



Global Activities 2017

Shelter/NFI | WASH | Coordination | CCCM | DTM | Protection
Disaster Risk Reduction | Peace Building | Community Stabilization
Durable Solutions and Resilience | Cash Based Interventions

June 2018





Summary

• Introduction to global activities in 2017.....	3
• Humanitarian response coordination.....	4
• HQ level deployment - rapid response and support	6
• Shelter/ Non-Food Items (NFI) operations	10
• Water, Sanitation and Hygiene (WASH)	14
• Camp Coordination and Camp Management (CCCM)	18
- Operations	18
- Capacity-Building	22
• Displacement Tracking Matrix (DTM)	24
• Protection	28
• Disaster Risk Reduction	32
• Transition and Peace Building	34
• Community Stabilization	36
• Durable Solutions and Resilience	38
• Cashed Based Interventions (CBI).....	40

Introduction to global activities in 2017

Throughout 2017, IOM migration crisis operations assisted 28.8 million beneficiaries globally*.

The information captured in this document was consolidated from a data collection exercise, carried out in January 2018 and is wholly based on the responses obtained from each Country Office. Country Offices were contacted to complete a survey covering activities in Camp Coordination, HQ level deployment, Shelter, Water, Sanitation and Hygiene (WASH), Camp Management operations and capacity building, sectoral coordination, DTM, Protection, Disaster Risk Reduction, Transition and Peace Building, Community Stabilization, Durable Solutions, and Cash Based Interventions (CBI). 100 country missions provided data. The results presented here cover activities related to preparedness and response, transition and recovery which started, were underway, or ended in 2017.

It is important to note that beneficiary numbers for each thematic area cannot be summed up since beneficiaries may have benefitted from more than one type of project.

All maps included in this document are for illustration purposes only. Names and boundaries on the maps do not imply official endorsement or acceptance by IOM. All information is the best available at the time when the map was produced.

June 2018

Photo credits: Rikka Tupaz/IOM (cover page) and Eunjin Jeong/IOM 2015.

Icons were taken from the Noun Project: *Dilayorganci, L. Delgalo, M. Kulikov, T. Knopp, A. Rodriguez, Y. Luck, L. Prado, T. Helbig, A. Ahmed, C. Gomboli, DTE Media.*

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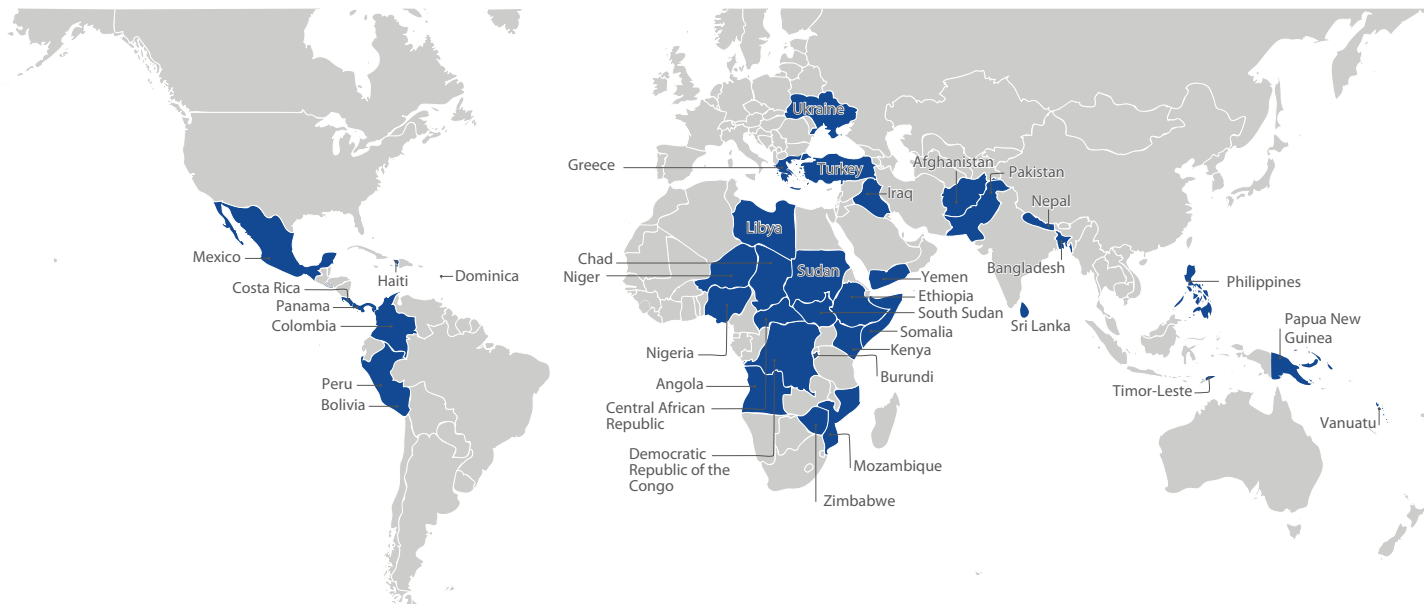
IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

**This value is based on IOM operations reported by the missions. It also includes beneficiaries from other divisions due to the cross-sectoral nature of some activities and/or projects. Values include both direct and indirect beneficiaries.*

Humanitarian coordination overview

• Overview of coordination

This map is for illustration purposes only. Names and boundaries on this map do not imply official endorsement or acceptance by IOM.



Cluster:

A "cluster" is a formally activated cluster, i.e. a cluster activated in accordance with the procedures detailed in the agreed IASC policy on the matter, the Cluster Coordination Reference Module.

