>14,000</td>
</tr>
<tr>
<td>4 mobile phones</td>
<td>(4 x USD 500)</td>
<td>2,000</td>
</tr>
<tr>
<td>Admin and operational support</td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>USD 3,166,000</strong></td>
</tr>
</tbody>
</table>

### Donors’ Contribution:
USD 3,166,000 (cash or in kind, such as equipment, vehicles and personnel)

### Counterparts from OCHA, UNHCR, UNDP, WFP, international and national NGOs, national and local government authorities:
Facilitation of movement of project staff and vehicles. Provision of needed information and support. When required, assistance in securing duty-free importation of vehicles and spare parts. Security, as necessary, of project assets and equipment.
PROJECT PROPOSAL COMPONENTS

SUMMARY

The Summary section should be a concise, one-paragraph description of the project’s overall objective, project purposes, results and main activities. The summary should be included on the title page of the project document.

1.0 BACKGROUND AND JUSTIFICATION

This section sets the scene for the technical aspects of the project. It should briefly explain the situation to be addressed and why the project is necessary. It should describe:

1) **The problem to be addressed** (How did it develop? What is already being done to address it?).

2) **The target group**: Direct beneficiaries of the project: who, where, how many, most urgent needs (any important differences in profile of significance for the project e.g. gender, age, education, skills, ethnicity); and **identification of any cases for special consideration** based on these characteristics. *Note that projects developed by IOM should ensure “gender mainstreaming” giving equal consideration to the special needs of both women and men and, where necessary and appropriate, incorporate such concerns into the project planning and justification.

3) **Request for IOM Cooperation**.

4) How this project is in line with IOM’s mandate (its migration link) and strategic objectives (regional and organization-wide); consult PAT General Information Folders titled “IOM in General” and “IOM Policies and Strategic Plans” for more information.

1.1 PROJECT DESCRIPTION

This section should describe the operational modalities of the project and provide detail on project implementation as well as the following elements:

1) **Strategy** Outline the approach chosen to address the problem.

2) **Project Partners/Institutional Framework** This should include a description of the project partners, a clear delineation of each partner’s roles and responsibilities vis-à-vis the project’s activities and a clear definition of their relationship to IOM within the project’s framework. This section should also include how the partners will work together in order to reach the goals set forth by the project.

3) **Sustainability** This section should explain how the project will ensure the sustainable continuation of activities after the IOM intervention has ended.

4) **Expertise and Experience** Describe what IOM will bring to the project.
2.0 OVERALL OBJECTIVES
(“To Contribute to...”)

This is usually a single statement of the broader aim of a project, i.e. how the project can contribute to a larger national or international development plan or action involving migration elements. (For example: Socio-economic construction/reconstruction proposed by the government; a multilateral plan for the country involving UN or global development agencies; regional initiatives for integration, cooperation and/or harmonizing of policy.) Setting the level of this objective can be quite difficult: if it is too “visionary”, its success will not be able to be evaluated; if it is too operationally specific, it may not have enough purpose in the larger scheme of donor priorities. Because the project can only contribute to, but not fully achieve the larger development objective, it would normally employ verbs such as “enhance,” “strengthen,” “contribute to,” etc.

3.0 PROJECT PURPOSE(S)
(“To Achieve...”)

The project purposes are the goals which will be directly achievable by the project team. They define the primary reason for the project by directly addressing the problem. In formulating the project purpose it may be useful to think in terms of what should be achieved “by the end of the project”. They should not explain the activities of the project.

4.0 RESULTS
(“To Produce...”)

The results should list the direct and measurable “outputs” expected to be produced from the project activities. They should be tangible, visible and measurable means of achieving the Project Purposes (e.g. infrastructure built, a number of human resources trained, a set of legislation completed).

5.0 ACTIVITIES
(“To Do...”)

These are the tasks or actions proposed to produce the results. The activities would normally employ “direct action” verbs, e.g. “identify”, “establish”, “recruit”, “transport” etc. and should be planned in sufficient detail to enable the operational plan to be drawn up later and the necessary resources and costs of all activities to be calculated. It is suggested that a “plan of action” or workplan be attached to the project document or developed as soon as possible after submission/funding of the project. A workplan is not only a useful monitoring tool but can assist project managers to establish a critical part of activities with corresponding sub-activities, timeframes, responsibilities and costs.
6.0 INPUTS

The project’s inputs are the physical and non-physical resources made available to the project: the people, equipment and services necessary to carry out the activities. The inputs should be broken down according to the project partners: at the minimum, this would usually be comprised of IOM, the beneficiary government/agencies and the donor. This section should not only describe but also justify the necessity for such resources and who is to provide them. When formulating the inputs, always keep in mind the logic behind the exercise: Inputs are the raw materials which will be transformed into project Activities; Activities produce the project Results; and so on up the hierarchy to the Overall Objective.

6.1 EXECUTING AGENCY

6.2 BENEFICIARY GOVERNMENTS/AGENCIES

6.3 DONOR (S)

7.0 ASSUMPTIONS

The assumptions are the external factors or conditions which are important for the successful implementation of the project, but which lie outside the direct control of the project manager. They need to be taken into account in assessing the feasibility of the project. Questions need to be asked at every step of the project design, and the potential negative effect on the project assessed before proceeding to the next step. It is important to remember that whenever feasible and to the extent possible, assumptions should be turned into activities to bring them under the project manager’s control. Assumptions should be carefully monitored in order to avoid their possible negative consequences on the project’s implementation and should be considered on each of the following levels:

- Overall objective level
- Project Purpose level
- Results level
- Activities level

8.0 MONITORING AND EVALUATION

Monitoring is the continuous oversight of implementation of project activities. Monitoring is concerned with assessing progress, identifying operational difficulties and problem areas and recommending action. The monitoring activities are meant to ensure that inputs through activities are transformed into results. The project document needs to explain the method of monitoring by IOM field staff; and that the monitoring tasks will be determined in close consultation with the donor agency. A mutually agreed framework needs to be established to enable IOM staff in the field to plan for and structure their monitoring in an appropriate time frame. Evaluation attempts to determine, as systematically and objectively as possible, the relevance, effectiveness and
impact of activities in the light of their objectives. Evaluations assess the project’s progress vis-à-vis reaching objectives and the overall impact of the project. The project document should state the foreseen monitoring and evaluation modalities to be employed.

8.1 INDICATORS

“Indicators provide the quantitative and qualitative detail to the project purpose and the overall objective. They are statements concerning the situation that will exist when an objective is reached. The ability to define an indicator in consultation with stakeholders and agree on the target value and timing, is a demonstration that the project objectives are clearly stated, are understood and are supported. This agreement brings accountability.” Indicators must be included in the project document for the project purposes and overall objective in order to demonstrate that the purposes have been achieved and that progress is being made towards the overall objective. Indicators for results may also be necessary to further specify results. Indicators should be a gauge for how the success of the project can be verified and should indicate objectively that the desired change has occurred on each of the following levels:

☐ Overall Objective level
☐ Project Purpose level
☐ Results level

8.2 MEANS OF VERIFICATION

Specify in what form and where the “evidence” of the indicators can be found – i.e. the documentation to prove that an indicator has been achieved on each of the following levels:

☐ Overall Objective level
☐ Project Purpose level
☐ Results level

9.0 BUDGET

The Budget should explain the estimated costs of the total physical and non-physical resources, or Inputs required to carry out the planned activities and to manage the project. It elaborates on the inputs, so the activities should be sufficiently detailed to enable estimates of the physical and non-physical means to carry them out.

10.0 PLAN OF ACTION (matrix)

The Plan of Action (activities, schedule, responsible entity / person, results, etc.) is a useful and important tool for the project manager to organise implementation modalities. While it is not mandatory, project managers are encouraged to attach a plan of action to the project document.
PROBLEM ANALYSIS: BUS EXAMPLE

EFFECTS

Loss of confidence in bus company

- Passengers and by-standers hurt or killed
- Passengers delayed

CORE PROBLEM

Frequent and severe bus accidents

- Careless drivers
- Unroadworthy vehicles
- Bad road conditions

CAUSES

- Vehicles too old
- Poorly maintained vehicles

OBJECTIVES ANALYSIS

ENDS

Confidence in bus company

- Fewer passengers and by-standers subject to injury
- Passengers arrive on schedule

CORE OBJECTIVE

Frequency and severity of bus accidents reduced

- Drivers drive carefully and responsibly
- Vehicles in roadworthy condition
- Road conditions improved

MEANS

- Old vehicles are replaced
- Vehicles regularly maintained and checked
A Project Matrix relating to the “BUS EXAMPLE” would take the following form:

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Project Components</th>
<th>Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help restore confidence in the bus company</td>
<td>More users of the bus</td>
<td>Tickets sold</td>
<td>The bus company continues to support initiatives which aim to reduce and prevent bus accidents</td>
<td></td>
</tr>
<tr>
<td>Fewer public complaints</td>
<td></td>
<td>Surveys by the Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spontaneous public response</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Project Purpose</th>
<th>Project Purpose</th>
<th>Project Purpose</th>
<th>Project Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce frequency and severity of bus accidents</td>
<td>Fewer and less severe reported accidents within a reasonable period</td>
<td>Police reports</td>
<td>Other factors concerning Company performance remain unchanged</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bus company records</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Results</th>
<th>Results</th>
<th>Results</th>
<th>Results</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roadworthy vehicles</td>
<td>Fewer repairs and breakdowns</td>
<td>Bills for breakdown service</td>
<td>Authorities’ support in sustaining good road conditions</td>
<td></td>
</tr>
<tr>
<td>Careful drivers</td>
<td>Improved operation of vehicles</td>
<td>Passenger feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads maintained</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
<th>Activities</th>
<th>Activities</th>
<th>Activities</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Vehicles</td>
<td>New Vehicles</td>
<td>New Vehicles</td>
<td>New Vehicles</td>
<td>New Vehicles</td>
</tr>
<tr>
<td>Regular maintenance of vehicles</td>
<td>Regular maintenance of vehicles</td>
<td>Regular maintenance of vehicles</td>
<td>Regular maintenance of vehicles</td>
<td>Regular maintenance of vehicles</td>
</tr>
<tr>
<td>Training for drivers</td>
<td>Training for drivers</td>
<td>Training for drivers</td>
<td>Training for drivers</td>
<td>Training for drivers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Inputs</th>
<th>Inputs</th>
<th>Inputs</th>
<th>Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding from company/ local government</td>
<td>Trainers/ training material</td>
<td>Infrastructure support</td>
<td>Buses able to sustain regular maintenance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Trained drivers remain employed in the company</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget</th>
<th>Budget</th>
<th>Budget</th>
<th>Budget</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected expenditure by Inputs</td>
<td>Projected expenditure by Inputs</td>
<td>Projected expenditure by Inputs</td>
<td>Projected expenditure by Inputs</td>
<td>Projected expenditure by Inputs</td>
</tr>
</tbody>
</table>
Security Considerations in Project Development

- Whenever a project is developed the aspect of safety and security of the staff implementing the project should be considered.
- Staff should not be exposed to unnecessary risks as part of their duties.
- Preventive measures do cost, but seen in a larger perspective they are less costly than responsive actions, not only from a staff welfare aspect.

Below you will find some points to regard to make sure you have considered staff safety and security during project development.

Security Focal Point and/or UN Security D.O. and/or FSO

If an IOM Security Focal Point is appointed in the mission, ask for his/her input on the project proposal. You can also ask the UN Designated Official (D.O.) or UN Field Security Officer (FSO) for their input on the security situation and security aspects of the project.

Threat assessment of the situation

What is the threat situation for the project implementation area? In order to find out what the security situation looks like, you can do a threat assessment where you consider the following factors:

**Political**
- Government activities affecting security
- parties and factions
- trade unions
- regional relationships
- relationships with the UN and international organisations

**Economic**
- major industries
- employment
- wages
- inflation
- per capita income
- exchange rates
- black market activity
- cost of living

**Social**
- composition of population
- racial tensions
- public health
- influence religion/religious groups
- influence of tribes/tribal traditions

**Crime and violence**
- general nature of crime
- crime against local population
- crime against international community and their international/local staff

**Infrastructure**
- road networks
- airports
- ports
- railroads
- mass transportation

**General country profile on security forces: military and law enforcement**
- composition
- stability of forces
- special units
- local population's attitude towards military and police
- ability to maintain law and order
Threats to project interests
• groups and organisations
• natural disasters

Anti-UN/IOM/NGO activities
• type of incidents: kidnapping, hijacking, threats, assassinations, arson, demonstrations, public criticism by host government officials
• number of incidents

Threat and risk
Once you have the facts from your threat assessment you can do a risk analysis. The threat cannot be controlled, but we can control the risk. The risk can be reduced by a) changing the operation’s tempo or by b) changing the resources.

a) Changing the operation’s tempo will reduce risk by reducing staff exposure to the threat. Measures include
• reduce frequency of operations
• reduce area of operations
• stop operations
• evacuate

b) Changing the resources; by improving resources we reduce the risk by improving staff ability to withstand the threat. Measures include:
• increase security awareness
• increase security force
• improve logistics
• communications
• protection

Costs for security
When you have decided what security measures would be appropriate and feasible to implement to reduce the staff’s safety and security risks, you have to include the costs in the project budget. For cost estimates check the local prices and consult the UN for recommendations on appropriate equipment and reliable security companies.

Too risky to ensure staff safety and security? Wait or don’t do it!
If you find the risks can not be sufficiently reduced, the project should not be implemented. Same if the situation changes during project implementation, the project should be put on hold. A stable security situation can be included as an assumption in the project proposal.
IOM EMERGENCY OPERATIONS
Suggestions on how to mainstream gender

“Ignoring gender equality in emergencies is not a neutral position.
It supports discrimination.”

Introduction

Gender has received very little attention in humanitarian spheres; hence the need to address the gender perspective in every phase of the disaster: during the crisis and after the conflict. For this reason, our paper shall attempt to provide some suggestions on the way gender could be mainstreamed within IOM Emergency Operations.

For purpose of clarity, our proposals shall follow the logic pattern of dealing with an emergency and be explained under the following headings:

- Assessment of the emergency (Part I)
- Planning and implementing the operation (Part II)
- Post-Conflict intervention (Part III).

I. Assessment of the emergency

Assessment serves as the foundation for an emergency response. It is an information-gathering exercise that helps both to determine the most vital and urgent needs of the migration population and to propose the necessary plan of action to deal with the crisis. For this reason, the collection of data is paramount.

However, when collecting information, specific emphasis should be put on the importance of including desegregated data by gender within any statistics. This is extremely important, since it will be a support tool for further analyses of the information gathered. In fact, the assessment of the situation is more realistic, more precise and leading to the effective utilisation of resources, according to the specific needs of the identified groups.

II. Planning and implementing the Emergency Operation

After an assessment has been completed, a ‘Plan of Action’ or ‘Operational Plan’ should be developed. When trying to establish a viable and effective plan, the following elements should always be taken into account:

• Equal representation of women and men at the decision making levels
  Since individuals are much more likely to adhere to guidelines if they have been involved in creating the plan from the start, “target beneficiaries” should be included. Hence, a Plan of Action for relief operations should always be built on close co-operation with the affected population and never overlook the consultation with women on getting perceptions and information about their needs and concerns. A participatory approach should therefore be the guiding line in the planning phase.

• Women’s needs are different from those of men
  The operational plan should also incorporate an overview of the specific needs of the female population. For instance, women and girls should have special access to health
care, since they have specific reproductive responsibilities that are severely impacted during crisis and conflict. In fact, during an emergency, the whole community and resources are usually affected; hospitals, clinics, community structures and essential services are disrupted and women’s physical vulnerability is at stake. Therefore, comprehensive reproductive health care services (such as family planning, maternal and infant care and services related to sexual violence and HIV/AIDS), should constantly be kept in mind.

- **Women “eat least and last”**
  Since women and girls are usually disadvantaged during emergencies, attention needs to be paid to the ways in which aid is distributed. Thus, gender guidelines on relief food distribution should always be incorporated with the objective of providing a high percentage of relief food directly to women, especially when they are heads of household.

- **Changes in gender roles**
  Conflicts and emergencies usually disrupt traditional gender roles within the family and the community. As a result, the differences in men’s and women’s roles as well as their changes throughout the crisis should always been identified when implementing the plan. In particular, special attention should be given to the social-economic and cultural factors.

- **Human rights**
  More emphasis should also be put on the effective respect of human rights in general and of “women rights” in particular. In fact, the rights to physical safety and protection from rape and sexual slavery should always be guaranteed, since the deliberate violence against women has become a constant factor in emergency and crisis circumstances. Surely, the enactment of appropriate legislation by governments is fundamental. Yet, humanitarian agencies should also contribute by monitoring and reporting all forms of violence against women and girls as well as setting up mechanisms for legal, medical and material support to help prevent it. For example, special monitoring systems ought to be put in place in situations whereby there is a military peace-keeping operation and opportunities of special training for armed forces should also be created.

In short, it is by integrating the above issues into IOM emergency operations that the Organization will effectively strive towards ‘more’ gender equality.

### III. Post-Conflict Intervention

IOM has contributed to providing immediate help to returnees (such as internally displaced persons, refugees, demobilised combatants) by giving them short-term vocational training and by implementing small-scale community development projects. However, more emphasis should be put on the following two points:

When undertaking programmes which facilitate the return and reintegration of displaced persons, women should be regarded as “sources of development” on whom the Organization can rely for any future project. In fact, conflict and militarisation usually lead to new skills and responsibilities for women. For instance, during the crisis, the female population could have developed flexible and creative coping mechanisms and strategies that should be identified and further developed in any post-conflict intervention. In other words, support to women empowerment should be the fundamental starting point for any international assistance involvement and lead to the promotion of social change.
To incorporate a gender analysis at this stage is important because, in times of emergency, violence can encourage to restructure ‘masculinity’ in poverty-affected societies; hence having an impact on those boys and men that are involved in armed militias and responsible for the criminal acts of violence against women. This should be kept in mind especially when considering the post-bello phase whereby men and boys are “re-socialised”.

**Conclusion**

This paper is an attempt to propose some suggestions on how to mainstream gender within IOM Emergency Operations. As stated in ECOSOC resolution (July 1997), “gender mainstreaming is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes ....so that women can benefit equally and inequality is not perpetrated.” The ultimate goal is to “achieve gender equality”.....an objective towards which IOM should constantly strive.

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IOM EMERGENCY APPEAL FOR TRANSPORTATION ASSISTANCE TO SIERRA LEONEAN REFUGEES

3 JANUARY 2001

Summary

IOM will jointly with UNHCR, and at the latter’s request, provide safe and orderly emergency transportation assistance to some 20,000 Sierra Leonean refugees who wish to return voluntarily from Guinea to Sierra Leone. A limited number of non-refugees will also be assisted.

IOM’s primary intervention will be the provision of sea transportation to the returning refugees from Conakry to Freetown. If security conditions permit, IOM will also participate in a joint air operation to transport refugees in southeast Guinea to safe areas in Sierra Leone.

This operation will be implemented under the terms of the Memorandum of Understanding and the Guidance Notes on Cooperation in the Transportation Sector between UNHCR and IOM. The total budget of the operation is USD 2,239,480 of which USD 1,564,480 is urgently required.

Context

The ongoing armed conflict in Sierra Leone has led to the exodus of several hundreds of thousand Sierra Leonean nationals to Guinea. The Government of Guinea granted these refugees temporary safe haven. The fighting is now spilling over to Guinea, and the refugees are again fleeing from conflict zones, some making their way toward Conakry by their own means. An estimated 328,000 Sierra Leonean refugees are hosted in Guinea, most of them in or near conflict zones in the southeast of the country.

UNHCR has determined that these refugees are in need of support to reach alternative safe areas. UNHCR is offering the option of voluntary return to Sierra Leone or relocation to other safe areas in Guinea. UNHCR has requested IOM to manage the sea return operation and to participate in joint air operation.
IOM response

During an initial period of 1–2 months, IOM plans to assist the voluntary return of 20,000 Sierra Leonean refugees hosted in Guinea. IOM is currently planning to return 10,000 refugees by sea and 10,000 by air. IOM will assume full responsibility for managing the sea operation as of 7 January 2001, while the airlift will be considered at a later stage. The following activities will be undertaken by IOM:

- provide local transportation in departure and possibly also at arrival points
- registration (transport manifest) of refugees prior to return
- arrange international transportation for Sierra Leonean refugees from Conakry to Freetown, initially by sea
- participate in joint airlift of refugees from Conakry or as security conditions permit, also from other areas in Guinea to safe areas in Sierra Leone
- provide travel health assistance to the refugees where such services are not yet being provided by project partners.

Institutional framework and project partners

IOM has established two offices, one in Freetown and the other office in Conakry, to address this emergency and to ensure ongoing close collaboration with UNHCR, other humanitarian partners on the ground and the respective Governments of Sierra Leone and Guinea.

IOM will work closely with operational partners such as International Medical Corps (IMC), Médecins Sans Frontières (MSF), and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). IMC and MSF will be responsible for the health care and maintenance of the transit centres, the medical escorting and the post-arrival health monitoring of refugees returning by sea, while GTZ will provide the major inland transportation needs, e.g. to Conakry transit centres and to the refugees’ final destinations in Sierra Leone.

Budget and funding status

The total cost of the operation is estimated at USD 2,239,480. The budget is calculated based on the emergency transportation for 20,000 Sierra Leonean refugees, who may wish to voluntarily return to their country of origin, by air and by sea or a combination thereof. The plan will be reviewed jointly with UNHCR on a regular basis and adjusted as necessary.

In order to respond swiftly to the rapidly evolving situation, IOM has activated an emergency response mechanism supported by the UK to finance the initial costs of the operation. In addition, under the terms of the IOM-UNHCR Guidance Note on Cooperation in the Transportation Sector, IOM is advancing funds from a revolving operational reserve, the recently-established Rapid Response Transportation (RRT) Fund. The total resources currently available amount to USD 675,000. The funding shortfall therefore stands at USD 1,564,480.
<table>
<thead>
<tr>
<th><strong>Budget item</strong></th>
<th><strong>Amount (USD)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and office costs (2 months)</td>
<td>584,000</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
</tr>
<tr>
<td>Air transport (10,000 persons x $100 = 1,000,000)</td>
<td></td>
</tr>
<tr>
<td>Sea transport (10,000 persons x $40 = 400,000)</td>
<td></td>
</tr>
<tr>
<td>Other transport (20,000 x $10 = 200,000)</td>
<td></td>
</tr>
<tr>
<td><strong>Total budget</strong></td>
<td>1,600,000</td>
</tr>
<tr>
<td>Administrative and operational support</td>
<td>55,480</td>
</tr>
<tr>
<td><strong>Total budget</strong></td>
<td><strong>2,239,480</strong></td>
</tr>
<tr>
<td><strong>Contributions</strong></td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>425,000</td>
</tr>
<tr>
<td>Denmark (through RRT Fund)</td>
<td>250,000</td>
</tr>
<tr>
<td><strong>Total contributions</strong></td>
<td><strong>675,000</strong></td>
</tr>
<tr>
<td><strong>Funding shortfall</strong></td>
<td><strong>1,564,480</strong></td>
</tr>
</tbody>
</table>
BORDER MANAGEMENT IN WEST TIMOR

<table>
<thead>
<tr>
<th>Appealing Agency</th>
<th>International Organization for Migration (IOM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>Border Management</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>To contribute to the overall effort of the Government of Indonesia in normalizing relations with East Timor and the international community, as well as in improving the economic conditions of West Timor through effective border management.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Target Beneficiaries</th>
<th>The Government of Indonesia, in particular, officials in West Timor responsible for border control and management</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Implementing Partners</th>
<th>NTT BAPPEDA (provincial planning and coordinating office of Nusa Tenggara Timur); Polisi Republik Indonesia (Polri); Imigrasi (Department of Immigration); Duane (Customs Bureau); other relevant local government line agencies at District level</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>12 months (April 2000–March 2001)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Funds Requested</th>
<th>USD 965,000</th>
</tr>
</thead>
</table>

SUMMARY

The project is a capacity building activity supporting the efforts of the Government of Indonesia in normalizing diplomatic relations with East Timor by setting up and managing the new international border and to encourage economic development for each side of the border. This will involve, inter alia, the mutual demarcation of the physical border between East and West; the initial physical set-up of border crossing points, including equipment and training; information campaigns promoting healthy attitudes and economic development along the new border; and organizing meetings between East and West border and migration officials to improve mutual working relationships. Six border posts will be opened. These will be located in the following places: 1) Motaain for the northern most border; 2) Silawan, slightly south of Motaain; 3) Haikesak for the central border; 4) Metamau for the southern-most border; 5) Napan for the first border crossing into the Ambeno enclave; and 6) Oipuli for the second Ambeno border crossing. These controlled border crossing points will allow the provincial government of Nusa Tenggara Timur (NTT) to generate revenues from goods and people as well as encourage normalization of trade and diplomacy between Indonesia and East Timor. The opening up of the controlled borders will also serve to ease the burden on East Timor of high cost goods coming from Australia or Surabaya. In the end, both the people of West and East Timor will benefit from better-equipped and well-managed border control posts in West Timor.
Objectives

- To assist the GOI through the provincial government of NTT, establish developmental corridors / border control posts along East Timor.
- To help the GOI through the provincial government of NTT, establish a sustainable border information management system compatible with other systems in the government.
- To develop human resource capacity on the use of border control technology and equipment, and thus improve law enforcement.
- To promote healthy attitudes among border populations through mass information campaigns and thus increase economic activity, trade and commerce.

Activities

- Identification and demarcation of physical border between East and West Timor.
- Support for the physical set up of the six border posts, infrastructure, and equipment, as well as the organization of training and workshops.
- Organization of regular meetings and dialogue between East Timor and West Timor border management officials to compare notes or resolve outstanding concerns such as accountability and review mechanisms, border flow control, border flow statistics, border security, the issue of Indonesian passports remaining with people from East Timor, etc.
- Information campaigns to prepare and condition the border population on the changes in border dynamics and thus promote border trade and commerce.
- Management of border resources through effective customs control.
- Establishment of a soft-border system for border populations to promote economic activity along the border.

Financial Summary

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and coordination</td>
<td>390,144</td>
</tr>
<tr>
<td>Operations (infrastructure, information campaign, equipment, experts,</td>
<td>507,856</td>
</tr>
<tr>
<td>training and workshops)</td>
<td></td>
</tr>
<tr>
<td>Reporting and evaluation</td>
<td>30,000</td>
</tr>
<tr>
<td>Operational and administrative support</td>
<td>37,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>965,000</strong></td>
</tr>
</tbody>
</table>
A project idea/concept is elaborated by the Project Developer. A local assessment is made on the strength of the concept to determine if further development is warranted. If yes, proceed…

The Developer generates an initial Project Document (SPROUT) with a budget outline following standard IOM formats. Support for this drafting process is available from PTU, DRD and Service Areas.

PTU formally registers in the Project Compendium, checks format and distributes to relevant Service Areas and units in HQs. PTU tracks the coordination process. One Service Area is designated the Lead in the HQ coordination process.

The relevant Service Areas and units in HQs review the project proposal and budget in consultation with the originating Project Developer.

The HQ Lead Service Area endorses a Final Project Proposal and Budget. The Final is recorded in the Compendium and copied to all concerned. The Project Manager (PM) is identified.

Donor strategy is coordinated between the Developer/PM and DRD. Written confirmation of donor support is copied to DRD, PTU and ASD.

If only partial funding is confirmed, the Service Area and DRD will assess and authorise either a stop, a revision process or else provide written approval for the project. This is copied to PTU and the Developer/PM.

For approved cases, once sufficient funding is confirmed, the Developer/PM submits a PCR form and supporting documentation to PTU and ACO. ACO co-ordinates with BUD, PTU and other relevant HQ units and then assigns a Project Code.

Implementation begins.
IOM Emergency Field Kit

Note: Highly specialised survival kits like gas mask/suits/boots/etc. may be obtained or borrowed from lead UN agencies on staff security, as individual emergency situations dictate.

- Ration packs for 3 days (each containing 2 pcs coffee, 2 pcs tea, 1 pc chocolate, 2 pcs 10g sugar, 2 pcs cream powder, 1 pc biscuits, 2 pcs crackers, 1 pc xylitol chewing gum, 1 pc marmalade, 1 pc chicken curry rice or equal, 1 pc Indonesian rice pot or equal, 1 pc beverage powder for one liter of drink, 2 pcs soup, 1 box raisins, 1 box fish in tomato sauce, 1 pc can opener, 5 pcs napkins
- 6 bottles of non-carbonated mineral water, 0.5 liter each
- 1 packet of assorted elastic bands
- 1 set of round, airtight, plastic food container, 0.75 and 1.5 liter
- 1 set writing materials (2 blue biros, 1 A6-size notepad with covers)
- 1 multi-purpose poncho with hood (also serves as ground-sheet or tarpaulin)
- 1 roll aluminum cooking foil
- 1 sun hat
- 1 sleeping kit consisting of: 1 sleeping bag, blue, good even for -10°C outside temperature, 1 sheet for sleeping bag, 1 foam bedding roll, 1 emergency blanket, a bag to contain all of these
- 1 collapsible camp bed
- 1 mosquito net bag and 10 mosquito coils
- 1 portable shower, 20 liter, black, tap, hose, nozzle and handle, hook and rope for easy hanging for any of these items
- 1 pocket water filter with carrying bag, MWP/pre-mac
- 1 liquipak, flexible water bag, to be carried on waist, 2 liters
- 1 swiss army knife, "swiss champ"
- 1 thermos flask, steel, with handle, 1 liter
- 1 1 torch on head band with 4 extra sets of batteries
- 2 candles
- 1 torch/lantern with 5 sets of batteries
- 1 sewing kit with needles, thread, 4 buttons and scissors
- 1 nylon rope, 10 meters
- 1 roll scotch tape, 1.3 cm
- 1 roll masking tape, 2.5 cm
- 1 handheld mirror, PVC cover, with support to stand on table or for hanging on the wall
- 1 camp cooking set: 2 saucepans with handles, 1 frying pan, 1 kettle pot, 1 water kettle
- 1 dish set consisting of: 2 pcs polycarbonate plates, 2 pcs polycarbonate cups, 2 pcs of cutlery (forks, spoons, knives), 1 pouch
- 1 roll plastic bags
- 4 rolls toilet paper
- 1 compass with basic functions, Suunto M-3G/CL
- 1 pack tissue paper
- 2 pcs of soap with a storage box
- 1 shower screen with, 3-sided, 4th side door, over which the screen can be drawn, each side 70 cm, H 160 cm, 4 strong collapsible poles
- 1 small tool kit consisting of: 1 electrician's universal pliers, some nails/nuts/bolts/screws, 1 measuring tape with lock, 1 hammer with forked head, screwdriver with bulb for testing current, 1 screwdriver with reversible heads, lock and chain
- 1 small backpack, 25 liter, colour royal blue
- 1 sponge for washing dishes
- 1 tent, aluminum rods, double fly, 205 x 205 x 1,125 cm, mosquito nettings over door-opening and ventilation opening
- Strong aluminum case, 88 x 51 x 47 cm, with containers for small items, with padding on the inside of the lid, with padlock and latches, total weight of the kit is 50 kgs
**IOM Emergency Telecom Kit**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Satphone (Iridium – Motorola 9505) for voice, SMS and email</td>
</tr>
<tr>
<td>2</td>
<td>spare batteries</td>
</tr>
<tr>
<td>1</td>
<td>VHF/UHF radio transceiver (Motorola GP340) for voice (short range)</td>
</tr>
<tr>
<td>2</td>
<td>spare batteries</td>
</tr>
<tr>
<td>1</td>
<td>GPS (Garmin eTrex-Venture)</td>
</tr>
<tr>
<td>12</td>
<td>spare batteries</td>
</tr>
<tr>
<td></td>
<td>Garmin software</td>
</tr>
<tr>
<td>1</td>
<td>Portable digital voice recorder (Olympus VN-1800)</td>
</tr>
<tr>
<td>1</td>
<td>Small short wave radio receiver (Sony)</td>
</tr>
<tr>
<td>1</td>
<td>Compass (Silva – made in Finland)</td>
</tr>
<tr>
<td>1</td>
<td>Cellphone, tri-band (Motorola i88s)</td>
</tr>
<tr>
<td>1</td>
<td>spare battery</td>
</tr>
<tr>
<td>1</td>
<td>Small handheld generator (AladdinPower) for emergency charging of the cellphone and Iridium</td>
</tr>
<tr>
<td>1</td>
<td>Mobile magnetic mount antenna (Iridium)</td>
</tr>
<tr>
<td>1</td>
<td>auto accessory adaptor</td>
</tr>
<tr>
<td>1</td>
<td>AC travel charger</td>
</tr>
<tr>
<td>1</td>
<td>Magnetic mounted broad-band VHF/UHF antenna</td>
</tr>
<tr>
<td>1</td>
<td>car cigarette charger</td>
</tr>
<tr>
<td>1</td>
<td>AC wall charger</td>
</tr>
<tr>
<td>1</td>
<td>Satcom M4-GAN (Nera World Communicator) for voice, fax, email, internet, multimedia and video</td>
</tr>
<tr>
<td>1</td>
<td>15m coax antenna cable</td>
</tr>
<tr>
<td>1</td>
<td>car cigarette lighter charger/adaptor</td>
</tr>
<tr>
<td>1</td>
<td>Laptop (IBM X30) with wi-fi or bluetooth</td>
</tr>
<tr>
<td>1</td>
<td>Portable printer (Canon Bubble Jet, BCJ85)</td>
</tr>
<tr>
<td>1</td>
<td>Portable, lightweight fax machine</td>
</tr>
</tbody>
</table>

**Notes**

1. Do not stock too many emergency telecom kits.
2. Conduct yearly assessment to check applicability so that decision may be taken to continue or upgrade specific equipment.
3. Criteria for considering use of HF radio are:
   a) anticipated long term operations
   b) daily use due to heavy operations, especially those where bus/truck convoys are involved
   c) MOSS requirement
<table>
<thead>
<tr>
<th>Item Description</th>
<th>Quantity/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IOM Medical Kit</strong></td>
<td></td>
</tr>
<tr>
<td>- Autan 100 ml</td>
<td>Insect repellent</td>
</tr>
<tr>
<td>- Ceylor 12</td>
<td>Condoms</td>
</tr>
<tr>
<td>- Femicom 3</td>
<td>Condoms for women</td>
</tr>
<tr>
<td>- Mosquito net</td>
<td>(depending on destination)</td>
</tr>
<tr>
<td>- Micropur 100</td>
<td>Water disinfectant tablets</td>
</tr>
<tr>
<td>- Dermaplast</td>
<td>Dressings</td>
</tr>
<tr>
<td>- Hemostop</td>
<td>Nasal bleeding</td>
</tr>
<tr>
<td>- Syringes 5</td>
<td>1 @ 10 ml, 2 @ 5 ml, 2 @ 2.5 ml</td>
</tr>
<tr>
<td>- Needles</td>
<td>1 packet</td>
</tr>
<tr>
<td>- Merfen 15 ml</td>
<td>Skin abrasion/burns/wounds. Disinfection of sores, wounds, scratches, cuts, minor burns and insect bites.</td>
</tr>
<tr>
<td>- Stilex 50 g</td>
<td>Itching/irritation of insect bites</td>
</tr>
<tr>
<td>- Lamisil cream 15 g</td>
<td>Anti-fungal cream. Fungal infections of the skin such as between the toes, or in the groin.</td>
</tr>
<tr>
<td>- Quadriderme cream 10 g</td>
<td>Skin infection/inflammation. Skin rashes and inflammation due to allergy and/or infections.</td>
</tr>
<tr>
<td>- Collypan 0,5 ml x 20</td>
<td>Eye irritation. Irritation, redness and itching of the eye; eye strain; exposure to cigarette smoke.</td>
</tr>
<tr>
<td>- Soframycine 8 ml</td>
<td>Eye infection. Bacterial infections of the eye, lids and tear ducts.</td>
</tr>
<tr>
<td>- Vibrocil 12 g</td>
<td>Nasal congestion/nasal bleeding. Symptomatic treatment of common cold, nasal congestion, acute and chronic rhinitis.</td>
</tr>
<tr>
<td>- Dramamine 50 mg</td>
<td>Motion sickness. Treatment and prevention of motion sickness during travel.</td>
</tr>
</tbody>
</table>
- **Andursil** – 20 tabs  
  Stomach acidity/gastritis. For the symptomatic relief of:  
  a) troubles associated with hyperacidity, acid eructation, heartburn, gaseous distension, feelings of repletion and flatulence  
  b) irritation of the gastric mucosa due to various causes, e.g. alcohol, nicotine or medicaments.

- **Elotrans** oral rehydration salts – 4 sachets  
  Diarrhoea (basic treatment)  
  Diarrhoea for more than 24 hours

- **Ciproxin** Antibiotics 500 – 4 tabs  
  Gastro-intestinal infections.  
  Treatment of gastro-intestinal infections causing acute severe diarrhoea.

- **Loperamid** 20 capsules  
  Diarrhoea (if absolutely necessary). Acute diarrhoea when needing to travel, etc.

- **Spasmo-cibalgin** –10 tabs  
  Spasmodic abdominal pains. Brief episodes of colicky pain, e.g. pain referable to the gastro-intestinal, biliary or urinary tracts. Dysmenorrhoea.

- **Dormicum 7.5mg** 10 tabs — Insomnia. Rapidly acting hypnotic used for the short-term treatment of sleep disturbances: difficulty in getting to sleep, and difficulty in getting back to sleep after premature waking.

- **Fenistil** 20 dragees — Allergic reactions. Acute allergic reactions: skin rash, wheezing, hay fever, reactions to insect bites, sensitivity reactions to medicines.

- **Aspirin 0.5 g** 20 tabs — Pain, fever, rheumatism. To be used to reduce pain (headaches, toothache, muscular), fever and inflammation.

- **Gyno-Pevaryl 150** — Gynaecological infections. According to individual requirements; vaginal fungal infection with itching and discharge.

- **Mephaquin**  
  Malaria. According to individual requirements is used for the prevention and treatment of malaria. Malaria is a life threatening disease and a major health risk for travelers visiting tropical countries. No single medicine is effective against all malaria parasites. The choice of a particular medicine depends on the sensitivity of the malaria parasites found in the area to be visited as well as on individual characteristics. Your doctor will advise you whether Mephaquin is suitable for the area to which you wish to go.

- **Amoxi-basan*** 375mg x 16  
  Antibiotic. The treatment of bacterial infections: a) respiratory tract infections: acute and chronic bronchitis, bacterial pneumonia; b) ear infections: otitis, sinusitis, tonsillitis, pharyngitis, laryngitis; and c) urinary tract infections: cystitis, urethritis.

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* For people known to be allergic to aspirin or penicillin, substitutes can be given.  
Items not used should be returned to the Occupational Health Unit (OHU).
IOM Medical Kit for Staff on Duty Travel

Introduction

A kit is available for staff travelling to areas where special preventive measures are needed and/or health care may not be easily available.

The contents have been selected to serve three purposes:

1. To treat certain symptoms specifically associated with travel such as motion sickness or sleep disturbance.

2. To provide preventive measures e.g. to avoid mosquito bites in malarious areas or preventing sexually transmissible diseases.

3. To treat certain common illnesses e.g. acute diarrhoea, colds, coughs, gastritis.

The kit is issued on an individual basis and as part of a medical briefing adapted to the needs of the person and their projected travel. In particular, drugs selected for malaria prophylaxis will vary from person to person and over time.

Risks and precautions

1. Several drugs in the kit can cause allergies.

2. Some medicines are contra-indicated during pregnancy and lactation.

3. There may be interactions between medicines that you are taking regularly and those in the kit.

4. Some of the medicines should not be taken by people with certain illnesses, e.g. heart disease, epilepsy. The contents of the kit should not be passed on to other people.

5. The contents of this kit are not for use by children, adolescents or elderly people (over 65).

These are some of the reasons why medical briefing prior to travel is important for your health.

Any comments, suggestions or questions should be addressed to OHU at telephone number (41 22) 717-9354 or 9357.
IOM Emergency Administrative Kit Checklist

- 1 small safe
- 1 laptop computer (loaded with standard IOM software)
- 1 portable printer
- 1 pack 3.5” floppy diskettes
- 1 small fax machine
- assorted IOM plastic bags, flags, stickers, armbands, IOM caps and t-shirts, logos, decals
- 1 handheld megaphone
- 2 counters (for counting people)
- 1 portable photocopier
- 1 EOM
- 1 address/telephone notebook
- 20 sets of IOM pamphlets/brochures/IOM Constitution
- 1 set of posters showing all types of aircraft generally used for carrying IOM pax and freight, giving details on configuration and capacity, as well as landing/take-off limit characteristics
- 4 calculators (batteries and plugs), assorted rechargeable batteries, battery chargers, outlets/plugs, adapters
- 1 IOM directory of Headquarters units
- 1 IOM location list
- 1 list of international direct dial codes
- 1 ABC worldwide flight schedules
- 1 OAG worldwide flight info
- Administrative forms (these can be printed out from the EOM accompanying CD-ROM)
- Assorted office supplies
  - stapler, staple wire and staple remover
  - scissors
  - puncher
  - pencil, pencil sharpener and pencil eraser
  - carbon paper
  - plain bond paper
  - stationery
  - correction fluid
  - folder
  - file folder
  - rubber band
  - pentel pen
  - highlighter
  - ruler
  - ballpen
  - date stamp and “received” stamp
  - IOM stamp
  - English dictionary
  - paper clips (big and small)
  - envelope with letterhead (airmail/ordinary)
  - notepads
  - adhesive tape (masking, scotch, packing)
  - stick-ons
  - block pad, memo pad and notebook
  - shorthand writing pad
Team Leader (Programme Development Officer)

Under the direction and overall guidance of the Headquarters unit designated as focal point to direct, assist and monitor the emergency operation (e.g. EPC Focal Point, EPC Chief or PSD Director), the Team Leader will:

- Continue to assess as part of a preliminary survey group, or assess upon assignment to the emergency operation, the nature and specificity, size/workload and procedures/sequence of tasks for the emergency operation, and report these to Headquarters for a coordinated review of the situation.
- Design, develop and propose a programme or programmes of intervention and request the staffing establishment and material means to carry it out, for Headquarters prior approval. Propose changes to the initial programmes/contingency plans and to the staffing/means originally requested, for Headquarters approval, as changes to local operations happen.
- Implement the above programmes/subsequent modifications to them as approved by Headquarters as well as supervising, directing and controlling the staff assigned to the operation.
- Guide and assess programmes. Monitor on an ongoing basis the operation’s trends/changes through liaison with local counterparts, authorities, Embassies, NGOs and especially UN entities coordinating and/or collaborating in the operation and report to Headquarters accordingly.
- Act as IOM official representative locally vis-à-vis the entities listed above, as well as with the media.
- Bear the overall responsibility/answer for all operational, management, administration and finance, external liaison and media functions of the emergency operation, and report on all of them to Headquarters, as required.