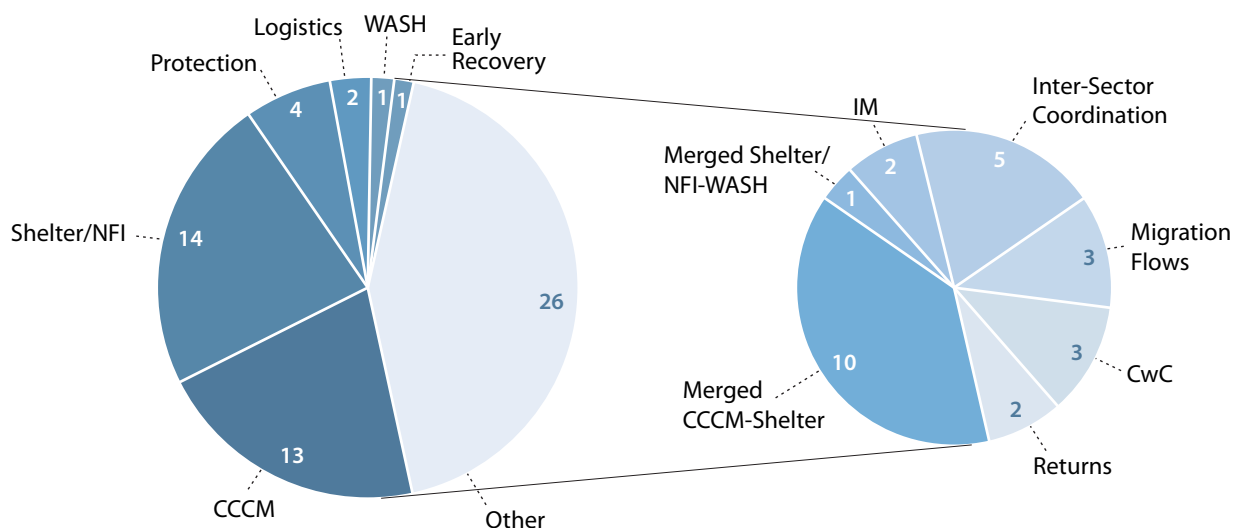
Sector:

A sector denotes a humanitarian coordination mechanism led by national Government or a designated national agency. International humanitarian support can strengthen national capacity, underpinned by the principles on the cluster approach.

Merged cluster/sector:

A merged cluster or sector denotes an arrangement whereby two clusters or sectors agree to merge into one entity. The resulting entity takes over the tasks of the initial clusters/sectors.

Sector Breakdown





• Coordination highlights

Guided by the spirit of the 2005 humanitarian reform and the 2010 transformative agenda protocols, IOM actively participated at global and country levels in coordination platforms that contribute to a joint response. These groups, although not all formally activated in the form of clusters, are underpinned by their principles and seek to address emerging issues, responding to them in a coordinated and principled fashion. They hold regular meetings, map needs, support service delivery, plan and implement sector strategies, formulate priorities, monitor response, build or develop capacities of key stakeholders, and inform leadership levels for decision making and key advocacy points.

In 2017, IOM held a coordination role in 71 cluster/sector/working group coordination platforms across 37 countries, sometimes leading on multiple platforms in the same country such as in Bangladesh, Colombia, South Sudan and Turkey. This role varied from lead to co-lead or chairing such groups in a variety of sectors and also inter-sector platforms. The contexts varied from disasters associated with natural hazards to conflict or complex situations (disasters, conflict, and/or mixed migration flows). One country may have experienced more than one scenario during 2017. There were 25 Shelter/NFI related platforms, 23 CCCM related platforms and 23 inter-sector, migration flows and other sectors. Information compiled reflects a “snapshot in time” based on information compiled which is not exhaustive and subject to local interpretation of coordination arrangements. IOM also participated in 34 of the 40 inter-agency humanitarian appeals launched that year.

Coordination overview

There was an increase in the number of platforms where IOM held a coordination role in 2017, rising to 71 from 52 in 2016. In 2016 there were fewer offices leading several platforms (Sudan, South Sudan and Somalia), and 2017 saw 6 (Bangladesh, Colombia, Iraq, South Sudan, Turkey, Yemen). The number of CCCM and Shelter related platforms where IOM held a lead role also augmented. The WASH platforms decreased from four to two, while the opposite took place for Protection related platforms, from two to four. Inter-sector platforms increased from two to five, including notably the Cox’s Bazar Inter-Sector Coordination Group for the Rohingya Refugee response.

In this category are the mixed migration flows coordination platforms (Libya, Colombia, Yemen) which linked up several sectors.

Reflection of performance of clusters/sectors where IOM held a coordination role

Dedicated leadership

In 2017, across the 71 platforms only 45 per cent had dedicated coordinators, and 45 per cent also had Information Managers (IM). Within those platforms that had either a Coordinator or an IM, the percentage that had both was 59 per cent.

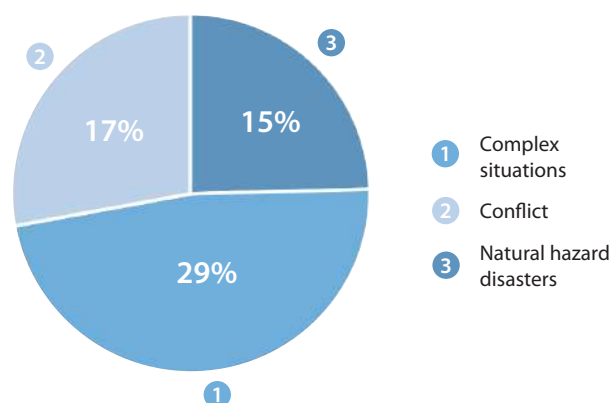
In 2016, 54 per cent of platforms had dedicated coordinators and 48 per cent had dedicated IMs, reflecting a decrease in 2017 mostly related to underfunded responses that could not allow for dedicated key leadership positions.

In 2017, emphasis was placed on CCCM and Shelter/NFI coordination and leadership, resulting in 61 per cent of CCCM related platforms having dedicated coordinators and 61 per cent with IMs. Within those platforms that had either a Coordinator or an IM, the percentage that had both was 35 per cent. From the Shelter/NFI related platforms 60 per cent had coordinators and 52 per cent as well had IMs. Within those platforms that had either a Coordinator or an IM, the percentage that had both was 60 per cent.

Key sector responsibilities

The platforms where IOM held a lead position maintained the same level of producing and maintaining sector strategies and of developing needs assessment and guidance tools, while the mapping of partners and activities and cluster workplan development and maintenance decreased.

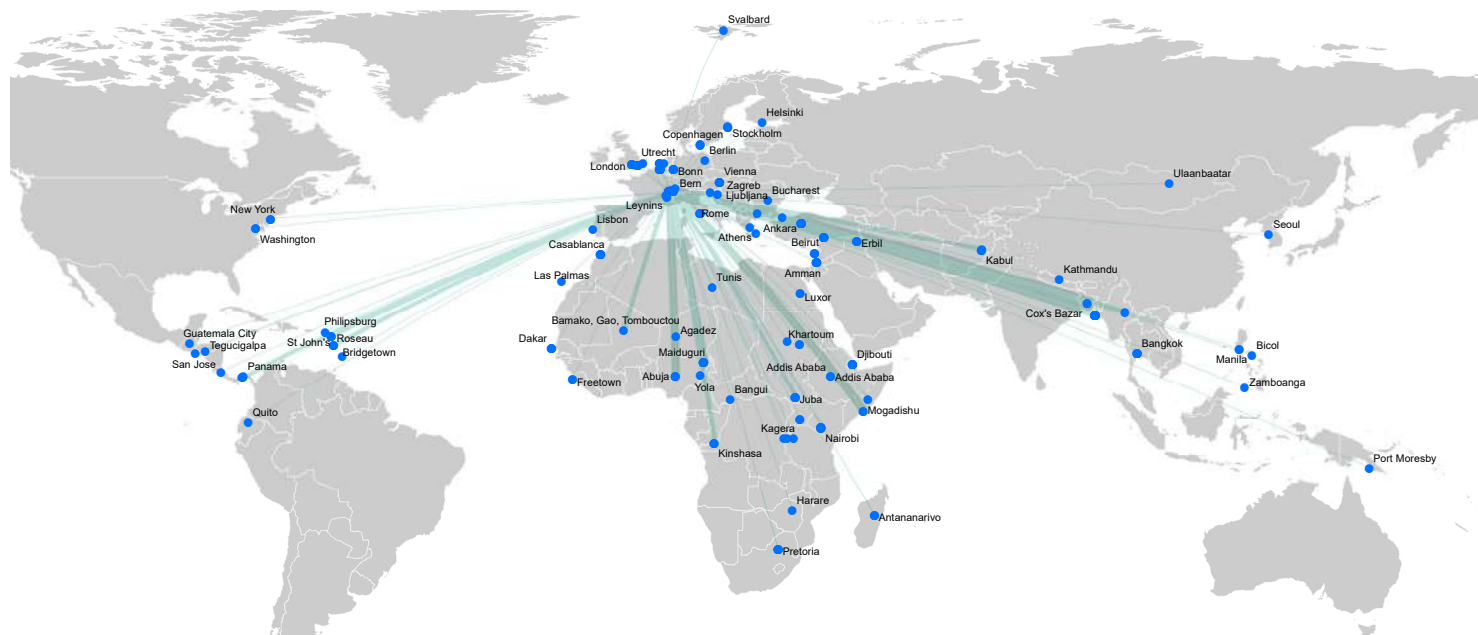
Types of situations involved in



HQ level deployment - rapid response and support

• Overview and highlights of rapid response

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Within the Department of Operations and Emergencies (DOE), the Preparedness and Response Division (PRD) provides on-going support to Country Offices (CO) via it's HQ based staff. This support is in addition to the support provided or coordinated to COs by the Regional Offices (RO). The analysis covered here is limited to specific thematic areas and not comprehensive to PRD or DOE wide portfolio of services. It is limited to deployments from the Camp Coordination Camp Management (CCCM), Shelter and NFI, Displacement Tracking Matrix (DTM) and PRD staff for Surge support, Capacity Building activities and other types of deployments that involved coordination meetings and preparedness, among others.

Number of deployments

Between 2016 and 2017, the overall numbers remain similar, as did the number of staff deploying and the number of destinations.

2016

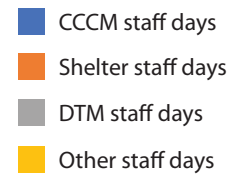
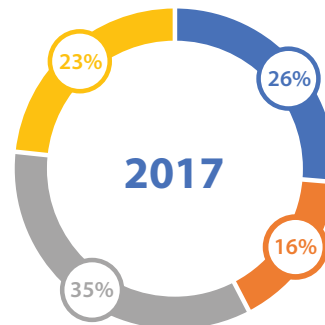
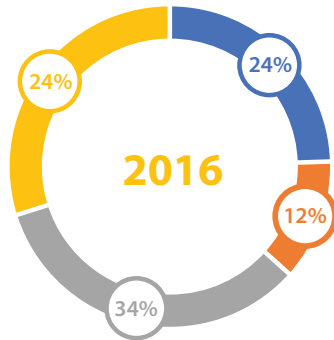
39 staff were involved in **229 deployments** to **53 different countries** for a total of **2,094 staff days**, averaging 9 days per deployment and 53 deployment days on average per staff spent on deployments. That year 28 staff were involved in surge deployments to 31 countries and 23 staff involved in capacity building deployments to 26 countries. CCCM deployments had the highest average of staff days per number of staff deployed (45 days), and surge related deployments averaged 37 days spent per deployment. The target countries that received most surge deployments were Turkey, Nigeria, Lebanon and Haiti in total of deployments (9, 7, 6, and 5 respectively), but in terms of staff days the top ranking countries were Nigeria, Ecuador, Turkey, South Sudan and Haiti ranging with 239, 161, 159 and 109 respectively.