Operations Officer – Movement

Under the direction and overall guidance of the Emergency Team Leader, the Operations Officer for Movement will:

- Be responsible for the overall movement operations whether by air, sea or land.
- Ensure that accurate daily statistics are made and that weekly and monthly reporting on movements are submitted on a timely manner.
- Be responsible for review, adjustments and endorsement of bills and invoices from transporters and contractors prior to submitting to accounting for payment.
- Represent IOM locally vis-à-vis airport, seaport, Customs, Immigration authorities to ensure all are properly advised on all movements under IOM auspices.
- Supervise and train all personnel involved in operations, e.g. operations assistants, operations escorts, drivers, mechanics, security, operations statisticians and database assistants, etc.
- Coordinate regularly with the Medical Team as well as with the Admin/Finance Team to ensure coordinated operations, accountability and responsiveness.
- Assist Team Leader in programme development relating to movement services.
- Act as the Deputy Team Leader.
Operations Officer — Procurement/Logistics

Under the direction and overall guidance of the Emergency Team Leader, the Operations Officer for Procurement/Logistics will:

- Planning, implement and manage procurement of the emergency operations.
- Identify, receive and inspect supplies/equipment/services.
- Ensure efficient delivery and disposition of quality supplies/equipment/services.
- Be responsible for the establishment and maintenance of accurate and complete records of all equipment and supplies received, stored and distributed.
- Monitor procurement including those handled by third party agents.
- Establish and/or review administrative and operational requirements, and initiate action to fulfill and control those requirements.
- Provide efficient and timely planning, oversight, management and coordination of supply support operations.
- Integrate and monitor the implementation of supply support plans.
- Undertake detailed research, develop formal submissions/recommendations with respect to issues involving supply contract claims.
- Develop response to contractual and legal issues pertaining to claims management.
- Identify and implement improved claims management processes and systems that directly affect all operations.
- Manage review of market research and best practices in contract development, identify areas for improvement, supervise and train staff and adapt such practices to procedures and requirements.
- Develop, review, evaluate and upgrade policy and procedures for use by field supply staff.
- Manage allocation and control of all equipment and materials received, stored and distributed.
- Develop/oversee plans for redeployment of assets when projects are liquidated.

Medical Officer

Under the direction of the Director of MHS and the administrative supervision of the Emergency Team Leader, the Medical Officer will:

- Establish an MHS presence on site in close coordination with MHS and the Team Leader through needs assessment, organization of human resources, procurement/delivery of medical commodities and health materials and supervision over both all health personnel and activities.
- Within the funding available and based on assessed needs, organize medical support to mass movements (including medical kit procurement, staff recruitment/training, identification/utilization of needed laboratory/clinical resources within or outside IOM, organization of standard medical pre-embarkation checks, organization of medical escorts and post-arrival referral activities, as needed, in support of all relevant types of IOM’s movement assistance programs outlined above).
- Create medical administration systems, including health information systems and management information systems which assist in compilation, consolidation,
analysis and dissemination of relevant data within MHS, IOM and external coordination bodies involved in health sector activities.

- Provide regular, accurate and relevant reporting on all activities through established channels of communications with MHS and Regional Medical Officer.
- Provide flexible, creative and rapid advice and/or decisions to IOM for problem solving in the migrant health sector, within the organization’s mandate, principles, programme parameters, funding constraints and political realities in the field.
- Represent MHS at all health-related coordination fora, press briefings, assessment exercises/missions in close consultation with MHS.
- Assist in developing potential health and migration projects/programmes.

**Admin/Finance Officer**

Under the direction and overall guidance of the Emergency Team Leader, the Admin/Finance Officer will:

- Be responsible for managing the administrative, financial and personnel functions of the IOM emergency operations.
- Review and monitor the administrative, financial and personnel needs and resources in light of project activities.
- Prepare budget proposals and exercise financial management over projects.
- Be responsible for all financial aspects relating to procurement and logistical needs within the region.
- Maintain appropriate internal controls to safeguard IOM’s assets, control cash and prevent fraud.
- Supervise and train the local administrative staff.
- Ensure local administrative procedures are in place and followed in accordance with IOM’s regulations and procedures.

**Information/Media/Reports Officer**

Under the direction and overall guidance of the Emergency Team Leader and in close collaboration with MPI, the Information/Media/Reports Officer will:

- Advise the Team Leader on public information activities and prepare daily written reports on programmes and events for submission to Headquarters.
- Establish liaison with journalists and other media representatives visiting or stationed on site in order to improve the accuracy and thoroughness of reports.
- Liaise with local authorities mandated with the overall responsibility of the media sector as well as with UN media.
- Prepare and deliver statements to the media on behalf of IOM as well as supervise the preparation of programme report, news releases, newsletters, etc.
- Promote IOM activities with all actors and facilitate their reporting on IOM work.
- Assist in the development of public information tools adapted to the local context and in organizing media coverage of IOM operation.
- Supervise and coordinate the in-house production of printing documents, posters, reports, etc/ as well as the production by third parties of the same for IOM.
- Act as a resource person on training activities for IOM staff on public information/public Relations.
• Support the implementation of information dissemination programmes directed at migrants and potential migrants, as well as providing advice on project development.

• Develop and oversee a reporting system and make periodic assessment of the efficiency of the system and recommend changes to the existing procedures.

• Compile, process and coordinate input from programme managers, IOM Sub Offices, Government and UN Agencies, NGOs and Donors; carry out largely under own responsibility, the full editing required, including, rewriting, abridging, simplifying or restructuring text for greater clarity, readability, consistency and better logical sequence.

• Identify and reformulate or delete passages likely to have adverse consequences for IOM, clarifying ambiguities and correcting substantive and other errors in consultation with the Team Leader and Project Managers, if deemed necessary.

• Determine presentation and layout in line with IOM corporate policy in close consultation with the Team Leader and Project Manager and provide final editorial clearance before work goes to Headquarters for final coordination.

• Attend meeting in order to assist managers with the drafting of documentation and reports and provide advice on editorial matters.

**Telecom / IT Officer**

Under the direction and overall guidance of the Emergency Team Leader and in close collaboration with ITS Geneva and IT Field Manila/EPC, the Telecom/IT Officer will:

• Assess telecom/IT needs and requirements of the emergency operations.

• Request procurement of required telecom/IT equipment.

• Install/set up telecom/IT system and perform trouble shooting and user assistance.

• Establish email and internet connection.

• Design and install a system network connecting IOM offices/teams.

• Train national and international staff on telecom/IT operations and maintenance

• Supervise telecom/IT assistants.

• Analyse the data and user requirements in order to achieve application specification for the registration database of persons assisted by IOM using established methodologies and notifications.

• Design, programme and document a registration database system, including system procedures and routines as well as user manuals and guidelines.

• Liaise regularly with UN agencies, with the Field Security Officer and other partners on matters dealing with telecom/IT.
## Standard Emergency Equipment List

**1st line support - immediate**  (2 to 3 international staff for the 1st 4 weeks)

<table>
<thead>
<tr>
<th>Items</th>
<th>QTY</th>
<th>Remarks</th>
<th>HQ Unit Price (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Kit (including mosquito net)</td>
<td>1 box</td>
<td>Always available at MHS; may be assembled from any mission with guidance and instructions from OHU</td>
<td>165</td>
</tr>
<tr>
<td>Admin Kit; includes IOM logos, stickers, armbands, IOM flags, etc.</td>
<td>1 box</td>
<td>Available with 24-hour notice c/o COS free of charge except equip.</td>
<td></td>
</tr>
<tr>
<td>Emergency Field Kit</td>
<td>1 box</td>
<td>In a strong sealed aluminum box; 50 kgs; available in HQ with one week notice</td>
<td>1,295</td>
</tr>
<tr>
<td>Laptop PC. Ideally IBM Thinkpad T21 or higher or alternate equipment with the following minimum capacity – Pentium III; 750 MHz; 120 MB RAM; 15 GB HDD; auto-sensing power supply; internal modem; changeable 3.5&quot; floppy and DVD drives. Laptop has complete standard IOM software programmes in it, e.g. MS Office 97, with Windows 98 operating system.</td>
<td>1 unit</td>
<td>Goes with a Canon Bubble Jet Printer; both the PC and the printer will have individual battery packs; the printer will have one spare ink cartridge; both equipment will be in one black shoulder bag container; the bag will also contain one box of high density formatted diskettes; a multi-plug international plug; all available in three days</td>
<td>4,300</td>
</tr>
<tr>
<td>Thuraya Handheld Satellite Phone</td>
<td>1 unit</td>
<td>With spare battery and chargers</td>
<td>750</td>
</tr>
<tr>
<td>Mini-M Satcom, preferably ABB Nera</td>
<td>1 unit</td>
<td>With a battery pack and charger; also includes a portable fax machine which will go with one box of fax thermo paper and a 10-meter multi-plug extension cord; equipment will be made available in HQ in 3-day notice already including the line commissioning with Swisscom</td>
<td>2,900</td>
</tr>
<tr>
<td>VHF Handheld Transceiver; Motorola GP380</td>
<td>3 units</td>
<td>45 watt; 136-174 MHz; complete with battery packs plus 3 spare battery packs; 3 quick battery chargers; the spare batteries and the chargers will have separate costs; available in 3 days</td>
<td>600</td>
</tr>
<tr>
<td>VHF Mobile Transceiver; Motorola GM160</td>
<td>3 units</td>
<td>45 watt; 136-174 MHz; one unit will be used as a homebase station; unit price does not include antenna and accessories; available in 3 days</td>
<td>500</td>
</tr>
<tr>
<td>Photocopier; Canon Portable</td>
<td>1 unit</td>
<td>Weighs between 2 and 3 kgs; uses size A4 paper; with two reams white A4 paper; available in three days</td>
<td>200</td>
</tr>
</tbody>
</table>
## 2nd line support - (2 to 3 international staff from 5th week to 8th week)

<table>
<thead>
<tr>
<th>Items</th>
<th>QTY</th>
<th>Remarks</th>
<th>HQ Unit Price (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air-Cooled Soundproof Portable Generator; Honda EC-6000</td>
<td>1 unit</td>
<td>Petrol engine; 5.5 KVA; AC 220V / 550 watt; DC 12V / 100 watt; available in 3 days</td>
<td>1,300</td>
</tr>
<tr>
<td>2nd Laptop PC</td>
<td>1 unit</td>
<td>Same as above</td>
<td>4,000</td>
</tr>
<tr>
<td>Groutlet AC Surge Protector</td>
<td>1 unit</td>
<td>For AC 220V, 50Hz, 15 Amp</td>
<td>50</td>
</tr>
<tr>
<td>Multi-Function Center, HP 3300 mfp</td>
<td>1 unit</td>
<td>Three functions in one: fax, copier and printer</td>
<td>950</td>
</tr>
<tr>
<td>UPS - uninterrupted power supply; POWSEC PS-12 x 1200VA (900 watt)</td>
<td>2 units</td>
<td>True-on-line with 15-min. back up; available in 3 days</td>
<td>1,000</td>
</tr>
<tr>
<td>VHF Repeater; Motorola GR500</td>
<td>1 unit</td>
<td>With housing, power cable, interface, duplexer, antenna; operates in AC and DC with automatic switching; a complete repeater station will cost USD 3,000; available in 3 days</td>
<td>2,400</td>
</tr>
<tr>
<td>Safe</td>
<td>1 unit</td>
<td>Fire proof; burglar proof; easily available in market</td>
<td>1,500</td>
</tr>
</tbody>
</table>

## 3rd line support - (2 to 3 international staff from 3rd month to 6th month)

<table>
<thead>
<tr>
<th>Items</th>
<th>QTY</th>
<th>Remarks</th>
<th>HQ Unit Price (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-Wheel Drive Vehicle; Nissan Patrol or Toyota Land Cruiser</td>
<td>2 units</td>
<td>With spare parts for the next 2,000 kms; with comprehensive insurance covering third party liability; available in four weeks</td>
<td>25,500</td>
</tr>
<tr>
<td>HF Mobile Transceiver; Codan NGT SR mobile station</td>
<td>2 units</td>
<td>With vehicle whip antenna, mounting accessories and installation hardware; available in 3 days</td>
<td>2,900</td>
</tr>
<tr>
<td>HF Homebase Transceiver; Codan NGT SR fixed station</td>
<td>1 unit</td>
<td>With antenna and power supply; available in three days</td>
<td>3,800</td>
</tr>
<tr>
<td>Filing Cabinet</td>
<td>2 units</td>
<td>With lock; easily available in market</td>
<td>1,000</td>
</tr>
</tbody>
</table>
Briefing for Personnel Visiting
the Northern Caucasus

People
Generally, people in the northern Caucasus are very hospitable, generous and helpful. They love social life. They have no hard feelings towards the west. There is no noticeable discrimination or hatred towards foreigners. It is important to establish a collegial relationship, not an “us versus them” one.

Language
Very few people speak English. The English speakers can be found only in language institutes but usually they are engaged in teaching. In the streets, one might be able to find German speakers. Accordingly, body language becomes more important. Foreigners should learn basic Russian or Chechen phrases. Russian phrase books are available in hotel and airport lobbies.

Culture
Hospitality is the main trait and toasting is a part of life. Beware! Hospitality in this region can “kill” non-drinkers and those who do not enjoy a heavy social life. It is usually an insult to outright refuse an offer to toast. In the bars or restaurants, if people around know you are a foreigner or new to the place, they will buy you a couple of drinks without you knowing it. You are supposed to take it. Indeed, the best policy is not to drink at all. Inviting foreigners to homes for meals is also normal. It is good to go. They feel bad if you do not eat the food they offer. Ingushetia, Dagestan and Chechnya are mainly Muslim but taking pictures is all right. Never take pictures in the airport.

Religion
Ingushetia, Chechnya and Dagestan are mainly Muslim. North Ossetia is Christian. While foreigners need not demonstrate their faith, they should be respectful of local practices.

Ethnicity
Ingushetia and Chechnya used to be one region. The people came from one tribal origin. Their common tongue is vainach. It is a mix of Arabic and Turkish languages. Dagestan is a mixture of about 30 different ethnic groups with their own individual languages. All of course speak Russian. In Khasav’yurt, Dagestan, 70% of the population is of Chechen origin. In 1944, Stalin deported the whole Chechen population to Kazakhstan. In 1957, most of them returned. The new Chechens therefore have a mixture of Kazakh blood, i.e. small-eyed Caucasians. All are very aware of these ethnic diverse roots.

Infrastructure / Communications
The main highway is usually in good condition, safe for driving even in winter. Secondary roads are usually bad. The region is muddy in winter. Water supply is insufficient and not very safe to drink. In many parts of Dagestan, water only flows at night. Chechnya has no electricity since December and Ingushetia has fluctuating electricity. Ingushetia used to get their power from Chechnya. Dagestan has more stable electricity but brownouts still occur. Communications are bad and postal service not reliable. IOM usually “pouch” documents to and from Moscow depending on travel schedule of IOM or other organizations’ personnel.

Climate
In winter, it can go down to -20° Celsius. In summer, it can go up to 40° Celsius. April, a spring month, can have very highly fluctuating weather. Foreigners must be prepared for both extremes. Because of the Caspian sea, the Dagestan climate is a lot better compared to Chechnya, Ingushetia and North Ossetia.
**Geographical Location**
Most parts of Dagestan are below sea level. Some parts in the north even go 30 feet below sea level. Northern Chechnya is flat, sometimes “deserty.” The Southern part is mountainous, Caucasus Mountains. One will have the feeling of being in the Alps. Ingushetia and North Ossetia are flat.

**Politics**
Ingushetia, Chechnya, Dagestan and North Ossetia, call themselves “republics” but they are actually part of the Russian Federation—each with their own elected government officials, e.g. President, Prime Minister, Cabinet, Parliament, etc. These governments are so far very supportive to IOM’s activities, and most government officials know IOM.

**Exchange Rate/Money**
Varies from republic to republic. They do not follow the Moscow rate which is usually lower. Moscow’s current rate is USD 1 to SUR 4,200. In Ingushetia, money exchange is done in the street. It is safe. In Dagestan and Ingushetia, you do it in the bank. There are several of them. It is not wise to regularly carry large sum of cash and large USD denomination notes. USD bills 1989 and below are not accepted.

**Visa**
As the Russian Government considers this region in a state of emergency, each republic will require a specific “visa.” If this “visa” is requested officially, it will take months or not even be issued at all. The Russian Government is trying to restrict movements of foreigners in this region for obvious reasons. However, with IOM’s connections both at the federal level and local authorities, IOM usually manages to avoid this requirement or else to have it greatly accelerated.

**What to Wear**
Russians are normally well-dressed and very formal. Same in this region. With the coming of foreigners, clean jeans, T-shirts and sports jackets have become more and more common and accepted. Government officials will not mind how foreigners dress during regular meetings. However, you would be expected to dress well during official receptions and functions.

**What to Bring**
Bring a pair of good mountain hiking shoes. Local transport is not always available and if ever available, not reliable. It is always a good idea to bring a sleeping bag. There are usually no hotels or inns in rural localities. Even if there is a hotel, sometimes it is more comfortable to sleep in a sleeping bag. IOM staff have made creative arrangements with houses and office spaces for temporary accommodation. Bring a compact medical kit with most essential drugs and medicines. Even before the Chechnya crisis, the medical services in the region are almost in a total breakdown. Hospitals are ill-equipped and understaffed and pharmacies are usually empty. Bring your own packed “survival kit,” i.e. flashlights, batteries, short wave radio, compass, maps, your favourite magazines, chocolates, etc.

**What to Expect**
IOM staff in the field will be supportive of the team, however, individuals should be prepared for minimal infrastructure and a difficult lifestyle. Expect the bare minimum.
Information for Visitors to the Islamic Republic of Iran

Population: 65 million

Languages: The national language is Farsi (Persian), an Indo-European language. Other main languages are Turkish, Azari, Kurdish and Arabic.

Time: GMT/UTC plus 3.5 hours

Electricity: 220V, 50Hz

Climate: Pleasant weather can be expected in most areas of Iran from March through May and from September to November. Summers are hot and dry and winters can be very cold and snowy.

Dress Code: Women are required to cover their hair with a scarf and to wear a manteau or long-sleeved, loose fitting coat that extends to the ankles. It is also courteous to avoid wearing bright colors on mourning days, when Iranians dress in black. Shorts and tank tops are not acceptable for adults. Visitors may dress with relative informality, though business visitors usually wear suits and ties for important meetings and banquets.

Note: While in public, do not shake hands with, or show affection for, members of the opposite sex.

Security Advice: By and large, Iran is a safe country. Police and security officers usually do not stop foreigners as long as they behave and dress appropriately. Especially outside the main hotels, if stopped by individuals who identify themselves as security or police officers, refuse to show your documents and insist politely to visit your hotel or a police station.

A prior security clearance, issued by the Designated Official for Security (UN Resident Coordinator), must be secured by UN staff and consultants who plan to travel to Iran. Security phase two is in effect in the border provinces of Khorassan and Sistan and Baluchestan in Eastern Iran and West Azarbaijan, Khordestan, Kermanshah, Ilam and Khuzistan in Western Iran. Phase one is in effect in the rest of the country.

Note: Always keep with you the card of your hotel written in Farsi.

Emergencies: Iran is a country prone to natural emergencies such as earthquakes and floods. Please be aware of this and inquire about safety precautions in the places where you spend most of your time (e.g. the offices you visit and your hotel).

Traffic and Transportation: Traffic in Tehran can be chaotic. Please be cautious because often vehicles do not stop at pedestrian crossings and may not respect traffic lights. Buses are available but crowded and normally have long waits. Among the most popular means of transportation are shared taxis and private cabs. Shared taxis ride throughout Tehran and they can be waved down in the street. Private cab rides cost between $1-5 depending on the distance. You can ask for a private cab at your hotel or at available private taxi agencies.

Money: The national currency is the Iranian Rial. In daily dealings, Iranians also use an old terminology called Tuman. One Tuman is worth 10 Rials. Foreign currency can be exchanged at the official rate at selected branches of banks. As of October 2001, the bank rate was US$1 = 7945 Rials. Take your passport along when you change money. Money can also be changed at lower rates at exchange offices found at airports and hotels. Traveler's checks of any denomination or currency are not easily exchanged unless at the Bank Melli branches in central Tehran or at the Mehr-Abad International Airport. MasterCard is accepted only at some top-end hotels, travel agencies and exclusive shops. No other credit card is accepted.
BUSINESS HOURS:

Banks: From 7:30 a.m. to 3:30 p.m. Saturday to Wednesday and 7:30 a.m. to 12:30 a.m. on Thursdays. Banks are closed on Fridays and holidays.

Embassies: Closed on Fridays and Saturdays and on their national holidays. It is advisable to call before visiting.

Government Offices: Generally open from 8 a.m. to 2 p.m. Saturday to Wednesday. Some offices, especially Ministries in Tehran, are open on Thursdays from 8 a.m. to 11:30 am or noon.

Shops: From 8:30 a.m. to 1:00 p.m. and from 3:00 p.m. to 8:30 p.m. Tehran’s main bazaar is open from 8:30 a.m. to 17:00 p.m. on weekdays. On Thursdays it closes at 12:00.

Florists and confectionery stores are usually open on Fridays and holidays.

FOOD and HOTELS: A very popular dish is lamb or mutton cut into small chunks in the form of kebabs. The national drink of Iran is chay (tea), served scalding hot. Offering tea is a customary rite of hospitality. Alcohol and pork meat are strictly forbidden. In Tehran there is a variety of ethnic restaurants. Outside Tehran it is advisable to drink bottled water.

There is often dual pricing for foreigners. This affects national flights, tourist sites, souvenirs and the more expensive hotels, which may charge in US Dollars.

A moderate restaurant meal costs around $4–10. An expensive one costs $10 and up.

A moderate hotel costs around $30–50. An expensive one costs $50–200.

A 10%-15% service charge is normally included in the hotel bill. Elsewhere, tipping is not expected but appreciated.

CUSTOMS REGULATIONS:

Arrival: Firearms, alcoholic drinks, illicit drugs and pornographic material are banned and so are gold bullion and electronic item for commercial purposes. Customs officials may inspect your suitcases for prohibited items. Customs officials may enter certain high-value items in your passport, which have to be shown upon departure. In case of loss or theft you will need to have a public document proving that you have reported the incident. It is no problem to bring a laptop (Notebook) and a compatible printer into the country.

Departure: When leaving Iran, you are allowed to take with you souvenirs, provided they are not recognized antiques (it is always best to keep your sales receipts to show to the customs officers). Every passenger may have one hand-woven carpet or two rugs of a maximum size of 12 square meters. Passengers may not take works of art, historic manuscripts, or valuable coins or gems. They may carry 150 grams of wrought gold without gems and up to 3 kg of wrought silverware without gems.

Note: Do not forget to reconfirm your return flight with the airline 4 days prior to departure.

Currency Restrictions: It is forbidden to take more than 200,000 Iranian Rials into or out of the country. There is no limit to the amount of foreign currency you can bring into Iran, providing you declare amounts exceeding US $10,000 on arrival. Passengers in possession of foreign currency in excess of the permissible amount should hold the Foreign Exchange Declaration or a Bank Transfer Certificate.
List of Current IOM Staff in Sleptsovskaya:

1. Carsten Christensen (Denmark) – Head of Operation
2. Viktor Vinokourov – Senior Operations Assistant
3. Stanislav Bashko – Operations Assistant
4. Magomed Idrisov – Driver (for Grozny area)
5. Abubacar Idrisov – Driver (for Grozny area)
6. Boudin Bachaev – Driver (admin)
7. William Barriga (Philippines) – Staff on Mission

Note: Plus two bus drivers contracted to work for IOM, brothers Hassan and Sultan.

List of IOM Vehicles:

- Lada Station Wagon (1982 Model) – A 4249 CE (for Grozny area)
- Lada Vaz, a van (1982 Model) – 9089 YNH (for Grozny area)
- Lada 2106, a sedan – (for admin use)
- Bus (34-seater) – (for operation)

Note: A second bus is on standby and will be available immediately when necessary.

Mission in the Region:

Provision of transport assistance in the evacuation of some 5,000 most vulnerable groups who are stranded in central Grozny, as well as assistance to the local authorities in Ingushetia in providing temporary accommodation for the displaced Chechnya population.

Plan of Operation:

In close coordination with EMERCOM, IOM will provide transport to about 5,000 stranded most vulnerable persons in central Grozny and evacuate them to safer areas. Two IOM small vehicles will go inside central Grozny to pick up people basement by basement and bring them to a waiting IOM bus outside central Grozny. This IOM bus can accommodate 34 to 50 people in one trip. The evacuated people will be brought to areas of their choice between Sernovodsk, Sleptsovskaya and Nazran. For those without friends and relatives to go, they can be brought to the Sernovodsk Health Spa Resort accommodation, managed by the local Ministry of Health, which at maximum can accommodate 2,000 persons. IOM will also coordinate closely with FMS for the registration and processing of evacuated people. Operation will last for three months.
IOM STANDARDS OF CONDUCT

Foreword

1. IOM is committed to the principle that humane and orderly migration benefits migrants and society alike. To ensure orderly management of migration, IOM:
   • assists States in meeting the operational challenges of migration,
   • advances understanding of migration issues,
   • encourages social and economic development through migration, and
   • upholds the dignity and well-being of migrants.

2. In implementing its mandate, IOM is not only bound to observe its Constitution, but must also ensure that the conduct of its staff members contributes to achieving its aims. Throughout the years of its existence, IOM has consistently maintained a reputation for efficiency and excellence. This tradition is based on staff members’ high ethical and professional standards; such standards must be preserved and, where possible, enhanced. The issuance of a document articulating or consolidating standards is a means of reaffirming for IOM staff members the high standards of conduct and professionalism they are expected to uphold as international civil servants.

3. The IOM Standards of Conduct below are largely inspired by the efforts of various international organizations to adapt the 1954 International Civil Service Commission code of conduct to today’s challenges; they are intended to reflect IOM specificities and to address its particular needs. As such, they are intended to: reaffirm certain important principles already contained in the Constitution and in the Staff Regulations and Rules; better define and illustrate these principles; provide an overall framework for conduct; serve as a reminder of the role that IOM staff members are called upon to play as international civil servants in contributing to the promotion of humane migration and social and economic progress, as well as cooperation among States.

4. These standards will assist IOM staff members, including executive heads, in applying, interpreting and developing the Staff Regulations and Rules.

Core values and guiding principles

5. Values are enduring beliefs that influence attitudes, actions and the choices made by international civil servants. International civil servants should be guided in all of their actions by a commitment to fundamental human rights, social justice and the dignity and worth of all persons.

6. International civil servants take pride in sharing the broad vision of IOM by working efficiently for the realization of its goals. It is of paramount importance that international civil servants affirm loyalty to IOM and place its interests above their own. It is essential that they commit themselves to demonstrating integrity, truthfulness and honesty in all their actions and that they pledge to use the resources of the Organization in a responsible manner, cognizant that they are trusted to safeguard those resources and use them wisely.

7. International civil servants should do their utmost to promote and practice tolerance, understanding and respect for all, without distinction as to race, gender, religion, colour, national origin, marital status, sexual orientation, age, physical disability or political conviction. They should also foster a climate of impartiality, fairness and objectivity and work towards the creation of a working environment that is sensitive to the needs of all.
Fundamental requirements

8. The fundamental requirements to be met by international civil servants are integrity, loyalty, independence, impartiality and an international outlook.

Integrity

9. Integrity is enshrined in Article 20 of the IOM Constitution and should be judged on the basis of the total behaviour of the person concerned. It includes such basic qualities as honesty, truthfulness, loyalty, probity, impartiality and rejection of corruption.

Loyalty

10. Loyalty entails placing the good of the Organization above personal, national or other interests.

Independence

11. IOM staff members must, in the exercise of their functions, remain independent of any authority outside the Organization, and their conduct should at all times reflect such independence. Staff members undertake not to seek or accept instructions relating to the performance of their duties from any Government, person or entity external to the Organization; they understand that they are not, in any sense, representatives of a Government or proponents of a national policy. These responsibilities also apply to IOM staff members seconded from Governments.

Impartiality

12. IOM staff members, in the exercise of their functions, must be impartial by exhibiting objectivity, lack of bias, tolerance and restraint, particularly when disputes or differences arise. Without impartiality on the part of staff members, international organizations could not gain public acceptance and confidence. IOM staff members’ personal views and convictions remain inviolable, but staff members, unlike private individuals, do not have the freedom to publicly take sides or express their convictions on matters of a controversial official nature since such behaviour might give the impression of partiality.

International outlook

13. While IOM staff members are not expected to give up their national sentiments, or their political and religious convictions, they ensure that those views and convictions do not adversely affect their official duties or the interests of IOM. They must also bear in mind the reserve and tact incumbent upon them by reason of their status as international civil servants. They conduct themselves at all times in a manner befitting their status as international civil servants and do not engage in any activity that is incompatible with the proper discharge of their duties in IOM. They refrain from any action and in particular avoid any kind of public pronouncement that may adversely reflect on their status, or on the integrity, independence and impartiality that are required by that status.

Commitment to the standards

14. These standards of conduct are based on those core values, guiding principles and fundamental requirements. IOM staff members are expected to take a positive and active approach in upholding these standards of conduct. They should feel personally responsible for contributing to the broad ideals to which they dedicate themselves in joining the Organization.
Freedom from discrimination

15. International civil servants are expected to respect at all times the dignity, worth and equality of all people, without regard to race, gender, religion, colour, national origin, marital status, sexual orientation, age, physical disability or political conviction. Assumptions about capabilities based on stereotypes are to be avoided.

Freedom from harassment

16. Harassment in any form is an affront to human dignity. International civil servants should not engage in any form of harassment. Equally, they have the right to an environment free of harassment, which the Organization has a duty to provide. Any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse at the workplace or in connection with work, is prohibited. Staff members shall not threaten, intimidate or otherwise engage in any conduct intended, directly or indirectly, to interfere with the ability of other staff members to discharge their official duties. Staff members shall not use their official function for personal reasons to prejudice the positions of colleagues they do not favour. The conduct of staff members must be free from intimidation or personal favouritism.

Gender equality

17. IOM should endeavour to uphold the equality of men and women and contribute to remove all barriers to gender equality.

Hierarchical relationship

18. It is essential for all staff members and in particular those in leadership positions to cultivate a harmonious workplace environment characterised by mutual respect and understanding. Supervisors should therefore fully consider all views and opinions, including those that differ from their own. In addition, they should ensure that the accomplishments and merits of IOM staff members are recognized and provide support to them at all times, particularly when they are subject to criticism arising from actions consistent with the exercise of their functions. Further, those in leadership positions are responsible for guiding and motivating their staff and facilitating their development.

19. Those in leadership positions should communicate effectively with their staff and as a general practice share information with them. Where a decision is to be taken, all relevant facts and information should be taken into consideration. Staff members have a reciprocal responsibility to provide all relevant facts and information to their supervisors and to abide by and defend any decisions taken so long as they conform to the policies of IOM.

20. IOM staff members should follow directions and instructions received from the Director General and their supervisors. In cases where a staff member has serious doubt as to the compatibility of an instruction received with IOM’s policies, regulations and rules, it is his or her duty to place this concern before the supervisor. In case the staff member’s view is rejected, s/he may ask for written confirmation, refer the matter to the Director General and, ultimately, challenge the instruction through the established institutional mechanisms.

21. IOM staff members have a duty to report any breach of the Organization’s rules and regulations to a higher-level official, who should be accountable for taking appropriate action, including referring the matter for enquiry. A staff member submitting such a report in good faith has the right to be protected against reprisals or sanctions. IOM is committed to protecting staff members from retaliation or fear thereof as a result of
Conflicts of interest

22. IOM staff members are called upon to exercise particular care to avoid any conflict of interest. The term “conflict of interest” refers to circumstances in which the private interests of an international civil servant, or those of his/her family or friends or a favoured person conflict or appear to conflict with the interests of the Organization. In this regard, IOM staff members involved in procurement matters should exercise particular care. All IOM staff members should perform their official duties and conduct their private affairs in such a manner that public confidence and trust in their integrity, objectivity and impartiality and that of the Organization are preserved and enhanced.

23. IOM staff members shall not offer or promise any favour, gift, remuneration or any other personal benefit to another staff member or to any third party with a view to causing him or her to perform, fail to perform or delay the performance of any official act. Similarly, IOM staff members shall neither seek nor accept any favour, gift, remuneration or any other personal benefit from another staff member or from any third party in exchange for performing, failing to perform or delaying the performance of any official act.

24. IOM staff members shall not be actively associated with the management of an enterprise that engages in business or transactions with the Organization. A staff member who is called upon to deal in an official capacity with a matter involving an enterprise or other concern in which he or she holds a financial interest, directly or indirectly, shall disclose the measure of that interest to the Director General and, except as otherwise authorized by the Director General, shall either dispose of that financial interest or formally withdraw from participating in the relevant official matter.

25. IOM staff members shall not use their office or knowledge gained from their official functions for private gain, financial or otherwise, or for the private gain of any third party, including family, friends and those whom they favour.

26. IOM staff members who are negotiating prospective employment outside IOM, when a potential conflict of interest may be involved, should refrain from participating in transactions on behalf of IOM with the prospective employer.

Use of property and assets

27. IOM staff members shall use the property and assets of the Organization only for official purposes and shall exercise reasonable care when utilizing such property and assets. They shall not, with the intent to destroy evidentiary material, alter, misplace or render useless any official document, record or file entrusted to them by virtue of their functions, which document, record or file is intended to be kept as part of the records of the Organization.

28. IOM staff members shall cooperate fully with requests for information from staff members tasked to investigate possible misuse, waste or abuse of funds.

Staff-management relations

29. Relations between management and staff should be guided by mutual respect. Staff representatives play an essential role in the consideration of issues relating to terms and conditions of employment and work, as well as staff welfare. In accordance with the principle of freedom of association, IOM staff members may form and join associations, unions or other groupings to promote and defend their interests.
30. Staff representatives should be fully involved in and consulted on matters affecting staff members, and they should actively contribute to decisions on such issues. Staff representatives should not be the subject of discriminatory or prejudicial treatment based on their status or activities as staff representatives both during the term of office and after it has ended.

Relations with Governments

31. By virtue of being civil servants staff members should avoid any action which would conflict with or undermine the policies of the Organization by impairing its relations with Governments. Nor should staff members interfere in the policies or affairs of Governments. IOM staff members shall not individually or collectively criticize or attempt to discredit a Government.

32. IOM staff members are not representatives of their own Governments, nor do they have general authority to act as agents of liaison between the Organization and their Governments. In cases wherein the Director General requests that a staff member serves in a liaison capacity, such is a unique role demanding international loyalty and objectivity.

33. By accepting appointment as international civil servants, staff members pledge themselves to discharge the functions and to regulate their conduct only with the interest of the Organization in view. Their responsibilities as staff members are not national but exclusively international.

34. Governments and the Organization shall not place staff members in a position where their international and national loyalties may conflict.

35. In the performance of their duties, IOM staff members shall not seek or receive instructions from any Government or from any other authority external to the Organization. They shall refrain from any action which might adversely reflect on their position as international civil servants answerable only to the Organization.

36. IOM staff members shall not seek to influence Member States or Observers in order to obtain a reversal of an internal decision taken by the Director General, including decisions relating to the financing of programmes or those connected with professional career advancement or personal status.

Relations with the public

37. IOM staff members have an important and continuing responsibility to contribute to the broad understanding and support of the objectives and activities of IOM since the success of the Organization depends to a large extent on this support. IOM staff members should be knowledgeable about the achievements and activities of IOM. IOM staff members shall not air personal grievances or publicly criticize the Organization.

Contact with the media

38. Openness and transparency in relations with the media are effective means of communicating IOM’s message to key audiences. The Policy Guidance and Media Unit (PGM) is the principal channel for communications with the press. Nonetheless, other staff members may be called upon to speak to the media in furtherance of the interests of the Organization. In such a case, s/he may do so only within his/her area of expertise and must avoid personal references and views. If the staff member is unable to coordinate with PGM before communicating with the press on behalf of IOM, s/he must thereafter
report to PGM on the details of the content of such communication. Under no circumstances may a staff member use the media to further his/her own interests, to air personal grievances, reveal unauthorized information or attempt to influence policy decisions facing the Organization.

Use and protection of information

39. IOM staff members should exercise the utmost discretion with regard to all matters of official business, and should not divulge confidential information without authorization from the Director General. Disclosing confidential information may seriously jeopardize the efficiency and credibility of the Organization. IOM staff members should not use to private advantage information which has not been made public and is known to them by virtue of their official position. These obligations do not cease upon separation from service.

Respect for local cultures and customs

40. IOM staff members should respect the cultures, customs and habits of all countries. They should make every effort to avoid behaviour that is not acceptable in a particular cultural context.

Personal conduct of IOM staff members

41. IOM staff members should conform to high standards of personal conduct. They should bear in mind that their conduct and activities outside the workplace, even if unrelated to official duties, should not compromise the interests of IOM, bring it into discredit or offend the community in which they live or work. Particular care must be exercised to avoid personal conduct that is incompatible with IOM programmes or policies, and especially those programmes or policies that comprise the official duties of the staff member concerned. This conduct includes affiliation with any person suspected of being involved in an activity that violates national or international law or human rights standards, such as trafficking in human beings; IOM staff members should therefore adopt exemplary standards of personal behaviour to ensure IOM is contributing to such matters as combating trafficking in human beings and not exacerbating the problem.

42. Privileges and immunities enjoyed by some IOM staff members are granted in the interests of the Organization. They furnish no excuse to such staff members for non-performance of their private obligations or failure to observe national laws and regulations. The Director General has the right to waive a staff member’s immunity and determine its scope.

43. Staff members must neither request nor expect from Governments privileges that are not provided for in agreements between the Organization and the Government concerned. The negotiation of such agreements is under the responsibility of Headquarters.

Outside employment and activities

44. International civil servants should devote their energies fully to the work of IOM. Therefore, it is improper for IOM staff members to engage without prior authorization in any outside activity, whether remunerated or not, that interferes with that obligation or is incompatible with their status. Queries in that regard should be referred to the Director General.
45. The Director General shall decide whether the undertaking of such office or employment is compatible with the proper discharge of the duties of the staff member with the Organization, including whether the activity is permitted by local law at the duty station or where the activity occurs. Activities such as teaching, speaking engagements or producing books or articles for publication on matters of official concern are governed by this same consideration and are to be approved, in advance, by the Director General or the External Relations Department as appropriate, taking into consideration General Instruction No.618 “Attendance and Accreditation at External Meetings” of 17 June 1998.

Political activities

46. Although IOM staff members are free to exercise their right to vote, they may not be candidates for public office, whether at a national or local level. The holding of a political party office, membership of any political campaign committee, acceptance or solicitation of any financial contribution for political purposes is also improper. Similarly, staff members should exercise discretion in their support of a political party, political candidate or political issue and refrain from delivering public speeches, statements to the press or articles on such matters.

47. IOM staff members may maintain membership in a political party so long as its prevailing views, and the obligations imposed on its members, are consistent with the declaration of service at IOM.

Gifts, honours and remuneration from outside sources

48. No staff member shall accept any honour, decoration, favour, gift or remuneration from any Government or non-governmental source offered because of the staff member’s official position without first obtaining the approval of the Director General. If refusal of an unanticipated honour, decoration, favour or gift from a Government would cause embarrassment to the Organization, the staff member may receive it on behalf of the Organization and then report and entrust it to the Director General, who will either retain it for the Organization or arrange for its disposal for the benefit of the Organization or for a charitable purpose.

49. IOM staff members may occasionally accept, without prior approval, minor gifts of essentially nominal value having regard to the duty station concerned, provided that all such gifts are promptly disclosed to the head of the office, who may direct that the gift be entrusted to the Organization or returned to the donor.

50. The Director General may authorize IOM staff members to accept from a non-governmental source or a university, academic awards, distinctions and tokens of a commemorative or honorary character, such as scrolls, certificates, trophies or other items of essentially nominal monetary value.

51. IOM staff members may not accept supplementary payments or other subsidies from Governments or any other source which are at variance with IOM’s Constitution and other applicable rules and regulations of IOM.