2017

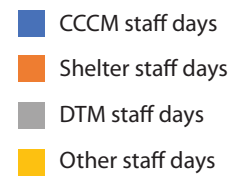
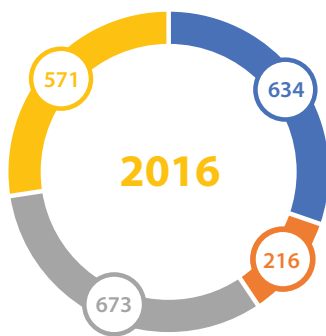
43 staff were involved in **258 deployments** to **64 different countries** for a total of **2,184 staff days**, averaging 8 days per deployment and 51 deployment days on average per staff spent on deployments. That year 28 staff were involved in surge deployments to 33 countries and 35 staff involved in capacity building deployments to 41 countries. CCCM deployments had the highest average of staff days per number of staff deployed (45 days), and surge related deployments averaged 42 days spent per deployment. The target countries that received most surge deployments were Bangladesh, the Caribbean, and Nigeria in total of deployments (17, 10, and 9 respectively), these were also the destinations where most staff days were spent (472, 107 and 274 staff days).



Type of deployment

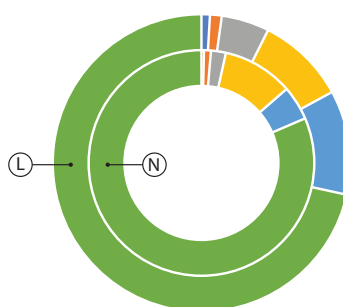


Staff days per type of deployment



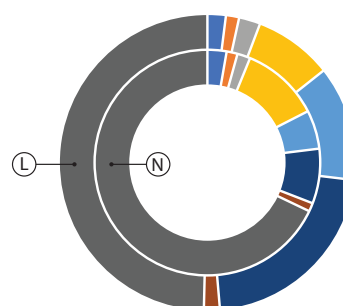
PRD L3 related deployments

2016 L3 related deployments



(L) Length of deployment
(N) Number of deployment

2017 L3 related deployments



(L) Length of deployment
(N) Number of deployment

HQ level deployment - rapid response and support

Surge support for CCCM, Shelter, DTM and emergency operations remained constantly the larger reason for deployments, followed by capacity building activities. 2017 saw more deployments and an increase of staff days spent in surge and capacity building activities. CCCM and Shelter deployments increased while DTM and other types of deployments reduced in 2017. Surge deployments in 2017 were lower in number but represented more staff days. Shelter deployments for surge and specifically capacity building rose notably in number of deployments and staff days in 2017, while CCCM deployments doubled in number but duration remained similar to 2016. DTM deployments for surge reduced in 2017 but increased appreciably for capacity building.

2016

2017

Supporting functions

The main events and focus of attention were Nigeria operations after the declaration of internal L3, Syria NPM and Turkey level coordination, Ecuador earthquake response and South Sudan operations. Large capacity building events in Greece (CCCM), Philippines (Shelter), Costa Rica and Indonesia (DTM) and Norway (Triplex) also required many deployments.

The main events and focus of attention were the Rohingya and Caribbean responses and the continuation of support to L3 responses (Nigeria and Syria, among the others). Large capacity building events included DTM trainings in Austria, Turkey and Djibouti and CCCM and ERIT workshops in Morocco and South Africa respectively.

L3

Active system wide L3s were Syria, Yemen, Iraq and South Sudan; an internal L3 (Nigeria) was activated.

There were 42 deployments to the countries involved in those L3 responses that represented a total of 595 staff days; that represented 18% of all deployments and 28% of the overall staff days in terms of support.

Active system wide L3s were Syria, Yemen, Iraq and South Sudan and DRC was activated at the end of the year; internal L3s were Nigeria and two new ones activated for Libya and Bangladesh.

There were 83 deployments to the countries involved in those L3 responses that represented a total of 1,100 staff days. In comparison to 2016 this represent a twofold increase and stand for half of the total deployment days of rapid response staff.

Surge

Deployments covered several purposes, for instance support for on-going responses (Syria and EU migration crisis related), back stopping for colleagues at CO level (Nigeria CCCM sector, South Sudan multisector), sudden onsets (Ecuador earthquake, Haiti hurricane Matthew), roll out of DTM (Afghanistan, Pakistan, El Salvador), Support for transition (Nepal post earthquake).

Deployment reasons were similar to 2016's to: cover coordination gaps (Bangladesh, Jordan), support sector specific emergency activities (Somalia, South Sudan, Burundi, Kenya), sudden onsets (Tanzania earthquake, Madagascar Enawo Typhoon, Sierra Leone mudslides), roll out or expending DTM operations (Turkey, Afghanistan, Mongolia).

DOE Roster

289 roster members as of 2017, at least 11 Country offices were provided with deployment support.

379 roster members as of 2017, 23 Country Offices provided with deployment support. In 2017, efforts to further improve the roster though upgrading its software and process began, the new roster is scheduled for release in the 3rd quarter of 2018.



Stand by partners (SBPs)

In 2016, IOM's standby partners provided 38 deployments to 19 IOM Country Offices, totalling 4,800 personnel days (approximately 160 months).

In 2017, IOM's standby partners provided 67 deployments to 20 IOM Country Offices, totalling 6,443 personnel days (approximately 215 months).

Capacity Building

Capacity building activities included GBV guidelines and women participation roll out (several countries), CCCM and MEND (Greece, Ecuador, Myanmar), DTM (Costa Rica, Senegal, Indonesia), ERIT was held in Thailand. The TRIPLEX, a 3-days, full-scale, humanitarian aid and civil protection field exercise (500 participants from 45 organisations) took place in Norway and was attended by 15 IOM staff (exercise control and participants).