52. Some staff members are expected to attend governmental or other functions such as meals and diplomatic receptions. Such attendance is not considered as receipt of a favour, gift or remuneration. Staff members participating in authorized activities organized by an IOM counterpart may receive accommodation, travel and subsistence allowances consistent with those payable by the UN. In this instance, staff members are required to declare these so that the travel subsistence allowance that may otherwise be payable by IOM can be reduced as specified in IOM’s travel regulations.
Conclusion

53. The attainment of the standards of conduct for IOM staff members requires the highest commitment. Together, IOM staff members and Member States are jointly responsible and accountable for upholding these standards. For these standards to be effectively applied, it is essential that they be widely disseminated, and that measures be taken to ensure that their scope and importance are understood throughout the Organization.

Geneva, January 2001
Job descriptions for:

Secretary/ Senior Secretary/Senior Administrative Assistant (G4-G7)
Operations Assistant (I, II, III)/Senior Operations Assistant (G4-G7)
Programme Assistant (I, II, III)/Senior Programme Assistant (G4-G7)
Driver/Senior Driver (G2-G3)
Guard (UG-G1)

INTERNATIONAL ORGANIZATION FOR MIGRATION

JOB DESCRIPTION

Duty Station :
Date of Job Description :
Name of Incumbent :
Position’s Grade : G4-G7
Position Number :
Title of Position : Secretary/ Senior Secretary
                   Administrative Assistant/Snr. Admin. Assistant

A) P.R. support to the Chief of Mission.
   • Co-ordinates Chief of Mission’s official appointments / travels. Records
     appointments, long-distance calls, keeps / updates the Chief of Mission’s Address / Phone indexes.
   • Attends to the preparation of national / international meetings, conferences / visits
     including travel and hotel arrangements, as well as the itinerary of IOM visitors.
     Welcomes callers and visitors, relays messages from / to the COM.
   • Attends to the visa status of foreign officers and visitors with regard to changes,
     renewals, etc.
   • Assists the Chief of Mission with ________ / English translations as well as
     hopefully translations from ___________ languages.

B) Secretarial / Clerical tasks.
   • Handles personally and is responsible for the confidentiality of matters so defined
     by the COM / other IOM sources.
   • Processes on Personal Computers or types letters, reports, memoranda, telexes,
     telefaxes, as well as IOM documents and forms related to IOM operational matters.
     Follows-up on them through co-ordination, signature by the Chief of Mission and
     records documents mailed / telexed / faxed.
• Organizes the Mission’s filing system, following IOM general guidelines. Files incoming / outgoing Telexes / Faxes / Letters and other documents accordingly. File-research as/when needed for follow-up purposes.

C) Administrative and Finance tasks.

1) Administrative and Financial Guidelines
   • Responsible for the files of IOM General Instructions, General Bulletins, Accounting Code Book, as well as for Instructions or Memoranda issued locally. All updates thereof.

2) Accounting matters
   • Establishes payment and receipt Vouchers as required. Enters them in the Bank and Cash Books—Bank reconciliation.
   • Checks invoices and ascertains that the equipment, supplies or services they refer to were duly received or provided.
   • Responsible for the Petty Cash account of the Mission.
   • Preparers monthly / annual financial statements.
   • Processes operations / accounting returns on Personal Computer.

3) Personnel matters
   • Responsible for Staff Regulations and Rules for both Officials and Employees, and updates thereof. Notifies changes to the staff members concerned.
   • Establishes and manages personnel files. Prepares contracts, Personnel Actions, employment / salary certificates. May be authorized to sign these on behalf of the Chief of Mission.
   • Maintains a roster of potential staff and index of staff sources (UN / Embassies / top local firms). Interviews all staff for clerical / secretarial / admin positions for a short-list to be submitted to the Chief of Mission.
   • Arranges for the employees routine Performance Assessments.
   • Arranges for the employees’ Entry-on-Duty Medical Examination and Medically Fit certificate, as well as for their inclusion in the appropriate Medical coverage plan.
   • Responsible for preparation of all reports on personnel matters to Headquarters (Personnel Establishment, Requests for changes to the personnel Establishment).
   • Prepares travel authorizations and advises on allowances for staff members leaving on duty travel.
   • Attendance Records and control—payroll calculation.

4) Management / Administration tasks
   • Monitors shipments (in / out-bound) and local / international documents for supplies, machinery and office equipment.
   • Responsible for insurance of IOM property—renewals—claims—adjustments, as well as for reporting annually on all insurance coverage of the Mission to IOM Headquarters.
   • Monitors office maintenance, maintenance supplies, utilities and their invoicing, pests control services, etc. Organizes repairs of office equipment, and machinery. Monitors stock of office supplies and orders / requests replenishments when required.
   • Responsible for the inventory of office equipment verifies and certifies coding of supplies, equipment, office machines. Checks and prepares inventory reports.
• Verifies mileage log and gasoline consumption for the office vehicles. Issues the yearly vehicle status report to Hqs.

5) Budget
• Estimates the cost of the Personnel Establishment as well as rental and utilities, office equipment and supplies, printing, and other contracts, services or running expenses, to include in Budget and funding requests.
• Prepares the annual Advance Budget and its mid-year review, as well as special Budget updates as / when required.

D) Supervisory tasks
• Trains and supervises staff dedicated to the above duties and responsibilities. Initiates their Performance Assessments.

E) Other tasks
• Any other duty within the incumbent’s capabilities as assigned by the Chief of Mission.

INTERNATIONAL ORGANIZATION FOR MIGRATION

JOB DESCRIPTION

Duty Station :
Date of Job Description :
Name of Incumbent :
Position’s Grade : G4-G7
Position Number :
Title of Position : Operations Assistant (I, II, III)
: Senior Operations Assistant

General: Under the supervision of the (Chief of Mission, Operations Officer, etc.), the Senior Operations Assistant will be responsible for oversight, coordination and implementation of all relevant project activities. In most instances, it is expected that these activities will fall under the Service Areas of Movement (Resettlement) and Assisted Returns.

Duties and Responsibilities

Pre-Departure stage
• Organization of transportation
• Assignment of proflight numbers
• Preparation and distribution of passenger manifests
• Preparation and transmission of migrant loan forms (promissory notes), where applicable
• Scheduling and coordination of transportation, with due consideration for the completion of required pre-departure activities, including information dissemination, counselling and orientation training
• Coordination with offices responsible for transit, reception and post-arrival assistance
• Distribution of travel allowances and return grants, as appropriate
• Timely notification of internal and external partners concerning relevant bookings, routings, cancellations, etc.
• Timely notification of internal and external partners concerning special passenger requirements, such as wheelchair, stretcher cases, etc.
• Timely preparation and distribution of passenger documents and tickets
• Briefing (Training) preparation, assignment and scheduling of staff; (NB: additional training responsibilities below—this line refers to the briefing for specific movements)

Transport stage
• Coordination of transportation
• Coordination with pre-embarkation medical staff
• Coordination of pre-embarkation, transit, escort, and unaccompanied baggage assistance
• Liaison with immigration authorities and service providers
• Supervision of staff; direct, “problem solving” intervention, as required
• Timely departure notification to appropriate internal and external partners/units

Post-Arrival stage
• Scheduling and coordination of transportation, with due consideration for required post-arrival activities
• Coordination of passenger reception
• Distribution of return grants, as appropriate
• Coordination of integration and/or reintegration assistance

Overall / other duties and responsibilities
• Establishment, modification and implementation of appropriate operational procedures
• Routine liaison with project partners, government officials, NGO’s, other IO’s, including collaboration in pursuit of opportunities for additional activities from which operational caseloads may qualify
• Coordination with external service providers, including carriers
• Coordination with Medical staff, including on special cases, medical escorts, etc.
• Coordination with Administration, other specialized IOM, staff
• Review and adjustment of invoices from service providers, prior to submission to finance staff
• Preparation, tracking and submission of statistics for caseloads and potential caseloads
• Replacing the supervisor, in her/his absence
• Reporting to (Chief of Mission, Operations Officer, etc.) on activities
• Assistance in the selection of operational staff, training and supervision of the same
• Assistance to Project Manager / Operations Officer in preparing funding requests for activities related to the projected caseload
• Liaison with the security focal point (In some countries this is a MUST)
• Assistance to Project Manager in developing projects, as necessary
• Such other duties as may be assigned
INTERNATIONAL ORGANIZATION FOR MIGRATION

JOB DESCRIPTION

Duty Station : 

Date of Job Description : 

Name of Incumbent : 

Position’s Grade : G4-G7

Position Number : 

Title of Position : Programme Assistant (I, II, III)

: Senior Programme Assistant

General: Under the supervision of the (Chief of Mission, Programme Officer, etc.), the
(Senior) Programme Assistant will be responsible for oversight, co-ordination and
implementation of all relevant programme activities.

• Collects and provides necessary information and assists in planning, organizing and
developing all aspects of the programs.
• Contributes to and/or prepares draft project proposals and program strategies and other
project development activities.
• Assists with in-house coordination among the different sections/programs in the mission.
• Advises on developments on new trends and policies in the field of migration in the
country (including legal information) for successful implementation of projects.
• Assists in managing, monitoring, oversight and support of the timely implementation of
programs and keeps the COM/Programme officer informed on the status of
implementation of each project; organizes the filing system of the program and monitors
program inventories and supplies.
• Evaluates and improves program planning, programming, implementation and monitoring.
• Assists in fundraising and publishing activities.
• Keeps track of mission’s compliance with programme reporting requirements and
contribute to and/or draft periodic and annual project reports on activities.
• Assists the accountant in preparation of monthly budget expenditures for program
activities.
• Establishes and maintains the liaison with relevant governmental, non-governmental
entities as well as other international organizations and local NGOs on program issues.
• Establishes and maintains close working relationship with print media, television, radio
and news agencies for public information and promotion of IOM activities.
• Assists in the planning, coordination and arrangements for successful conduction of
mission events such as seminars/conferences, meetings, presentations, and others;
including travel and hotel arrangements, and trip itineraries when necessary.
• Attends official meetings, appointments and travel.
• Assists with translations, and/or acts as interpreter/translator. Performs other duties
assigned by Chief of Mission.
INTERNATIONAL ORGANIZATION FOR MIGRATION

JOB DESCRIPTION

Duty Station : 
Date of Job Description : 
Name of Incumbent : 
Position’s Grade : G2-G3 
Position Number : 
Title of Position : Driver/Senior Driver

General: Under the supervision of the (Chief of Mission, Programme/Operations Officer, etc.), the (Senior) Driver will:

• Drive IOM office vehicle(s)
• Manage the day-to-day maintenance of the assigned vehicle to ensure roadworthiness of the vehicles. This includes daily check of tyres, brakes, engine oil, fan belt etc.
• Arrange for minor repairs and ensures that the vehicles are kept clean.
• Keep records of spare parts for the vehicle and conduct monthly inventory of the spare parts.
• Ensure that the vehicles undertake regular service intervals.
• Make sure that the vehicle always has full tank prior departure for field trips.
• Find the most direct routing over the best available roads to the destination.
• Ensure that the IOM vehicle(s) is used only for official/authorised business, as advised by the supervisor.
• Make sure that the daily log sheet is prepared and a monthly report is prepared summarising statistics linked to mileage, fuel consumption etc. for the vehicle.
• Keep a high degree of confidentiality and discreteness in discussions, which involves IOM and its officials.
• Take proper measurements to reduce potential security threats to IOM officials or property within the immediate vicinity of the vehicle and along transport routes.
• Collect and delivers mail / documents as assigned.
• Ensure that the steps required by the local rules and regulations (pertaining to driving) are taken in case of involvement in accident.
• Perform any other duties that the supervisor may assign.
General: Under the supervision of the (Chief of Mission, Programme/Operations Officer, etc.), the Guard will:

- Protect and guard office staff, premises, equipment
- Ensure that visitors are directed to the proper office/staff member. Unexpected visitors should be directed to the attention of the CoM’s secretary. Under no circumstances should the guard turn away legitimate visitors during office hours without first checking with the CoM’s secretary.
- Ensure that all offices and windows are locked, computers and other electronic equipment is properly turned off, upon departure of staff members.
- Persons who are not IOM staff members are strictly not permitted on the premises of IOM after-hours, on weekends or holidays, unless authorised/accompanied by a senior staff member of the office. IOM staff members should be logged in and out after office hours, on weekends and on holidays.
- Maintain a log of visitors to the office during office hours.
- Maintain a log of telephone calls and radio receptions during non-office hours, weekend and holidays.
- Occasional responsibility for taking telephone calls on a needs basis. All callers should be requested to leave their name, title, telephone number and, as appropriate, information concerning the subject of their call. This information should be passed to the CoM’s secretary at the earliest opportunity.
- Unusual circumstances should be brought to the attention of the CoM and the Security Focal Point immediately.
- Such other duties as may be assigned.
INTERVIEW PROTOCOL

1. List the 6 key competencies the candidate requires to be successful in the position described in the job description (Pls. refer to the competency list).

2. Review the resume and select 2-3 major topics (e.g. previous jobs). Invite the candidate to expand on a topic by asking an open-ended question, “Tell me about …..” Probe using the funnel technique, “Give me an example ....”; “When ....”; “Why ....”; “How did you ....?”

3. Ask for a major accomplishment in each topic area.

4. Ask questions to understand how the candidate achieved accomplishments and how the supervisor rated his/her work.

5. Ask the candidate to list the competencies he/she draws on for achieving their success and compare their answer to the required competencies.

6. Probe for specific examples of how the candidate has demonstrated the required competencies.

7. Wrap up the interview by answering the candidate’s questions, if appropriate.

8. At the end of the interview, review your notes and compare what you have learned about the candidate with the competencies required for this position. Fill in the form with the most relevant information that justifies the selection of the candidate.

INTERVIEW STRUCTURE

<table>
<thead>
<tr>
<th>Approximate Length of Interview</th>
<th>Maximum of 1 Hour</th>
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<tbody>
<tr>
<td>1. Introduction</td>
<td>Estimated Time</td>
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<tr>
<td>– Welcome the candidate.</td>
<td>5 minutes</td>
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<tr>
<td>– Establish rapport.</td>
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<tr>
<td>– Describe IOM.</td>
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<tr>
<td>– Explain the interview process.</td>
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<tr>
<td>– Explain the programme and the job.</td>
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<tr>
<td>– Ask the candidate general introductory questions about his/her education and prior work experience as they relate to the job being applied for.</td>
<td></td>
</tr>
<tr>
<td>2. Interview</td>
<td>20 minutes</td>
</tr>
<tr>
<td>– Ask open-ended questions and follow-up questions on accomplishments, e.g. how the supervisor rated his/her work; what competencies he/she draws on for his/her work’s success.</td>
<td></td>
</tr>
<tr>
<td>– Probe them.</td>
<td></td>
</tr>
<tr>
<td>3. Discussion of Expectations</td>
<td>5 minutes</td>
</tr>
<tr>
<td>– Salary</td>
<td></td>
</tr>
<tr>
<td>– Availability</td>
<td></td>
</tr>
<tr>
<td>4. Closure</td>
<td>1 minute</td>
</tr>
</tbody>
</table>
INTERVIEW PROTOCOL SAMPLE

Name of Candidate: _________________________________________________
Name of Interviewer: ________________________________________________
Date / Time: _______________________________________________________  

Introduction
Interviewer: “I’m glad you didn’t have any trouble in getting here. We are anxious to begin talking with you about your interest in our opening for an Operation Officer.”

Interview
Open-ended questions

Teamwork
“Give me an example of a project or programme you were responsible for that required a lot of interaction with your colleagues, partner agencies and target beneficiaries over a long period of time.” “When …”; “Why …”; “How did you …”

Other follow-up questions
“If I were to talk to your supervisor now, how you think he would describe how you were able to accomplish…?”

“Where do you see yourself on a scale between being closely supervised and working independently?”

“Looking back at your experience, tell me about an occasion when you put aside personal issues in favour of the target beneficiaries and / or your organization’s needs.”

Confirmation questions
“We are interested in learning more about your role…. Would you please clarify the extent and nature of your responsibilities?”

“Earlier you stated that………. What exactly does that mean?”

“Tell me more about your responsibilities regarding………. Specifically, tell me about…….”

Closing Questions / Remarks
“What else can you tell me about handling the transportation of migrants that will help me understand your level of expertise in the area?”

“Do you have any other question relating to the programme, the job or the recruitment and selection process?”
## Candidates Assessment Form

<table>
<thead>
<tr>
<th>POSITION:</th>
<th>DEPARTMENT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>VACANCY NUMBER:</td>
<td>LEVEL:</td>
</tr>
</tbody>
</table>

### INTERNAL APPLICANTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Present Position/Grade</th>
<th>Contract Type</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### EXTERNAL SHORT-LISTED APPLICANTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td>1E.</td>
<td></td>
</tr>
<tr>
<td>2E.</td>
<td></td>
</tr>
<tr>
<td>3E.</td>
<td></td>
</tr>
<tr>
<td>4E.</td>
<td></td>
</tr>
</tbody>
</table>
Note
The purpose of this exercise is to facilitate the selection process by ensuring relevant criteria is applied in the decision of the **best three candidates** for this position. Kindly assess each one of the potential candidates against the key areas identified in relation to the main requirements of the vacancy notice and other relevant factors. Please refer to the suggested 5 to 1 scales, with 5 being EXCELLENT.

<table>
<thead>
<tr>
<th>AREA ASSESSED IN RELATION TO JOB VACANCY REQUIREMENTS</th>
<th>INTERNAL CANDIDATES</th>
<th>EXTERNAL CANDIDATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4 5 6 7 1E 2E 3E 4E</td>
<td></td>
</tr>
<tr>
<td>A. Relevance of Educational background</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Relevance of work Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Linguistic ability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Communication skills And Teamwork</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Leadership and Management skills (P3 and above)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OVERALL SCORE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ratings: 5 = Excellent ; 4 = Above Average ; 3 = Average ; 2= Below Average ; 1 = Unacceptable.

NAME OF SUPERVISOR:

SIGNATURE:

DATE:
**APPOINTMENT RECOMMENDATION FORM**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>DEPARTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>VACANCY NUMBER:</td>
<td>LEVEL:</td>
</tr>
</tbody>
</table>

**Note**

With the aim of providing to the Board the necessary information to recommend the best candidate for this position, the present recommendation should include a **comparative analysis** of the top three candidates, assessing them against the main requirements of the vacancy notice and other relevant factors.

**TOP THREE CANDIDATES:**

1. 
2. 
3.

1. **Relevance of educational background**

2. **Relevance of work experience**
3. Linguistic ability

4. Communication skills/Teamwork

5. Leadership/Management skills (P3 and above)

OTHER FACTORS

6. Performance Record/References

7. Nationality/Gender balance

FINAL RECOMMENDATION:

NAME OF SUPERVISOR:

SIGNATURE:

DATE:
Guidelines Concerning the Recruitment and Selection of Short-Term Professional Staff

In order to improve our recruitment capacity for emergencies, post-conflict activities and programme implementation, the initial recruitment of short-term officials for a maximum period of nine months or less will be carried out in coordination with the Staffing Unit (STU), Human Resources Division. The purpose of short-term recruitment is to facilitate the increased workload, replacements and other temporary assistance required; it should not be used to replace the normal recruitment and selection process established in Rule 8.11 of the IOM Staff Regulations and Staff Rules for Officials.

The appointment of short-term staff shall be made in accordance with the principles laid down for this category in Chapters 1, 10 and 11 and Regulations 4.5 and 9.3 of the IOM Staff Regulations and Rules for Officials. The following principles and guidelines are to govern the recruitment and selection process for short-term professional staff. The selection and recruitment process is shown in the flowchart attached as Annex A to this Document.

1. Selection and Recruitment

1.1 Non-discrimination in recruitment

Candidates interested in applying for short-term assignments are to be selected solely on the basis of merit. Where equally qualified applicants are competing for the same position, preference is to be given to candidates from under-represented Member States. Due regard shall be paid to the need to achieve gender balance, without prejudice to the merit requirement.

Taking into account potential career opportunities, supervisors must encourage qualified employees to apply to these special assignments, particularly female candidates and nationals of member countries not represented in the P category. These assignments represent an opportunity for employees to acquire on-the-job training skills and gain experience in order to apply to future P positions in the Organization. Supervisors should also take into account the temporary nature of these assignments. In this connection, departments, services, MRFs and missions should, to the extent possible, second the staff members to these positions. If, at the end of the assignment, there is no possibility of continuing in the P category, the staff member shall reintegrate at his/her former G position.

In selecting a candidate, the organizational unit should, in the first instance, use certified registers and networks of institutions established at local level. It may also consult the central roster of candidates in the Staffing Unit (STU) (skills inventory and/or external roster) in order to enlarge the pool of candidates to be considered.

1.2 Terms of reference

Departments, services, MRFs or missions should ensure that detailed terms of reference describing the work to be performed are prepared well in advance of the engagement of the staff member. These terms of reference are to be prepared in collaboration with STU. The terms of reference are to specify the duration of the
assignment in question, the approximate starting date and the desired profile of potential candidates. They shall be drafted in a clear and precise manner and include the following headings:

- General Functions
- Education and Experience
- Required Competencies, Skills and Abilities
- Working Conditions
- Languages
- See Annex B

In the case of a specific project, the terms of reference should be an integral part of the project document. In this connection, the project design team must ensure that the project assigns its own personnel to participate in the project activities. Staff cost estimates should be prepared in close consultation with the Human Resources Division to ensure that donors provide adequate funding for project personnel.

1.3 Selection process

Departments, services, MRFs or missions should consider several qualified candidates for each position. A Staff Member may, exceptionally, be engaged even though he or she was the only candidate considered (for instance, Government secondments), provided a reasoned and documented justification for such an exception is recorded prior to the appointment.

1.4 Verification of qualifications and experience

Prior to issuing a contract, the processing departments, services, MRFs or missions shall verify the academic and professional qualifications of the candidate recommended, by interviewing in person or by telephone and checking references in order to assess relevant competences for the job. This must be done in close coordination with the Project Manager(s) and STU.

1.5 Appointment recommendation

Once the verification of qualifications has been established, an Appointment Recommendation Form (Annex C) shall be completed by the supervisor and sent to STU. This form should present a comparative analysis of the three best candidates interested in the assignment or applying to the short-term vacancy announcement. HRD has the authority to make a final decision based on the fulfilment of all necessary requirements.

Appointment Process

Once the supervisor agrees with STU on the recruitment of the potential staff member, the customary Short-term Recruitment Form (STRF) should be completed and sent to STU. A sample of this form is provided as Annex D. Officials authorizing the short-term recruitment must coordinate/agree with Project Managers on the project code(s) to which the salary of the new staff member will be charged before submitting the STRF form to HQs for final approval.

Once this process is completed, an offer will be extended to the chosen candidate and other administrative procedures set in motion as per relevant Staff Regulations and Rules.
Mission develops job description in line with project activities

- Project’s staff cost available?
  - Yes
    - Mission recruits through its network
  - No
    - International staff available locally?
      - Yes
        - Mission sends required data to Staffing Unit for issuing short-term contracts (recruitment form, personal history form and terms of reference)
      - No
        - Information is sent to Staffing Unit for delivery to Staff Services. Staff Services sends job offer and asks selected candidates to complete administrative formalities related to recruitment
        - Information is correct and/or complete?
          - No
            - Staffing Unit requests mission to provide additional information
          - Yes
            - Job offer is accepted?
              - No
                - Candidate undergoes medical examination, sends results to Occupational Health Unit and completes all administrative formalities
              - Yes
                - Candidate declared fit for work by Occupational Health Unit
                  - Yes
                    - Staff Services sends contract and request from mission and Staff Travel Services for bookings, visas, and security clearance
                  - No
                    - Security clearance is granted?
                      - Yes
                        - Staff arrives in mission
                      - No
                        - Staff deployment is kept on hold until security clearance is granted or contract is terminated or candidate reassigned to another post due to lack of security

- Staffing Unit provides assistance with project’s staff cost
- Staffing Unit searches in General Roster, External Roster, recruitment networks or issue short term vacancy announcements and send CVs to mission
- Staffing Unit requests mission to provide additional information
Annex B – Terms of Reference for a Temporary Vacancy

Duty Station: Kosovo
Position Title: Programme Manager
Classification: Official, Grade P4 (UN Salary Scale for Professionals)
Type of Appointment: 6 months with a possibility of extension

Working under the direct supervision of the Chief of Mission (CoM), IOM Kosovo, the incumbent will be responsible for the development, coordination and general implementation of the Kosovo Protection Corps Training Programme (KPCT). Specifically, he/she will:

• Guide and coordinate the overall development and implementation of the KPC training modules.
• Manage, direct and supervise IOM Staff involved in the KPC training including the Management Advisory Teams (MATs), IOM Sub-Offices staff and KPC Roving Technical Advisors.
• Coordinate training activities closely with the KPC. Maintain contacts with the KPC leadership at the Central Headquarters and Regional Headquarters level.
• Develop and maintain close collaboration with the United Nations Interim Administration Mission in Kosovo (UNMIK) and the Kosovo Force (KFOR), both at the Technical Working Group level and in the day-to-day running of operations.
• Identify and develop liaison with other agencies and organizations providing assistance and services to the targeted beneficiary group.
• Evaluate programme design and implementation through review of methodology and field trips to IOM Sub-Offices and KPC locations to obtain and provide practical advice, as well as to collect feedback in order to improve programme management and coordination.
• Provide periodic reports, evaluations and statistical reports at all required levels.
• Other tasks within the incumbent’s capacity as identified by the IOM Kosovo Chief of Mission.

Education required

• University degree, preferably in Political or Social Sciences, International Relations, Law or equivalent education and training relative to the enumerated tasks.
Technical Competencies required

- Experience in developing liaison with governmental and diplomatic authorities as well as with international institutions
- Sound knowledge of programme implementation and evaluation and familiarity with financial and business administration
- Civil protection and disaster preparedness experience
- Coaching and mentoring experience
- Strong background in institutional and capacity building

Personal/Interpersonal Skills required

- Ability to supervise and direct staff
- Posses stamina, determination, commitment and adaptability in the workplace
- Excellent communication and negotiation skills
- Drive for results and effective resource management skills
- Operational experience in the Balkans area of particular interest
- Posses an understanding of complex social-political environments, especially of post-conflict situations
- Sensitivity toward other cultures and dedication to the promotion of inter-ethnic co-operation and tolerance
- Ability to work under difficult conditions, while maintaining security awareness
- Flexibility and focus on processes and their improvements
- Ability to work effectively and harmoniously with colleagues from varied cultures and professional backgrounds
- Ability to lead a team effectively in order to achieve the desired goals.

Working Conditions

- Must be able to work under extreme pressure and in emergency situations
- Must have the ability to manage several projects in various stages of completion.

Languages

- Thorough knowledge of English, working knowledge of French, and/or one of the regional languages is an advantage.
Annex C – Simplified Appointment Recommendation Form

(To be used for Special Contracts only)

1. NAME OF PROPOSED CANDIDATE: ________________________________
   SHORTLISTED CANDIDATES: ______________________________________

2. EDUCATION
   Describe candidates’ training and education:
   How do they meet the formal education requirements?

3. EXPERIENCE
   List the type and the number of years of relevant work experience required and how
   the candidates meet this prerequisite:
   List the range of experience required for the job and how candidates meet these
   criteria:

4. KEY TECHNICAL AND BEHAVIOURAL COMPETENCIES
   List the –
   • Demonstrated technical skills and knowledge (specific to the job):
   • Problem solving/decision-making abilities:
   • Interpersonal skills (ability to work in a multicultural environment, teamwork,
     resolution of interpersonal problems, etc.):
   • Supervisory/managerial skills (P-3 and above):
   • Planning/organizing skills:
   • Communication skills:

Final Recommendation:

Selector (s) _______________________________________________________
Date ____________________________________________________________
Annex D — Data Required for Issuing of Short-term Contracts

(Request must be forwarded to HRM preferably two weeks before commencement of assignment*)

THIS FORM SHOULD BE FILLED OUT IN ALL ITS PARTS AND FORWARDED TO HRM TOGETHER WITH PERSONAL HISTORY FORM AND TERMS OF REFERENCE.

NAME AND SURNAME:

CONTACT ADDRESS (TEL./FAX/E-MAIL), IF DIFFERENT FROM PHF/CV:

PROPOSED ENTRY ON DUTY DATE (EOD):

DURATION OF CONTRACT:

ANTICIPATED DURATION OF ASSIGNMENT/PROGRAMME:

DUTY STATION:

PROPOSED FUNCTIONAL TITLE:

PROPOSED GRADE EQUIVALENT OR ALL-INCLUSIVE SALARY OR FEE:

PROJECT / COST CODE: APPROVED BY BUDGET:

AT PRESENT LOCAL / FIELD EMPLOYEE? ☐ YES ☐ NO

NAME OF PROJECT MANAGER:

RECOMMENDATION / JUSTIFICATION / REMARKS:

__________________________________________

Authorized by: (Name/Signature/Bureau/Dept.) Date Submitted:

* Please note that candidate cannot travel unless he/she is medically cleared and visa is obtained.
This Instruction modifies only paragraph 4 entitled “MEDICALLY FIT CLEARANCE” of General Instruction No. 612/Rev. 3 of 24 February 1997. It is important to note that the present Instruction does not affect the rest of General Instruction No. 612/Rev. 3 of 24 February 1997, but applies only to paragraph 4 thereof. This Instruction also cancels and supersedes General Instruction No. 612/Rev. 4 of 11 September 1998 and its addendum of 28 January 1999.

This Instruction concerns:

1. the decentralized procedure for Entry-on-Duty (EOD) medical examination of IOM employees and prospective employees in the field;
2. the procedure for IOM employees and prospective employees in the field entering the Medical Service Plan (MSP insurance);
3. the procedure for the dependents of IOM employees and prospective employees in the field entering into MSP.

IMPORTANT: Please destroy all previous versions of the medical examination forms, EOD forms and MSP Application for Admission forms.

1.0 What is the decentralized Entry-on-Duty medical procedure for fitness to work?

1.0.1 The decentralized Entry-on-Duty medical procedure for fitness to work allows the Chief of Mission to obtain written confirmation from the examining physician in the field as to the fitness to work of an IOM employee or a prospective IOM employee. The Chief of Mission must ensure that the examining physician receives the letter prepared by the Occupational Health Unit (OHU) describing the criteria for fitness to work before carrying out the examination. Once confirmation of fitness to work is received by the Chief of Mission on the Confidential Entry on Duty Medical Clearance Form, s/he is placed in a position to issue the IOM employment contract. This decentralized procedure is thus placed under the responsibility of the Chief of Mission.

1.0.2 Following the medical examination, the original medical forms must be sent to the Medical Officer at Headquarters for review and filing. The chest X-ray is to be returned to the employee.

1.0.3 The appropriate forms, containing instructions where relevant, are listed in Annex 1.

1.0.4 For IOM employees and prospective employees, IOM bears the full costs of EOD medical examinations. Further tests, for example blood analyses, more complete urine analysis and electro-cardiograms, are not reimbursed, unless they have been specifically authorized by the Medical Officer at Headquarters.
1.1 The decision as to whether to complete an EOD medical examination and which procedure/forms to use, depends on the answers to the following questions (see Annex II for a more graphic image):

a) Is the person locally recruited and permanently resident in the country of the duty station?

If the answer is **NO** ➔ use the procedure and forms for EOD for **Officials** (contact HRD/STA or MHS/OHU)

If the answer is **YES** ➔ proceed to questions b) to e) below

b) Is the employee expected to drive an IOM vehicle?

c) Is the employee expected to travel outside the country of the duty station?

d) Is the employee eligible to enter the MSP insurance?

e) Has the employee’s presence with IOM been extended, or will it be extended, beyond 3 months?

If all the answers from b) to e) are **NO** ➔ an EOD medical examination is **not** required

If any of the answers from b) to e) are **YES** ➔ an EOD examination must be carried out – use the decentralized procedure described above.

2.0 Employees entering MSP insurance

In the case of IOM employees or prospective employees in the field eligible to enter the **Medical Service Plan insurance**, (see point 1.1 d) above) the decentralized procedure to establish fitness to work applies. However, the Medical Officer at Headquarters must determine whether any restricted coverage or exclusions are warranted under the insurance regulations before the Medical Service Plan insurance can come into force. The appropriate form requesting entry into MSP must be completed (see Annex 1) and sent to the Medical Officer in Geneva, together with the completed medical examination form.

3.0 Dependants of an IOM employee or a prospective employee in the field eligible to join MSP insurance

The appropriate form should be used (see Annex I). **Please note that an X-ray is not required.**

90% of the costs of the medical examination for admission to the MSP for any dependent may be claimed from the insurance company, once the admission procedure has been completed.

* * * * * * * * * * * * * * * * * *

**Additional Information**

1. All forms exist in English, French and Spanish and can be found on the IOM Intranet under:

⇒ **Department Listings \ MHS Migration Health Services \ Occupational Health Unit.**

2. The OHU can also provide complete information packages (including diskettes) grouping all of the above information and forms.

3. Queries or comments on the above should be addressed to the Occupational Health Unit at HQ:

D. Harding, Medical Officer  
Telephone: +41 22 717 93 54  
E-mail: dharding@iom.int

J. Schmitt, Administrative Assistant  
Telephone: +41 22 717 93 57  
E-mail: jschmitt@iom.int

Confidential Fax: + 41 22 717 94 10

C. Zourdos  
Director, Human Resources Division
## ANNEX 1

### SUMMARY OF MEDICAL FORMS

**currently in use for**

Employees in the Field

<table>
<thead>
<tr>
<th>Examination/Procedure</th>
<th>Form to be used</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENTRY ON DUTY</strong></td>
<td></td>
</tr>
<tr>
<td>• Entry on Duty medical examination for Employees in the Field</td>
<td>FIELD-EXAM OHU/200</td>
</tr>
<tr>
<td>• Letter to the examining physician</td>
<td>Field-Letter Physician OHU/1999 (see next page)</td>
</tr>
<tr>
<td>• Entry on duty medical clearance form</td>
<td>EOD-FIELD/OHU/2000</td>
</tr>
</tbody>
</table>

**For Missions where MSP is available**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Medical Service Plan (MSP) - Application Form for Admission – <strong>Staff Member</strong></td>
<td>MSP-EMP/OHU/200</td>
</tr>
<tr>
<td>• Medical examination for <strong>Dependents</strong> of Staff Members</td>
<td>DEP-EXAM OHU/200</td>
</tr>
<tr>
<td>• Medical Service Plan - Application Form for Admission - <strong>Dependent</strong></td>
<td>MSP-DEP/OHU/200</td>
</tr>
</tbody>
</table>
Dear Colleague,

The candidate that you are to examine is expected to work at the duty station indicated on the 1st page of the examination form. However, staff may be required to travel. They may also experience stressful work situations.

The medical examination procedure consists of four steps:

1. Personal and medical information to be completed by the candidate, recorded on pages 1 and 2 of this form;
2. An examination by a qualified physician, recorded on pages 3 and 4 of this form;
3. A urine examination and, whenever possible, a Mantoux test (or equivalent tuberculin skin test) and chest X-ray;
4. Your decision on fitness to work should be communicated to the Chief of Mission (COM) on the separate form provided.

Although the examination form and results will subsequently be reviewed by IOM’s Occupational Health Unit in Geneva, it is your decision on the candidate’s fitness to work that will allow the COM to complete the recruitment procedure. Thus you assume a heavy responsibility. In this respect, I would like to underline several points:

1. The examination may reveal previously undiagnosed conditions which require treatment such as diabetes or a high blood pressure. In such cases, the candidate can be found to be “fit” with conditions (1b) – allowing engagement for a specified period of time, up to six months, to enable adequate treatment to be started. If a subsequent medical examination confirms that the condition is under control, the fitness to work can be reclassified as (1a). On the other hand, should you consider that the person is unfit to start work until the treatment has begun and the problem is under control, your decision should be “temporarily unfit” (2a). In this case, recruitment will be deferred.

2. The person examined may present a condition that limits their working capacity, e.g., unable to lift heavy weights, to drive IOM vehicles or to travel by air. In this case you should indicate a definitive “fit with conditions” (1b) classification and communicate the conditions to the COM. Please note that it is not necessary to communicate the detailed diagnosis. For example, if you consider that a person with epilepsy should not drive a vehicle, the COM only needs the latter information and does not need to know the diagnosis of epilepsy, unless the staff member wishes to give this information him/herself.

Field - Letter Physician/OHU/1999
3. IOM has a policy of active detection of tuberculosis among staff members. For this reason, both a chest x-ray and a tuberculin skin test are required. Please arrange for these to be carried out unless there is a definite contra-indication (e.g. no chest X-ray for a pregnant woman). If either of these examinations is not carried out, please indicate the reasons on the form. If TB infection is diagnosed (i.e. positive tuberculin skin test), the person should be advised to undergo preventive therapy but can be declared medically fit (1a). However, should symptoms of a productive cough or abnormal chest X-ray findings indicate possible TB “disease,” the person should be considered temporarily unfit (2a) until sputum examinations have been carried out and treatment started. The person can be reclassified fit to work (1a) once sputum controls have been confirmed as negative for TB bacilli.

4. IOM drivers often have to work under difficult conditions, i.e. driving at night in unfamiliar areas, on poor roads, sometimes transporting large numbers of migrants. Should the examination form indicate that the person will work as a driver, the candidate should have normal bilateral hearing, binocular vision (corrected if necessary) of 20/20, and no significant motor defects. Please check also for any signs of abuse of alcohol or other substances.

The examination should also provide an opportunity to give appropriate advice on prevention and health promotion. In this respect, your assistance would be appreciated in checking the candidate’s vaccination status and making appropriate recommendations. Guidance about smoking, alcohol use and exercise can also be provided.

IOM bears the full costs of the Entry on Duty medical examination, including the chest X-ray, urine examination for albumin and glucose, and the Mantoux test. Further tests, for example blood analysis, more complete urine analysis and electro-cardiograms, are not reimbursed unless they have been specifically authorized by the Medical Officer at Headquarters. Please contact the COM about the payment of your fees.

Should you have any queries or should you be unsure about the decision on fitness to work, please contact the undersigned.

D. Harding, M.D.
Medical Officer
Occupational Health Unit

Field - Letter Physician/OHU/1999
Subject: OVERTIME WORKED IN EMERGENCIES 22 December 1999

1. The Administration has noted with appreciation the dedication and hard work of IOM staff members in a number of recent emergencies. It has observed the long hours worked by many and the practical difficulties of keeping record of such overtime in emergency posts. It has therefore decided to put in place an effective and equitable system for compensating staff involved in emergencies for the overtime worked.

2. Effective as from 1 January 1999, the following special arrangements will govern compensation for overtime worked in emergency posts, as defined by the Director General:
   a) Overtime will be compensated at the rate of one day compensatory leave per week worked;
   b) Fifty per cent of overtime may be compensated in cash at the discretion of the staff member.

3. These special arrangements affect staff members (P and G) sent to serve in emergency posts.

4. The new compensation arrangements will not affect the existing overtime entitlements under the Staff Regulations and Rules for officials and employees in Headquarters and non-emergency posts; exceptions to these rules may be made as appropriate. Identification of staff members entitled to overtime in Headquarters and other posts will be decided by the Director General, upon recommendation of PFS and in consultation with other relevant units.

5. This General Bulletin supersedes previous communications on the matter.

Bruce Reed
For the Director General
Subject: Hazard Pay, 1 September through 30 November 2001

Please be advised that the exceptional measure of hazard pay has been extended for the period of 1 September through 30 November 2001 for: a) local staff when for days reporting to work; and b) internationally-recruited staff when present in the following missions. New countries / changes are marked in bold.

- (country)
- (country) (etc.)

Calculation and payment of hazard pay for locally recruited staff

1. Locally recruited staff is entitled to hazard pay each day reporting to work. It is not payable during annual or sick leave nor during weekends or official holidays, unless the staff member is required to report for duty.

2. The hazard pay rate for locally recruited staff is 20% of the locally applicable salary scale divided by 21.75 (which is the average number of working days in a month). Follow the steps below to arrive at the daily rate. (The calculation below is based on the monthly salary scale. If you have a bonus month or use the yearly scale, adjust calculation accordingly.)
   - Add the lowest level and step (G1-1) and the highest level and step (G7-11).
   - Divide the sum by two to get the midpoint.
   - Multiply by 20%.
   - Divide by 21.75 to get the daily rate.

3. The daily rate is not prorated for half days, but is always paid in full. Hourly staff is not entitled to hazard pay.

4. Actual payment should be made locally. The responsible officer should keep daily record of staff reporting for duty and be paid by the end of each month in local currency.

Hazard pay rate for internationally recruited staff

1. International staff assigned to the mission, international staff on TDY and local staff from other missions on international assignment are entitled to hazard pay for each day present in mission.

2. Hazard pay is not payable during absence from mission, be it on official mission or private leave.

3. Hazard pay rate is USD 1000/month or USD 33/day and actual payment should be made locally. The responsible officer should keep records of staff presence and make payments by the end of each month in either local currency or USD. The preferred currency will be decided by the mission based on the prevailing local conditions.

4. Staff on temporary duty could be paid either locally or upon return to official duty station. If payments are done locally to staff on TDY, the amount paid should be indicated on the Travel Authorization with a note that it concerns hazard pay.