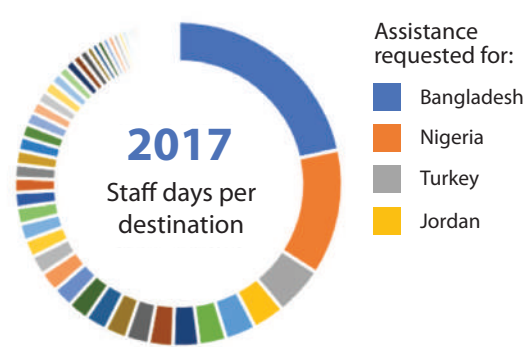
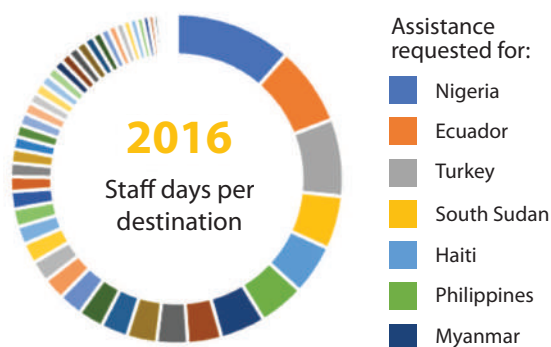
Large DTM capacity building events took place in Turkey, Morocco, Djibouti, Madagascar and Austria. CCCM, PSS workshops were rolled out in Morocco, Senegal, Nigeria. Shelter, GBV mitigation and Mass shelter capability events took place in Thailand, Myanmar, Honduras Germany and Switzerland. ERIT took place in South Africa.

Other types of deployment

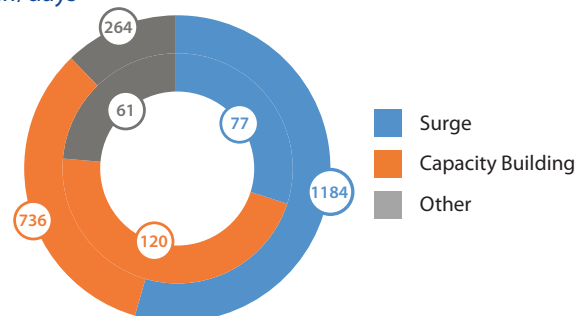
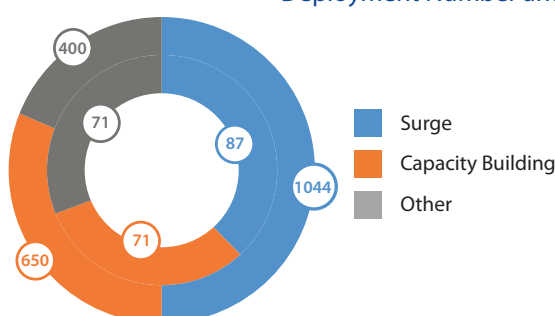
These for instance involved emergency coordination support (Nigeria and Syria related), preparedness exercises (TRIPLEX), and coordination meetings both in country or at donor capital level (several countries).

These involved emergency coordination and contingency planning for Syria response, internal L3 SOP planning, coordination meetings both at global level (Grand bargain) and at donor capital level.

Staff days per destination



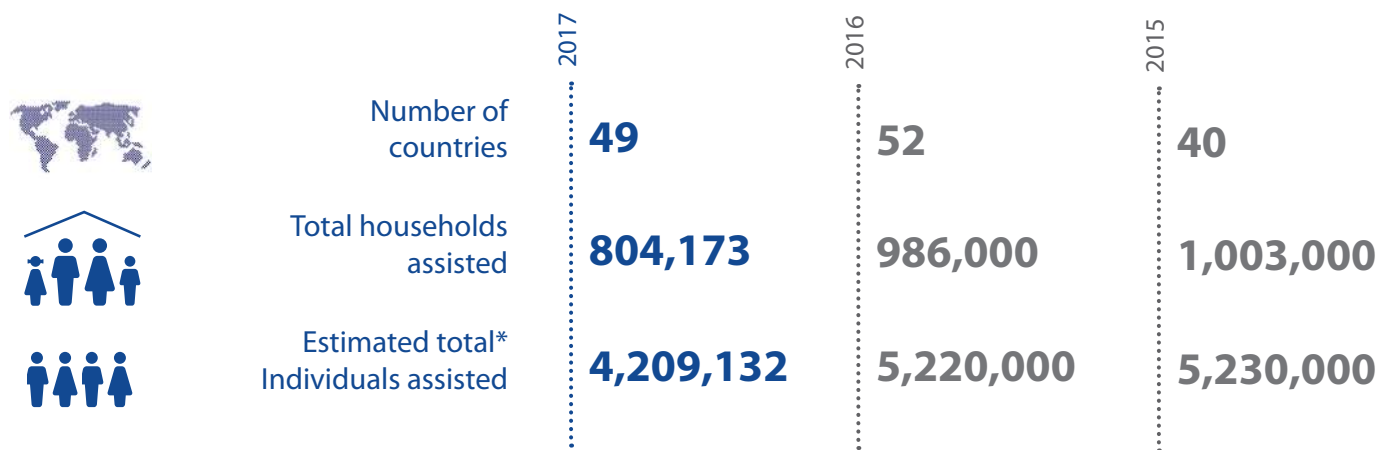
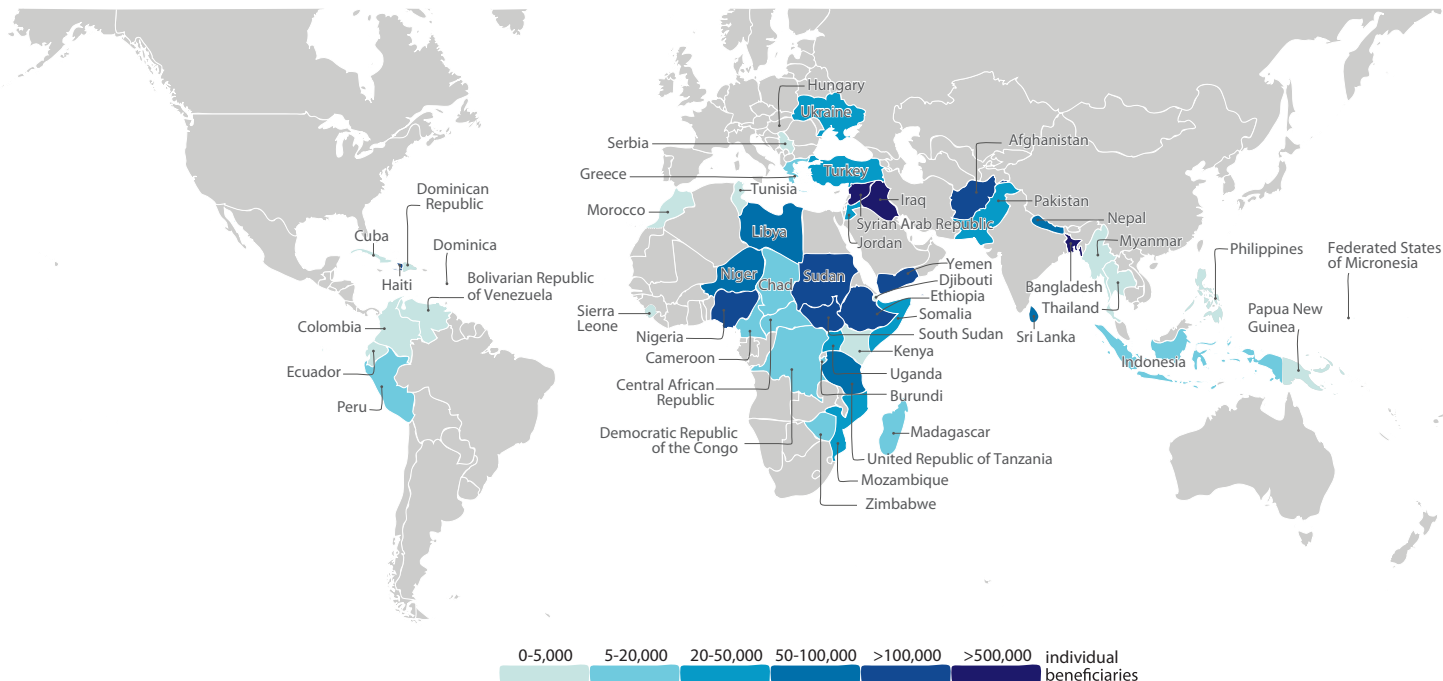
Deployment Number and Staff/days



Shelter/NFI operations

• Overview of operations

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* Individual beneficiaries are estimated based on average household size by country

NFI Households reached with non-food items
758,856

Shelter repairs and upgrades
45,330

Individuals who received shelter trainings
11,231

Newly built shelters
53,390

Total family tents set up
27,989

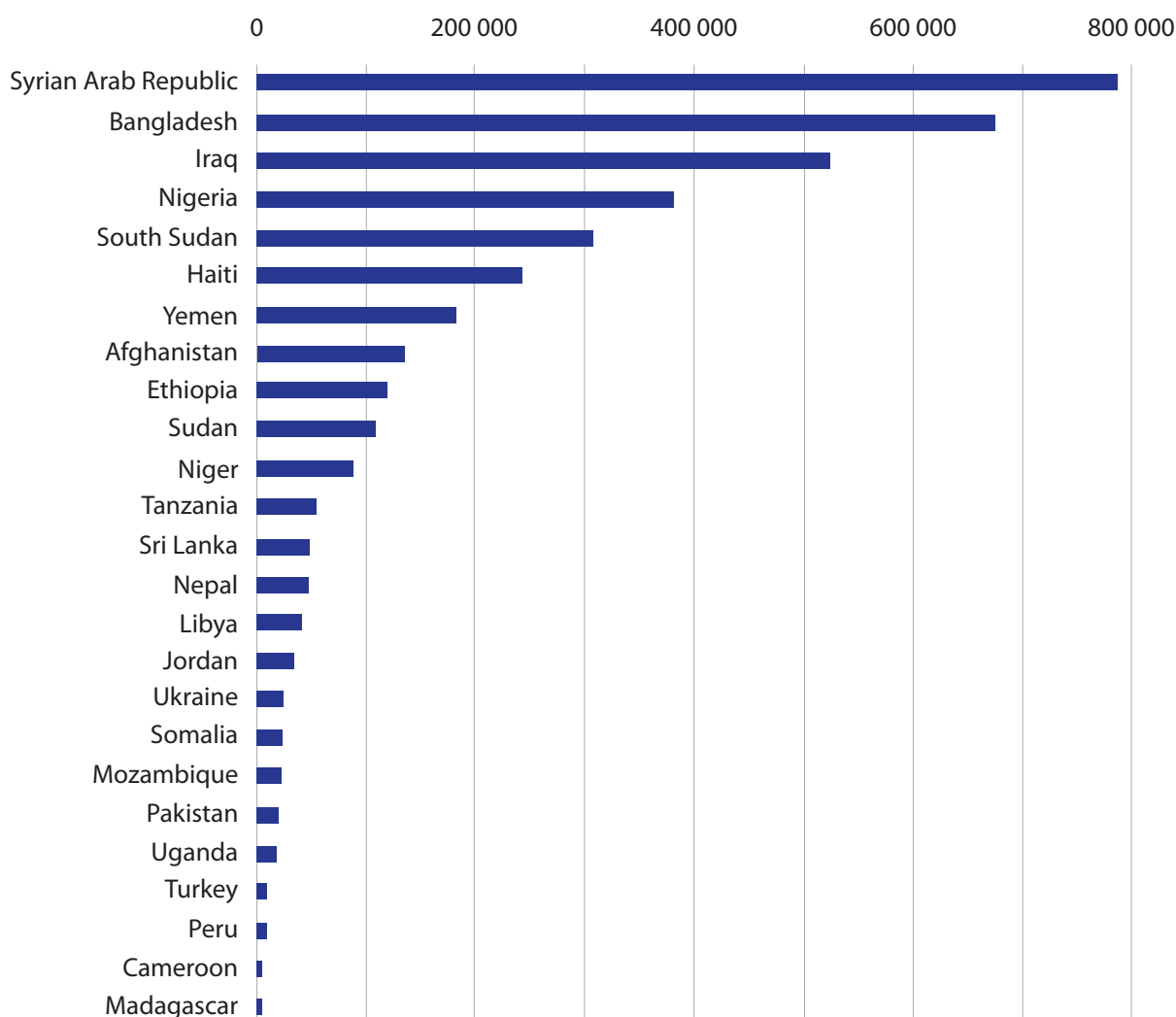
Households assisted with cash transfers**
26,808