Account codes for hazard pay

1. For officials: 3-020
2. For employees: 3-070
COMPENSATION PLAN

INTRODUCTION
The Compensation Plan is an insurance which provides reimbursement of medical expenses as well as compensation payments in case of temporary incapacity to work, permanent disability or death. It is mandatory for staff who are not already covered by another IOM insurance for the same type of benefits in case of occupational accidents and occupational illnesses.

1. Purpose of the Compensation Plan
The purpose of the Compensation Plan is to cover participants in case they have an occupational accident or an occupational illness. In this context, ‘occupational’ means work-related. For accidents, this means any accident which occurs while the participant is on duty and also during the travel to and from work. For illnesses, please consult the Medical Officer of the Occupational Health Unit in Headquarters in case you suspect the existence of an occupational illness.

2. Who is insured by the Compensation Plan
Everybody who works for IOM must be insured for occupational accidents/illnesses.

Persons who work for IOM and are not covered by the Accident and Illness Insurance (Annex C to the Staff Regulations and Staff Rules for Officials/Headquarters Employees) should automatically be participants of the Compensation Plan.

In view of the above and by elimination, the participants of the Compensation Plan are: Some officials, some headquarters employees; some holders of special contracts; all local employees in all field offices; some experts and consultants; interns, volunteers (who work for free), medical escorts and operational escorts. Even if someone is employed for a very short period, is paid on an hourly or a daily basis, that person should also be insured by the Compensation Plan.

3. Two admission formalities

Payment of insurance premium
Staff whose remuneration is charged to one of the two salary codes are automatically insured, because the Accounting Department provides the Insurance Administration with the global salary figures which are needed to calculate the insurance premiums.

However, the insurance coverage is not automatic for persons whose remuneration is not charged to one of the two salary codes, because the Insurance Administration has no automatic means of extracting the needed information. These persons should also be insured, so the field offices must provide information to Headquarters. Reporting requirements vary from time to time, so please request the instructions whenever needed.

Medical clearance
Entry on duty medical procedures should be followed and for most local employees the decentralised procedure can be used. Locally recruited employees in the field hired for less than 3 months do not need to submit any medical information unless they are drivers, entering MSP insurance or expected to travel outside the country of their duty station. Contact OHU/HRD for complete instructions and forms.

4. Summary of benefits

Occupational accident/illness
All participants in the Compensation Plan are covered for:
• Reimbursement of medical expenses at 100 per cent;
• Salary compensation at 100 per cent in case of temporary incapacity to work, beginning on the day following the accident/beginning of the illness;
• One-time lump sum benefit based on salary in case of permanent disability;
• One-time lump sum benefit based on salary in case of death.

Details concerning permanent disability and death benefits are available from the Human Resources Division and from the latest edition of the Compensation Plan bulletin (please see the following paragraph).

Reporting requirements must be met before payment of the above benefits can be made. All payments are subject to prior approval from the Insurance Administration.

The coverage is limited in time, so it is very important to provide the best medical treatment as quickly as possible. At the time this update is written, all benefits expire two years after the date of the accident/beginning of the illness.

Non-occupational accident/illness

This exceptional coverage is applicable only to local employees from field offices, as well as to interns and escorts during temporary duty (TDY) away from their usual duty station. These participants are eligible for:

Reimbursement of medical expenses. At the time of this update, the levels of reimbursement are 90% for illness and 100% for accident.

The exceptional coverage is limited in time. At the time this update is written, the benefit expires two years after the date of the accident/beginning of the illness. There is also a ceiling, which means that the insurance could be insufficient, depending on where the medical care is needed and the type of injury/illness. For this reason, staff sent on TDY for more than one month must be enrolled in the Medical Service Plan (MSP) for the duration of their assignment if they are not already participants in that insurance. Staff sent on TDY for shorter periods should be informed about the Compensation Plan limits, in case they would need additional coverage.

5. Compensation Plan bulletin

The guidelines in this document are intentionally brief. Please consult the Compensation Plan bulletin for full details, reporting and coding instructions, and forms.

At the time this update is written, the November 1997 edition of the Compensation Plan bulletin is still in effect. If you do not have this edition, or if you wish to have it in electronic form, please send your request to the Insurance Administration of the Human Resources Division.

6. Insurance premiums are paid by IOM

No deductions are made from the salaries, because the insurance is financed by IOM. The premiums are calculated in Headquarters. Premiums are not charged to any operational budget.

7. How to avoid financial loss for IOM

It is important to understand that IOM is the insurer and the commercial insurance company is IOM’s re-insurer. In other words, IOM reimburses the medical claims and pays the compensation. IOM recovers the amounts disbursed by making a claim to the insurance company.

When the field offices follow reporting and coding instructions, there is no financial loss. Please remember that salary compensation during temporary incapacity to work should not be charged to the usual salary code.
Malicious Acts Insurance

The Malicious Acts insurance covers staff working in hazardous duty stations in case of death or disability caused by a malicious act. The Malicious Acts insurance benefits are given on top of any other accident or life insurance staff members may have and the premium is paid by IOM.

Benefits
The Malicious Acts insurance:
- cover both internationally and locally recruited staff,
- cover about 75 hazardous countries around the world,
- give benefits of USD 500,000 for international staff and 10 times annual salary up to a maximum of 500,000 for General Service staff.

Coverage
Staff will be covered from the time of embarking on the final flight to the country of posting and cease at time of disembarkation at end of first flight from country of posting.

The insurance covers death or disability by a malicious acts caused directly or indirectly by: War, Invasion, Hostilities, Acts of foreign enemies, whether war be declared or not, Civil war, Revolution, Rebellion, Insurrection, military or usurped power, Riots or civil commotion, Sabotage, Explosion of war weapons, Terrorist activities, Murder or assault by foreign enemies or any attempt thereat.

Requirements and restrictions
If a security clearance is needed for the country the staff member has to obtain clearance before departure in order to be covered by the insurance. Information on security phases can be found in the monthly travel advisory sent to all missions and posted on Intranet under HRD/Security. Upon arrival the staff member should make sure they get a security briefing to learn what specific security instructions exist for the mission. N.B. The Malicious acts insurance will not cover accidents or death of staff members who fail to comply with such instructions.

The policy does not cover death or disability resulting from the insured person engaging or taking part in naval, military or air force service or operations; engaging in air travel except as a passenger; suicide or attempted suicide or intentional self-injury or the insured person being in a state of insanity; deliberate exposure to exceptional danger (except in an attempt to save human life) or the insured person’s own criminal act; or the insured person being under the influence of alcohol or drugs.

Countries covered by the insurance (as of 1 April 2000)
Afghanistan, Albania, Algeria, Angola, Armenia, Azerbaijan, Bangladesh, Bosnia-Herzegovina, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Colombia, Comoros, Congo, Congo Democratic Republic of, Cote d’Ivoire, Croatia (Eastern Slavonia and former UNPAS; North–Tousko/Sisak areas; South–Knin area, West–Daruvar area; only), Cuba, Djibouti, East Timor, Egypt, El Salvador, Eritrea, Ethiopia, Gambia, Georgia, Guatemala, Guinea, Guinea-Bissau, Haiti, India, Indonesia, Iran, Iraq, Israel and Autonomous territories, Jamaica, Kenya, Kuwait, Kyrgyzstan, Lebanon, Lesotho, Liberia, Libya, Macedonia, Malawi, Mali, Mexico, Mozambique, Myanmar, Namibia, Nicaragua, Nigeria, Pakistan, Papua New Guinea, Peru, Philippines (Mindanao only), Russia, Rwanda, Sierra Leone, Solomon Is., Somalia, South Africa, Sri Lanka, Sudan, Tajikistan, Tanzania, Togo, Turkey, Uganda, Uzbekistan, Western Sahara, Yemen, Federal Republic of Yugoslavia, Zambia, Zimbabwe. Additional countries may be added during the year.

Claims administration
The possibility to join the UN Malicious Acts insurance was developed from our cooperation with the UN Security Coordinator on staff security matters. Claims administration will be handled by the UN. In case of an incident contact both HRD and the United Nations Designated Official in the mission.

Geneva, May 23, 2001
SUBJECT: PERFORMANCE APPRAISAL SYSTEM 6 MARCH 1991

1. The General Instruction transmitted herewith introduces the Performance Appraisal System which was developed in consultation with the Staff Association.

2. In addition to the actual performance appraisal form to be used for the purpose of this experience, staff will also find attached an explanatory note with details of the operation of the scheme as well as guidelines for its implementation.

3. The system takes immediate effect and applies to all officials and employees at Headquarters and in the Field, holders of a regular contact or a special contract of one year or more, as well as those who have served continuously during 12 months. A French and Spanish version of the performance appraisal system and form will be available soon. At Headquarters these documents may be obtained from the Mail Office. In the Field these documents should be reproduced locally.

Supervisors are hereby requested to invite the staff under their supervision to complete Part I of the form and thereafter proceed themselves with the actual appraisal of the performance during the past year. They should ensure that the exercise is completed at the latest by end June 1991.

4. INDEX OF GENERAL INSTRUCTIONS, dated 30 October 1989:

(T. L. 467)

Add: 617 06. 03. 91 Performance Appraisal System
(T. L. 858)

Gerhard Wirth
for the Director General
GENERAL INSTRUCTION No. 617
PERFORMANCE APPRAISAL

Introduction

The Performance Appraisal report which is hereby introduced consists of 3 parts:

PART I which is to be completed by the Staff Member, elicits some basic information about his/her administrative status with the Organization. In addition it offers the staff member the opportunity to make suggestions or to record observations of a job-related nature.

PART II which contains the actual appraisal and evaluation, requires the immediate supervisor to record how the staff member contributes to the work of the unit/division and, where needs for improvement exist, to record how these may best be met.

PART III (Signatures) is intended to ensure that all parties concerned are aware of the statements made in Part II and have an opportunity to comment thereon.

The Performance Appraisal system should not be viewed as an administrative exercise aimed at fault-finding; it is meant to generate a healthy staff member/supervisor relationship based on open and frank communication throughout the review period, so that the actual evaluation does not come as a surprise.

In addition, the system will serve as a basis for administrative decisions (review of contractual status, change in functional title, re-classification of post, recognition of merit, promotion ...). It should also serve as a management tool to identify training/development needs and contribute to an optimal assignment and career development plan, at the same time ensuring a more direct involvement of the staff in this process.

Operation of the System and Guidelines

A. The performance appraisal report (included on the accompanying CD) is requested for all officials and employees both at Headquarters and in the Field - who hold a regular contract, a special contract of 1 year or more or who have served continuously on a short term contract during the preceding 12 months.

The completion of the form is a joint exercise between the staff member and the supervisor which should take place on an annual basis. The completed form should be returned to the Division of Personnel under confidential cover at the latest by the end of March of each calendar year.

Unless a report has been prepared within the preceding six months, the completion of the document will also be required when a staff member is transferred to a post in another Department or field mission or if the immediate supervisor is leaving his or her post.

B. The staff member completes Part I (Basic information, items 1 through 5) and passes the document on to his/her supervisor.

To facilitate completion the following should be taken into account:

Item 1  Period under review
The review should cover the staff member’s performance during the preceding 12 months.
Item 2  **Main areas of your work (Part I-2):**
Summarize in one or two sentences the key aspects of the job outlining also available resources (working alone, as member of a team, leading a team, etc.) and the delegated authority.

Item 3  **Job description**
A job description is not a copy of a vacancy notice. Ideally it is a document prepared in cooperation with the staff member’s supervisor enumerating all aspects of the work, it explains what needs to be done and how this should be done; inherent to the job which has been entrusted to the staff member.

Changes/addition to present job description
Some aspects of the tasks entrusted to a staff member may change in the course of the period under review. These changes may have been temporary (replacement of a colleague) or permanent (introduction of new technology, existing vacancy, etc.). Similarly, certain tasks may, for various reasons, no longer be performed.

Significant changes should be listed and commented upon with respect to reasons, circumstances, etc.

Items 4 and 5  **Training/development activities**
“Training” refers to a formal course designed to permit a staff member to acquire a specific knowledge or skill essential to perform the job (a language, a computer application, the knowledge of which is essential for the job).

“Development activity” goes beyond the need for training; while it may be work related, it is much more geared to the future, it would enhance a change in assignment, enable staff members to do their work more efficiently in the long run.

C. After possibly having commented on the staff member’s remarks in Part I (Items 2 through 5) the supervisor appraises the staff member’s performance in terms of a certain number of factors (Item 6 a through m).

The list of factors proposed is not exhaustive: some factors which are specific to the individual may be added, just as some may be deleted of not at all applicable. Moreover, the degree of their relevance may vary; such would need an explanation under “Comments”.

The actual appraisal is done by marking the appropriate column of the rating scale.

The attribution of the ratings can greatly be influenced by personal interpretation and individual standards. Personal biases about people and performance should not be mixed in the evaluation exercise. The aim should be to reflect how the staff member has applied the various factors in the execution of the job. The focus is not on personality traits but should be based on what is actually done and how it is executed.

The summary evaluation of the overall performance (10) should mainly be based on the evaluation of the various factors. In order to come to a final conclusion however, other elements also need to be given attention such as
relative importance of certain factors, availability or lack of resources, office environment, attenuating or aggravating circumstances, etc.

In addition to marking the appropriate box, supervisors are also invited to expand on their summary evaluation in writing and to provide relevant comments under items 8, 9 and 10.

D. In Part III, the Performance Appraisal is formalized by the signatures of all parties involved.

At Headquarters, after signature by the staff member’s supervisor, the form is forwarded under confidential cover to the Department Director concerned for review and signature, following which a copy of the report is given to the staff member who is required to sign the document.

With respect to field staff, the above routing needs to be adapted for practical reasons.

The performance appraisal concerning a Chief of Mission will, after completion of Part I, be forwarded to the Director General, who will effect the actual appraisal jointly with the Department Director(s) concerned, following which the document will be returned to the Chief of Mission for signature and possible comments.

With respect to field officials, Part II of the form will be completed by the Chief of Mission who will sign under item 12 and return the form to the official for signature and possible comments.

Performance evaluation reports concerning field employees will be signed under item 11, by either the official or local employee in charge of the Section/Unit to which the employee concerned is assigned. If the Chief of Mission is also the direct supervisor of the staff member, only item 12 will need to be signed, following which the document is returned to the employee concerned for signature and possible comment.

Staff members are obliged to sign the performance appraisal report; their signature, however, merely acknowledges that they have received a copy of it. It does not necessarily indicate agreement with the evaluation (see E below).

After signature by the staff member, the original of the form is forwarded under confidential cover to the Division of Personnel at Headquarters where it will be kept in the confidential part of the staff member’s file.

E. Further Proceedings

Mutual agreement on the assessment and/or recommendation made by the supervisor may not always be possible. The staff member has therefore the opportunity to comment in writing, within one month from receipt of the performance evaluation report. These comments must be addressed to the Director of the Department of Management and Finance at Headquarters or to the Chief of Mission as the case may be.

If disagreement persists, an appeal may be submitted to the Director General in accordance with the procedures referred to in Staff Regulation 11.2 (Joint Administrative Review Board) and 11.3 (Appeal Board).
Purpose
1. The Rest and Recuperation Travel Scheme is intended for staff members serving in field locations where the work environment is extremely stressful, insecure, isolated or lacking the most essential commodities.

2. The scheme is specifically designed for such exceptional and extraordinary circumstances, and is not to be considered as a compensation element for the hardship level or security rating of a duty station. Various special packages and incentives already exist within the system to alleviate the situation of staff serving in hardship locations, e.g. mobility and hardship allowance, additional home leave travel, additional education grant travel, hazard pay, etc. Other measures are in place to ease the inconveniences resulting from expatriation, family separation, work-related stress and ill health, which are inherent in a field-oriented organization.

3. Rest and Recuperation Travel should therefore not be considered as additional annual leave entitlement, family reunification mechanism, or financial compensation. Rather, it is a means of ensuring that staff have the opportunity of periodically absencing themselves from the locations in question in order to have a break from the insecure, stressful, isolated working and living conditions in which they serve.

4. Effective 1 November 1999, staff authorized to travel on Rest and Recuperation will receive a lump-sum payment and will be responsible for making their own travel arrangements. The lump-sum payment comprises an amount to cover transportation and related costs, and a living allowance to help cover accommodation expenses (see further below).

Entitlement
5. Locations entitled
Duty stations entitled to Rest and Recuperation Travel are specified in Annex I. In general terms, locations with the following working and living conditions are included in the scheme:

– Locations where staff members are exposed to severe stress, physical danger and an unusual degree of security risks and uncertainty.
– Very remote and isolated duty stations which lack the most basic infrastructure and amenities and which allow little or no privacy or normal professional and social interactions.
– Locations which lack essential commodities to allow travel to the nearest possible location to procure goods and supplies for the office, for themselves and for their colleagues at the duty station.
6. **Staff members entitled**

Rest and Recuperation applies to internationally recruited staff and other staff on an international assignment or mission. It also applies to UN Volunteers working directly for IOM with the cost to be covered by IOM. International consultants with contracts of more than six months have the same entitlement, provided it has been budgeted for. Locally recruited staff and local consultants are not entitled to Rest and Recuperation Travel, nor are dependants of staff members.

7. **Duration**

The period of authorized absence on Rest and Recuperation is henceforth five consecutive days every two/three months, irrespective of whether they are working days, holidays or weekends. Any working days taken for the purpose will not be charged to annual leave. The decision of which specific days should be granted for Rest and Recuperation Travel rests with the supervisor and is subject to the exigencies of service and available travel connections.

The Chief of Mission/Head of Office\(^2\) will determine a reasonable travel time to and from the pre-determined nearest suitable destination, based on the most direct connections, and will grant such travel time to staff undertaking the special travel. If such travel time involves absence during working days, such days will not count as annual leave but will be recorded on the Travel Authorization part II.2 as Travel Time.

Subject to the exigencies of service, Rest and Recuperation Travel can be combined with weekends and annual leave.

8. **Frequency**

Rest and Recuperation can be taken every two months (eight weeks) or three months (twelve weeks) depending on location\(^3\). Chief of Mission/Head of Office\(^4\) should strongly encourage staff members to use the entitlement, which should be seen as mandatory in stressful and insecure duty stations.

Any IOM paid travel, such as reassignment, home leave, family visit or reverse education grant travel will be deemed to be in lieu of Rest and Recuperation Travel, and a new period will start to count from the date of return from such absences. The same will apply for annual leave outside the country taken independently from Rest and Recuperation Travel. However, where a staff member’s due date for Rest and Recuperation coincides with his/her travel on reassignment to a duty station which itself qualifies for Rest and Recuperation Travel, Rest and Recuperation may be authorized in conjunction with the reassignment travel.

The entitlement to Rest and Recuperation is not affected by travel on other official missions, but to reduce travel costs, Rest and Recuperation Travel should, in such cases, be taken in conjunction with (either immediately preceding, or immediately after) such missions, whenever they take place to locations that offer the necessary facilities and environment to allow for the required Rest and Recuperation. No transportation allowance is payable when Rest and Recuperation is taken in conjunction with other official travel.

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1. Depending on location, see Annex I of Staff Regulations and Rules.
2. Head of RO for CoM’s travel.
3. See Annex I of Staff Regulations and Staff Rules.
4. Head of RO for CoM’s travel.
Entitlement to Rest and Recuperation is not cumulative and cannot be saved for later. Unused Rest and Recuperation trips will not be payable upon separation. An entitlement not exercised 30 days before the expiry of an assignment or re-assignment will be forfeited.

9. **Destination**

Destination of Rest and Recuperation Travel may be any location of the staff member’s choice, provided it offers the necessary degree of rest, security or availability of supplies.

10. **Lump sum Allowance**

A lump sum will be paid to cover living costs and other incidental expenses and the cost of a return journey to the nearest place deemed suitable for the purpose, as pre-established in Annex I. If no travel is undertaken, neither the transportation nor the living allowance is payable and any amount advanced to the staff member will be recovered.

11. **Transportation allowance**

Each office will calculate the appropriate amount based on the cheapest actual transportation costs to and from the pre-established nearest destination. The sum of US$ 50 will be added in lieu of incidental expenses.

12. **Living allowance**

A living allowance will be paid at the global rate of US$ 700 to help cover accommodation and related expenses for the authorized period of absence of five consecutive days plus travel time.

DSA paid to staff members at the duty station, where applicable, will cease to be paid during absences on Rest and Recuperation Travel.

13. **Travel arrangements**

Staff are responsible for making their own travel arrangements. However, offices are expected to assist whenever necessary. If available, UN/IOM transport free-of-charge should be used. If such transport is used, the transportation portion of the lump sum allowance is not payable.

14. **Administrative matters**

   a) Authorization of Rest and Recuperation Travel

Rest and Recuperation Travel is authorized by the Chief of Mission/Head of Office in the duty station or mission area, ensuring that programmes are adequately covered at all times to meet operational needs. Chief of Mission’s Rest and Recuperation Travel will be authorized by Head of Regional Office.

   b) Travel Authorization form

The standard Travel Authorization form should be used indicating that it concerns Rest and Recuperation Travel under “I.3. Purpose of Travel” and “II.2. Travel Time”.

The usual expense claim form should be submitted with ticket stubs after completion of Rest and Recuperation Travel to verify travel. No additional expenses will be reimbursed on top of the lump sum allowance for transportation and living costs.
If travel has not been undertaken as authorized, any payments made will be recovered from the staff member.

c) Account codes
Costs for Rest and Recuperation Travel should be charged to standard travel and DSA codes (account code 3005 for living allowance and 3006 for transportation allowance).

d) Administration and application
The administration and application of the Rest and Recuperation Travel Scheme is a delegated authority under the general guidelines and parameters outlined above. Within these general provisions, it is the responsibility of local management to administer the system in a manner which meets the intent and purpose of this travel provision and which best fits the operational realities on the ground. During its visits Internal Audit will verify Travel Authorizations and Expense Claims pertaining to Rest and Recuperation Travel.

Summary Chart for Rest and Recuperation travel

<table>
<thead>
<tr>
<th>Authorized Absence</th>
<th>Transportation allowance</th>
<th>Living allowance</th>
<th>Travel time</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 days every 2 or 3 months, depending on location</td>
<td>To be established locally, plus $50 in lieu of incidental expenses</td>
<td>$700</td>
<td>To be determined locally based on most direct connection to pre-determined destination.</td>
</tr>
</tbody>
</table>
Separation from Service

The field manager should try to ensure that the separation process is conducted in a smooth manner and as free of conflict as possible. In this regard, exchange of information and effective communication are of utmost importance.

Communication

One of the fundamental elements necessary for a smooth separation from service, free of conflict, consists in the employee’s understanding of the basis for separation. This objective can be achieved through open and direct communication pursuant to the applicable Regulations and Rules of the Organization.

With the exception of performance-related, health or disciplinary cases, all terminations should be based on financial or operational reasons as opposed to personal reasons. Terminations are to be understood separations from and initiated by IOM during the course of a regular indefinite contract or before the end of a fixed-term contract.

Notice period

At the outset, the employee should be given due written notice, formally informing him/her of the reasons supporting the separation from IOM and the date upon which this separation is to become effective. The notice period will differ depending on the type of contract at issue.

Regarding separation based on non-renewal of contracts, the staff member should be advised as far in advance as possible of the non-renewal of the appointment.

Under special circumstances, when the field manager finds it better from an overall personnel morale and organisational perspective, he/she can ask the employee to not serve part of or the full notice period and in these cases compensation in lieu of notice can be given.

Separation clearance statement form

The “Separation Clearance Statement” form serves both as a separation guideline, check list and a Terminal Emoluments calculation form (included on the CD).

Exit physical examination or waiver

As part of the Separation Clearance procedures the employee should undergo an exit physical examination. The purpose of this examination is to identify possible medical condition that may require further treatment and which is covered according to the insurance coverage to which the employee is entitled (MSP and CP, or CP only). The examining physician is to report the results in the form of a medical certificate.

If the employee finds no need for an examination he/she may decline such an examination but should then waive in writing all rights or claims which could be based on medical grounds. The examination should preferably be completed prior to the time of separation. However, if this is not immediately possible, the employee is entitled to a six-week delay in this regard. Failure to undergo the medical
examination beyond the deadline could be considered as if a waiver had been signed in this regard (SRRs 9.32) unless this is beyond the staff member’s influence and the Mission has been duly informed.

**Disciplinary Measures**

The field manager has the authority to decide upon and take action with respect to disciplinary measures. However, the field manager should always seek prior advice from HRM and LEG on the manner in which to proceed in order to avoid future problems such as appeals of an IOM administrative decision.

Regulation 10 of the SRRs concerns disciplinary measures which may be imposed on local staff members. When deciding on disciplinary action to undertake, the field manager has to find a measure which commensurate with the gravity of the offence committed and which is consistent with the employment history of the employee (e.g. first time disciplinary action is taken or repeated?). In most cases, a warning is to be issued preferably in writing – this approach would offer an opportunity to the employee to correct the behaviour which is the cause of the warning. In the event that there is no improvement with respect to the behaviour and/or performance and/or attitude of the employee, the written warning will also serve as a formal document supporting the decision to terminate the employment of such an employee.

**Summary dismissals/terminations**

When considering summary dismissal or termination, it is imperative that the field manager applies the pertinent safeguards in the interests of the Organization, thereby preventing the employee from lodging possible meritorious appeals.

Whenever a field manager considers it necessary to either dismiss an employee summarily, or terminate him/her on any grounds, the matter should be referred to HRM and LEG for consultation and/or approval of suggested action. The field manager should provide HRM and LEG with a complete and clear description of the incident and recommended disciplinary action. The MRF, when applicable, should also be fully informed.

HRM and LEG will comment, advise or approve the action within the shortest delay possible. If the field manager has reason to believe that the presence of the employee could impair the investigation or the efficiency of the Mission, pending the decision from Hqs, the field manager may suspend the employee without pay until Hqs responds.

Field managers in countries where IOM enjoys full Privileges and Immunities are reminded that, whenever a termination takes place in circumstances which might lead to an appeal by the employee, the latter’s attention must be drawn to his/her right to appeal only under the Staff Regulations and not in local courts of law (chapter 11 and relevant annexes). In missions where employees have to follow the local labour law or for those employees whose conditions of service are not subject to IOM’s SRRs, the appeal should be made to relevant local institution/court.

Should an employee resort to legal action, or if indications are received that the employee contemplates such action, the field managers should report the situation immediately to HRM and LEG at Hqs, for guidance on the course of action to follow.
Death of a staff member

When a staff member dies, the following steps should be followed by the field manager:

1. Convey his/her personal condolences to the family immediately in a letter which should also mention the condolences of all the fellow colleagues;

2. Without waiting for any documentation which may be required later on, inform the Human Resources Division of the death immediately and say in this first message whether the death was caused by an accident or by an illness;

3. If the death was caused by an accident, establish immediately if the accident is “occupational” as defined in the Compensation (CP) insurance bulletin and inform HRM whether it is or not;

4. If the death was caused by an occupational accident, send to HRM in due course all information which HRM has requested in response to the initial message.

The Notification of Occupational Accident on the CP insurance form provided for this purpose is mandatory. A certified copy of the death certificate is also mandatory. Other information might be required, depending on the circumstances, especially if the death was caused by a third party, for example: a police report; the name and address of the third party and the name and address of that party’s insurance company (if any); the decision of a local court if the matter goes to trial.

5. If the death was caused by illness, send the Occupational Health Unit (OHU) a confidential message if it is suspected that the cause(s) may be “occupational” as defined in the CP insurance bulletin. In a separate message (copied to the OHU), inform HRM that this step has been taken, without giving any confidential medical details. Continue to correspond with the OHU by means of confidential messages until it is established on the basis of medical reports whether the illness may be defined as “occupational” or not and continue to keep HRM informed without giving the confidential medical details;

6. If the death was caused by a malicious act, contact both HRM and the UN Designated Official for security to find out if the location is covered by the malicious act insurance and to get further instructions.

7. Send to HRM a Separation Clearance Statement form detailing all the entitlements and benefits the deceased would have received had there been termination of contract;

8. In the event of death due to circumstances not attributed to an occupational accident or illness (i.e. not covered by the Compensation Plan insurance) and where the employee has not participated in the Organization’s Provident Fund (either because on contract not giving right to PF or because the mission has not installed PF), or is not associated with the NSS the Organization should give one month’s salary for each year of service up to a maximum of nine months salary, as financial assistance to the designated dependant(s) of the employee, in addition to usual termination benefits and amounts outstanding (see 7 above).
9. In cases where a staff member recently joined the PF and therefore would not reach an amount equal to the one which would have been given would he/she not have participated in the PF, the family would receive the difference to make sure they would receive a total sum equal to the above.

10. Before taking any action on behalf of IOM with the National Social Security and on behalf of any insurance company, ascertain who the lawful heir(s) is/are and what additional entitlements the deceased family/estate may receive;

11. Proceed with payments of entitlements to the lawful heir(s)/estate only after all necessary information as outlined above has been received and assessed by the HRM and after all formalities have been cleared by LEG in case of doubt. A discharge statement should be signed by the lawful heir(s) upon receipt of such benefits.
Memorandum of Understanding between the United Nations and the International Organization for Migration Regarding Coordination of Security Arrangements

The United Nations and the International Organization for Migration,

Whereas the organizations of the United Nations system have agreed to pursue a policy of coordinated actions to ensure the security and safety of their personnel at all duty stations;

Whereas the organizations of the United Nations system have decided to this end to establish for each country or area where they undertake substantial activities a security plan describing the various security arrangements in emergency situations, in particular the actions to be taken and the sequence to be followed to ensure security and safety of their personnel;

Whereas a senior United Nations official, appointed by the Secretary-General as Designated Official for each such country or area, is the person who undertakes overall responsibility for the implementation of the security plan at that duty station;

Whereas the International Organization for Migration (hereinafter “IOM”) is an international organization which is not a member of the United Nations system but which has entered with the United Nations into a cooperation agreement, dated 25 June 1996, to further cooperation between the two Organizations;

Whereas IOM is interested in having its staff included in United Nations security arrangements at each duty station where IOM staff are present;

Have agreed as follows:

Article 1

General Provision

Subject to the provisions of the present Memorandum, the United Nations agrees to include IOM staff in United Nations security arrangements at each duty station where IOM staff are present.

Article 2

General responsibilities of the United Nations

At each duty station where IOM staff are present, the United Nations undertakes to:

(a) provide, to the extent possible, assistance for the protection of IOM staff and extend to them in this regard the application of the security plan;

(b) include relevant information regarding IOM staff in the security plan for the duty station;

(c) keep IOM informed about the specific security measures taken at the duty station;

(d) include IOM in the security alert notification procedures;
(e) coordinate and consult with IOM concerning the exchange of security-related information;

(f) when possible and to the extent feasible, represent the security concerns of IOM to the competent authorities of the host country.

Article 3
General responsibilities of IOM

At each duty station where IOM staff are present, IOM undertakes to:

(a) consult with and assist the Designated Official on all matters relating to security arrangements at the duty station;

(b) fully follow the instructions of the Designated Official regarding security matters;

(c) ensure that the Designated Official is provided on a regular basis with updated lists of names and addresses of IOM staff at that duty station;

(d) ensure that the Designated Official is at all times informed of the whereabouts and movements at the duty station of IOM staff;

(e) report all incidents which have security implications to the Designated Official;

(f) coordinate and consult with the Designated Official for the exchange of security-related information;

(g) maintain in strict confidentiality sensitive information regarding the security plan;

(h) in case of emergency evacuation or relocation for security reasons to another country, assume the responsibility for obtaining visas and other travel documents for its international staff;

(i) lend, when possible and to the extent feasible, on a reimbursable basis, travel assistance to personnel of the organizations of the United Nations system;

(j) assume all risks and liabilities related to the security of its staff and maintain the necessary insurance in this regard;

(k) deal with all claims as may be brought against the United Nations arising from the extension under the present Memorandum of the United Nations security arrangements to IOM staff and hold the United Nations harmless in respect of such claims.

Article 4
Financial arrangements

4.1 IOM undertakes to pay the additional administrative expenses of the Office of the United Nations Security Coordinator incurred by IOM’s inclusion in the security arrangements in the field. Such costs will be determined on an annual basis as follows: the total administrative costs of the Office of the United Nations Security Coordinator will be multiplied by the total number of IOM internationally recruited staff serving in the field and divided by the total number of internationally recruited staff of the organizations of the United Nations system serving in the field.

4.2 IOM also undertakes to pay in advance the pro-rata costs at each duty station,
where IOM staff are present, of Field Security Officer posts and associated costs at that duty station, determined by dividing the total cost by the number of staff of all organizations, agencies, programmes and funds at that duty station and multiplying that amount by the number of IOM staff at the duty station.

Article 5

Rendering of travel assistance in case of emergency

5.1 In case of emergency, the United Nations undertakes to render at each duty station, where IOM staff are present, to the extent possible, travel assistance to international staff of IOM. Such assistance will be provided on a reimbursable basis.

5.2 IOM undertakes to:

(a) reimburse the United Nations promptly and in any case no later than one month after receipt from the United Nations of the statement detailing the costs incurred by the United Nations in connection with such assistance;

(b) assume all risks and liabilities during travel of its international staff and to deal with such claims as may be brought against the United Nations arising from such travel and to hold the United Nations harmless in respect of such claims or liabilities;

(c) ensure that each of its staff members, before boarding a United Nations-chartered civilian aircraft, signs the General Release form attached to the present Memorandum.

Article 6

Duration of the Memorandum

This Memorandum shall remain in force until it is terminated by either Party by a three months’ advance written notice to the other party. Any amount due under Articles 3, 4 and 5 shall not be effected by the termination of the Memorandum.

Article 7

Entry into force

This Memorandum shall enter into force upon signature by both Parties.

IN WITNESS WHEREOF the undersigned have signed the present Memorandum.

SIGNED this 8th day of March 1998 at United Nations Headquarters in New York in two originals in the English language.

For the UNITED NATIONS

For the INTERNATIONAL ORGANIZATION FOR MIGRATION

__________________________________________  ______________________________________
Benon V. Sevan  James N. Purcell, Jr.
United Nations Security Coordinator  Director General
GENERAL RELEASE FROM LIABILITY IN CONNECTION
WITH TRAVEL ON UN-PROVIDED AIRCRAFT

I, the undersigned, hereby recognize that my travel on the aircraft provided by the UN that is scheduled to depart from ______________________________ for ________________________________ on ___________________________ 200__ is solely for my own convenience and benefit and may take place in areas or under conditions of special risk. In consideration of being permitted to travel on such means of transport, I hereby:

(a) Assume all risks and liabilities during such travel;

(b) Recognize, subject to the provisions of this release, that neither the United Nations nor any of its officials, employees or agents are responsible for any loss, damage, injury or death that may be sustained during such travel;

(c) Agree, for myself as well as for my dependents, heirs and estate, that, in any case of loss, damage, injury or death, the liability of the United Nations, if any, shall be limited and shall, as applicable, not exceed the lower of: (i) the amounts of the insurance coverage maintained for this purpose by the United Nations; (ii) the compensation payable to staff of the United Nations; or (iii) the limitations on the amounts recoverable by passengers under the provisions of the Warsaw Convention;

(d) Further agree, for myself as well as for my dependents, heirs and estate, that we shall look first to any insurance taken out by myself or provided by my employer or the carrier covering such loss, damage, injury or death, and that compensation shall be payable by the United Nations only to the extent that the limits provided under paragraph “(c)”, above, exceed the amounts recovered from such insurance.

______________________________________________  ________________________________________________
(DATE) (SIGNATURE OF PASSENGER)

______________________________________________  ________________________________________________
(WITNESS) (PRINT NAME OF PASSENGER)
IOM Evacuation Plan

1. What we have

   staff: how many international (including secondees and TDYers)?
   how many nationals staff?

   offices: how many offices? locations?

   assets/equipment: how many office vehicles per location?
   VHF (handheld, mobile and base), HF (mobile and base)?
   cash (bank and in safe)?

   Cash will be brought with evacuation (except cash in bank). Will be needed during the evacuation logistics.

   documents / important papers: programme/operations files
   admin/personnel files
   accounting/finance files

   Confidential files/docs will be locked in secure steel cabinet. If situation is very bad, these will be destroyed.

   Individual staff responsibilities in point number 10 below.

2. What we will also have very soon

   staff:
   office:
   asset/equipment:
   documents/important papers:

3. DO/FSO evacuation planning

   Being a member of the UNSECOORD, IOM is part of the UN staff security planning and evacuation. However, since UNSECOORD evacuation plan does not always work, e.g. Belgrade and in Kupang, West Timor, IOM should be ready with its own alternate evacuation plan.

   Assign a focal point who will deal daily with DO/FSO/SMT.

   Be clear on assigned role per agency, e.g. WFP-aircraft; UNDP-assembly areas; etc.

   Review and understand the current UNSECOORD evacuation plan.

   If there are unclear lines, check with UNSECOORD evacuation plan.

4. Stages of IOM evacuation

   a) from where to where? e.g. from office/residence to international airport/seaport/border
   b) from where to where? e.g. from international airport/seaport/border to safe haven/home country
5. Gathering points/assembly areas
   
   1st stage: where?
   2nd stage: where?
   3rd stage: where?

6. Evacuation by air (1st priority mode of evacuation)

   What is available?
   a) commercial airlines - might not be available in emergency situations
   b) charter planes - coordinate with MMD
   c) WFP planes - meant to serve all relief agencies
   d) ICRC, MSF, etc. planes - limited but need to be checked for availability
   e) military planes - OK to use?

   International airports:
   a) commercial
   b) military

   Commercial flights from/to the capital:
   a) e.g. Sabena - exit to Brussels (Monday and Friday)
   b) e.g. TAP - exit to Lisbon (Wednesday and Friday)
   c) e.g. Air France - exit to Paris (Wednesday and Thursday)
   d) e.g. SAA - exit to Johannesburg (Monday and Wednesday)

   Thus, as applicable, all international staff will need ready visas for:
   a) e.g. Belgium
   b) e.g. Portugal
   c) e.g. France
   d) e.g. South Africa

   Staff list, their nationality and visas required:
   1. Doe 1 and wife (Sweden) - South Africa
   2. Doe 2 (Brazil) - Belgium, Portugal, France, South Africa
   3. Doe 3 (Ukraine) - Belgium, Portugal, France, South Africa
   4. Doe 4 (France) - South Africa
   5. Doe 5 (Denmark) - South Africa
   6. Doe 6 (United Kingdom) - South Africa
   7. Doe 7 (South Africa) - Belgium, Portugal, France
   8. Doe 8 (Australia) - Belgium, Portugal, France, South Africa

   Each staff will check with their respective embassies in Luanda for evacuation plan for their nationals. Will be included in the final IOM plan.

7. Evacuation by sea (2nd priority mode of evacuation)

   Are there international seaports? How many and where are they?
   a) ???
   b) ???
8. Evacuation by land (3rd priority mode of evacuation)

   - How many international border exits by land?
   - Where are they?
   - Is the terrain easy/difficult?
   - Are the roads safe or is it mined?
   - Are the countries across friendly/also part of the conflict?
   - Will the staff need visas for these countries?
   - Do we have offices in those countries?
   - If so have we contacted them early on?

9. What should each staff keep in times of emergency

   Three most important ones:
   - IOM ID, passport, visas, driver’s license
   - important telephone numbers
   - cash in USD (in small denominations)

   Others:
   - one week food supply
   - one week supply of drinking water
   - enough supply of fuel for cars and for generators
   - two flashlights (with spare batteries)
   - VHF handheld radio (with at least one spare battery pack)
   - candles and matches
   - medical kit
   - bag of clothing and footwear (maximum of 15 kgs)
   - at least 6 copies of ID photos
   - IOM brochures, stickers, decals, flag, armbands, t-shirts, caps
   - spare wheel for the car, complete tool kit, foot pump

10. Sample individual roles of staff

    COM - overall command; communication conduit between mission and Geneva; communication conduit with other concerned IOM missions (to be used in exit) and UN (DO/FSO)

    Dep COM - second in command; implementor of the COM instructions; provide advice to the COM; communication conduit with embassies on the ground

    MO - examine, treat, provide medical advice to staff in need of medical help; communication conduit with HPSO and MHS

    LPO - responsible for evacuation cars; ensure that all cars are with sufficient fuel, has complete tool kit, and with spare tires

    IDO - responsible for securing IOM documents most especially confidential ones; in case of severe disorder, he will destroy all confidential files

    DRO - responsible in keeping and maintaining communications line open to the outside world; will ensure that all staff has operational radios
SAFO - responsible for the safe-keeping and disbursing of office funds; all cash on hand will be brought with evacuation; money in the bank will remain

FO - responsible for the inventory of materials and assets; will also constantly check and account all IOM staff

DATAO - responsible for the security of all PC hardware and files; like the IDO, if situation becomes serious, he will destroy all documents in the PC’s

HPSO - responsible for security of staff and materials in PSO; will maintain constant communication line with Luanda, pre-evacuation and during evacuation

11. National staff

Unlike the UN where an exceptional decision from the Sec-Gen allows evacuation of nationally recruited staff outside the country, IOM is in no position to do so.

12. In general...

• being part of UNSECOORD, IOM is part of the UN evacuation plan
• however, since UN evacuation does not always work, it is always safe to have our own evacuation plan as well, as a last resort
• check/consult evacuation plans of Embassies and Consulates on the ground; most likely, they have evacuation plan for their nationals
• to the extent possible, an evacuation plan should already be included in the plan of action prepared by the assessment team; if not, this is one of an operations team’s priorities
• detailed consideration must be made of evacuation routes and methods to obtain required visas/permits/documentation
• modify the IOM evacuation plan and work on more detail as found necessary; each IOM staff should have a clear and specific role to perform during the actual evacuation
• share this plan with HQ (for HQ to comment and evaluate)
• conduct regular evacuation drill or simulation; revise/update the evacuation plan as required
IOM Guidelines on Landmines

IOM staff and IOM-assisted persons suffered casualties due to landmine accidents in August 1994 (Rwanda) and in March 1995 (Chechnya). Landmines have become a threat not only to the civilian population in conflict areas but also to staff of humanitarian agencies working in those areas. These guidelines provide advice to minimise this threat.

Background

It is estimated that there are more than 110 million landmines spread in 64 countries around the world today, and that between 2 and 5 million more are planted each year. Another 110 million landmines are in stock. There are over 2,700 different types of landmine and fuse combinations being manufactured and used. Some 10,000 civilians die each year because of landmine explosions, and thousands more are maimed, blinded or otherwise injured. Less than half of those who are caught in landmine blasts manage to get medical help in time. Most die before help arrives.

About land-mines

There are two types of landmines:

1. Anti-personnel landmines. These are designed to cause injury to people rather than to kill. The injuries caused by landmines have a major psychological effect on the opponent. Anti-personnel landmines take time to locate and clear and therefore slow down advancing infantry. To be effective, they are unlikely to be laid as single mines, but rather in groups of three to six. They are set off by stepping on them with a pressure of 3 kgs. or less. They can also be set off by a trip wire across a path or road or electrically detonated by battery and wire. The explosive charge is small, between 50 to 100 grams, but nevertheless quite sufficient to blow off a leg or cause other serious injury. They are quite small; on average around 100 mm in diameter and between 60 to 140 mm high. They are normally green or black in colour. Most explode on the ground, but there is one type that on contact springs up to about waist height and then explodes.

2. Anti-tank landmines. These are designed to disable heavy armoured vehicles and interdict roads. They may be laid singly or in groups. If hostilities are current, troops may be nearby. Anti-tank landmines are much bigger and more expensive than anti-personnel mines. Square or round in shape, they range from a diameter of around 300 mm to a height of 140 mm. Like the anti-personnel landmines, they tend to be green or black in colour. They are set off by pressure between 100 kgs. to 320 kgs. Some of them may be fitted with an anti-handling/anti-lift device that can kill or seriously injure a person attempting to lift or neutralise them.

How to avoid land-mine accidents

- Most probable places for land-mines are: avenues of approach, bridges (approach and exit), key intersections, depressions and ditches, obvious front lines, former battle sites, country tracks, gardens and cultivated areas in towns/villages, barricaded areas, and check points.
• Signs of land-mines: stakes and trip wires, odd bushes and other odd features, displaced trees, fresh “road repairs,” and road “pot holes.”
• Do not use roads that are not often used by the public; if in doubt that the road is safe, do not use that road.
• If obliged to use an unknown road, first get as much information as possible from local people, other individuals who might have used that road as recently as possible, or agencies; inquire with authorities as to which roads are considered the safest; place sandbags on the floor of the vehicle under passengers.
• Be aware that some types of land-mines may move during rainy periods and that different types need different pressures or weights to detonate them.
• It is always safer to walk/drive on the paved or tarmac roads (if available) rather than on the loose ground; to walk/drive in recent tire tracks than on open ground; to walk back using your own foot tracks or carefully reversing your vehicle out using your own vehicle’s tracks.
• Do not move (your vehicle) to the edge of a road to allow an oncoming vehicle to pass; if really necessary, reverse so that the oncoming vehicle can pass; road sides may contain land-mines.
• If a land-mine is seen, scan the vicinity and then turn back; if you are the lead vehicle immediately contact other vehicles behind you to stop and tell them of the threat; if not already wearing flak jackets and kevlar helmets put them on.
• Never touch a landmine lying on the ground—seek expert help; some landmines are attached to trip wires so do not even try to get a closer look.
• Mark a spot where a landmine is known to be located; do not walk in the immediate area; report to authorities and if possible sketch the device; inform your colleagues of the location and description.
• Always return to base station with sufficient daylight for the trip.

Before operating in high-risk or known minefield areas
• Gather as much information as possible on known land-mine locations from local people and relevant authorities, e.g. peace-keeping troops; share this information (using a map) with all operational staff.
• If utilising the services of newly-contracted local IOM staff, ensure that their insurance is in order (entry medical examination and contract mentioning Compensation Plan insurance). Inform staff of the potential dangers.
• Secure comprehensive insurance covering the vehicle and the passengers for all IOM leased or owned vehicles to the extent possible. IOM vehicles should have a first aid kit, and staff should have first aid training.
• The IOM field team leader should make prior inquiries and arrangements with local emergency surgical services.

What to do in the case of a land-mine accident
An anti-personnel land-mine incident involving IOM staff:
• After a land-mine explosion, freeze—do not move; determine location of explosion and casualties; follow a safe route to the casualty—usually the way the victim went in.
• Administer essential first aid.
• Remove the casualty from the minefield using the cleared route (the way in).
• Administer additional first aid.
• Bring immediate medical help to the site of the accident and/or carry survivors to the nearest reliable hospital or clinic.
• Gather and document details concerning the accident while fresh.
• Evaluate the casualty medically as soon as possible and advise Headquarters immediately by phone; follow up with a written report.
• In case of death, ensure that relatives of the deceased are informed and the body properly attended to; ensure that a valid death certificate is obtained for the family of the deceased; try to secure all personal belongings (ring, jewelry, pocket book, diary, etc.) of the deceased.
• Be aware of the psychological consequences for all staff involved in the incident.

An accident involving IOM vehicles:
• If a vehicle hits a land-mine the whole convoy stops; no movement and no person will dismount from vehicles unless directed by the team leader.
• Persons thrown out of the vehicle by the explosion should not move.
• First aid personnel move forward using the vehicle tracks to give first aid to the injured.
• Visually search the route for more land-mines; cleared route should be marked.
• Gather all information concerning the accident and its circumstances while fresh and document them.
• Evaluate the casualty medically as soon as possible and advise Headquarters immediately by phone followed by a written report.
• Check if the vehicle is still repairable.
• Advise vehicle insurer if locally insured, otherwise advise COS in Headquarters and request details on insurance coverage and reporting procedure.
ARE YOU BURNING OUT?

Review your life over the last six months, both at work and away from work. Then read each of the following items and rate how often the symptom is true of you.

1 = rarely  2 = sometimes true  3 = often true  4 = frequently true  5 = usually true

_________ 1. I feel tired even when I’ve had adequate sleep.
_________ 2. I often feel dissatisfied.
_________ 3. I feel sad for no apparent reason.
_________ 4. I am forgetful.
_________ 5. I am irritable and snap at people.
_________ 6. I am withdrawn.
_________ 7. I have trouble sleeping.
_________ 8. I get sick a lot.
_________ 9. My attitude about work is “why bother.”
_________10. I get into conflicts with others.
_________11. My job performance is not up to par.
_________12. I use alcohol and / or drugs to feel better.
_________13. Communicating with others is a strain.
_________14. I can’t concentrate like I once could.
_________15. I am easily bored.
_________16. I work hard but accomplish little.
_________17. I feel frustrated.
_________18. I don’t like going to work.
_________19. Social activities are draining.
_________20. Sex is not worth the effort.

Scoring:

20 - 40  You’re doing well.
41 - 60  You’re okay if you take preventive action.
61 - 80  You’re a candidate for burnout.
81 - 100 You’re burning out.
CHECKLIST OF SOURCES OF STRESS

Personal Loss
☐ injury to self or colleagues
☐ survival when others have been killed

Traumatic Exposure
☐ horrific experience
☐ witnessing death and suffering
☐ caring for distraught survivors
☐ responsibility for life and death decisions
☐ work in physically dangerous or psychologically hazardous conditions

Mission Failure
☐ loss of lives
☐ failure to resolve incident or find durable solutions

Human Failure
☐ self-blame
☐ loss of confidence in colleagues

Media Coverage
☐ having to show a good performance
☐ outsider observation/criticism of work
☐ inaccurate or danger-increasing reporting of the situation
☐ over anxious supervision resulting from media scrutiny

Outrage
☐ anger at those perceived as responsible for the crisis
☐ frustration at being target, i.e. refugees anger and despair, warring factions
☐ resentment of impact of politics on humanitarian aid
☐ abandonment by outside resources

Suggested Remedies
☐ healthy denial/compartmentalization
☐ focus on small goals and tasks
☐ encouragement of self and colleagues
☐ physical care of self and colleagues
☐ stress debriefings

SOURCES OF JOB STRESS

Pressure
☐ need to find solutions urgently
☐ over-heavy workload with difficult and often unfamiliar tasks

Responsibility overload

Demands on staff
☐ long working hours often in a state of fatigue
☐ uncomfortable/dangerous working conditions
☐ need to demonstrate good judgment and rapid clear thinking
☐ decision-making and priority-setting in highly unstable conditions
☐ need to keep emotions under control in order to function and respond to needs of others in situations where anxiety, fear and frustration are often present

Role Responsibility
☐ new/unfamiliar tasks due to emergency conditions may cause feelings of inadequacy
☐ risk of confusion and frustration if responsibilities are not clearly defined by supervisor
☐ risk of conflict among staff if role and lines of authority limitations of authority are not clearly defined to all involved
☐ responsibility of supervisors to deal with both human needs of staff as well as complete the work
☐ provision of public information weighed up against operational security consideration (often a source of conflict and frustration for crisis staff)
☐ concern about neglecting one’s own family

Suggested Remedies
☐ careful orientation to work conditions
☐ flexible response to changing conditions
☐ rotation in highest stress jobs
☐ buddy system
☐ constructive feedback on work performance
☐ supervisors support for stress management
☐ consistent opportunities for communication

SOURCES OF ORGANIZATIONAL STRESS

Pressure
☐ conflicting policies and/or instructions
☐ lack of emergency planning
☐ inadequate support of staff
☐ low recognition of worker accomplishment
☐ stress management not a priority
Suggested Remedies
- planning and re-planning for effective management of crisis
- continuous focus on problem-solving communication: between agencies, vertically and horizontally in organization
- team-building
- top management commitment to managing stress

CHECKLIST OF CUMULATIVE STRESS

<table>
<thead>
<tr>
<th>Physical Reactions</th>
<th>Emotional Reactions</th>
<th>Thinking Reactions</th>
<th>Spiritual Reactions</th>
<th>Behavioral Reactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>extended fatigue</td>
<td>feeling alienated from others</td>
<td>poor concentration</td>
<td>loss of trust in the world as a safe place</td>
<td>irritability</td>
</tr>
<tr>
<td>frequent physical complaints</td>
<td>desire to be alone</td>
<td>shortened attention span</td>
<td>loss of belief in cooperative spirit of humankind</td>
<td>anger displacement, blaming others</td>
</tr>
<tr>
<td>sleep disorders</td>
<td>negativism/cynicism</td>
<td>difficulty making decisions</td>
<td>profound loss of self-confidence</td>
<td>reluctance to take on problems</td>
</tr>
<tr>
<td>eating disorders</td>
<td>suspiciousness/paranoia</td>
<td>difficulty with calculations</td>
<td>“why me” struggle</td>
<td>withdrawal</td>
</tr>
<tr>
<td></td>
<td>chronic sadness</td>
<td>impaired problem-solving</td>
<td>renewed faith in a higher being</td>
<td>absenteeism</td>
</tr>
</tbody>
</table>

CHECKLIST OF CRITICAL INCIDENT STRESS

<table>
<thead>
<tr>
<th>Physical Reactions</th>
<th>Emotional Reactions</th>
<th>Thinking Reactions</th>
<th>Spiritual Reactions</th>
<th>Behavioral Reactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>headaches</td>
<td>shifting emotions close to the surface</td>
<td>poor concentration</td>
<td>loss of trust in the world as a safe place</td>
<td>startle reaction, restlessness</td>
</tr>
<tr>
<td>gastro-intestinal distress</td>
<td>unexpected reactions</td>
<td>shortened attention span</td>
<td>loss of belief in cooperative spirit of humankind</td>
<td>sleep and appetite disturbances</td>
</tr>
<tr>
<td>muscle tremors</td>
<td>anxiety</td>
<td>difficulty making decisions</td>
<td>profound loss of self-confidence</td>
<td>inability to rest or let go</td>
</tr>
<tr>
<td>sweating</td>
<td>fear</td>
<td>difficulty with calculations</td>
<td>“why me” struggle</td>
<td>circular thoughts</td>
</tr>
<tr>
<td>elevated heart rate</td>
<td>feeling overwhelmed</td>
<td>impaired problem-solving</td>
<td>renewed faith in a higher being</td>
<td>difficulty expressing oneself</td>
</tr>
<tr>
<td>nausea</td>
<td>loss of emotional control</td>
<td>intrusive images</td>
<td>profound existential questioning</td>
<td>constant thinking and talking of the event</td>
</tr>
<tr>
<td></td>
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<td>renewed / new participation in organized religion</td>
<td>avoidance of reminders of event</td>
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Reference 33
## Freighter Facts

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<th>Aircraft Type</th>
<th>Max Load Tonnes</th>
<th>Dimensions of Cargo Hold (LxWxH) (cms)</th>
<th>Usable Volume (cbm)</th>
<th>Door Size (H x W) (cms)</th>
<th>Runway Req (meters)</th>
<th>Load Range (kms)</th>
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**Helicopter**
AIRCRAFT CHARTER AGREEMENT

This letter will serve to confirm the agreement reached between:

............... (herein referred to as the Carrier) and the International Organization for Migration (herein referred to as the Organization) for ... ( ) flight(s) with ... seat capacity to operate

between ........ and ............

provided that all related traffic rights (pick-up, overflight, landing, etc.) are received by the Carrier, the Organization having no liability in this respect.

CONDITIONS OF CONTRACT

1. Aircraft space and equipment

It is understood and agreed that on the flight the Carrier will provide the Organization with the full usable payload of aircraft.

2. Price

The all-inclusive price for each charter flight is: ....... USD (In words ...................................USD). This price is all-inclusive except for royalties and passenger taxes, if any, which will be paid by IOM over and above the said price.

3. Flight Designation and Schedule

The flight is designated and scheduled as follows :

................. ............ ............ ............ ............

4. Special Obligations

(a) It is agreed that the Carrier will exercise all diligence to secure promptly all pick-up rights and overflight authorizations in the country of departure as well as landing rights in the country of final destination. It is agreed that if the Carrier fails to request or does not duly request these authorizations for the flight awarded hereunder he cannot avail himself of the preamble of this agreement, claiming that the contract is null and void because exemption or an authorization have not been received.

(b) The aircraft to be used in carrying out the flight shall meet the current regulations and requirements of the appropriate authorities at point of departure, landing points en route and points of final destination.

(c) The Carrier shall communicate to the Organization the name and address of the embarkation agent designated by the Carrier at the points of departure in due time and confirm that it has provided this agent with full operational details of the flight.
(d) It is agreed that the Carrier will furnish airport ground services and provide passenger comfort equivalent to economy class service, as well as substantial meals served at appropriate times and at regular intervals on board aircraft and other appropriate services from the place of departure to the place of destination. The service to the passengers shall include facilities for preparing suitable food for infants and shall also include an adequate supply of disposable diapers.

(e) The Carrier will inform the Organization’s field offices concerned of positioning schedule of aircraft involved and of any changes as they occur.

(f) In the event that, as a result of the Carrier’s responsibility, the aircraft should not depart at the scheduled time the Carrier will be liable for all costs in connection with food and lodging and ground transportation, if required, for the passengers involved. The Carrier will also be responsible for the cost of onforwarding by scheduled air services those passengers whose departure cannot be delayed for major reasons such as visa expiry, advanced pregnancy, etc. It will be the Carrier’s responsibility to make all appropriate arrangements as may be required under the provisions of this clause.

(g) The aircraft shall carry, as crew members, a sufficient number of experienced attendants or stewardesses, to properly take care of the in-flight needs of the passengers.

(h) In case of accident, breakdowns, or other interruptions of transportation, the Carrier will, at its own expense, provide to the passengers affected thereby alternative transportation to their destinations. In such cases, the Carrier will provide, at no expense to the Organization, reasonable food and lodging for such passengers until such time as alternative transportation is offered to such passengers. The Carrier will endeavour first to provide such alternative transportation in other equipment of similar standard. If alternative transportation by such means is not available the Carrier will provide other alternative transportation by air or surface means. The Carrier shall also, at its own expense, provide such passengers with meals, or a monetary allowance or exchange order(s) therefore, for the remainder of their journey.

(i) The Carrier, in carrying out its responsibilities under this contract, may sub-charter provided both the type of aircraft and the company performing the sub-charter are accepted by the Organization. The non-acceptance by the Organization shall be final and without contest, and will not relieve the Carrier of its contractual obligations.

(j) The Carrier will issue to each passenger, in its own name, an individual passenger ticket, as described in Article 3 of the Warsaw Convention, on which no price shall be indicated.

(k) Crew members not on active duty will not be emplaned on Organization charters without the permission of the Organization. Permission to emplane them will be requested at least 24 hours in advance of departure, such permission will not be unreasonably withheld.
5. Payments

Payments shall be due within 30 days after completion of each flight upon presentation of invoices in triplicate by the Carrier to the Organization.

6. Liability and Insurance

(a) The Carrier shall indemnify and save harmless the Organization from and against any and all claims arising out of injury to person or property, or based on allegations of damage due to delay in transportation in any way based on, or connected with, flight operations; provided however that such indemnity shall not include claims for damage proved to have been caused by the negligence of the Organization or its employees or agents. The Organization shall promptly notify the Carrier of the receipt of any such claim or assertion of injury, and on request of the Organization, the Carrier will assume the conduct of the defense of any action at law based on any such claims.

(b) The Carrier shall maintain, at its expense, effective insurance against liability for any and all claims arising out of injury to or death of any passenger and against loss of or damage to baggage. The Carrier will cause the underwriter to furnish a copy of the certificate of insurance in force unless a valid certificate is on file with the Organization.

(c) The Carrier shall not be obliged to bear any cost arising out of rejection of any passenger by the Public Health Services or Immigration Authorities of the country of destination upon arrival. The Carrier shall not be obliged to bear any costs arising out of en route off-loading of any passenger upon competent medical advice. The Organization shall be informed by fastest electrical means followed by a full written report on each incident arising under the above provisions. The Organization shall repay any disbursements incurred by the Carrier in making suitable disposition of any such passenger.

7. Cancellation and Penalties

(a) The Carrier recognizes, however, that the control of the flow of migrants to the country of resettlement is not in the hands of the Organization and its curtailment by action, failure of action or decision of the government or the officials of such interested nations, or by action, decision or failure to act of the Organization’s Council or Executive Committee or any or all of its Member Governments, may make it necessary for the Organization to modify its programme as presently envisaged. On the other hand, the Organization recognizes that a state of international emergency, or exceptional circumstances which could not have been foreseen, or action, decision or failure to act of governmental bodies may render it impossible to execute the flight. It is, therefore, agreed that the Organization and the Carrier, in the circumstances mentioned hereabove, may cancel a flight at any time prior to its departure against payment of a cancellation fee, except that no cancellation fee is due if notice of cancellation is received at least 7 (seven) days in advance of the scheduled departure time of the flight. A postponement of flight(s) is not to be considered as cancellation, even if notice of postponement is received less than seven days prior to the scheduled departure date.
(b) The cancellation fee shall be 10% of the charter price according to paragraph 2 if notice of cancellation is received less than 7 days prior to the scheduled departure time of the flight.

8. Final Clauses

(a) Any correspondence delivered to either party by the other shall be addressed, if to the Organization, to the:

_International Organization for Migration_
17, route des Morillons
P.O. Box 71
1211 Geneva 19
Switzerland

and if to the **Carrier** to:

........................
........................
........................
........................

(b) Specific correspondence as mentioned in paragraph 4 (c) above is to be addressed both to the Organization and the Organization's field offices concerned.

(c) This agreement shall be signed by an official of the **Carrier** whose authority to commit and bind the **Carrier** is proved to the Organization.

---

FOR 

SIGNATURE

NAME

TITLE

DATE

PLACE

FOR The International Organization for Migration (IOM)

SIGNATURE

NAME

TITLE

DATE

PLACE
Standard Operating Procedures for IOM Charter Requests

In securing charter arrangements IOM:

1. Request that Carriers, who are contracted on a regular basis to provide charter lift, maintain a Standing Volunteer List from which Flight Attendants would be drawn to crew flights of an emergency nature.

2. Request that contracted Carriers provide necessary safety instructions in either electronic, printed or verbal form in the language of the caseload. At a minimum carriers should provide safety instructions in English, French, Spanish, Arabic, Indonesian, Hindi, Mandarin, Russian and Urdu.

3. Will identify where possible within each caseload a designated group leader with reasonable proficiency in English who can provide appropriate instructions in the group’s language. Women as group leaders will be specially identified, specially in the case where numbers of women and children are involved in the movement.

4. Will provide information on the age and gender breakdown as well as the nature of the humanitarian situation being addressed.

5. Will provide upon the initial charter request an assessment of the level of anticipated risk as it relates to health, hygiene or environment. The assessment will be expressed in the following statements:
   - Standard Operation - No Risk (IOM involved in medical assessment and orientation, no hostilities / danger)
   - Non-Standard operation - Some Risk (IOM not involved in medical assessment but medical provided by a external (panel) physician, no orientation, hostilities / danger remote)
   - Risk Unknown - (Possibly no medical provided, no orientation given, hostilities / danger are possible)

6. Will where available provide assurance to the carrier that the anticipated caseload will consist only of passengers that have indicated their voluntariness to repatriate or resettle.
IOM Sea Transport Procedures for Voluntary Repatriation
(Guinea – Sierra Leone)

Ship Name:
Capacity:
Sailing Time:

A. Day 1 – Pre-departure

Location:
1. UNHCR Registration using Voluntary Repatriation Application Form (VRAF).
2. Prepare passenger manifest. Include VRAF number and manifest sequential number. IOM stamp should be made available. Include information below:
   - name
   - adult, child or infant
   - VRAF number
   - place of return
   - vulnerability (if applicable)
3. Inform all returnees of 50-kg per person limit of luggage. IOM not responsible for transporting furniture.
4. Tag luggage using VRAF number or name.
5. As much as possible, determine how many returnees will go on own accord upon arrival of destination port to home villages / transit center. Note down in passenger manifest.
6. Medical screening includes:
   - measles vaccination for U5 and vitamins (done earlier)
   - vulnerability on RAF
   - fit for travel
7. Know readiness status of ship. Determine times for radio check with ship to ensure readiness.

B. Day 2 – Departure

Location:
1. Recount returnees noting names and changes. Coordinated with UNHCR, making sure sufficient number of passengers to fill the ship.
2. Issue boarding cards, in coordination with the ship crew.
3. While in departure transit center, arrange Customs clearance and control. Check luggage for any weapons.
4. Load luggage on truck.
5. Load passengers on bus.
6. Check readiness status of ship by radio. Make sure there are no delays.
7. Dispatch buses and trucks as soon as loaded. Then start loading next ones.
8. Ship should be ready by ———-H.
C. Day 2 – Loading

**Location:**

1. Coordinate with Port Authority, Customs and ETA of trucks and buses.
2. Check that stevedores and authorities are informed.
3. Make sure stevedores (port luggage loaders) ready in advance, a potential bottleneck.
4. Prepare final passenger manifest. Make at least 14 photocopies. Distribute as follows:
   a) Port of departure
      - Ship Captain (original legal copy, counter signed and stamped by IOM)
      - IOM
      - UNHCR
      - Caterer or transport contractor (usually food is billed per person on board)
      - 2 copies for Port Authority (1 for Port Authority and 1 for Security)
   b) Post of arrival
      - Port Authority
      - Security
      - Immigration
      - Customs
      - IOM
      - UNHCR
      - Child protection
      - Transport contractor
5. Fax passenger manifest to IOM office in arrival port.
6. Make sure crowd control barriers are in place in the port.
7. Load baggage.
8. IOM and transport contractor board passengers. Check boarding pass.
9. Caterer or transport contractor issues meal tickets as passengers are boarding.
10. Seat people.
11. Doctor on board with two nurses as escorts.
12. Watch luggage carefully as netted by stevedores (who sometimes are too rough in handling luggage).
13. Watch for smuggled goods and people (especially moment before ship disengages from the port).
15. Send message to IOM office in arrival port (by satcom, satphone or cell phone). Message will include: time of actual departure, ETA in port of arrival, number of passengers on board, breakdown by adult, child and infant, mention medical cases if any, other issues as necessary.
16. Notify arrival Port Authorities:
   • Port (Port Authority, Stevedores, Pilot)
   • Immigration
   • Customs
   • Security
   • UN peacekeepers (if available)

17. Ship ETD by ———H.

D. Sailing

Location:

1. Medical services / escorts.

2. Provide meal.

E. Day 3 – Arrival

Location:

1. Ship arrives by ———H.

2. Get Port Authority to dock ship as soon as possible.

3. Need Pilot to dock ship. This could take some delays if not notified in advance.

4. Make sure Pilot is available in time to dock ship at ————H.

5. Pilot to dock ship. Ship to dock far down docking area, if possible, to prevent theft.

6. Handover passenger manifest to appropriate authorities. See above.

7. Port Authority agent waiting on the pier. Inspects ship as soon as it docks.

8. Port Authority agent and Pilot depart.

9. Unload baggage. Stevedores start work at ———H. Try to get them earlier.

10. Large luggage used as additional barrier between people and boat to avoid / minimize theft. Rope off disembarking area beforehand.

11. Medical personnel to hand over papers to waiting medical team on arrival.


13. Passengers go through Security, Customs, Immigration and medical treatment, as necessary.

14. Using noted passenger manifests, UNHCR personnel determines who will go on own accord to home village / transit center and who will need transport assistance.

15. Once luggage is off loaded and Customs cleared, passengers can reclaim luggage either individually or in family groups.

16. Ship may need to undock for security reasons, or return to departure port at ———H to pick up the next group of voluntary returnees.

17. Entire boat off loading operation must be completed before ————H.

18. Buses and trucks depart to transit center individually after loaded.
FERRY CHARTER AGREEMENT
This letter will serve to confirm the agreement reached between:

PT. ANGKUTAN SUNGAI DANAU DAN PENYBERANGAN (PESERO)
CABANG MADA MADA KUPANG
(herein referred to as the “Carrier”)

and the

INTERNATIONAL ORGANIZATION FOR MIGRATION
(herein referred to as the “Organization”)

for one vessel with a total seating capacity of 1,000 persons to operate between
Points in West Timor and Points in East Timor

CONDITIONS OF CONTRACT

1. Equipment
   It is understood and agreed that the Carrier will provide the Organization with the full usable payload of the Express Ship Mahakam

2. Price
   The all-inclusive price for the chartered vessel is USD 175,000. This rate includes all Hull and Passenger insurances, port handling, embarkation/debarkation, operation of the vessel including, Oil, Diesel Fuel, Water, Port Fees, In Out Clearance, Crew fees, Ship Maintenance, Cleaning Services, 10% tax and accommodation, 1 meal, 2 cabins for IOM staff and full access to the vessel’s telecommunication.

3. Vessels Schedule
   Between Points in West Timor and Points in East Timor or as directed by the organisation

4. Special Obligations
   (a) It is agreed that the Carrier will exercise all diligence to secure promptly all rights and authorizations in the country of departure as well as rights in the country of final destination.
   (b) The ferry to be used in carrying out the movement shall meet the current regulations and requirements of the appropriate authorities at point of departure, landing points en route and points of final destination.
(c) The Carrier shall communicate to the Organization the name and address of the embarkation agent designated by the Carrier at the points of departure in due time and confirm that it has provided this agent with full operational details of the movement.

(d) It is agreed that the Carrier will provide passenger comfort equivalent to economy class service, as well as one substantial meal and sufficient water served at appropriate times and at regular intervals on board the vessel. The service to the passengers shall include facilities for preparing suitable food for infants.

(e) The Carrier will inform the Organization's offices concerned of positioning schedule of vessels involved and of any changes as they occur.

(f) The vessel shall carry, as crew members, a sufficient number of experienced attendants to properly take care of the needs of the passengers.

(g) In case of accident, breakdowns, or other interruptions of transportation, the Carrier will provide operation on an alternate day consistent with the over all term of this contract. Such technical delay may however not exceed 2 days of duration at which time the Carrier must provide alternate transportation of similar standard and bear all costs in relation to such substitution.

(h) The Carrier, in carrying out its responsibilities under this contract, may sub-charter, provided both the type of vessel and the company performing the sub-charter are accepted by the Organization. The non-acceptance by the Organization shall be final and without contest, and will not relieve the Carrier of its contractual obligations.

(i) The organization will be responsible for the security of the vessel and its crew at embarkation/de-embarkation and during the journey onboard the vessel.

(j) Neither party shall be held responsible for failure to perform as a result of Force Majeure (acts of war, insurrection etc.).

5. Payments

(a) It is agreed that payment for the vessels will be made in two separate installments:
   - USD 87,500 upon signing of this contract
   - USD 87,500 at conclusion of operation (November 9, 1999)

(b) Payments will be made upon presentation of the appropriate invoice. Invoices must bear instructions of the bank connection, account number and where available swift code.

6. Liability and Insurance

(a) The Carrier shall indemnify and save harmless the Organization from and against any and all claims arising out of injury to person or property, or based on allegations of damage due to delay in transportation in any way based on, or connected with, the vessel's operations; provided however that such indemnity shall not include claims for damage proved to have been caused by the negligence of the Organization or its employees or agents. The Organization shall promptly notify the Carrier
of the receipt of any such claim or assertion of injury, and on request of
the Organization, the Carrier will assume the conduct of the defense of
any action at law based on any such claims.

(b) The Carrier shall maintain, at its expense, effective insurance against
liability for any and all claims arising out of injury to or death of any
passenger and against loss of or damage to baggage. The Carrier will
cause the underwriter to furnish a copy of the certificate of insurance in
force unless a valid certificate is on file with the Organization.

7. Term of the agreement
(a) This agreement will be valid for a term of 15 days Tuesday 02 November –
09 November starting and ending in Kupang or another port in West Timor
as designated by the Organisation.

(b) This contract may be extended by mutual agreement and exchange of
appropriate letters stating the term and value of such agreement.

8. Settlement of Disputes
(a) Any disputes will be settled by deliberation between the two parties.

(b) If the dispute cannot be settled by deliberation between the parties the
dispute will be solved through the courts of the Government of Kupang.

(c) The result of such dispute may not serve as a basis for the dissolution of
this agreement unless agreed to by both parties or so ruled by the courts.

9. Final Clauses
(a) Any correspondence delivered to either party by the other shall be
addressed, if to the Organization, to the:

International Organization for Migration
17, route des Morillons
1211 Geneva 19
Switzerland

And, if to the Carrier to: Pt. Angkutan Sungai Danau Dan Penyeberangan
(Persero) Cabang Madya Kupang Pelabuhan Penyeberangan Bolok Kupang.

(b) Specific correspondence as mentioned in paragraph 4 (c) above is to be
addressed both to the Organization and the Organization's field offices
concerned.

(c) This agreement shall be signed by an official of the Carrier whose
authority to commit and bind the Carrier is proved to the Organization.

For the: International Organization
For the: for Migration (IOM)

Signed: Signed:
Name: Name:
Title: Title:
Date: Date:
Place: Jakarta, Indonesia
IOM GROUND TRANSPORT AGREEMENT

This agreement is between the Mission to (insert country) ................................. of the International Organization for Migration (hereafter referred to as IOM) and the ................................................ (insert company’s name—hereafter referred to as the company), in which the company will provide trucks/buses for the transportation of displaced persons at the request of IOM. It is agreed that:

1. The following trucks/buses are made available to IOM (specify exact quantity and technical details of fleet, such as number of seats, tonnage, if four-wheel drive, etc.).

2. The trucks / buses provided by the company are to include the driver, (or in case of long-haul journey, two drivers), an adequate supply of fuel, lubricants, spare parts, and, in particular, a sufficient number of spare tires. If re-fuelling is not possible because of fuel shortage IOM will consider trucks/buses as non-operational and deductions will be made accordingly (see para. 3). All vehicles shall bear IOM markings.

3. All vehicles must be officially authorized to transport passengers and the appropriate national transportation regulations and standards must be met. A copy of the valid passenger insurance, which should also cover the baggage transported, shall be made available to IOM.

4. Under this contract, the company is also to provide a sufficient number of qualified drivers. The maximum number of working hours shall not exceed applicable national standards and regulations (in order to avoid accidents due to fatigue). The drivers shall follow the instructions given by IOM staff, provided those instructions do not go against applicable law. Drivers found to be unsuitable by IOM shall be replaced immediately and without contest.

5. The transport company is to replace broken down vehicles immediately (also in case of possible accidents) in order to guarantee an orderly transport operation. The Company is to effect a regular control of the technical condition of the fleet. (The inspection of tires and brake system is particularly important).

6. The rental price for trucks/buses is all-inclusive with free unlimited mileage, i.e. no extra charges shall apply.
7. If programme developments so warrant, IOM reserves the right to increase/decrease the number of vehicles being contracted at short notice.

8. No arms shall be carried/transported on-board the IOM contracted vehicles.

9. IOM will pay the company the price of USD ................................ (in words ........................................................................................................) per truck per day/or month irrespective of the number of trips being performed, provided the trucks/buses were made available to IOM in an operational condition as requested.

10. The company shall issue an invoice at the end of each calendar month listing the number/type of vehicles contracted by IOM. Payment is to be effected (by the local IOM Mission or IOM Geneva HQ) on a monthly basis after verification that services rendered are correct as invoiced. If, at any time, contracted capacity has not been made available to IOM (in case of technical breakdown, etc.) the corresponding amounts reflecting daily/hourly credits due to IOM will be deducted from the total owed.

11. IOM reserves the right to modify or cancel this agreement at any time without advance notice.

For the: For the: International Organization for Migration (IOM)

Signed: Signed:

Name: Name:

Title: Title:

Date: Date:

Place: Place:
SUBJECT: MILEAGE ALLOWANCE 29 April 2002

1. APPENDIX E/REV.02 - RATES OF MILEAGE ALLOWANCE to General Instruction No. 603/Rev.3, is hereby superseded by APPENDIX E/REV.03 transmitted herewith.

Please note that asterisks have not been used to indicate additions and changes to the list in this revision of Appendix E to General Instruction 603 / Rev. 3, but will be used again in the next revision.

2. INDEX OF GENERAL INSTRUCTIONS, dated 30 October 1989:

Under General Instruction 603/Rev.3, please replace all entries relating to 603/Rev.3/App.E/Rev.02 by the following:

603/Rev.3
App.E/Rev.03 29.04.2002 Rates of Mileage Allowance

Cathy Zourdos
Director, Human Resources Division

HQ/is
The rates of mileage allowance payable in accordance with Chapter 8 of this Instruction as compensation for the use of a privately-owned automobile on official travel are as follows:

<table>
<thead>
<tr>
<th>Group</th>
<th>Rate per Mile</th>
<th>Rate per Km</th>
<th>Applicable to</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROUP I</td>
<td>13</td>
<td>8</td>
<td>All countries other than those listed in groups II, III, IV or V below.</td>
</tr>
<tr>
<td></td>
<td>(in US cents)</td>
<td>(in US cents)</td>
<td></td>
</tr>
<tr>
<td>Anguilla</td>
<td>13</td>
<td>8</td>
<td>Nepal</td>
</tr>
<tr>
<td>Australia</td>
<td>16</td>
<td>10</td>
<td>Netherlands Antilles</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>16</td>
<td>10</td>
<td>Oman</td>
</tr>
<tr>
<td>Bahamas</td>
<td>16</td>
<td>10</td>
<td>Philippines</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>16</td>
<td>10</td>
<td>Republic of Korea</td>
</tr>
<tr>
<td>Belize</td>
<td>16</td>
<td>10</td>
<td>Republic of Moldova</td>
</tr>
<tr>
<td>Bermuda</td>
<td>16</td>
<td>10</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Bolivia</td>
<td>16</td>
<td>10</td>
<td>Slovakia</td>
</tr>
<tr>
<td>Bosnia and Herzegovina</td>
<td>16</td>
<td>10</td>
<td>Sri Lanka</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>16</td>
<td>10</td>
<td>Syrian Arab Republic</td>
</tr>
<tr>
<td>Cambodia</td>
<td>16</td>
<td>10</td>
<td>Togo</td>
</tr>
<tr>
<td>Cape Verde</td>
<td>16</td>
<td>10</td>
<td>Trinidad and Tobago</td>
</tr>
<tr>
<td>Comoros</td>
<td>16</td>
<td>10</td>
<td>United Arab Emirates</td>
</tr>
<tr>
<td>Cook Islands</td>
<td>16</td>
<td>10</td>
<td>USA</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>16</td>
<td>10</td>
<td>Viet Nam</td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>16</td>
<td>10</td>
<td>Zambia</td>
</tr>
<tr>
<td>GROUP II</td>
<td>20</td>
<td>12.4</td>
<td></td>
</tr>
<tr>
<td>Antigua and Barbuda</td>
<td>20</td>
<td>12.4</td>
<td>Papua New Guinea</td>
</tr>
<tr>
<td>Barbados</td>
<td>20</td>
<td>12.4</td>
<td>Paraguay</td>
</tr>
<tr>
<td>Bhutan</td>
<td>20</td>
<td>12.4</td>
<td>Saint Kitts and Nevis</td>
</tr>
<tr>
<td>British Virgin Islands</td>
<td>20</td>
<td>12.4</td>
<td>Saint Lucia</td>
</tr>
<tr>
<td>Cameroon</td>
<td>20</td>
<td>12.4</td>
<td>Saint Vincent and the Grenadines</td>
</tr>
<tr>
<td>Canada</td>
<td>20</td>
<td>12.4</td>
<td>Senegal</td>
</tr>
<tr>
<td>Cayman Islands</td>
<td>20</td>
<td>12.4</td>
<td>Sierra Leone</td>
</tr>
<tr>
<td>Central African Rep.</td>
<td>20</td>
<td>12.4</td>
<td>Singapore</td>
</tr>
<tr>
<td>Chad</td>
<td>20</td>
<td>12.4</td>
<td>Tunisia</td>
</tr>
<tr>
<td>Djibouti</td>
<td>20</td>
<td>12.4</td>
<td>Un. Rep. of Tanzania</td>
</tr>
<tr>
<td>El Salvador</td>
<td>20</td>
<td>12.4</td>
<td>Vanuatu</td>
</tr>
<tr>
<td>Gambia</td>
<td>20</td>
<td>12.4</td>
<td></td>
</tr>
<tr>
<td>GROUP III</td>
<td>23</td>
<td>14.3</td>
<td></td>
</tr>
<tr>
<td>Armenia</td>
<td>23</td>
<td>14.3</td>
<td>Mexico</td>
</tr>
<tr>
<td>Belgium</td>
<td>23</td>
<td>14.3</td>
<td>Nicaragua</td>
</tr>
<tr>
<td>Chile</td>
<td>23</td>
<td>14.3</td>
<td>Peru</td>
</tr>
<tr>
<td>Croatia</td>
<td>23</td>
<td>14.3</td>
<td>Seychelles</td>
</tr>
<tr>
<td>Democratic People’s Republic of Korea</td>
<td>23</td>
<td>14.3</td>
<td>Slovenia</td>
</tr>
<tr>
<td>Dominica</td>
<td>23</td>
<td>14.3</td>
<td>Spain</td>
</tr>
<tr>
<td>Equatorial Guinea</td>
<td>23</td>
<td>14.3</td>
<td>West Bank &amp; Gaza Strip</td>
</tr>
<tr>
<td>Germany</td>
<td>23</td>
<td>14.3</td>
<td></td>
</tr>
<tr>
<td>GROUP IV</td>
<td>28</td>
<td>17.5</td>
<td></td>
</tr>
<tr>
<td>Argentina</td>
<td>28</td>
<td>17.5</td>
<td>Norway</td>
</tr>
<tr>
<td>Austria</td>
<td>28</td>
<td>17.5</td>
<td>Portugal</td>
</tr>
<tr>
<td>Belarus</td>
<td>28</td>
<td>17.5</td>
<td>Sweden</td>
</tr>
<tr>
<td>Côte d’Ivoire</td>
<td>28</td>
<td>17.5</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Cuba</td>
<td>28</td>
<td>17.5</td>
<td>UK</td>
</tr>
<tr>
<td>Denmark</td>
<td>28</td>
<td>17.5</td>
<td>Uruguay</td>
</tr>
<tr>
<td>Finland</td>
<td>28</td>
<td>17.5</td>
<td></td>
</tr>
</tbody>
</table>
# IOM Vehicles in East Timor: Comparison

Objective: To identify best types of procurable vehicles for use in future IOM emergency operations.