** Including cash transfers related to shelter/NFI activities



• Operations highlights

Estimated number of individual beneficiaries in Shelter/ NFI operations for the top 25 countries where IOM had operations in 2017



IOM has played a major role in humanitarian shelter operations for many decades. IOM's unique position as an intergovernmental organization allows it to work at scale in both natural hazards and conflict/complex contexts. IOM works in both shelter and NFI operations and coordination and plays a strong role working with partners to support national authorities.

IOM's overall objectives in shelter and settlements continues to focus on:

- 1) quality and scale of operations,
- 2) people-centred and context driven responses,
- 3) supporting interagency shelter coordination,

4) supporting sectoral learning and identification of best practices and, where possible

5) ensuring positive long-term impacts of projects.

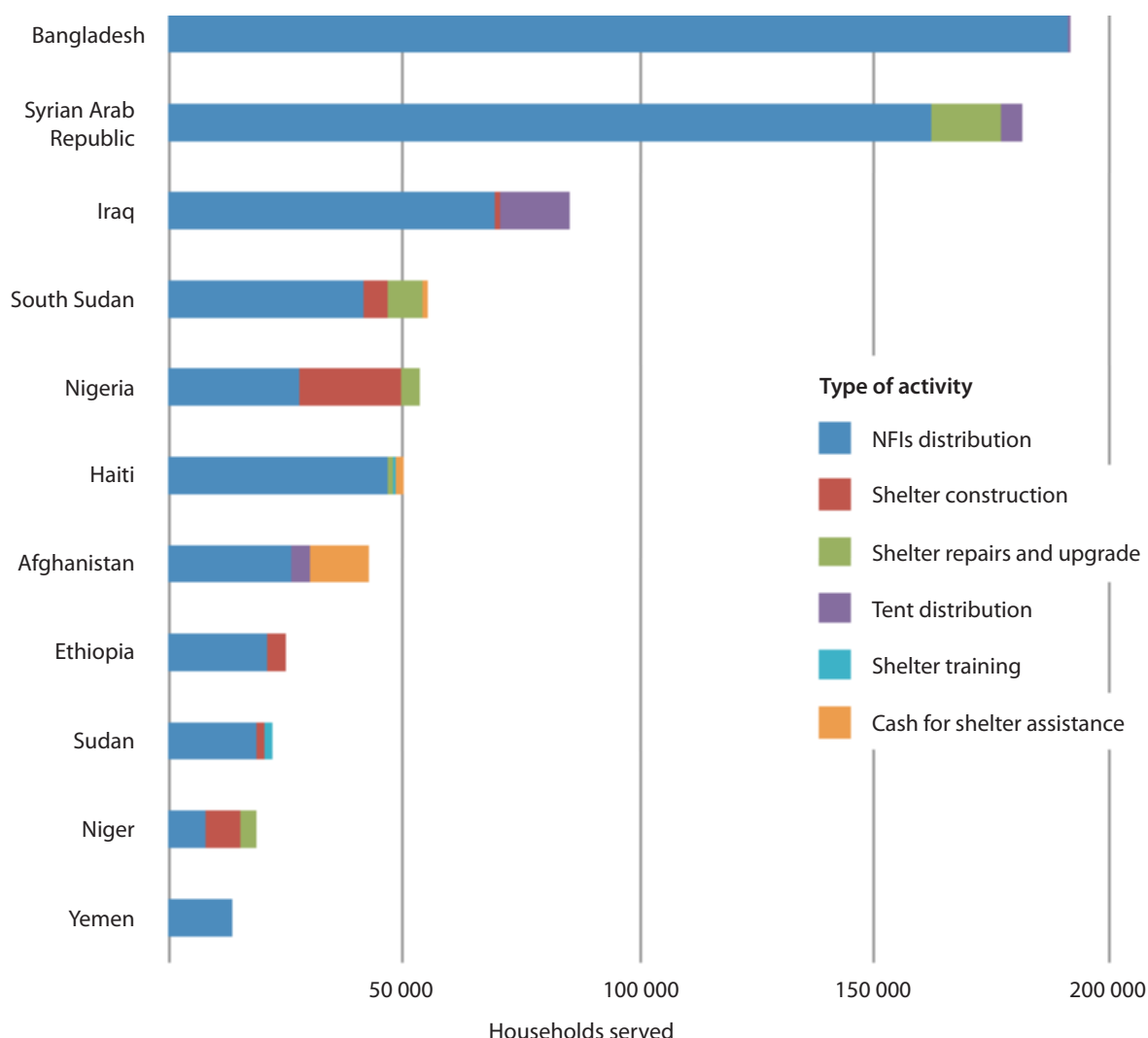
Over the course of 2017, IOM's shelter and NFI operations reached over 4.2 million people across 49 countries, the majority of which (3.4 million, 81%) were in contexts where a shelter/NFI cluster was formally activated. This latter figure accounted for nearly a third of the overall number of people assisted within formally activated shelter/NFI clusters globally, highlighting how IOM remains one of the largest sheltering agencies worldwide. As per global shelter assistance re-

Shelter/NFI operations

Breakdown of Shelter-NFI activities for IOM largest operations

This chart shows how IOM Shelter activity vary depending on each operation, due mainly to the different stage of the response and the context (e.g. conflict, natural disaster, complex crisis).