<table>
<thead>
<tr>
<th>Vehicle</th>
<th>USD (est.)</th>
<th>Capacity</th>
<th>Best For</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trucks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bedford (4x4)</td>
<td>12,000</td>
<td>4 tons luggage</td>
<td></td>
<td>4WD; strong; not reliable (easily breaks); too big for small mountain roads; goes off road; problem with spare parts</td>
</tr>
<tr>
<td>Mitsubishi Canter</td>
<td>40,000</td>
<td>2.5 tons or 35 pax passengers and luggage</td>
<td>not 4WD (there are 4WD version of this truck in the market); underpowered; good for sealed areas</td>
<td></td>
</tr>
<tr>
<td>Isuzu FSS 550 (4x4)</td>
<td>40,000</td>
<td>4 tons or 35-40 pax passengers and luggage</td>
<td>4WD; powerful; excellent off road (change tires); power steering for mountain roads; easy to drive</td>
<td></td>
</tr>
<tr>
<td><strong>Cars</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mitsubishi Pajero (4x4)</td>
<td>22,000</td>
<td>6 pax admin / office / utility</td>
<td>underpowered; not good for off-road; needs bulbar; 90 liter tank</td>
<td></td>
</tr>
<tr>
<td>Toyota Landcruiser Troopcarrier (4x4)</td>
<td>26,000</td>
<td>6-8 pax admin / office / utility</td>
<td>powerful; goes anywhere; excellent vehicle; expensive; goes with winch; 150 liter tank; good for (remote) field assessment</td>
<td></td>
</tr>
<tr>
<td>Mitsubishi Trident</td>
<td>16,000</td>
<td>4 pax plus cargo hold admin / office / utility</td>
<td>4WD; ground clearance too low for off-road; good around town; flat bed; good utility transport for small loads; 60 liter tank</td>
<td></td>
</tr>
<tr>
<td>Toyota Hi-lux</td>
<td>18,000</td>
<td>4 pax plus cargo hold admin / office / utility</td>
<td>better ground clearance; more powerful than Trident; much better for off-road; excellent; 80 liter tank</td>
<td></td>
</tr>
<tr>
<td><strong>Buses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toyota Coaster</td>
<td>44,000</td>
<td>35 pax passengers and luggage (on roof)</td>
<td>only good on paved roads; powerful; air conditioning; spare parts available; better quality</td>
<td></td>
</tr>
<tr>
<td>Mitsubishi</td>
<td>12,000 (used)</td>
<td>35 pax passengers</td>
<td>only good for paved roads; not powerful; no power steering; no AC</td>
<td></td>
</tr>
</tbody>
</table>

Note: All cars should have bulbar.

**Findings**
- Best cars: Toyota Troopcarrier and Toyota Hi-lux
- Best trucks: Isuzu FSS 550
- Best buses: Toyota Coaster

**Additional comments on trucks:**
- The 4x4 Bedfords were too big and unreliable (apparently, they did not perform well in IOM’s Rwandan experience in 1994). Parts were hardly available, and if available, were too expensive. They were also difficult to drive on narrow, mountainous terrain. Mitsubishi Canters were not 4x4 and were underpowered.
- Best suited to IOM operations in East Timor were the Isuzu FSS 550 4x4 trucks. Reliable and easy to drive (just about anybody can drive them). Spare parts were easily accessible. Load size (4 tons) is just about the same as the Bedfords despite their smaller size (which is essential for East Timor’s narrow mountainous roads).
The purpose of this paper is to draft the IT standards used by IOM field and HQ units. In view of efficiently managing information, the implementation of standards in the area of computers and information technology has enormous advantages:

- Applications, design and support
- Deployment and support of an integrated office environment
- Deployment and support of an integrated information architecture.

It is therefore imperative that IOM entities in the field and HQ strictly follow these standards. In order to monitor consistency with these standards and receive additional advises, any planned acquisition in relation with IT (hardware, network, software or services) should be coordinated with ITS in HQs. By doing this, missions can also take advantage of the financial participation by HQs in certain area (standard software). Should any field mission for any reason need to deviate from these standards, coordination with and authorization from ITS is required.

ITS standards are defined for the following components:

- Hardware configuration for desktop PC or Client PC on a LAN
- Hardware configuration for LAN/servers;
- Base software for standalone or client PC (operating system)
- Base software for servers (operating system)
- Office environment and Email/groupware
- Applications development tools and environment.

The computers industry manufacturing doubles the power of PCs every 18 months (Moore’s law), consequently these standards are in constant evolution and are upgraded in average every quarter. So please check updated standards with ITS unit at HQ before initiating any acquisition.

Should you have any question or doubt, do not hesitate to contact ITS unit in HQs:

IOM Email mailbox: ITS Dpt
Internet Email address: itsdpt@iom.int
Phone: +41(22) 717.92.54 (Hot line) or +41(22) 717.94.80 (Jean-Pierre Demoulin)

1. Hardware configuration for desktop computers

The standalone desktop or the client computer is based on the ‘Wintel’ architecture. The following minimum hardware configuration is required for new acquisitions:

- Intel Pentium II 333MHz (min), up to 500Mhz
- 48 MB RAM for W95 configuration
- 64 MB RAM for W98 configuration
- 96 MB RAM for NT4.0 workstation configuration (Windows NT system must be registered within the NT Domain and some extra modifications must be done during the system configuration)
- 4 GB Hard disk
- CD-ROM drive
- 256 Color 15” VGA screen (SVGA recommended)
- Pointing device (mouse)
- 28.8 Kbps modem/fax card (optional, mandatory for remote Email station)
- Ethernet card (for LAN client only).
In order to smoothly run current applications and office packages, the installed base desktop computers should have at minimum the following configuration:

<table>
<thead>
<tr>
<th>PC still using Windows 3.1</th>
<th>PC using Windows 95</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intel 486DX2/100</td>
<td>Intel 586 100</td>
</tr>
<tr>
<td>8 MB RAM</td>
<td>32 MB RAM</td>
</tr>
<tr>
<td>250 MB Hard disk</td>
<td>1 GB Hard disk</td>
</tr>
<tr>
<td>Color 14” VGA screen</td>
<td>Pointing device</td>
</tr>
<tr>
<td></td>
<td>Ethernet card (for LAN client)</td>
</tr>
</tbody>
</table>

2. Server configuration in subsidiaries with LAN

When a LAN is installed in a field mission or in a SRO, the server configuration is normally based on Windows NT4.0 server. Its hardware configuration will depend on number of clients supported, but typically a server for ten (10) clients LAN would have the following configuration:

- Compaq ProLiant 1600 with Intel Pentium II 450Mhz or 500MHz (Tower not RACK except if you already have a special cabinet to install the RACK)
- 256MB RAM
- 9.1 GB Hard Disk (system disk)
- 9.1 GB Hard Disk minimum for the data (recommended to get 18.2 GB)
- CD-ROM drive
- 256 Color 15” SVGA screen
- Pointing Device (Mouse)
- Network Card (10/100Mbits Ethernet)
- Backup device (DAT) 12/24Gb.

For small LAN (2-4 clients), one desktop PC with Windows NT 4.0 or Windows 9x may act as server.

For bigger LAN, 500Mhz CPU, additional CPU, RAID controller with additional drives for System disk mirroring and RAID 5 on data disks, DLT tape drive can be added.

If the implementation or an upgrade of a LAN is envisaged, it is strongly recommended to contact ITS unit at HQ that will help you set up the correct configuration.

3. Base software configuration for desktop computers

Desktop client or standalone PC operating environment can be Windows 9x or NT4.0 workstation. Windows 2000 is not currently a standard, so please do not install it.

In the IOM integrated information environment, the following operating components will probably be required:

- MS-Windows 9x or NT 4.0 workstation updated to the latest versions and Service Packs
- TCP/IP stack
- Inoculan Anti-Virus with latest signatures updates

4. Base software configuration for servers

- NT 4.0 Server with latest Service Pack (SP6A today). Windows 2000 is at this stage not a standard. You should therefore for compatibility reason refrain from installing Windows 2000. ITS unit at HQ will inform on upgrade plan at later stage.
• Inoculan Anti-Virus for NT with latest signatures updates
• BackupExec from Seagate (Program to automate backup procedure)
• If local messaging server is installed, MS-Exchange V5.5 server is mandatory with the correct last Service Pack (SP4 today)
• Software installation and upgrades on the server are subject to directives given by ITS Geneva.

5. Office environment and Email/groupware

Based on Microsoft Office tools: Word, Excel, PowerPoint and Access.

Current standard version of these office tools is **MS-Office 97** with the latest Service Request (SR2). For compatibility reasons with current applications (PAT, PAS2000, RQAN, IDM, etc.), MS-Office 2000 is not the standard and you should refrain from installing it. In order to allow all entities to access documents produced by the office environment, the format of MS-Office 95 must be used, i.e. Word6/95, Excel5/95, etc.

The current Email system for field subsidiaries is based on **MS-Mail** which is being replaced by the extended messaging/groupware system **MS-Exchange 5.5** and **Outlook 98**, i.e. MS-Outlook 98 on the desktop or MS-Exchange V5.5 on servers.

Since the integrated information environment will certainly also include Web sites (intra/internet), a browser will be required on desktop computers (recommended is Microsoft **Internet Explorer** 4.x or 5.x with latest updates). For evident bandwidth capacity, automatic pooling of Information from Internet is not authorized, and you should not setup the explorer to allow such pooling.

6. Applications development standards

In order to install and support applications required by missions with minimum effort and resources, a certain number of applications development standards have been identified and specified. It ascertains that the application can be installed in all IOM missions, regardless the level of installed products (hardware and software), but provided the standard have been followed.

These standards define the programming language and databases to be used:

• Microsoft Visual Basic
• Microsoft Access 97 database engine; (Access 2000 not yet authorized)
• The standards also specify guidelines on development rules:
  – Independence: the application should not require another software as mentioned above, plus Excel
  – Self installable: the application has to include a standard MS-Windows setup program
  – 32 bits: the application should run on 32 bits (Windows 9x as well as NT 4.x)
• Documentation: application should include a set of pre-defined documents (installation and user’s guide) using a standard template
• Display: the application should run with a 640x480 or 800x600 resolution
• Language: English
• Ergonomic: e.g. screen layout, icons.

If you intend to develop applications to be installed in other subsidiaries, we strongly recommend the compliance to these standards. ITS unit in HQ can assist and help you in this area.
Subject: Guidelines on Internet usage

2 February 2001

The following guidelines for Internet usage by staff members have been approved by the Director General for publication and implementation throughout the Organization.

1. Purpose

The Internet has become an important tool to support IOM’s work and facilitate information dissemination; its use has grown exponentially in the recent past. While it is recognized that the Internet is an indispensable tool for our day to day work, it appears important to provide IOM staff members with guidelines on the proper and efficient use and their access to the Internet via IOM.

2. Definitions

The Internet is a public and open information network connecting thousands of networks containing computers and software worldwide. Internet utilizes multiple communication protocols to create communication media such as the World Wide Web (www), the electronic mail (e-mail), and the File Transfer Protocol (FTP).

Most popular of them all, the World Wide Web is a system of Internet servers that supports specially formatted documents, HyperText Markup Language (HTML) that can be accessed through web browsers such as Microsoft Internet Explorer, Netscape.

3. Guidelines

1. Internet is a public domain, therefore privacy cannot be expected.

2. In some countries, domestic legislation imposes various types of limitations on access to the Internet or renders access illegal. Before accessing the Internet, users must first ensure that such access does not violate national law.

3. Access to Internet represents an organizational resource that must be managed in an efficient and cost-effective way. In this regard, the predominant use of this resource shall be directed to work related activities, and any occasional personal use thereof shall remain limited and never take priority over work. In this context, every IOM staff member is expected to use this resource in a responsible manner consistent with IOM Staff Regulations and Rules.

4. With the exception of material clearly owned by third parties, IOM retains ownership rights of all information stored into or passing through its network system. Similarly to other IOM resources, the use of the Internet is monitored.

5. Internet users are responsible for complying with copyright law and licenses that apply to software, files, graphics, documents, messages or other material that can be downloaded or copied. Therefore prior to downloading or copying files from the Internet, staff members must consider relevant licensing and security issues, which may be attached to certain Internet files.
6. It is the responsibility of staff members to ensure that all files which they
download are scanned for viruses to avoid infecting and damaging IOM’s
network.

7. In the interest of other colleagues using Internet resources and in order
to avoid network congestion, staff members should refrain from excessive
access to streaming audio and video subscription or real-time automatic
information distribution services such as:
   • Push or web casting including active desktops and screen savers or
     various stock and news tickers
   • Streaming media such as Internet audio or video

8. Staff members must refrain from using IOM’s computers and Internet
resources for the following purposes:
   • engage in activities that could bring discredit to the Organization
   • pursue private commercial activities or profit-making ventures
   • obtain or view sexually explicit material
   • engage in prohibited discriminatory activities

9. Connection to the Internet represents a security risk for IOM network.
This is particularly important for missions connected simultaneously to
SITA and local Internet Service Provider (ISP) through two separate lines.
This type of configuration can “open the door” of IOM global network to
unauthorized users or hackers. IT specialists of field offices having this
setup should contact ITS Geneva to ensure that proper security
measures are into place.

   Should a staff member have questions or need for assistance
   concerning the content of these guidelines, s/he should not
   hesitate to contact the IOM ITS Hotline (hotline@iom.int) in t
   his regard.
GUIDELINES
DEALING WITH THE MEDIA

(May 2001)

This note is aimed at giving IOM staff some ‘self-training’ tips on dealing with journalists. To start with, we should bear in mind that IOM will gain the respect of the media by being transparent, accessible, reliable and clear. The media are not systematically “out to get us,” most of the time they are in need of factual and timely information on migration-related issues. In recent times the media has become our best ally and has put IOM on the map free of charge. Refusing contact with journalists is no longer an option. All IOM offices worldwide should strive to build a working relationship with national and international media. All IOM staff should consider themselves spokespersons of the Organization as long as they don’t stray out of their field of competence. But if in doubt, the Media and Public Information (MPI) in Headquarters is always there to assist you.

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1. Why care about the media?
Successful media relations are indispensable and contribute to IOM’s daily work.

IOM should work with the media to attract the world’s attention to the plight of the people the Organization serves. Increased visibility in the media will translate into increased donor support in a world where competition for funds is becoming increasingly tough.

Governments, migrants, potential migrants, and the ‘man-on-the-street’ are much more likely to hear about IOM through the media than through official documents.

At a time when a few seconds on prime time TV costs a fortune, IOM needs to continue to work with journalists who will act as “free carriers” of the Organization’s message.

In focusing on international journalists, don’t overlook the national media who are in the best position to explain to the local population what IOM is doing in their country. That local journalist you may have overlooked may also file for an international and prestigious news organization. Special interest magazines are also prime sources for in-depth coverage of IOM programmes. Treat all agencies equally. Do not exclude any journalist. No audience is too small for IOM to overlook.
Finally, not being available when the media calls can lead to misunderstandings, rumours or misinformation.

TIP: Develop a list (fax, telephone, email) of media contacts in your area. Embassies, Ministries and other organizations can be good sources to get names of journalists. Make sure when issuing a news release or other media events, that all journalists are contacted within a reasonable time.

2. What do journalists want from us?

Journalists deserve and expect to be treated with politeness, honesty and clarity.

Journalists seek contact with IOM as a source of information as part of their normal professional activities.

Most journalists work on tight, unforgiving deadlines and therefore need accurate information quickly. If and when they persistently call and/or visit, it should not therefore be seen as aggressive behaviour. IOM should show that it understands those pressures when dealing with the press.

News journalists have distaste for the word ‘yesterday’. In much of the world, ‘yesterday’ in the lead sentence of a press release would go a long way to consigning it to the bin. Yesterday is history.

Journalists need simple, basic, and current facts. Queries are much more likely to centre on statistics rather than the sensitive intricacies of IOM’s relationship with a government. Go beyond the mere statistics. Give the journalist the human side of the story. Putting out a news release saying, “Fifty Biranians were returned yesterday” might prompt a two-paragraph ‘filler’ story. On the other hand, if one of the returnees has an interesting or novel story to tell, and is ready to tell it, the result may be a 700-word page-lead story. Always look for the human angle, an element of ‘colour’ that illustrates what IOM does.

3. How to deal with journalists

Before speaking to a journalist in an official capacity, make sure that you are speaking within your field of competence. For example, if you are a medical officer, limit yourself to health-related issues; don’t venture into administrative matters.

In general, try to establish a dialogue. Ask journalists what they are interested in and do your best, where possible, to help.

Give advance warning of events. For instance, if we want our story to be covered, it is always a good idea to tell journalists beforehand, rather than issuing a press release after the fact. It may take a TV reporter a day or two to research the story, alert their station, check that the editors are interested, book a crew and arrange for editing time and a satellite feed. If a repatriation is planned but not certain, explain the situation to the journalists so they can determine the risk and decide for themselves if they will cover the story. Always inform and get the clearance in advance of all people and partners concerned that the media will be present.

Where possible, news releases and news conferences should be arranged before lunchtime to meet agency deadlines and to give journalists enough time to write the story on the same day. A major news story requires constant updates. A press release may be old before the ink dries. Keep journalists abreast as events unfold.
Don’t hesitate to “volunteer” information as the story unfolds. If you have an update, call the journalist.

When a response to a question could jeopardise the delicate nature of IOM’s work, say so, and explain why. If the reasons are valid, most journalists will understand and be sympathetic. Stick to the facts and speak as an IOM staff member. Do not take the “I personally think” approach.

Do not say: “No comment” - “I cannot talk to you” - “Call Geneva”

This only generates hostility and makes journalists think the office has something to hide or is incompetent. Word soon gets around that an organization is unhelpful or unreliable.

If the office is caught in a moral dilemma, explain it. The vast majority of journalists approach humanitarian and developmental agencies with a positive frame of mind. They usually need the humanitarian community as sources and are much more likely to want to cultivate rather than destroy them. Most journalists will understand the pressure that IOM may be under from a host government.

Some people may have had bad experiences with individual journalists. That is the same for many professions but is not a reason to shun the media thereafter.

Do not:
- Try to tell the reporter what he/she should write
- Demand to see the story before it is sent
- Refuse to give a recorded interview if you have agreed to speak officially
- Read out a statement - it shows lack of confidence

If you are misquoted or taken out of context, use your judgement. Establish the extent of the damage. If it is grave and puts into question IOM’s integrity and reputation, you should, in consultation with Headquarters, draft a reply and ask the media in question to publish/air this reply. This text should also be forwarded to all other media outlets. If it is a question of numbers and other factual inaccuracies, you might inform the journalist, set the record straight, and assume it was an innocent mistake.

4. The message

Make sure that you have something significant to say. Prepare the message carefully. Be aware that migration-related stories have moved to the forefront of media coverage. Organise your thoughts before speaking, even on the telephone, to the media. Your message, whatever it is, should rest on three pillars:

Knowledge: We know what is going on
Caring: We feel for the people we serve
Action: We are doing something to help them

An example of a 20-second soundbite – “IOM researchers have established that some 700,000 women and children are trafficked world-wide every year. IOM has and will continue to help and protect the victims return home and restart their lives in dignity.”
Avoid jargon, IOMese and UNese. If the language is incomprehensible, the news release will not be used. Even worse, IOM’s standing will be diminished. Write and speak in terms that you would use when addressing your family rather than colleagues. Use everyday language. As an example:

Bad: IOM, in close co-ordination with NGOs and other implementing partners, has been actively involved in providing assistance and shelter to the Mitch caseload situated in a number of unsuitable locations. Following an assessment mission to the area, the IOM Medical Officer estimates that the sanitary conditions jeopardise the health situation of the caseload.

Good: There are thousands of people living in government offices, schools, and other public buildings. We are building shelters and giving them clean water, food and tents. Our medical doctor, who has just came back from the area, says the danger of an epidemic is huge.

The following examples are meaningless to most people and should be avoided:

- traditional resettlement assistance activities, implementation of projects,
- assisting in infrastructure and reintegration support, gender mainstreaming,
- capacity building, implementing partner, durable solutions, Memorandum of Understanding, facilitate, focal point, grassroots, community-based, interalia.

It is better to say ‘helping people to go home’ rather than ‘voluntary repatriation’, ‘food, blankets and water’ rather than ‘assistance’ and helping ‘migrant women’ rather than ‘gender mainstreaming’. Tell the journalist what IOM is actually doing in short and simple terms.

The general rule is not to criticise our partners. Public bickering creates a bad impression.

5. Writing a news release

The top of the press release should include the date and a one-line headline reflecting the main theme. The lead, or first paragraph, should be only one sentence of about three to three and a half lines. Use short, simple sentences. Write in an understandable language. Always start with the most important, most recent or eye-catching development; a busy journalist may only read the first few paragraphs. Break up the text with paragraphs, long blocks of text make editing difficult. An interesting or striking quote, expressing an opinion that goes to the core of the issue, adds value and interest to the news release. Make sure to include a contact name and telephone number. The template for IOM News Releases, English, Spanish and French, can be found in Word/File/New/General (change the footer to include your office information). Press releases should be no more than two pages, preferably one page only. Background and the history of an operation go at the end of the release. Never start with something that has been going on for some time as a prelude to the new development.

A news release should not read like the minutes of a meeting, or a note for the file.

It is generally counterproductive to issue a series of news releases that are unlikely to interest journalists. They can devalue the Organization’s image. After receiving several weak releases, journalists will not read them anymore and will lose interest in IOM stories. Do not write ‘courtesy’ press releases. In general avoid:
6. Doing Broadcast interviews – Dos and Don’ts

In radio and television interviews limit your answers to no more than one minute; 20 to 40 seconds is the ideal. Keep in mind that unless you’re being interviewed live you will be edited. The more verbose you are the better the chances of your quote being edited out of context. Some ‘soundbites’ in a TV news piece can be less than 10 seconds (about 25-35 words). ‘Clips’ for feature or documentary programmes can be longer, but unless there is some action or you are showing something to a reporter, it is unlikely that more than 40 seconds will be used without interruption. Try out your favourite quotes and time yourself.

**The Don’ts:**

- Never waffle, meander or tell ancient history - “IOM was first asked to come to Birania three years ago....” “Following a series of assessment missions and consultations with the Ministries of...”
- One word replies – they make for a disjointed interview as they give the interviewer no time to think of the next question. They are also difficult to edit or be used for a soundbite.
- Time references (yesterday, tonight, and this morning) bear in mind the interview may go out the day after and may create confusion.
- Acronyms; NATO and EU may be generally understood, OCHA, RAP, USRP, TCM, and UNDP are not. If you use an acronym that the reporter feels will not be understood by the general public, he/she will try to avoid broadcasting your reply.
- Complex sentences, qualifying clauses and ‘althoughs’
- Do not lecture the interviewer.

**The Dos:**

Assume every microphone is live. Never speak informally or indiscreetly in front of one.

If you think that there is something visually interesting which would help get IOM’s message across show it to the reporter. TV thrives on good images. If returnees are getting on buses, the TV crew will prefer to film that rather than interview an IOM official describing what happened.

Where practical, it is better to be interviewed outdoors, on location, where IOM is working with people, rather than in an office behind a desk.
Ensure that you make a good and appropriate visual impression when being interviewed. Do not dress too formally in a field location. Do not wear dark glasses. Do not smoke. Do not sway back and forth. Look at ease. Your voice and words may be convincing but if you look uncomfortable, viewers will register that and it will colour their impressions of what you say. Short, hand gesticulations that one might use in normal speech are acceptable, sudden movements are not. Always look steadily into the eyes of the interviewer.

Ask how much of your body will be in the picture. If just your head and shoulders are in view then a sudden hand movement around your face will be a distraction to viewers.

Technical details. After a recorded, as opposed to a live interview, the cameraman will ask you to do some extra shots (cutaways) for editing purposes. Be patient, the interview may not be usable without them.

Beware of hypothetical questions. For example, a less than completely scrupulous journalist could edit the answer: “I don’t really want to be drawn on that and I am not really in a position to answer, moreover there is no real evidence that there will be a crisis but if there was a deterioration, I think that there could be a major outflow of migrants.” to start from “I think that there…”.

Warning signs: if an interviewer says “Could you explain that in layman’s terms” or “But what the viewers at home would like to know” or “But what is IOM actually doing?” then it is time to simplify your language.

It is fair to ask what the first question will be and the general direction and broader context of the interview, who else will be interviewed and how long the item will be. Never ask for a list of all the questions, and certainly do not request them in writing. As in any conversation, the questions will depend on the answers given.

If you have one thing to say which is absolutely crucial then say it no matter what the question. You may preface your point by saying, “What is often forgotten in this is…” “We mustn’t lose sight of the fact that…” “It is vital that…”

A broadcast interview should be a formal, informative conversation using everyday language.

**ANNEX 1 — Turning today’s events into a news release**

IOM arranges three evacuation flights for humanitarian staff in Kupang, West Timor

8 September 2000
No. 846

Geneva - The International Organization for Migration (IOM) arranged for three charter flights that successfully evacuated all international and local humanitarian staff gathered in Kupang, West Timor after the brutal killing of three UNHCR staff by militia in the West Timor town of Atambua.
Today, an IOM-chartered flight left Kupang at 1315h local time with 56 local and international aid workers, including three IOM local staff. The flight landed in Denpasar, provincial capital of Bali. As IOM and UNHCR received news Thursday evening that some 20 trucks loaded with militia were headed for Kupang, all local staff who had not left on Thursday were prompted to leave Kupang immediately.

Two other IOM chartered flights evacuated 101 international and local aid workers from Kupang in West Timor on Thursday. The two flights touched down in Denpasar with aid workers still in a state of shock. The Merpati Airlines flights, the first loaded to capacity with 75 evacuees, left Kupang at 8:40AM local time. The second flight, with 26 passengers on board, took off less than three hours later. The evacuees of 22 nationalities were in West Timor working for IOM, UN agencies, and NGOs.

IOM Press Officer Chris Lom, who was also evacuated, said the mood on the plane was somber. “In the plane, many were in a state of shock after the horrible event in Atambua in which three UNHCR colleagues perished. Many of us felt that this evacuation was exactly what the militias wanted.”

The Director General of IOM, Brunson McKinley sent the following message to the IOM staff on the ground, “Congratulations and heartfelt thanks from your IOM colleagues for the quick reaction to the tragedy at Atambua and the successful evacuation of all humanitarian workers from Kupang. Your calm and effective action in this crisis was an example to all of us. Faced with the tragic events at the border and the real risk of new violence in other parts of West Timor, you acted with courage, sound judgement and convincing leadership. This was IOM at its best. Of course the job is not finished. Proud of what you have accomplished up till now, determined not to give in to militia brutality and armed with the respect of our partners, IOM will return to West Timor as soon as we can safely continue our important work.”

IOM had pulled out all international staff from Atambua in early August. One international staff member had travelled in and out of Atambua during this time but IOM felt that because of constant militia threats it was too dangerous to keep international staff in Atambua so they were based in Kupang.

The IOM local staff in Atambua managed to flee the office just prior to the arrival of thousands of well-armed militiamen who destroyed the IOM and UNHCR offices and burnt four vehicles. A source in Atambua told IOM that militias were conducting house to house searches looking for local staff working with IOM and UNHCR. The empty house of the IOM office manager in Atambua was reportedly destroyed by the mob. Late Wednesday, IOM’s local staff in Atambua was evacuated to Dili with other UN personnel on board several PKF helicopters.

IOM works together with UNHCR in West Timor facilitating the return of refugees to East Timor. IOM also plans to implement integration projects to support people from East Timor who decide to remain in Indonesia. IOM established its presence in West Timor one year ago.
ANNEX 2 — On and Off the record

In general there should be no need to go “off the record”. Virtually any information about IOM and its activities is de facto on the record. If you are giving official IOM information then there is little or no justification in saying, “I would prefer it if you do not use my name”.

If the situation compels you to go “off the record” make sure you do so only with reputable news organizations and that the journalist understands why you are doing it. “Off the record” should be used primarily to fill in a gap in the journalist’s understanding or knowledge. “Off the record” should not be used because you are unsure or afraid of what to say or to vent your grievances with IOM partners or others involved. Know in your own mind what you can and cannot say on behalf of IOM. If you do speak ‘off the record’, establish the rules beforehand not afterwards and agree on how your comments are to be sourced. Options may be, ‘an aid worker’, ‘humanitarian sources’, ‘a diplomat’, ‘foreign resident’. This means that what you say may be quoted, but you will not be identified. Here is an example of how on and off the record can be used:

Journalist: Why has the latest return movement of Biranians been delayed?

IOM: “We are very keen to help the Biranians go home. Many have been away from their homes for years and we are anxious to help them, as they are, to return. But, the Ruritanian and Kinland governments have yet to agree on the details of how they are to return.”

Journalist: But what is the problem?

IOM: Well it would be better to ask them, but IOM has been working on returns all over the world for many decades now and these are rarely simple or straightforward. Many of the details seem quite minor but IOM can understand that they are important to governments. We have explained to the Biranian migrants that there have been some delays and they understand.

Journalist: Well, relations between the two countries have been quite bad recently. I know the Kinland are pretty angry about what the Biranian Foreign Minister said about their human rights record. Do you think this is what is behind this new delay?

IOM: “You had better ask them.”

Journalist: But, come on, this dispute is affecting the return of the Biranians, this is your business. What is holding it up?

IOM: “Well, it is a little sensitive but I can answer you if we go off the record. Can we agree to a “sourcing”, as diplomats say?”


IOM: “I understand that the recent row is one of the main reasons that the movement has been delayed. From what we know, there has been a recent increase in tension at the border. Our staff has seen troop movement on the Biranian side of the border and on the Kinland side, troops have been digging trenches. This is a shame because it is these people who want to return home who are suffering in all this.”
31 May 2000

Dear Colleagues,

As you know, our organizations signed a global Memorandum of Understanding (MOU) in 1997. Since then, this document has been providing policy guidance for cooperation between the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR) and has resulted in successful joint activities in various parts of the world. This cooperation has proved vital particularly in recent crises, such as Kosovo and Timor.

We would like to underscore that the 1997 MOU is a valid and comprehensive document which must be used in all pertinent situations and areas of cooperation. In the specific field of transportation, the MOU makes several references to it as one of the many areas of assistance to refugees, returnees, asylum-seekers and internally displaced persons where IOM has particular expertise. After a careful review of this cooperation agreement, we have concluded that it does not need to be revised or amended. Its implementation, however, needs to be reinforced.

To provide more guidance to colleagues at Headquarters and our offices in the field, we have agreed on the attached Guidance Note on IOM-UNHCR Cooperation in the Transportation Sector. While this Note provides broad guidelines, it should encourage our respective offices to further strengthen our cooperation in the area of transportation. Also, for more effective implementation of the provisions of the MOU in the specific area of transportation, both organizations will need to make further efforts to create synergy and to put in place additional mechanisms to improve implementation.

In this connection, to carry out the transportation activities in a timely and effective manner, IOM will establish from voluntary contributions a fund for its movement operations, particularly during emergencies. The operational fund will maintain a balance of US$ 5 million. To replenish the fund, IOM shall raise funds bilaterally and, to the extent possible, within the context of United Nations consolidated appeals. UNHCR will endeavour to ensure donor recognition of this requirement.

We believe that close cooperation between our organization enables us to more effectively assist populations of concern to our respective offices. At the same time, we recognize that other areas of our partnership need to be reviewed in order to strengthen the complementarity that our clients and larger constituencies expect. In this respect, we have agreed to undertake a joint assessment of our cooperation, based on the MOU and the past three years’ experience. This should help to clarify roles and areas of activity, and to strengthen the partnership.

This letter is our invitation to the staff of IOM and UNHCR to put together their expertise and energies to strengthen our response to human displacement. We pledge to personally support and follow up on this effort in every way possible.

Yours sincerely,

Brunson McKinley
Director General
International Organization for Migration (IOM)

Soren Jessen-Petersen
Assistant High Commissioner for Refugees (UNHCR)
1. The Memorandum of Understanding (MOU) on cooperation between the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR), concluded on 15 May 1997, is based on the particular mandates and responsibilities of the two organizations. This Note is aimed at describing the most relevant elements for cooperation in the field of transportation between IOM and UNHCR.

2. IOM's expertise in transportation is beneficial to UNHCR for the movement of refugees, returnees and other persons of concern to UNHCR. In this connection, UNHCR may request the assistance of IOM for transportation during voluntary repatriation, return movements, resettlement of refugees and, in specific cases, organized evacuation. If IOM accepts, collaboration will be carried out in accordance with the mandates of the signatories. The transportation of refugees, returnees and other persons of concern to UNHCR will be consistent with the High Commissioner’s international protection mandate.

3. To ensure that cooperation between IOM and UNHCR in the area of transportation is consistent with the respective organizational mandates and responsibilities, IOM and UNHCR will discuss at the field level concerning specific operations to be carried out. In addition, at the outset of each large-scale engagement requiring cooperation between the two agencies, IOM and UNHCR will hold consultations at senior level at headquarters, and thereafter hold such consultations as necessary to ensure the effective implementation of the agreed programme. These discussions will determine, inter alia, whether IOM will raise its own funds for the operation or not.

4. For all mutually agreed upon operations, UNHCR and IOM offices in the field will confirm their cooperation in writing. Specific project agreements within the framework of UNHCR's programme management system are required where funds are provided by UNHCR to the project. Such agreements should be consistent with the above-mentioned MOU signed in 1997 and subsequent agreements, in particular the Agreement between UNHCR and IOM on Governing Clauses of 23 March 1999. Field offices are encouraged to include in the project agreements, as a minimum, the elements set out below. Specific circumstances in each country may warrant the inclusion of additional elements.
5. UNHCR’s responsibilities

• UNHCR will have responsibility for all protection aspects of such movements, including making the necessary arrangements with the concerned government authorities.

• As the competent agency for organized voluntary repatriation of refugees and other persons of concern and all return movements for these persons, UNHCR will be responsible for the verification of the voluntary character of movements, confirmation of secure circumstances for return, determination of rates of return and time-frames, the reception of returnees and assistance on arrival at the ports of entry for organizing movements of returnees to their places of origin, and follow-up protection monitoring.

• UNHCR will raise funds for these activities.

6. IOM’s responsibilities

• IOM will, at the request of UNHCR, assume responsibility for the timely arrangement of air, sea and land transportation of refugees, returnees and other persons of concern to UNHCR, including secondary transportation as necessary.

• For air and sea transportation, IOM will also assume responsibility for immigration formalities and customs clearance.

• IOM will raise funds for the transportation services cited above, and UNHCR will endeavour to ensure donor recognition of this requirement.

• Upon the request of UNHCR, IOM will provide duty travel arrangements on commercial carriers for accompanying UNHCR and/or implementing partner staff at IOM rates, subject to agreement on administrative costs of this service.

7. The contents of project agreements, referred to in paragraph 4 above, may be the subject to revisions as may be operationally required.

May 2000
A Guidance Note was concluded on 31 May 2000 between the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR), on co-operation in the field of transportation.

This agreement between UNHCR and IOM builds on the Memorandum of Understanding concluded between the two organizations on 15 May 1997. It lays out more specifically the responsibilities between the two organizations in the provision of transportation assistance. It further provides guidance on how specific agreements are to be reached and what mechanisms between the headquarters of the two organizations will be activated to achieve this. Both IOM and UNHCR are confident that this agreement will strengthen their response capability in dealing with situations which may involve massive movements of persons at risk.

In pursuance of the agreement and in order to carry out transportation activities in a timely and effective manner, IOM has included in the Programme and Budget for 2001 the proposal to establish an operational fund from voluntary contributions for its movement operations, particularly during emergencies. The target of the operational fund is to maintain a balance of USD 5 million. To replenish the fund, IOM shall raise funds bilaterally and, to the extent possible, within the context of United Nations consolidated appeals. UNHCR will endeavour to ensure donor recognition of this requirement.

To enable IOM to meet its responsibilities in this field, a Rapid Response Transportation Fund (RRT) is herewith established.

Please find attached the Operational and Administrative Guidelines governing the use of this Fund.

Richard Perruchoud
for the Director General
1. The IOM Rapid Response Transportation Fund, hereinafter referred to as the RRT fund, was established in accordance with the General Bulletin No. 1277 of 27 December 2000.

2. The RRT fund will be considered for use, particularly during emergencies, where it is established that there is a clear need for immediate assessment and transportation expenditure prior to actual receipt of external funding.

3. The eligibility for receiving allocation from the RRT fund will closely follow the criteria contained in the Guidance Note, in particular paragraph 2, on Cooperation between IOM and UNHCR in the Transportation Sector, concluded on 31 May 2000. In this regard, UNHCR may request the assistance of IOM for transportation during voluntary repatriation, return movements, resettlement of refugees and, in specific cases, organised evacuation.

4. The responsibilities of UNHCR and IOM have been specified in the Guidance Note, in particular in paragraphs 5 and 6 of the Guidance Note as follows:

   - UNHCR will have responsibility for all protection aspects of such movements, including making the necessary arrangements with the concerned government authorities. As the competent agency for organised voluntary repatriation of refugees and other persons of concern and all return movements for these persons, UNHCR will be responsible for the verification of the voluntary character of movements, confirmation of secure circumstances for return, determination of rates of return and time-frames, the reception of returnees and assistance on arrival at the ports of entry for organising movements of returnees to their places of origin, and follow-up protection monitoring.

   - IOM will assume responsibility for the timely arrangement of air, sea and land transportation of refugees, returnees and other persons of concern to UNHCR, including secondary transportation as necessary. For air and sea transportation, IOM will also assume responsibility for immigration formalities and customs clearance.

   - Upon request of UNHCR, IOM will provide duty travel arrangements on commercial carriers for accompanying UNHCR and/or implementing partner staff at IOM rates.

5. The target level of the RRT fund is USD 5 million. Funding, on a voluntary basis, will be sought from donors.

6. Donors will be requested to clearly specify that the contribution can be used to replenish emergency fund previously spent.

7. The RRT fund can operate with amounts that have actually been received and reimbursed. It cannot operate with a negative balance.
8. Any interest earned on unused balance of the fund will be credited to the fund at the end of each financial year.

9. The RRT fund will be under the overall responsibility of the Movement Service who will co-ordinate with the Programme Support Department (PSD), and undertake liaison with UNHCR as necessary.

10. Applications for use of the RRT fund shall be made in writing to the Director of Movement Service. The application will contain all elements demonstrating the need for immediate funding, specify operational actions and expenditures as precisely as possible, detail reimbursement mechanism planned, and estimate or state how soon such reimbursement to the RRT fund is expected.

11. Authorisation for the use of RRT fund cannot exceed USD 1 million per application. The final authorisation will be made by the Director General upon recommendation from the Director of Movement Service.

12. In co-ordination with the Director, Administrative Support Department (ASD) and the Director, Programme Support Department (PSD), the Director of Movement Service will recommend to the Director General and obtain authorisation within 48 hours of the written request. In the absence of the Director of Movement Service, ASD and PSD will jointly recommend to the Director General.

13. Any authorised use from the RRT fund will be considered as an advance against specific activity involving transportation assistance. All funds advanced from the RRT fund are to be fully reimbursed prior to the operation’s conclusion, and this not later than six months after authorisation.

14. Upon approval of the request for funds, the entity, which had generated the original request, will complete the usual form requesting issuance of a project code.

15. Funds cannot be committed prior to the establishment of the project code.

16. A monthly report shall be submitted by the Project Manager to the Director of Movement Service on the status of the operation for which the fund was used until such time as the full amount of the advance has been reimbursed.

17. IOM will report the status of the RRT fund through the annual audited financial statements of the Organization. The status will include:

   (a) a statement of actual funds received from each donor;
   (b) a statement of funds advanced/paid for each specific activity;
   (c) collections/repayments received during the year;
   (d) interest earned during the year and
   (e) the balance at end of the financial year.

A descriptive narrative will be included to explain the significant financial movements in the fund as well as the status of any outstanding balances. It will also indicate what measures are being taken on the replenishment required to bring the balance to its full funded level, with appropriate recommendations on how this will be achieved.
AGREEMENT BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME
THE INTERNATIONAL ORGANIZATION FOR MIGRATION

The United Nations Development Programme and the International Organization for Migration, (hereinafter called the “Parties”),

Considering that the General Assembly of the United Nations has established the United Nations Development Programme (hereinafter called UNDP) to support and supplement the national efforts of developing countries to accelerate their economic and social development,

Acknowledging that the International Organization for Migration, (hereinafter called the “Executing Agency”) acts to assist in meeting the operational challenges of migration, to advance understanding of migration issues, to encourage social and economic development through migration and to work towards effective respect of the human dignity and well-being of migrants,

Recognizing that the MOU between the UNDP and the ICM (former designation of the Executing Agency) of 5 March 1982 and its addendum of 18 June 1985 as well as the Cooperation Agreement between the United Nations and the International Organization for Migration of 25 June 1996 have established a general framework for cooperation and coordination between the two Organizations,

Acknowledging the readiness of the International Organization for Migration to participate in technical cooperation activities of the UNDP with recipient Governments, designed to give effect to the resolutions and decisions of the United Nations General Assembly, the Economic and Social Council and the UNDP Executive Board (hereinafter referred to as the “UNDP Governing Bodies”), and

Determined to enhance the effectiveness of the UNDP as an instrument of international development cooperation with developing countries in such areas as humanitarian migration programmes, migration for development, migration-related policy advice and capacity-building, and migration research and information,

Have agreed as follows:

**Article I**

**Scope of this Agreement**

The Parties recognize their complementary roles in the field of international development co-operation and hereby agree to join efforts and to maintain close and continuing working relationships in order to achieve their respective mandates as well as their individual and common purposes. The Executing Agency recognizes the role of leadership of the UNDP within the United Nations system for the achievement of those purposes and agrees to participate in partnership with the UNDP and the recipient Governments concerned in the execution of technical co-operation activities, projects and programmes (hereinafter referred to as “Project(s)”). Those projects may include the provision of emergency assistance and long-term reintegration measures to victims of disasters, such as migrants, refugees and displaced persons. The relationship between the Parties in the execution of such shall be governed by this Agreement.
Article II
Conditions of Execution of Projects

1. The basic conditions of execution of Projects by the Executing Agency hereunder shall be those set forth in the relevant and applicable resolutions and decisions of the UNDP Governing Bodies and in such agreements as the UNDP may conclude. The particular conditions of and the specifications relating to such Projects shall be as set forth in such Project Documents or other similar instruments (hereinafter called Project Documents) as the UNDP, the recipient Government and the Executing Agency may conclude with respect to each Project.

2. The text of the Standard Basic Assistance Agreement with Governments in current use by the UNDP is annexed to this Agreement. The UNDP shall consult with the Executing Agency on any substantial variation in that text which it may adopt for general use, and shall provide the Executing Agency with copies of individual signed Agreements.

Article III
The UNDP Resident Representative

The Parties recognize that the UNDP Resident Representative (hereinafter referred to as the “Resident Representative”), has full responsibility and ultimate authority on behalf of the Administrator of the UNDP for all aspects of the UNDP programme in the country concerned. The Resident Representative, in that capacity, acts as team leader in relation to the representatives of the agencies participating in the Programme. The Resident Representative also has the responsibility to assist the recipient Government, as may be requested, in co-ordinating the UNDP Programme with other national, bilateral and multilateral programmes within the country. For this purpose, the Executing Agency agrees to keep the Resident Representative informed on the planning and formulation of its projects.

Article IV
Project Cooperation

The Parties shall cooperate fully with each another and with the recipient Government/national authorities concerned in the execution of Projects with a view to facilitating the realization of the objectives described in Project Documents. The Parties shall consult with each another with respect to any matters which might affect the successful completion of any such Projects.

Article V
Information Regarding Projects

1. The Parties shall from time to time exchange views with each other and with the recipient Government concerned on the Projects undertaken under this Agreement, including the progress and costs thereof and the benefits derived there from and each shall comply with any reasonable request for information which the other party may make in respect of such matters. The Executing Agency shall furnish the UNDP with periodic reports on the execution of Projects at such times and in such forms as may be agreed to by the Parties.

2. The UNDP and the recipient Government may at any time observe the progress of any Projects carried out by the Executing Agency under this Agreement, and the Executing Agency shall afford till facilities to the UNDP and the recipient Government for this purpose.
Article VI
Conditions of Project Services

1. With a view to securing the highest standards of efficiency, competence and integrity in the execution of Projects, the UNDP shall develop conditions of service for project staff in consultation with organizations of the United Nations system. The Executing Agency agrees to give sympathetic consideration to the adoption of any such conditions of service.

2. The Executing Agency agrees to observe to the maximum extent possible the principles of international competitive bidding in the procurement of goods and contracting of services for Projects. The Executing Agency shall, in that context, give consideration:

(a) to the requirements of the UNDP Governing Bodies to allow a margin of preference in procurement for developing countries and under-utilized major donor countries;

(b) to the need to make use of the various currencies available to the UNDP; and

(c) to the resolutions and decisions of the UNDP Governing Bodies relevant to procurement of goods and services with UNDP funds.

3. Experts, consultants and suppliers of goods and contractual services and in general all persons performing services for the Executing Agency as part of a Project shall in all cases meet the highest standards in terms of qualifications and competence, and be acceptable to the UNDP.

Article VII
Agency Status and Accountability

In the execution of Projects, the Executing Agency shall have the status of an independent contractor vis-à-vis the UNDP. The Executing Agency shall be accountable to the UNDP for its execution of such Projects.

Article VIII
Intellectual Property

1. Ownership of patent rights, copyright rights, and other similar rights to any discoveries, inventions or work resulting from execution of Projects under this Agreement (hereinafter called the “Patent Rights”) shall vest in the UNDP, in accordance with the requirements of the Standard Basic Assistance Agreement between the UNDP and the Government concerned.

2. The Executing Agency shall inform the UNDP promptly of any occasion to claim or assert ownership to such Patent Rights, and of the steps it has taken to secure the Patent Rights. The Executing Agency agrees to take such steps as are necessary, in consultation with the UNDP and the recipient Government concerned, to secure the protection of such Patent Rights through registration or otherwise in accordance with applicable law, and to ensure that recipient Governments receive such licenses as necessary, to permit them to use or exploit such Patent Rights.
Article IX
Costs of Projects

1. The UNDP undertakes to meet all costs directly incurred by the Executing Agency in the execution of Projects, in the amounts set forth in the project budgets forming part of Project Documents or otherwise agreed between the Parties, in keeping with relevant resolutions and decisions of the UNDP Governing Bodies and with practices established over time between UNDP and its executing agencies. It further undertakes to provide the Executing Agency with advances of funds in such amounts and such currencies as will assist it in meeting current expenses of such Projects.

2. The UNDP undertakes to share in such other costs, including undistributed costs of Projects, as the Executing Agency may incur in the provision of services to the UNDP under this Agreement, in amounts determined in pursuance of the resolutions and decisions of the UNDP Governing Bodies, or in line with standard procedures or earlier agreements reached between UNDP and its executing agencies.

3. The Executing Agency shall be responsible for discharging all commitments and obligations with third parties, incurred in the course of execution of Projects pursuant to this Agreement. The UNDP shall not be responsible for any costs other than those specified under paragraphs I and 2 of this Article.

Article X
Currency and Rates of Exchange

1. The Parties shall consult from time to time regarding the use, under this Agreement, of currencies available to them, with a view to the effective utilization of such currencies.

2. The United Nations operational rate of exchange shall apply for currency conversions between the UNDP and the Executing Agency under this Agreement.

Article XI
Financial Records and Accounts

1. The Executing Agency shall maintain accounts, records and supporting documentation relating to Projects, including funds received and disbursed by the Executing Agency, in accordance with the Executing Agency’s Financial Regulations and Rules, insofar as applicable.

2. The Executing Agency shall furnish to the UNDP periodic reports on the financial situation of such Projects at such time and in such form as the UNDP may request.

3. The Executing Agency shall cause its External Auditor to examine and report on the Executing Agency’s accounts and records relating to Projects under this Agreement, and shall make its external auditor’s reports available to the UNDP.

4. Without restricting the generality of the foregoing provisions, the Executing Agency shall, as soon as possible after the close of each UNDP financial year, submit to the UNDP audited statements of accounts showing the status of funds provided to it by the UNDP to finance Projects.

5. The Executing Agency shall close the accounts of each Project as soon as practicable but normally no later than twelve months after the completion of the work set out in the Project Document or termination of a Project. Provision shall be made for unliquidated obligations valid at the closing of the accounts.
Article XII
Suspension or Termination of Assistance

1. The Parties recognize that the successful completion and accomplishment of the purposes of a Project are of paramount importance, and that the UNDP may find it necessary to terminate a Project or the responsibility of the Executing Agency for execution of such a Project, should circumstances arise which jeopardize successful completion or the accomplishment of the purposes of such a Project. The provisions of this Article shall apply to all such situations.

2. The UNDP shall consult with the Executing Agency if any circumstances arise which, in the judgment of the UNDP, interfere or threaten to interfere with the successful completion of a Project, or the accomplishment of its purposes. The Executing Agency shall promptly inform the UNDP of any such circumstance which might come to the Executing Agency’s attention. The Parties shall cooperate towards the rectification or elimination of such circumstances and shall exert all reasonable efforts to that end, including prompt corrective steps by the Executing Agency where such circumstances are attributable to it or within its responsibility or control.

3. The UNDP may at any time after occurrence of such circumstances in question and appropriate consultations in connection therewith suspend execution of a Project by written notice to the Executing Agency and the recipient Government, without prejudice to the initiation or continuation of any of the measures envisaged in the preceding paragraph. The UNDP may indicate to the Executing Agency and the recipient Government the conditions under which it is prepared to authorize a resumption of execution of the Project concerned.

4. If the cause of suspension is not rectified or eliminated within fourteen days after the UNDP shall have given notice of suspension to the recipient Government and/or the Executing Agency, the UNDP may by written notice at any time thereafter during the continuation of such cause:

   (a) terminate the Project concerned, or

   (b) terminate the Executing Agency’s execution of such Project, and take over its execution or entrust it to another Executing Agency, with effect from the date specified in the written notice from the UNDP.

5. (a) In the event of any termination under the preceding paragraph, the UNDP shall reimburse the Executing Agency for all costs it may incur or may have incurred (and for which provision has been made in the Project Document) to execute the Project concerned up to the effective date of the termination, including:

   (i) such proportion of the Executing Agency’s support costs allowable for the Project (if any) as the amount expended on such Project by the Executing Agency (counted to the effective date of termination) bears to the entire UNDP allocation on the Project (as determined in the Project Document); and

   (ii) reasonable costs of winding up its execution of the Project.

Reimbursement to the Executing Agency under this provision when added to amounts previously remitted to it by the UNDP in respect of a Project shall not exceed the total UNDP allocation for such Project.
(b) In the event of transfer of the Executing Agency’s responsibilities for execution of a Project either to the UNDP or to another Executing Agency, the Executing Agency shall cooperate with the UNDP in the orderly transfer of such responsibilities.

6. In the event of force majeure or other similar conditions or events which prevent the successful execution of a Project by the Executing Agency, the Executing Agency shall promptly notify the UNDP of such occurrence and may with the agreement of the UNDP withdraw from execution of the Project. In case of such withdrawal, and unless the Parties agree otherwise, the Executing Agency shall be reimbursed the actual costs incurred up to the effective date of the withdrawal.

Article XIII
Waiver of Immunities

The privileges and immunities accorded to operational experts, consultants, firms, organizations and in general, all persons performing services under the UNDP Basic Assistance Agreement with Governments, may be waived by the Executing Agency where, in its opinion, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the Project concerned or to the interests of the UNDP or the Executing Agency; the Executing Agency shall give sympathetic consideration to the waiver of such immunity in any case in which the UNDP so requests. The foregoing applies to persons performing services under a contract or other agreement with the Executing Agency. It does not apply to privileges and immunities enjoyed by employees or contractors of the United Nations and its subsidiary organs, including UNDP, which can only be waived by the Secretary-General of the United Nations. Provided further that the United Nations reserves the right to waive, in consultation with the Executing Agency, any privileges and immunities accorded, pursuant to the UNDP Basic Assistance Agreement with the Government, to any person performing services under a contract or other agreement with the Executing Agency.

Article XIV
Settlement of Disputes

1. Any relevant matter for which no provision is made in this Agreement, or any controversy between the UNDP and the Executing Agency shall be settled, in keeping with the relevant resolutions and decisions of the appropriate organs of the UNDP and the Executing Agency, by negotiations between the Parties or through conciliation and, failing settlement by either or both of these means, by arbitration. Each Party shall give full and sympathetic consideration to any proposal advanced by the other to settle amicably any matter for which no provision has been made or any controversy as to the interpretation or application of this Agreement.

2. If the Parties agree to settlement by conciliation, either Party shall have the right to request the appointment of a conciliator by the President of the International Court of Justice. The procedure for the conciliation shall by fixed, in consultations with the Parties, by the conciliator. The recommendation of the conciliator shall contain a statement of the reasons on which it is based. The Parties shall give due consideration to the recommendation of the conciliator.

3. In the event that the Parties fail to settle their dispute by negotiation, or through conciliation, or both, the aggrieved party may request the appointment of an arbitrator by the President of the International Court of Justice. The procedure for the arbitration proceedings shall be fixed, in consultations with the Parties, by the arbitrator. The
decision of the arbitrator shall contain a statement of the reasons on which it is based. The Parties shall be bound by such decision and the award of the arbitrator made in accordance with this Agreement.

4. The expenses of the conciliation or arbitration shall be borne equally by the Parties.

**Article XV**

**Termination**

1. This Agreement may be terminated by either Party by written notice to the other and shall terminate sixty days after receipt of such notice, provided that termination shall become effective with respect to on-going Projects only with the concurrence of both Parties.

2. The provisions of this Agreement shall survive its termination to the extent necessary to permit an orderly settlement of accounts between the UNDP and the Executing Agency and, if appropriate, with each recipient Government concerned.

**Article XVI**

**Modifications**

This Agreement may be modified by written agreement between the Parties.

**Article XVII**

**Entry into Force**

This Agreement shall enter into force upon signature, and shall continue in force until terminated under Article XV above.

IN WITNESS WHEREOF, the undersigned, duly appointed representatives of the UNDP and of the Executing Agency, respectively, have on behalf of the Parties signed the present Agreement in two copies on the dates and at the places indicated below their respective signatures.

James Gustave Speth  
Administrator  
for the United Nations Development Programme  
Signed on: 13 December 1996  
At: New York N.Y.

James N. Purcell, Jr.  
Director-General  
for the International Organization for Migration  
Signed on: 13 December 1996  
At: New York N.Y.
Privileges and Immunities

a) What are they?

There is no sharp distinction between privileges and immunities, or any specific legal definition. As used generally in English, a privilege is a special (legal) right and immunity is an exemption from a liability or a duty.

Privileges and immunities attach both to the organization and to its staff. These are the privileges and immunities that IOM should have in most countries (note that exceptions may occur especially in terms of the privileges granted to staff).

Privileges and immunities attached to the organization:

• Immunity from jurisdiction (all forms of legal process). This means that IOM will not recognise a court of national jurisdiction. Therefore it is very important to seek guidance from the Legal Services in any situation which may become a legal problem and/or may involve court proceedings.

• Inviolability of premises and archives. This means that the authorities of a State may not enter the premises without the permission of the Chief of Mission (administrative head) even for the purpose of arresting or serving a writ against an individual. “Archives” refers to all records and files kept by IOM, including electronic ones.

• Currency and fiscal privileges. Currency privileges include being able to hold funds in any currency without being subject to any sort of financial controls or regulations and being able to transfer funds and currencies freely from one country to another. Fiscal privileges means basically that the organisation, its assets, income and property shall be exempt from direct taxation (although it is not expected to claim exemption from taxes which are, in fact, no more than charges for public utility services). This also includes exemption from customs duties and import and export restrictions on articles required for official use. (N.B.: In the UN Conventions on privileges and immunities, it is the general rule that exemption from tax does not include claims for sales tax, rather it is encouraged that the organisation and the state make arrangements for the remission or return of the amount of duty or tax.)

• Freedom of communications. Broadly speaking, this covers the absence of censorship over official communications, the right to use codes, couriers and bags (e.g. the IOM diplomatic bag or pouch).

For Officials:

Note: Here, “officials” means all staff who are neither locally recruited nor paid on an hourly basis. That is, staff who are both locally recruited and paid on an hourly basis (security, cleaners, etc.) do not benefit from privileges and immunities. The terminology that IOM uses to distinguish between “officials” and “employees” is not relevant in this area.

• Remember the basic principle that the privileges and immunities attached to officials are for the purpose of exercising their functions and not for their personal benefit.
• Immunity from jurisdiction. In general, officials enjoy immunity from jurisdiction / legal process only in relation to their official acts, i.e. in respect of words spoken or written and all acts performed by them in their official capacity. However, in the UN Conventions, and therefore in many IOM agreements, the executive head and high officials of the Organization have full diplomatic immunity. Full diplomatic immunity is immunity for any acts, whether or not performed in their official capacity. This is not a franchise to break the law, rather a guarantee of complete independence of interference by national authorities.

Waiver:

If, for example, an official commits a criminal act or infringes the law in another way, this immunity can be waived in the interests of justice where the functions of the organisation will not be impeded. In fact, immunity should only be invoked when the interests of the organisation so require (e.g. immunity should be waived for traffic offences).

• Immunity from taxation on the salaries and emoluments paid to them by the organization. There are three reasons behind this immunity:

  1. Independence of civil servants could be jeopardised if a government decided to impose an arbitrary tax on the salary (this is really only a problem in a country where there is no objective regulation for taxation).
  2. The principle of equality of states. That is, tax would be imposed in the country where the international official lives and works. That country would benefit from taxes, yet the money is drawn from the common pool of funds (basically, no country should derive any national financial advantage by levying fiscal charges on common international funds).
  3. Equal treatment of staff. If staff members were taxed by the host state and the sending state, it is likely that staff of the same rank would be taxed differently.

• Note that there is no uniform interpretation of what should be considered “salaries and emoluments.” Problems may arise when staff are working in a country that is not a Member State or has not signed an agreement on privileges and immunities. Note also that whether or not local staff have tax immunity, is in practice a matter that varies country to country.

• Immunity from national service obligations. This is based on the need to ensure that the efficient conduct of the organisation is not jeopardised by staff having to leave to perform national service obligations. According to some sources, there is also an assumption that service in the United Nations is a constructive role to play in the preservation of international peace and security, as much as service in national armed forces.

• Immunity from immigration restrictions and alien registration. In practice, this will only be accorded to international staff (i.e. staff members serving at a duty station which is not their home station).

• Privileges regarding exchange facilities. Right to import free of duty their furniture and effects at the time of first taking up their post. As above with immigration restrictions, this will apply only to international staff.
b) Why does an international organisation have privileges and immunities?

The rationale behind privileges and immunities is the independence of the organisation. For example, an international organisation could not function if its staff could be arrested at will by the authorities of the member states, or the offices could be searched by authorities and property seized. The existence of privileges and immunities is therefore necessary for the independent functioning of an international organisation. Many agreements on privileges and immunities refer to this notion of necessity for the proper functioning of the organisation.

The UN Charter itself states that:

• The organisation shall enjoy in the territory of each of its members such privileges and immunities as are necessary for the fulfilment of its purposes.
• Representatives of the members of the United Nations and officials of the Organisation shall similarly enjoy such privileges and immunities as are necessary for the independent exercise of their functions in connection with the Organisation.

c) How is IOM accorded privileges and immunities?

The United Nations has a convention on privileges and immunities. Every country party to that Convention will be bound by its terms. The UN specialised agencies also have a Convention, and the same applies to them.

There is no IOM convention on privileges and immunities. IOM must conclude agreements with every State in which it has a presence. This is usually called the Status Agreement or Accord de Siège. In theory, this should be easier to do in Member States (as they know of IOM and what it does, and have chosen to become a member of the organisation). However, it is not always a straightforward task to obtain privileges and immunities for IOM and its staff. Unfortunately, the situation exists in IOM where different countries have accorded varying privileges and immunities, although we are attempting to standardise the situation as much as possible.

Therefore, IOM has different levels of privileges and immunities granted in different countries around the world. Mostly, the differences relate to the treatment of local staff. Some agreements expressly state that tax exemption will not apply to nationals. The ideal we strive for in negotiating a privileges and immunities agreement is to get the same privileges and immunities as are accorded to specialised agencies under their agreement of 1947. Many of our agreements simply state this. Others list the privileges and immunities that are granted. Often the granting of privileges and immunities to local staff is a sticking point in negotiations with States and no matter how hard we try, we simply cannot get the government to agree to grant privileges and immunities to all IOM staff, international and local.

Please note that Legal Services can supply a draft agreement to be submitted to the government and can assist in providing legal arguments to be used in negotiations. The draft status agreement will include cooperation activities (IOM no longer concludes two agreements with States, one for privileges and immunities and the other for activities). All discussions with governments on this issue of a status agreement must be shared with Legal Services, and approval be expressly granted before agreeing to changes or signing the agreement.
LEG/093/01

The International Organization for Migration (IOM) presents its compliments to the Permanent Mission of the Islamic Republic of Iran to the United Nations Office and other International Organizations at Geneva and has the honour to acknowledge receipt of the Mission’s Note No 3718 of 26 September 2001 forwarding the letter of the Minister for Foreign Affairs of the Islamic Republic of Iran to the IOM Director General.

The International Organization for Migration welcomes the decision of the Islamic Republic of Iran to apply for membership and shall appreciate it if the Permanent Mission of the Islamic Republic of Iran could transmit the enclosed reply from Mr. Brunson McKinley, Director General of IOM, to His Excellency the Minister for Foreign Affairs.

The International Organization for Migration avails itself of this opportunity to renew to the Permanent Mission of the Islamic Republic of Iran to the United Nations Office and other International Organizations at Geneva the assurances of its highest consideration.

Geneva, 28 September 2001

The Permanent Mission of the Islamic Republic of Iran
to the United Nations Office and
other International Organizations
at Geneva
Chemin du Petit-Saconnex 28
1209 GENEVA
31 January 2000

Sir,

I have the honour to acknowledge receipt on 26 January 2000 of your letter, ref. No. 138/2543, informing me of the acceptance by the Government of the Kingdom of Thailand of the amendments to the Constitution of the International Organization for Migration (IOM).

I am convinced that this acceptance by Thailand of the amendments, in accordance with Article 30 of the Constitution, will contribute to strengthening and streamlining the decision-making process of the Organization.

Please accept, Sir, the assurances of my highest consideration.

Brunson McKinley

H.E. Mr. Krit Garnjana-Goonchorn
Ambassador Extraordinary and Plenipotentiary
Permanent Representative of Thailand
to the United Nations Office and other international organizations in Geneva
Chemin du Petit-Saconnex 28b
Case postale 109
1209 GENEVA
Emergency Context Affecting Evaluation

- Emergency programmes frequently operate under considerable time pressure and in very fluid and fast changing contexts. It is within such an extraordinary context that it can be hard to identify the usual reference points.

- Objectives of emergency programme may continually change as more information is gathered on affected population. Consequently project cycles are compressed so that initial planning and baseline data gathering to enable “before” and “after” comparisons, are so superficial as to be of little use in subsequent evaluations.

- There is frequently high staff turnover, which makes it hard for evaluators to access monitoring systems or memory.

- Emergency programmes often operate in areas where normal accountability mechanisms are overwhelmed, ineffective or no longer functioning. This increases both the pressure on, and the significance of, the evaluations’ accountability role.

- Emergency programmes with their focus on saving lives in extreme situations, are often accorded a high profile by the media, the politicians and the public in general. The resulting increase in sensitivities, to direct or implied criticism of programmes under evaluation, impacts on the process.

- Emergency operations invariably involve a multiplicity of agencies in contrast to that usually found in development contexts. This multiplicity is often characterised by a high degree of interdependency, where one agency’s performance relies significantly on the performance of others. This creates considerable difficulties for a process trying to attribute relative roles and evaluate shortcomings and impacts.

- The overlap in the criteria used by the development and humanitarian genres of evaluation is acknowledged, but some are less applicable than others. For instance, sustainability is often not appropriate for interventions with short-term objectives.

- Given the need for policy coherence in respect of security, diplomatic, humanitarian and development actions as well as the multiplicity of actors, criteria such as coherence and coordination are, or should be, of central importance to evaluation.

- Conflicts polarise perspectives so that the same events are often subject to widely differing interpretations, diminishing the space for “objective” assessment.

- The experience of conflict or a natural disaster may traumatisate individuals who would have acted as information sources for the evaluation.

- Evaluating how well an emergency intervention has built up capacity of local populations is difficult as the very essence of emergency programme response is to be short-term.

The Office of the Inspector General (OIG) was created to improve Headquarters’ oversight capacity following decentralization, and to promote effectiveness and efficiency throughout IOM. In addition, its role is to complement IOM’s internal control mechanisms to detect fraud, waste, abuse and mismanagement within the Organization and to identify issues which could potentially lead to these, as well as to propose preventive measures.

The term inspection is often used in the broad context to summarize activities undertaken in the fields of audit, evaluation, monitoring, investigation and oversight. The title of Inspector General was derived from this understanding. Several years ago this function, put into practice initially in the US, was also introduced into the UN system.

Within IOM, the Inspector General reports directly to the Director General and heads the Office of the Inspector General, a Headquarters unit which contains both the former Audit and Evaluation Units and forms part of the Executive Group. The merging of Audit and Evaluation Units under the Inspector General is intended to create more effective synergy of the oversight functions pertaining to both financial/administrative as well as programmatic/project related issues. By grouping also inspection, investigation and monitoring activities in one unit, OIG seeks to combine the techniques and methodologies of all of these approaches, and to tailor them to meet IOM’s specific needs.

A more detailed description of the activities and functions of OIG, and an account of how it relates to other units involved with oversight within Headquarters is provided below.

Brunson McKinley
1. Audit

Audit examines or reviews the conformity of a financial or management activity to predetermined standards or criteria, reports on the extent of conformity and makes recommendations on improving systems/methods to increase conformity.

The specific functions of IOM’s External and Internal Audit are primarily based on the Financial Regulations as adopted by the Council, effective 14 November 1989. External and Internal Audit work closely together in the planning of activities, in the sharing of audit results and in promoting the timely implementation of audit recommendations.

1.1 Internal Audit

Internal Audit performs part of the functions conducted within the OIG.

The Internal Audit function includes the following:
- audit of Regional Offices, Field Missions and IOM Offices according to a yearly prepared schedule
- audit of Units and Departments at Headquarters
- audit of various projects/programmes and areas of concern
- audit of Reports to specific donors at their request

Internal Audit specifically covers the following areas:

1. Reviewing financial integrity, including examining the application of financial rules and procedures for proper spending and recording of financial resources.

To this end, Internal Audit will examine:
- adequacy of and compliance with procedures for internal control and financial management
- proper receipt, custody and disposal of all contributions made in cash, in kind or in services
- proper documentation and authorization of financial transactions
- orderly accounting and completeness and accuracy of records
- application of rules for segregation of duties
- economic and efficient use of the Organization’s resources.

2. Complementary to IOM’s internal control procedures, reviewing the managerial effectiveness of and consistency with established overall IOM management guidelines.

3. Following up on timely compliance with approved audit recommendations

4. Informing Headquarters Units of audit findings and recommendations

1.2 External Audit

External audits are, by their nature, not carried out by OIG but by outside specialists—currently the Austrian Court of Audit—contracted by the IOM Council for renewable periods of three years. However, those carrying out internal and external audits exchange information and coordinate activities throughout the year.
The External Audit function includes the following areas as specified in Article 12 of the Financial Regulations:

- providing an opinion on IOM’s annual financial reporting
- checking the reliability of IOM’s Internal Financial Management and Control
- performing audits of a sample of Regional Offices and/or field missions
- performing specific audits at the request of the Director General, Deputy Director General or a donor.

1.3 Scope of internal Audits

In order to be able to certify that Financial Rules and Procedures for proper spending and recording of financial resources are correctly applied, and that possible cost-savings and organizational improvements are identified, Audit covers the following areas:

1. Staff and Office costs versus Budget
2. Activities (movements and non-movements; existing and future)
3. General aspects (premises, privileges and immunities etc.)
4. Organizational aspects (responsibilities in respect of decentralization, regionalization)
5. Accounting, Finance and Internal Controls (accountability issues, completeness and accuracy of accounting documents including signatures, responsibility for monthly returns, availability of and adherence to approved budgets, debtors/creditors status, payroll/projectization accuracy)
6. Cash and Banking (cash procedures, certificates, bank accounts, signatories list, bank reconciliations, and segregation of functions)
7. Staff structure, human resources matters, including Gender issues (availability of Personnel Manual, upkeep of personnel files, medical documents and check-ups)
8. Property/rentals/leases/inventory/insurance (physical verification of assets)
9. Application of IOM standards (computer equipment, software, statistics, financial reporting)
10. Adherence to IOM’s rules and regulations, General Instructions, operative guidelines, etc. as well as adherence to financial reference materials and procedures
11. Detection of fraud, irregularities, abuse or mismanagement of funds
12. Specific issues that come up during the audit or the audit preparation
13. Instructions and recommendations (short-term and medium-term, including responsible person/entity).

The main focus of audit is on financial integrity and control as well as compliance with IOM’s Rules, Regulations and Instructions. In addition, managerial consistency with overall IOM Management is emphasized, including aspects of effectiveness and efficiency. The main interlocutors for the OIG with regard to Audit are the Head/COM, the Operations Officer, the Administrative Support Officer, the Accountant and Project Managers. In certain cases discussions are held with external contacts such as governmental agencies, banks, and suppliers or other IOM counterparts.
In the future, Audit plans to give more emphasis to the analysis of systemic problems geared at identifying the root causes of recurring problems and promoting preventive measures.

The internal audit reports are usually prepared in close cooperation with the COM, the Regional Administrative Support Officer, project managers and other international or local staff.

The finalized audit report is submitted through the Inspector General to the Office of the Director General, who gives final approval to the content of the report and the audit recommendations. Headquarters units are informed of audit findings relating to their respective area of concern.

Missions and Headquarters units are expected to report on the status of implementation of audit recommendations approved by the Director General within the timeframe determined in the report. The OIG will monitor the extent of timely compliance with audit recommendations and will serve as a focal point to coordinate any issues requiring strategic or policy modifications with the relevant units.

1.4 Cooperation between OIG and other Headquarters units with regard to Audit:

The internal audit schedule consists of a selection of Regional Offices, Field Missions and Headquarters units to be examined within a given year. This scheme is prepared after extensive internal consultations on IOM’s priorities with Headquarters units and Regional Offices and is based on considerations of budget availability, high-risk locations, perceived project vulnerability, activity volume, audit rotation, specific donor requirements and is subject to approval by the Director General.

Preparations for selected audits are made with the assistance of computerized databases, for example MOSAIC, but also with input from various other Headquarters units, such as Accounting Services (ACO) and Treasury (TSY) sections, and information from other Headquarters units, such as Human Resources Division (HRD), Budget (BUD), Legal Services (LEG), and the service areas, as needed.

Audit complements the oversight functions also performed by other Headquarters units in their respective areas of expertise through field visits — looking at items accessible only on location — and by formulating recommendations on how management’s internal controls could be improved to ensure more comprehensive oversight.

1.5 Cooperation with Regional Offices

Regional Offices which have a financial monitoring role for field missions will also be consulted as part of the audit preparations with the request to provide pertinent background information.

They assist in audits, as required, in the periodic performance of audits within and outside the region and may also be requested to perform independent audits of individual Field Missions as needed.
2. EVALUATION

The definition of evaluation in “An Evaluation Strategy for IOM”, published in July 1998 is as follows: “Evaluation is a tool for management. Evaluation focuses on providing information to all levels of management to facilitate decisions on: ways to improve project management; what projects deserve replication, strategic directions for the Organization, etc. Evaluation assesses the effects and impact of project performance, focussing on the analysis of progress made towards the achievement of the project’s objectives. Evaluation is a process which attempts to determine, as systematically and objectively as possible the relevance, effectiveness and impact of activities in light of their objectives. It is thus concerned more with the results of a project or program than with the inputs or administrative and financial aspects”. The strategy, approved by senior management, also recognizes that all IOM activities, including all projects, must be evaluated.

Evaluations may be carried out while a project is still being implemented (mid-term evaluations) or after completion of the project (terminal or ex-post evaluations).

The OIG provides technical support and guidance on evaluation matters to IOM field missions and Headquarters departments and units as needed.

2.1 External evaluations

Some donors request external evaluations of projects they have funded in order to assess impact, sustainability, lessons learned and/or to base decisions on continued funding on the outcome of evaluations. IOM encourages such requests as not only do the individual project or implementing mission(s) benefit from the lessons learned through such exercises, but results derived from such external studies contribute to the overall ‘lessons learned’ database of the organization, which in turn contributes to providing information to management.

2.2 Internal evaluations

IOM has been carrying out internal evaluations on a selective basis since 1990, with a view to feeding the evaluation results and lessons learned into the institutional learning process of the Organization.

Given the large number of IOM projects implemented worldwide, only a selection of evaluation studies can be conducted each year. A shortlist of projects, programmes or other themes to be evaluated is compiled every year, after consultations with relevant Headquarters units and the field, and taking into account the following considerations:

– Pilot project nature of the project
– Potential of the project to be replicated elsewhere
– High visibility of the project
– Potential for major impact on the Organization
– Where the project’s success cannot easily be assessed

The amount of resources allocated to centralized evaluations carried out by the OIG each year is determined through the normal budget process. The Director General decides on which topics or projects evaluation should focus, using the above-mentioned shortlist.
2.3 Self-evaluations

Self-evaluations are a specialized and limited form of internal evaluations undertaken by project management rather than by a Headquarters unit. In 1999 IOM introduced a policy of encouraging self-evaluations aiming both to increase the Organization’s knowledge of and experience database on projects, and to provide project managers with an additional tool to measure their project’s progress/success.

IOM has developed a set of Guidelines on conducting evaluations, including self-evaluations, and has started to implement and mainstream a relatively simple — and not too time-consuming — system of self-evaluations. The OIG provides counsel and assistance on an individual basis to project managers willing to carry out such self-evaluations.

2.4 Resource mobilization for evaluations

IOM Member States and donors are becoming increasingly interested in evaluation. IOM’s Project Development Handbook states that within any given project the evaluation modalities should be clearly specified in the project document. The Project Development Handbook also states that projects with a budget of USD 400,000 or more should include a budget component to cover evaluation costs. Such an evaluation may then be conducted either internally or externally depending on donor requirements. This guidance was further adapted in the Evaluation Strategy to indicate that projects amounting to USD 1,000,000 or more should include a budget for an external evaluation, while those under that amount should have a budget for internal or self-evaluation. Therefore, within the framework of their project discussions with donors, project developers and fundraisers are requested to discuss whether the donor expects or requires any formal evaluation of the project, or is willing to fund one. If this is the case, then the cost of evaluation should be budgeted into the total cost of the project and earmarked accordingly. The OIG stands ready to answer any queries that may result from such discussions.

If a donor states that it does not require an evaluation, the project still might be selected for an IOM internal evaluation on the basis of the considerations specified under point 2.2. It should not, however, be taken for granted that IOM can and will automatically provide evaluation services to any given project, for example as an in-kind contribution, as IOM’s resources for evaluations are limited.

2.5 Process of preparing independent internal evaluations, disseminating results and ensuring follow-up

Counterparts involved in the selection of projects for evaluation are notified, background information concerning the evaluation topic is collected from relevant sources and a date for any field work is set. Preparatory work involves the establishment of the Terms of Reference for the evaluation of the particular project or topic.

The first draft of the evaluation report is sent to the project manager and other staff directly involved in the evaluation for comment, with the aim of achieving agreement on the factual contents and on the evaluation results and recommendations. If there is no agreement on the results and recommendations proposed, the differing views are attached to the evaluation report as an Annex. The draft evaluation reports are also shared with the Inspector General for comments. The final report is subsequently submitted to the Office of the Director General for final clearance and approval of the recommendations before distribution.
Complete copies of IOM’s internal evaluation reports cleared by the Office of the Director General are distributed to those units responsible for following up on the recommendations. The Executive Summary and Recommendations are sent to all Departments at Headquarters and to all Missions in the Field, who can obtain copies of the full report if they wish. Evaluation studies are also posted on the PAT for further reference. There are plans to make the reports available to external partners, such as donors or IOM Member States interested in the topic through the re-designed IOM web site.

Responsibility for follow-up will be flagged in the evaluation reports wherever possible (primarily in mid-term evaluations). Otherwise project developers and PD tools such as the PAT will be the custodian of evaluation results, ensuring that recommendations and lessons learned are consistently applied in new projects.

3. INVESTIGATION and INSPECTION

Investigation deals with allegations, reports on, or discoveries of, violations of IOM Regulations and Rules, breaches of procedure, frauds and irregularities, inappropriate use of IOM assets, misuse of authority, or any other problem identified by senior management as requiring further study. The purpose of an investigation is to fact-find and research all matters of relevance to the case by obtaining information and evidence—both inculpatory and exculpatory, to substantiate or refute such allegations while upholding the principles of confidentiality and due process, in order to provide management with a reasonable factual basis for making informed decisions. The results of such investigations are transmitted to the Director General, who will decide on required follow-up, corrective action, possible further legal or disciplinary action to be taken, etc.

Investigation also deals with assessing the potential within program areas for fraud and other violations, through the analysis of systems of control in high-risk areas. On the basis of this, recommendations on corrective action to minimize risks will be formulated.

Inspection in the narrower sense of the definition, and in terms of being a function to be performed in the OIG, is a special form of oversight activity and signifies an on-the-spot assessment that seeks to resolve a particular problem. Inspection deals with a broad spectrum of topics other than breaches of procedure, frauds, etc. as described above which merit Investigation. Inspections focus on particular well-defined issues where it is felt by senior management that additional objective factual information would be of benefit and can contribute to settling a point in question. Such inspections will be part of the repertoire of the OIG and performed from time to time on an as-needed basis. The procedures applied for each inspection will be contingent on the topic identified and the specific issue to be addressed.

4. MONITORING AND ‘MONITORING OF MONITORING’

The Joint Inspection Unit of the UN defines monitoring as “the continuous review of an activity during its implementation to ensure that operations are proceeding correctly”. IOM’s Project Handbook describes monitoring as assessing progress, identifying operational difficulties, alerting managers to implementation problems and other problem areas, and recommending action. Monitoring is often described as an ongoing activity that serves the purpose of ensuring that inputs through activities are transformed into outputs and the planned and stated results. Monitoring deals with reviews of the
implementation of an activity to establish the extent to which input deliveries, work schedules, targeted outputs and other required actions are proceeding according to plan so that the progress of the project can be assessed and timely corrective action can be taken as necessary. In IOM, this activity is primarily the responsibility of the Chief of Missions or project managers designated as responsible for any given project and who have been listed in the project card, the project compendium and in other IOM documentation.

Monitoring of Monitoring deals with the same questions but from an outsider perspective and in a more punctual fashion, taking a snapshot of the currently prevailing situation of selected projects. It also seeks to determine for selected locations and projects if the monitoring review function is being regularly and satisfactorily performed, if information on identified problems is being shared and discussed with relevant interlocutors, and if work is being done on finding and implementing solutions on a timely basis.

Monitoring of monitoring is a new approach aimed at enhancing IOM Headquarters oversight capacity, which is being introduced in 2000. The basic idea is to conduct a rapid assessment and quick diagnosis of the status and health of the project under scrutiny.

4.1 Monitoring of monitoring planning

Given the diversity of the projects IOM implements it will not be possible to establish one overall universally applicable monitoring of monitoring checklist, plan or schedule. Moreover: similar to evaluation, the monitoring of monitoring planning for each individual project, while following some basic principles would need to be adapted and tailored to the project type to be monitored, Headquarters specific information needs, the duration of the project, and the stage of the project cycle, the location and context in which this is being implemented, etc.

The starting point for monitoring of monitoring planning is the assessment of IOM’s monitoring commitment made within the project to be assessed. Recommended best practices of other comparable Organizations, as well as the IOM Project Handbook specify that the timeframe and modalities of monitoring should be defined already in the project document. Further elements determining monitoring of monitoring planning are also taken from the project documents which outline at the very least i.a. what inputs will be invested to achieve which outputs by means of which activities in which timeframe. This will constitute the parameters for the monitoring of monitoring exercise. If project matrix or work/action plans and/or intermediary project progress reports exist, then these will also be used for preparations. Further information on the project will be gathered from any other already existing material and data available on the project such as data taken from IOM’s MOSAIC databases, as well as information obtained from relevant Headquarters units, for example, the service areas, ACO, BUD, etc.

IOM’s approach with regard to this special form of assessment of project implementation will evolve as more experience is gained with it.

4.2 Monitoring of monitoring implementation

Monitoring of monitoring involves field visits to gather more data in accordance with Headquarters oversight needs through e.g. observation, interviews with project managers and stakeholders, assessment of operational effectiveness and problems and/or constraints, taking stock of local project monitoring activities and management capacity,
etc. The respective project performance will be compared with the original plans and
documents in order to assess i.a. if the project is on track, behind or ahead of schedule.
A report on the findings will be issued identifying also best practices and lessons
learned from the project and/or incorporated into the Organization’s knowledge
database.

Findings, conclusions and recommendations may be formulated as part of audit reports
or as stand-alone reports depending on the framework in which the monitoring of
monitoring mission took place. The reports will be coordinated with the respective
project coordinators and Chief of Missions, as well as with the Inspector General prior
to their submission to the Director General for approval.

The process of selection of projects to undergo ‘monitoring of monitoring’ will be the
same as for audit and evaluation. Input and information will be collected from various
IOM sources, both at Headquarters and the field, paired with elements of risk
assessment, assessment of inherent project vulnerabilities, innovative nature of project,
propensity for replication, etc.

5. INTERNAL CONTROL

Internal control deals with measures to promote, govern and check upon various
activities. Some concepts of internal control go as far as equating internal controls with
management. Within any administration it is the role of management to determine the
sectors requiring internal control, designing suitable controls, implementing them, and
finally checking if they are being applied correctly.

The OIG also has a role in internal controls. It reviews IOM’s internal control
mechanisms, advises management whether or not they are adequate, identifies system
weaknesses, assesses if individual control systems are operating adequately and
effectively, recommends improvements, follows up audit work to see if management
has complied in implementing audit recommendations, etc.

Relevant issues are discussed in the Internal Controls Committee (ICC) which consists
of organizational units dealing with Internal Controls such as ACO, BUD, TSY, HRD,
as well as the OIG and is chaired by the Director of ASD.
Emergency Response Roster

Given the nature of the emergency operations, IOM’s ability to promptly identify the skills needed for programme and activities relies heavily on the up-to-date knowledge of the internally available human resources. Since 1998, IOM has doubled not only the size of its staff but also the type of its activities.

For this purpose the Human Resources Division has designed a form that will record currently employed staff members’ personal data, qualifications, working experience, training as well as their availability in taking part in emergency operations and/or for short-term assignments in other duty stations. This information, stored into a database (General Internal Roster/Emergency Response Roster) and updated on a yearly basis, is used to identify the skills and expertise of staff members.

Staff members interested in working in emergencies must commit themselves for a 12-month period with the supervisor’s pre-approval. During this period, the Staffing Unit (STU) may call upon staff members to be deployed to any emergency/post-conflict operation with not less than 72 hours notice.

How to apply for the General Internal Roster?

1. Fill in the Application Form that is included on the CD.
2. Send the completed Application Form (hard copy) to the immediate supervisor for short-notice emergency duty pre-approval signature.
3. Send the approved/signed Application Form (hard copy) to the Staffing Unit (STU) at Headquarters and the electronic version to the STU mailbox (stu@iom.int).

STU will acknowledge receipt and keep you informed of any future use of your information.

The Selection Process for being considered during emergencies

Staff members interested in working in emergencies must have the following characteristics:

- Willingness and availability for emergency missions anywhere and anytime
- At least 3 years working experience with IOM (even if not consecutive)
- Previous emergency/post-conflict experience (no matter how little/in or outside IOM an asset)
- Bilingual or more language abilities (an asset)
- Demonstrated knowledge of MS Office (i.e. at least, Word and Excel)
- Medically cleared fit to travel
- Vaccinations and booster shots complete and up-to-date
- Ability to work in stressful and difficult living conditions; having worked in hardship assignments before (in or outside IOM)
- Ability to work harmoniously in a team, especially with colleagues from various nationalities, cultures and professional backgrounds
Memorandum of Understanding
between
the International Organization for Migration (IOM)
and
the Danish Refugee Council (DRC)

Re: Emergency Personnel Standby Arrangement

Whereas it is the intention of IOM and DRC to improve IOM’s emergency preparedness and response capacity through secondment of qualified external emergency personnel in a cost-effective manner, the parties hereto agree as follows:

1. When the standby capacity of DRC is activated by IOM, DRC shall select from its roster the individuals to be seconded.

2. Depending on the nature of the operation, the period of secondment will normally not exceed six months, three months at a time.

3. The seconded staff shall be compensated by DRC in accordance with its personnel regulations. Seconded staff shall be provided by DRC with advance per diem in accordance with DRC’s regulations.

4. Responsibility for the actual costs according to the budget submitted by DRC for each operation shall be stipulated in a separate Sub-Agreement (Letter of Intent) regardless of the funding source.

5. DRC shall ensure that the seconded staff has proper coverage with regard to inter alia, life, medical and accident insurance, including coverage for any service-incurred injuries or sickness. As such, the seconded staff will not be covered by IOM’s own occupational accident insurance.

6. IOM shall provide the seconded staff with an IOM identity card stipulating their IOM affiliation.

7. This MOU being made in a spirit of partnership, the seconded staff will work as IOM staff members and will be accorded the same treatment, privileges and immunities as regular IOM staff. Accordingly, they will work under the responsibility and according to the instructions of the respective IOM official charged with the implementation of the operation.

8. IOM shall take the responsibility for obtaining visas and any other documents, as and when required, from the competent authorities, as well as making and compensating for all travel arrangements in the region of assignment.

9. IOM shall endeavour, in agreement with competent national and local authorities, to ensure that the same protection and physical security measures are in place for DRC staff seconded to IOM as for IOM regular staff. In particular, DRC-seconded personnel will benefit from the UNSECOORD security arrangements applicable to IOM staff.

10. DRC will be responsible for the pre-selection, pre-departure training, deploying and administering of seconded staff. Final selection and appointment will remain the responsibility of IOM. IOM will be responsible for providing necessary orientation and training in the country of assignment.
11. Prior to deployment, IOM shall provide the seconded staff with necessary specific briefing on the given emergency operation.

12. The procedure of deployment of DRC staff shall be as follows:
   a) IOM shall submit a written request which shall include:
      - the number of staff required
      - the expected deployment date
      - job description of post to be filled
      - other relevant information regarding the operation
   b) DRC shall submit a budget/costing to IOM which will approve the budget.
   c) IOM will prepare a Letter of Intent/acceptance which will include reference to the approved budget. Funding support will be determined on a case by case basis which could range from full funding by DRC, to a cost sharing agreement between IOM and DRC, or full funding form IOM.
   d) DRC will send all necessary information on selected staff to IOM.
   e) IOM will arrange for contracts, make final appointment and prepare IOM identity cards (see point 6).
   f) IOM will inform the field of the expected arrival of the seconded staff.
   g) A request for extension of the contract shall take place at least one month prior to the expiration date of the original/previous contract. Requests shall include the following:
      - name of the position/person for which extension is requested
      - the post filled by the seconded person
      - duty station
      - the proposed duration of extension
      - statement/justification of need for extension or replacement
      - statement/justification of need for overlapping, in case of replacement
   h) IOM shall provide DRC with reports on the performance of DRC staff by the end of their assignment.
   i) DRC may send representatives to monitor, in consultation with IOM, the performance of DRC staff as well as the progress of the operations.

13. This MOU may be modified by mutual consent of the Parties.

14. Any controversy or dispute arising out of this MOU shall be settled by negotiation between the Parties. In case the controversy or dispute is not resolved by negotiation, either party shall have the option to request its submission to arbitration in accordance with the United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules then in force. There shall be one single arbitrator appointed and the place of arbitration shall be Geneva, Switzerland. Any arbitral award rendered pursuant to this paragraph shall be deemed by the Parties to be final and binding without possibility of appeal.

15. This MOU shall come into force upon its signature by both Parties for an initial period of three (3) years and shall supersede the MOU signed on 16 January 1997 by IOM and 4 February 1997 by DRC. It shall then be extended tacitly on a yearly basis, unless notice of termination of six (6) months for the end of the year is served by either Party.

Geneva, ___ March 2000                  Copenhagen, ___ March 2000
For IOM                              For DRC
The Emergency Preparedness Account (EPA) was established in 1993 (General Bulletin No.1054 refers).

Attached are revised operational and administrative guidelines, which reflect IOM’s organizational changes, for a more efficient use of the EPA. They replace the guidelines issued with General Bulletins Nos.1057, 1072 and 1097 and become effective immediately.

Gerhard Wirth
for the Director General

IOM Emergency Preparedness Account (EPA) Guidelines

1. The IOM Emergency Preparedness Account (EPA), established by General Bulletin No.1054, is for use in circumstances where there is a clear need for immediate assessment and operational expenditure prior to actual receipt of external operational funding.

2. The EPA now operates at an authorized level of US$ 530,000. This amount may be augmented in the future. The EPA cannot operate on a negative cash basis at any time.

3. Any authorized use of the EPA is considered a loan against the specific operations to which it has been initially assigned. Each such operation must be issued a project budget code from the Division of Finance and Project Control (FPC) of the Administrative Support Department (ASD) to be eligible for the EPA loan. All funds disbursed from the EPA are to be fully reimbursed prior to the operation’s conclusion and not later than six months after authorization for use.
4. FPC will handle EPA financial administration. EPA operational administration will be managed by Programme and Fund-raising Support (PFS) of the Operational Support Group (OSG).

5. Applications for EPA use must be submitted by the Regional Representative (SROs) or SRAs to PFS (normally the applicant will be the Project Manager). Each application must be in writing and under no circumstances will an application be authorized without a written application. All Regional Representatives’ direct applications should be sent in copy to their respective SRA for information.

6. Applications for use of the EPA must contain explanations demonstrating: (a) the rationale for the project, (b) the need for immediate funding, (c) specific operational actions or expenditure planned for the funds and (d) the planned reimbursement schedule (to be effected within six months).

7. In co-ordination with ASD, PFS will review and recommend definitive action within forty-eight hours after receipt of the written application. In cases where the Regional Representative has directly applied for fund use, PFS will liaise with the appropriate SRA prior to a PFS/ASD recommendation. The PFS/ASD recommendation will be in written form to the Director General or Deputy Director General and copied to the author(s) of the application (as well as to the relevant SRA if it is not an author). The Director General or Deputy Director General will endeavour to determine a definitive course of action on the application and recommendation within forty-eight hours of receipt from PFS/ASD.

8. Upon approval for use of EPA funds, the unit generating the application must complete the standard forms necessary for issuance of a FPC budget code number. FPC will advise the applicant and PFS of the issued budget code number. FPC will only authorize funds for release for applicant use once a budget code has been issued for the project.

9. Applications for EPA use and authorizations for EPA use shall not exceed USD 100,000 per application.

10. The Project Manager (normally the Regional Representative or the relevant SRA) must submit to FPC and PFS a monthly report, detailing the relevant project’s funding status and EPA reimbursement status. This must continue until the EPA loan has been fully reimbursed. PFS will maintain a monthly summary update of the EPA.

11. Each May and October, PFS/ASD will present an updated report on the EPA status to the Director General or Deputy Director General. This report will review all outstanding EPA loans and will include recommendations concerning appropriate action on overdue reimbursements.
Humanitarian Emergency Operational Account (HEOA)

Application Guidelines / Questionnaire

In order to consider a case for HEOA, EPC needs answers to the following questions. Please insert your replies and return this document to the Chief of EPC, copied to Sylvie Breme, EPC HQ, Geneva:

1) What are the name(s) and personal circumstances of the individual(s) concerned?

2) Have all other sources of help been explored (embassy, family, associations)?

3) Are travel documents valid?

4) Are there any medical issues (medical certificate “fit for travel”, medical escort) which would have to be addressed?

5) Would escort(s) be required?

6) Would help be required from any other IOM mission?

7) Are countries concerned Member States or Observer States of IOM?

8) What are cost estimates for the proposed assistance (travel fare, visa fees, airport taxes, etc)?
### Note
This is a selection of terms that are relevant to the use of this manual. It is not meant to be a comprehensive or exhaustive list of terms related to emergencies. The definitions included here are those frequently applied in emergency operations.

<table>
<thead>
<tr>
<th><strong>Accountability</strong></th>
<th>Responsibility to someone or for some result or action.</th>
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<tbody>
<tr>
<td><strong>ACO</strong></td>
<td>Accounting Division, IOM</td>
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<tr>
<td><strong>Acronyms</strong></td>
<td>A word made up of the initial letters of other words (e.g. IOM).</td>
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<tr>
<td><strong>Admin</strong></td>
<td>Short for “Administration”</td>
</tr>
<tr>
<td><strong>Aid</strong></td>
<td>A synonym for “Assistance” or “Relief”</td>
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<tr>
<td><strong>AOR</strong></td>
<td>Area of responsibility</td>
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<tr>
<td><strong>Application</strong></td>
<td>A computer software</td>
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<tr>
<td><strong>Assessment</strong></td>
<td>Appraisal of an emergency situation (collection and analysis of information) as a precursor to planning. It normally examines the “needs” and “resources” of a given population or community.</td>
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<tr>
<td><strong>Asset</strong></td>
<td>Financial or material possession of value. The opposite of a “liability.”</td>
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<tr>
<td><strong>Assistance</strong></td>
<td>Help for people affected by an emergency (synonym of relief, or aid).</td>
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<tr>
<td><strong>Asylum seeker</strong></td>
<td>An individual whose refugee status has not yet been determined.</td>
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<tr>
<td><strong>ATA</strong></td>
<td>Actual time of arrival</td>
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<tr>
<td><strong>ATD</strong></td>
<td>Actual time of departure</td>
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<tr>
<td><strong>Audit</strong></td>
<td>An examination and review of the financial and management performance of a programme implementation in relation to predetermined standards or criteria.</td>
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<td><strong>AWB</strong></td>
<td>Air waybill. A document serving as a guide to a courier’s staff in handling, dispatching, and delivering the consignment.</td>
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<tr>
<td><strong>Bilateral</strong></td>
<td>A relationship or action between two entities.</td>
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<tr>
<td><strong>Bill of lading</strong></td>
<td>A receipt of goods, contract for their carriage, and documentary evidence of title to goods.</td>
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<td><strong>C130 Hercules</strong></td>
<td>Military turbo propeller fixed-wing cargo aircraft.</td>
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<td><strong>CAP</strong></td>
<td>(Interagency) Consolidated Appeal Process</td>
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<td><strong>Caseload</strong></td>
<td>Beneficiaries</td>
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<tr>
<td><strong>CDC</strong></td>
<td>US Centers for Disease Control and Prevention. A part of the US Public Health Service located in Atlanta, Georgia.</td>
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<tr>
<td><strong>Census</strong></td>
<td>A systematic and comprehensive process of information collection about a specific population (e.g. beneficiaries) at a specific moment in time (e.g. immediately after an emergency).</td>
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<tr>
<td><strong>CHAD-ERT</strong></td>
<td>Conflict and Humanitarian Assistance Department—Emergency Response Team, of DFID UK.</td>
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<tr>
<td><strong>Chartered plane</strong></td>
<td>An aircraft rented for the unique use of the renter (e.g. by IOM to transport migrants).</td>
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<tr>
<td><strong>CHE</strong></td>
<td>Complex humanitarian emergency</td>
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<tr>
<td><strong>Checklist</strong></td>
<td>A list of points or questions to be used as a practical tool facilitating the implementation of a specific task.</td>
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<tr>
<td><strong>Children</strong></td>
<td>All persons under the age of 18, as defined in the Convention on the Rights of the Child.</td>
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<tr>
<td><strong>CIDA</strong></td>
<td>Canadian International Development Agency. Canadian government foreign assistance and development agency.</td>
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<tr>
<td><strong>CIF</strong></td>
<td>Cost, insurance and freight</td>
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<tr>
<td><strong>CINFO</strong></td>
<td>Swiss NGO specialising in the preparation and provision of staff for humanitarian programmes.</td>
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<tr>
<td><strong>CISD</strong></td>
<td>Critical incident stress debriefing</td>
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<td><strong>CMOC</strong></td>
<td>Civil Military Operations Center</td>
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<tr>
<td><strong>COD</strong></td>
<td>Cash on delivery</td>
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<tr>
<td><strong>Code of Conduct</strong></td>
<td>A list of principles to guide professional behaviour and performance.</td>
</tr>
<tr>
<td><strong>COM</strong></td>
<td>Chief of Mission</td>
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<tr>
<td><strong>Compensation Plan</strong></td>
<td>IOM staff insurance protecting staff against occupational accidents and (CP) illnesses that may occur from the moment they leave home for work to the moment they return home from work. While on TDY, CP also covers staff against non-occupational accidents and illnesses.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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<tr>
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</tr>
<tr>
<td>Complex emergency</td>
<td>A term coined by the IASC and defined as a humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country programme.</td>
</tr>
<tr>
<td>Contingency planning</td>
<td>A management process used to ensure adequate arrangements are made in anticipation of a crisis.</td>
</tr>
<tr>
<td>Control</td>
<td>A management function related to inspection and supervision of the correct management of and accounting for resources, especially financial and material.</td>
</tr>
<tr>
<td>Convention on the Rights of the Child</td>
<td>The UN international convention adopted on 20 November 1989, setting out the rights of the child.</td>
</tr>
<tr>
<td>Coordination</td>
<td>Management function related to the linking of actors and sharing of resources so that humanitarian assistance is delivered in a cohesive, efficient and effective manner.</td>
</tr>
<tr>
<td>Crude Mortality Rate</td>
<td>An expression of the number of persons dying for a given population per day (i.e. deaths of more than 1 person per 10,000 per day indicates that an emergency exists).</td>
</tr>
<tr>
<td>DART</td>
<td>Disaster Assistance Response Team. Name for OFDA’s field operational response capability.</td>
</tr>
<tr>
<td>Demobilisation</td>
<td>Process by which former combatants are formally recognised to have laid down their arms and returned to civilian life.</td>
</tr>
<tr>
<td>Departure notice</td>
<td>A routine written detailed advice that an IOM sending office/team prepares and sends out to the receiving (and transit) IOM office/team about an organised departure which just left.</td>
</tr>
<tr>
<td>DFID UK</td>
<td>Department for International Development. British government foreign assistance and development agency.</td>
</tr>
<tr>
<td>Disaster</td>
<td>A calamity affecting a community or group of people. The term normally refers to humanitarian crisis situations arising due to so-called “natural” events such as earthquakes.</td>
</tr>
<tr>
<td>Distribution</td>
<td>The process of providing goods and supplies to a population affected by an emergency, e.g. food aid.</td>
</tr>
<tr>
<td>DO</td>
<td>Designated Official for Security (related to UN staff security system).</td>
</tr>
<tr>
<td>Documentation</td>
<td>Process of providing official papers (e.g. registration, identification, travel papers, medical records) to relevant migrant population.</td>
</tr>
<tr>
<td>DPA</td>
<td>UN Department of Political Affairs</td>
</tr>
<tr>
<td>DPKO</td>
<td>UN Department of Peacekeeping Operations</td>
</tr>
<tr>
<td>DRC</td>
<td>Danish Refugee Council, a Danish NGO</td>
</tr>
<tr>
<td><strong>DRD</strong></td>
<td>Donor Relations Division, IOM</td>
</tr>
<tr>
<td><strong>DSA</strong></td>
<td>Daily Subsistence Allowance</td>
</tr>
<tr>
<td><strong>Duty station</strong></td>
<td>The location, stated in the contract or “personnel action” form, to which a staff member is officially assigned for his/her work upon recruitment or appointment.</td>
</tr>
<tr>
<td><strong>Early warning</strong></td>
<td>System of foreseeing an impending humanitarian emergency. This is a central component of emergency preparedness that normally links to early action.</td>
</tr>
<tr>
<td><strong>ECHA</strong></td>
<td>Executive Committee on Humanitarian Affairs. Members are exclusively from the UN most of whom are members of the IASC.</td>
</tr>
<tr>
<td><strong>ECHO</strong></td>
<td>European Community Humanitarian Office</td>
</tr>
<tr>
<td><strong>ECOSOC</strong></td>
<td>Economic and Social Council</td>
</tr>
<tr>
<td><strong>Emergency</strong></td>
<td>A crisis affecting people for which local resources are inadequate to address urgent needs, suffering or danger to lives.</td>
</tr>
<tr>
<td><strong>Emergency migration management</strong></td>
<td><em>IOM working definition:</em> The operational activities which pertain to the various stages of an emergency migration including: preparing for, planning for, responding to, and mitigating the negative consequences of migration.</td>
</tr>
<tr>
<td><strong>Emergency–sudden onset</strong></td>
<td>An emergency which happens suddenly, e.g. flash flood, earthquake, tsunami.</td>
</tr>
<tr>
<td><strong>Emergency–slow onset</strong></td>
<td>An emergency which happens gradually and cumulatively, e.g. drought, deforestation, a country’s gradual descent into chaos.</td>
</tr>
<tr>
<td><strong>EOD</strong></td>
<td>Entry on Duty</td>
</tr>
<tr>
<td><strong>EOM</strong></td>
<td>Emergency Operations Manual, IOM</td>
</tr>
<tr>
<td><strong>EPA</strong></td>
<td>Emergency Preparedness Account, IOM</td>
</tr>
<tr>
<td><strong>EPC</strong></td>
<td>Emergency and Post Conflict Division, a division of PSD, IOM</td>
</tr>
<tr>
<td><strong>ERC</strong></td>
<td>Emergency Relief Coordinator, also the Head of UN OCHA</td>
</tr>
<tr>
<td><strong>ERR</strong></td>
<td>Emergency Response Roster, IOM</td>
</tr>
<tr>
<td><strong>ERU</strong></td>
<td>Emergency Response Unit, the predecessor of EPC.</td>
</tr>
<tr>
<td><strong>Estimation</strong></td>
<td>A process of making an approximate calculation of quantity, e.g. the number of people in a certain group or population.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td>ETA</td>
<td>Estimated time of arrival</td>
</tr>
<tr>
<td>ETD</td>
<td>Estimated time of departure</td>
</tr>
<tr>
<td>ETW</td>
<td>Emergency Training Workshop, IOM.</td>
</tr>
<tr>
<td>EU</td>
<td>European Union. A grouping of 15 nations united into a federation with a single currency (euro), central bank, and a common defense and foreign policy, headquartered in Brussels, Belgium.</td>
</tr>
<tr>
<td>Evacuation</td>
<td>The action of moving migrants from one location to another, normally from conditions of higher risk to lower risk. This also refers to emergency evacuation of staff, e.g. during the security phase 5 of UNSECOORD.</td>
</tr>
<tr>
<td>Evaluation</td>
<td>A management activity which attempts to determine, as systematically and objectively as possible the relevance, performance and achievements of an intervention (operation or project or programme) in light of its objectives.</td>
</tr>
<tr>
<td>Evaluation–ex-post</td>
<td>Evaluation taking place after the operation or project or programme is completed.</td>
</tr>
<tr>
<td>Evaluation–self</td>
<td>A management function carried out by the project implementors during the life span of the project. Closely linked to project monitoring.</td>
</tr>
<tr>
<td>Extrapolation</td>
<td>A statistically sound method of estimating a larger number from a more limited set of quantitative data.</td>
</tr>
<tr>
<td>FAO</td>
<td>Food and Agriculture Organization</td>
</tr>
<tr>
<td>FDE</td>
<td>Field Data Entry and Statistics Unit</td>
</tr>
<tr>
<td>FFW</td>
<td>Food for work. Utilising work force of the affected population to repair or improve community infrastructure and support systems by paying them with food rather than cash.</td>
</tr>
<tr>
<td>Field</td>
<td>The operational areas outside Headquarters</td>
</tr>
<tr>
<td>Field accounting procedures</td>
<td>Procedures governing the management of finances in the field.</td>
</tr>
<tr>
<td>Financial regulations</td>
<td>Financial rules adopted by the IOM Council</td>
</tr>
<tr>
<td>Flash appeal</td>
<td>A rapid appeal to donors for funds ahead of the CAP to address a humanitarian crisis.</td>
</tr>
<tr>
<td>Flowchart</td>
<td>A graphic showing the progression (“flow”) of steps or actions.</td>
</tr>
<tr>
<td>FSO</td>
<td>UN Field Security Officer</td>
</tr>
<tr>
<td>GA</td>
<td>UN General Assembly</td>
</tr>
<tr>
<td><strong>Gap identification table</strong></td>
<td>A matrix depicting on one axis (e.g. vertical) the emergency activities which need to be conducted and on the other (e.g. horizontal) who (what organisation) is conducting them. “Gaps” can be identified where no organisation is marked against a necessary activity.</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>GIR</strong></td>
<td>General Internal Roster, IOM</td>
</tr>
<tr>
<td><strong>GIS</strong></td>
<td>Geographical Information System</td>
</tr>
<tr>
<td><strong>GMT</strong></td>
<td>Greenwich Mean Time. Time synchronised worldwide to the time at the zero meridian. Also called “Zulu” time and UTC (Universal Time Coordinated).</td>
</tr>
<tr>
<td><strong>GPS</strong></td>
<td>Global Positioning System</td>
</tr>
<tr>
<td><strong>GTM</strong></td>
<td>Ground Transport Manual, IOM</td>
</tr>
<tr>
<td><strong>GTZ</strong></td>
<td>German technical assistance agency.</td>
</tr>
<tr>
<td><strong>HACC</strong></td>
<td>Humanitarian Assistance Coordination Center</td>
</tr>
<tr>
<td><strong>Hazard pay</strong></td>
<td>Special financial daily payment to staff for working in a high risk environment.</td>
</tr>
<tr>
<td><strong>Headquarters</strong></td>
<td>IOM offices in Geneva</td>
</tr>
<tr>
<td><strong>HEOA</strong></td>
<td>Humanitarian Emergency Operations Account, IOM.</td>
</tr>
<tr>
<td><strong>HF</strong></td>
<td>High frequency. Long-range radio network. Could be global in coverage.</td>
</tr>
<tr>
<td><strong>HOO</strong></td>
<td>Head of Office</td>
</tr>
<tr>
<td><strong>Host Authorities</strong></td>
<td>The official authorities of a state hosting migrants and/or an IOM operation, office and/or staff.</td>
</tr>
<tr>
<td><strong>HRD</strong></td>
<td>Human Resources Division, IOM. Its name was changed to Human Resources and Common Services Management Department (HRM) in 2002.</td>
</tr>
<tr>
<td><strong>HRM</strong></td>
<td>Human Resources and Common Services Management Department</td>
</tr>
<tr>
<td><strong>Human development</strong></td>
<td>The process of advancement of human societies—economic, social, political, cultural, etc.—as opposed to economic development which examines the economic advancement.</td>
</tr>
<tr>
<td><strong>Human resources</strong></td>
<td>Staff, management, consultants, secondees, contractual, etc.</td>
</tr>
<tr>
<td><strong>Humanitarian</strong></td>
<td>Pertaining to assisting, protecting and/or promoting human welfare.</td>
</tr>
<tr>
<td><strong>Humanitarian Coordinator (HC)</strong></td>
<td>Formally appointed UN coordinator for UN and associated humanitarian operations (normally appointed with the agreement of the IASC).</td>
</tr>
<tr>
<td><strong>IASC</strong></td>
<td>Inter-Agency Standing Committee</td>
</tr>
</tbody>
</table>
**IBRD** | International Bank for Reconstruction and Development, the World Bank.
---|---
**ICRC** | International Committee of the Red Cross
**ICVA** | International Council of Voluntary Agencies
**ID** | Identification card
**IDP** | Internally displaced person. Persons who have been forced to flee their homes suddenly or unexpectedly in large numbers as a result of armed conflict, internal strife, systematic violations of human rights or natural or human made disasters and who are within the territory of their country.
(Note: IOM’s definition omits the aspects of “suddenness” and “large numbers” meaning that it considers as IDPs those who are displaced due to slow onset emergencies.)
**IFRC** | International Federation of the Red Cross and Red Crescent Societies
**IGO** | Inter-Governmental Organisation
**IHL** | International Humanitarian Law
**Implementation** | Activity whereby an operation, project or programme is executed.
**Indicator** | A measure that is used to demonstrate the change or result of an activity.
**InterAction** | The American Council for Voluntary International Action, an alliance of 160 U.S.-based international development and humanitarian non-governmental organisations.
**International Law** | Law regulating and codifying transnational issues, standards, procedures and behaviour.
**International Refugee Law** | International Law as codified principally under the 1951 Refugee Convention and 1967 Protocol.
**Inventories** | Lists or records of materials and equipment.
**IO** | International organisation, as differentiated from NGO.
**IOM** | International Organization for Migration
**IT** | Information technology
**JLC** | UN Joint Logistics Center (led by WFP)
**JTF** | A military acronym standing for Joint Task Force.
**LAN** | Local area network
<p>| <strong>LC</strong> | Local currency |
| <strong>Lead agency</strong> | The agency assigned by the IASC to lead the coordination and response to a specific humanitarian emergency. Normally assigned to the UN agency whose mandate closely matches the emergency need at hand and which has the operational capacity. |
| <strong>LEG</strong> | Legal Services, IOM. |
| <strong>LES</strong> | Land Earth Station |
| <strong>Liability</strong> | Under an obligation, opposite of “asset”. |
| <strong>Liaison</strong> | Communication or cooperation between two or more persons, groups or organisations. |
| <strong>Life-threatening</strong> | A situation in which human life is at risk. |
| <strong>Logbook</strong> | A notebook in which to record basic data on regular transactions, maintenance or usage, e.g. usage and maintenance of a vehicle, use of satcom, etc. |
| <strong>Logistics</strong> | The movement and management of resources and supplies, typically from procurement to distribution. |
| <strong>LOU</strong> | Letter of Understanding |
| <strong>MAI</strong> | UN Malicious Acts Insurance |
| <strong>MHS</strong> | Migration Health Services, IOM |
| <strong>Migrant</strong> | <em>IOM working definition</em>: Any person whose decision to migrate is made freely for reasons of personal convenience, with or without intervention of an external compelling factor. This term therefore applies to persons and to family members who have moved or may move within a country or to another country to better their material or social conditions and improve the prospect for themselves or their family. |
| <strong>Migration</strong> | Encompasses all forms of human movement, including permanent or temporary, resettlement or return, international or national, emergency or non-emergency, forced or voluntary, regular or irregular, legal or illegal. |
| <strong>MiMOSA</strong> | Migrant Management and Operational Services Application, IOM |
| <strong>MMD</strong> | Movements Management Department, IOM. |
| <strong>MMM</strong> | Movement Management Manual, IOM. |
| <strong>Monitoring</strong> | A management function of tracking and reviewing regularly the progress and results of a project implementation. |
| <strong>Morbidity</strong> | Rate of sickness in a population. |
| <strong>Mortality</strong> | Rate of death in a population. |</p>
<table>
<thead>
<tr>
<th><strong>MOU</strong></th>
<th>Memorandum of Understanding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Movement</strong></td>
<td>The process of transporting migrants (and their belongings) from one location to another.</td>
</tr>
<tr>
<td><strong>MPI</strong></td>
<td>Media and Public Information, IOM.</td>
</tr>
<tr>
<td><strong>MRE</strong></td>
<td>Meal ready to eat, a military ration.</td>
</tr>
<tr>
<td><strong>MRF</strong></td>
<td>Mission with Regional Functions, IOM.</td>
</tr>
<tr>
<td><strong>MSA</strong></td>
<td>Monthly Subsistence Allowance</td>
</tr>
<tr>
<td><strong>MSI</strong></td>
<td>Medical Self Insurance, IOM.</td>
</tr>
<tr>
<td><strong>MSP</strong></td>
<td>Medical Service Plan, IOM.</td>
</tr>
<tr>
<td><strong>Multi-disciplinary team</strong></td>
<td>A team comprised of a variety of technical backgrounds. The term is normally associated with assessment teams.</td>
</tr>
<tr>
<td><strong>Multilateral</strong></td>
<td>A relationship or action among a number of entities, as opposed to “bilateral”, which is between two entities.</td>
</tr>
<tr>
<td><strong>NATO</strong></td>
<td>North Atlantic Treaty Organisation</td>
</tr>
<tr>
<td><strong>NGO</strong></td>
<td>Non-governmental organisation</td>
</tr>
<tr>
<td><strong>Nomroll</strong></td>
<td>Nominal roll. A standard listing of passengers that needs to be sent to FDE (MMD) in IOM Geneva.</td>
</tr>
<tr>
<td><strong>NRC</strong></td>
<td>Norwegian Refugee Council, a Norwegian NGO</td>
</tr>
<tr>
<td><strong>OAS</strong></td>
<td>Organization of American States. Inter governmental organisation of all North, Central and South American and Caribbean countries except Cuba and Canada.</td>
</tr>
<tr>
<td><strong>OAU</strong></td>
<td>Organization of African Unity. An organisation of independent African states established to promote unity, coordinate policies, and protect the independence of the continent. It is headquartered in Addis Ababa, Ethiopia. Its name was changed to African Union in May 2001.</td>
</tr>
<tr>
<td><strong>OCHA</strong></td>
<td>UN Office for the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td><strong>OECD</strong></td>
<td>Organisation for Economic Co-operation and Development. Consists of 30 member countries sharing a commitment to democratic government and the market economy. It has active relationships with some 70 other countries, NGOs and civil society. It is best known for its publications and its statistics. Its work covers economic and social issues from macroeconomics, to trade, education, development and science and innovation.</td>
</tr>
<tr>
<td><strong>OFDA</strong></td>
<td>Office of Foreign Disaster Assistance. Part of USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance responsible for the coordination of USG assistance to foreign countries after a natural or human made disaster.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td>OHCHR</td>
<td>Office of High Commissioner for Human Rights</td>
</tr>
<tr>
<td>OHU</td>
<td>Occupational Health Unit, IOM</td>
</tr>
<tr>
<td>Operations</td>
<td>In IOM, this term is often used to refer to any organised field activities of a programme that are different from admin, finance and medical, e.g. transportation, reintegration, shelter, etc.</td>
</tr>
<tr>
<td>Organised migration</td>
<td>As opposed to irregular, forced or illegal migration.</td>
</tr>
<tr>
<td>OSOCC</td>
<td>UN On Site Operations Coordinating Center</td>
</tr>
<tr>
<td>OTI</td>
<td>Office of Transition Initiatives. Part of USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance which manages USAID’s assistance to nations in transition from war to peace and development.</td>
</tr>
<tr>
<td>PAHO</td>
<td>Pan American Health Organization</td>
</tr>
<tr>
<td>Partners</td>
<td>Agencies working side-by-side with IOM, could be operational or implementing partner.</td>
</tr>
<tr>
<td>PAS 2000</td>
<td>IOM computerized field accounting programme.</td>
</tr>
<tr>
<td>PC</td>
<td>Personal computer</td>
</tr>
<tr>
<td>PCRM</td>
<td>Post Conflict Reference Manual, IOM</td>
</tr>
<tr>
<td>Phonetic alphabet</td>
<td>The alphabet organised in a manner whereby each letter is identified through a word commencing with that letter, e.g. “T” — “tango.”</td>
</tr>
<tr>
<td>PI</td>
<td>Public Information</td>
</tr>
<tr>
<td>Planning</td>
<td>Management process whereby assessment information is converted into proposed actions, expected results, budgets and deadlines.</td>
</tr>
<tr>
<td>Population stabilisation</td>
<td>Activities to reduce and/or eliminate unwanted movement of populations. If in a context of post-movement assistance, then this refers to activities that will help reduce or avoid secondary displacement.</td>
</tr>
<tr>
<td>Post-emergency</td>
<td>Activities taking place after an emergency.</td>
</tr>
<tr>
<td>Preparedness</td>
<td>Activities carried out prior to and in preparation for an emergency.</td>
</tr>
<tr>
<td>PRM</td>
<td>US Department of State’s Bureau for Population, Refugees and Migration.</td>
</tr>
<tr>
<td>Procurement</td>
<td>Purchase or acquisition of material resources as one component of logistics.</td>
</tr>
<tr>
<td>Proflight number</td>
<td>A series of numbers issued by MMD before the end of each year. Each mission/office will receive a unique number series to use. All IOM-assisted movement (by air, land or sea) will use the proflight number.</td>
</tr>
<tr>
<td>Protection</td>
<td>The act of supporting people at risk in the defense of their rights, e.g. protecting the right to seek asylum as defined under international refugee law.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td>PSD</td>
<td>Programme Support Department, IOM.</td>
</tr>
<tr>
<td>PTU</td>
<td>Project Tracking Unit, IOM, a unit of PSD.</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>Rest and recuperation</td>
</tr>
<tr>
<td>RAID</td>
<td>Remote Access Integrated Dialler (now replaced by a new programme, Dial Manager).</td>
</tr>
<tr>
<td>Reconstruction</td>
<td>Post-emergency rehabilitation and re-building of shattered society and economy.</td>
</tr>
<tr>
<td>RedR</td>
<td>Engineers for Disaster Relief. An international NGO specialising in the provision of technical human resources to humanitarian aid agencies worldwide.</td>
</tr>
<tr>
<td>Refugee</td>
<td>A person who has crossed an international border and is unable or unwilling to avail of the protection of his/her own country due to a well-founded fear of persecution.</td>
</tr>
<tr>
<td>Registration</td>
<td>A systematic process of collecting and documenting information about individual people and families.</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>Post-emergency re-establishing a functioning society and infrastructure</td>
</tr>
<tr>
<td>Reinsertion</td>
<td>Integrating displaced persons, e.g. former combatants, IDPs or returning refugees, into a society and/or geographical area.</td>
</tr>
<tr>
<td>Relief</td>
<td>Emergency aid</td>
</tr>
<tr>
<td>Resettlement</td>
<td>The re-location and integration of people into another geographical area and environment, usually in a third country.</td>
</tr>
<tr>
<td>Resident Coordinator</td>
<td>Formally designated UN coordinator for UN operations in a specific country, usually the UNDP ResRep.</td>
</tr>
<tr>
<td>ResRep</td>
<td>UNDP Resident Representative</td>
</tr>
<tr>
<td>Return—voluntary</td>
<td>The act of choosing freely to go back to one’s place or country of origin or of previous residence.</td>
</tr>
<tr>
<td>RRTF</td>
<td>Rapid Response Transportation Fund, IOM</td>
</tr>
<tr>
<td>Sampling</td>
<td>A statistical method whereby a sub-set of a population is selected as representative of the larger population.</td>
</tr>
<tr>
<td>Satcom</td>
<td>Satellite communication system, usually referring to Inmarsat or International Maritime Satellite.</td>
</tr>
<tr>
<td>Satcom, Mini-M</td>
<td>Lightweight satcom about the size of a laptop weighing some 2.2 kgs (with battery). Data speed at 2.4 kbps. An upgraded version is the M4-GAN which weighs 3.7 kgs and transmits data at 64 kbps.</td>
</tr>
<tr>
<td>SC</td>
<td>UN Security Council</td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
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</tr>
<tr>
<td>SDCA</td>
<td>Swiss Development and Cooperation Agency. The Swiss government foreign assistance and development agency.</td>
</tr>
<tr>
<td>SDR</td>
<td>Swiss Disaster Relief, an office within SDCA responsible for coordination of Swiss government international disaster relief activities.</td>
</tr>
<tr>
<td>SDT</td>
<td>Staff Development and Training Unit, IOM.</td>
</tr>
<tr>
<td>SG</td>
<td>The UN Secretary General</td>
</tr>
<tr>
<td>Security phases</td>
<td>The five phases of increasing risk as set out in the UN staff security system.</td>
</tr>
<tr>
<td>Shelter</td>
<td>A technical sector, a synonym for temporary housing</td>
</tr>
<tr>
<td>Sitrep</td>
<td>Situation report</td>
</tr>
<tr>
<td>SIDA</td>
<td>Swedish International Development Agency. Swedish government foreign assistance and development agency.</td>
</tr>
<tr>
<td>SMT</td>
<td>Security Management Team, called by the DO.</td>
</tr>
<tr>
<td>SRSG</td>
<td>Special Representative of the UN Secretary General. The person appointed by the UN Secretary General to represent him in a specific humanitarian emergency operation.</td>
</tr>
<tr>
<td>Sphere</td>
<td>A project launched by a group of international humanitarian agencies (NGO, UN, donors) to develop a humanitarian charter and a set of minimum standards in core areas of humanitarian assistance, e.g. water supply and sanitation, nutrition, food aid, shelter and site planning and health services.</td>
</tr>
<tr>
<td>Sprout</td>
<td>Summary Project Outline. A term borrowed from ILO.</td>
</tr>
<tr>
<td>SRR</td>
<td>Staff Regulations and Staff Rules</td>
</tr>
<tr>
<td>SSU</td>
<td>Staff Security Unit, IOM, a Unit of PSD reporting to the Chief of PTU.</td>
</tr>
<tr>
<td>Staff—international</td>
<td>Internationally recruited personnel.</td>
</tr>
<tr>
<td>Staff—local</td>
<td>Nationally recruited personnel, nationals of the country of operation.</td>
</tr>
<tr>
<td>Staff Performance Appraisal</td>
<td>The evaluation of an individual staff member’s professional performance.</td>
</tr>
<tr>
<td>Standby arrangements</td>
<td>Emergency preparedness whereby formal or informal agreements are made with various service providers and suppliers that can be activated quickly in times of emergency, e.g. NRC on emergency personnel.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>STC</td>
<td>Staff Travel Coordinator, IOM.</td>
</tr>
<tr>
<td>STU</td>
<td>Staffing Unit, IOM.</td>
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<tr>
<td>Survey—household</td>
<td>A statistically sound information collection process focused on information about groups living in individual shelter units or homes (e.g. houses, apartments or tents).</td>
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<tr>
<td>TA</td>
<td>Travel Authorization</td>
</tr>
<tr>
<td>TDY</td>
<td>Temporary Duty or Tour of Duty</td>
</tr>
<tr>
<td>TOR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>Travel documents</td>
<td>Official papers required for travel, e.g. passport, visa.</td>
</tr>
<tr>
<td>TSY</td>
<td>Treasury Division, IOM</td>
</tr>
<tr>
<td>UHF</td>
<td>Ultra-High Frequency. Works about the same as the VHF using a different frequency range.</td>
</tr>
<tr>
<td>UM</td>
<td>Unaccompanied minor</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UN Certificate</td>
<td>A UN card issued by a UN agency to IOM staff during an emergency operation that is under the UN umbrella or an operation in partnership with the UN.</td>
</tr>
<tr>
<td>UN CIMIC</td>
<td>UN Civilian Military Coordination. New acronym used is UN CMCoord.</td>
</tr>
<tr>
<td>UN Secretariat</td>
<td>The bureaucracy that manages and supports the day-to-day work of the UN.</td>
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<tr>
<td>UNDAC</td>
<td>UN Disaster Assessment and Coordination</td>
</tr>
<tr>
<td>UNDP</td>
<td>UN Development Programme</td>
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<tr>
<td>UN OHCHR</td>
<td>UN Office of the High Commissioner for Human Rights</td>
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<tr>
<td>UNHCR</td>
<td>UN High Commissioner for Refugees</td>
</tr>
<tr>
<td>UNICEF</td>
<td>UN Children’s Fund</td>
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<tr>
<td>Universal Declaration of Human Rights</td>
<td>UN General Assembly Resolution 217A (III), 10 December 1948. The core statement of basic rights of all human beings, e.g. civil, political, economic, social, etc.</td>
</tr>
<tr>
<td>UNSECOORD</td>
<td>UN Security Coordinator</td>
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<tr>
<td>UNV</td>
<td>UN Volunteers</td>
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<tr>
<td>USD</td>
<td>United States Dollars</td>
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<tr>
<td><strong>USG</strong></td>
<td>United States Government</td>
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<tr>
<td><strong>VHF</strong></td>
<td>Very High Frequency. Short-range, line of sight transmission.</td>
</tr>
<tr>
<td><strong>Voluntariness of return</strong></td>
<td>Recognition that the act of returning to one’s country or place of origin is a voluntary act.</td>
</tr>
<tr>
<td><strong>Vulnerable persons</strong></td>
<td>People who have particular vulnerabilities due to their condition or situation such as age, disability, lack of social and economic support, etc. (e.g. chronically ill, disabled and single heads of family).</td>
</tr>
<tr>
<td><strong>WB</strong></td>
<td>World Bank</td>
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<tr>
<td><strong>Walkie-Talkie</strong></td>
<td>Handheld (VHF/UHF) radio</td>
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<tr>
<td><strong>WFP</strong></td>
<td>World Food Programme</td>
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<tr>
<td><strong>WHO</strong></td>
<td>World Health Organization</td>
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