Note: the total number of individuals assisted is not a direct addition of all the activities, as some individuals receive multiple kinds of assistance.



ported by all agencies, there was a reduction in the scale of shelter responses compared to previous years. This reduction is mainly due to the downscaling of some responses to protracted crises and the comparative lack of large-scale disasters associated with natural hazards.

About 70 per cent of IOM's shelter and NFI support reached populations affected by Hurricane Matthew (Haiti), the Rohingya refugee crisis (Bangladesh) and the protracted crises in Iraq, Nigeria, South Sudan and the Syrian Arab Republic. In 2017, the three major shelter/NFI responses that saw a significant scale-up from the previous year were Bangladesh (Rohingya crisis

response), Nigeria (protracted crises in the North-East and cross-border activities in Syria). In line with previous years, IOM also had a significant coordination role under formally activated shelter/NFI clusters and other shelter coordination mechanisms in 25 countries, including Bangladesh, Ethiopia, Nigeria, Pakistan and South Sudan.

IOM shelter responses are defined following assessments of the needs of affected populations. As a result, following crises, IOM implements a variety of different shelter and NFI programmes that cover all response phases and using a mixture of assistance modalities, including in-kind distributions, cash-based interven-



Shelter distribution for Rohingya refugees in Kutupalong settlement, Bangladesh. © IOM 2017 (Photo credit: Olivia Headon)



New arrivals carry shelter kits to areas where they can build. Balukhali Rohingya refugee settlement. © IOM 2017 (Photo credit: Olivia Headon)

tions, coordination, integrated programming, construction/repair, supply chain and logistics, as well as preparedness, disaster risk reduction and prepositioning of relief items.

Globally, IOM continued to maintain a strong role in support of the Global Shelter Cluster by being a key player in the Strategic Advisory Group and co-leading two Working Groups on GBV mainstreaming, and Shelter Projects case studies (www.sheltercluster.org/gbv and www.shelterprojects.org). Additionally, IOM led the completion of the [Pakistan shelter research](#), a multi-year programme aiming to provide scientifically tested guidance on low-cost flood-resistant shelter solutions. IOM has also been working with the EU Civil Protection on the second phase of the [Mass Shelter Capability Project](#).

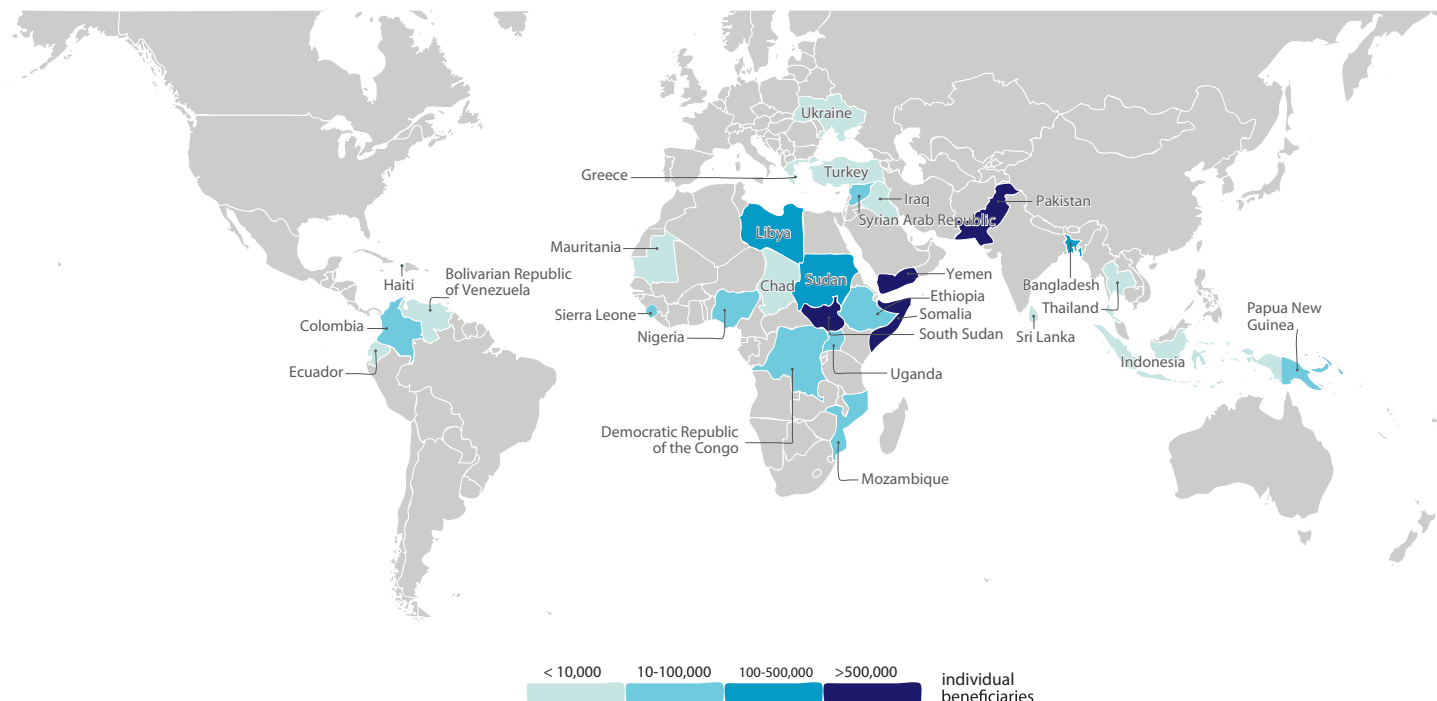
During 2017, IOM further expanded its global stocks, adding Panama as a third location and deploying stocks to Sint Maarten. IOM worked closely with the interagency Quality Social and Environmental Procurement Working Group and steadily built its quality control systems and capacity. IOM also developed tools to support more transport allocations of common pipeline stocks.







For more on IOM's approach to shelter see IOM's Emergency Manual at <https://emergencymanual.iom.int/> and visit www.iom.int/shelter

Water, Sanitation and Hygiene (WASH)

• Overview of operations

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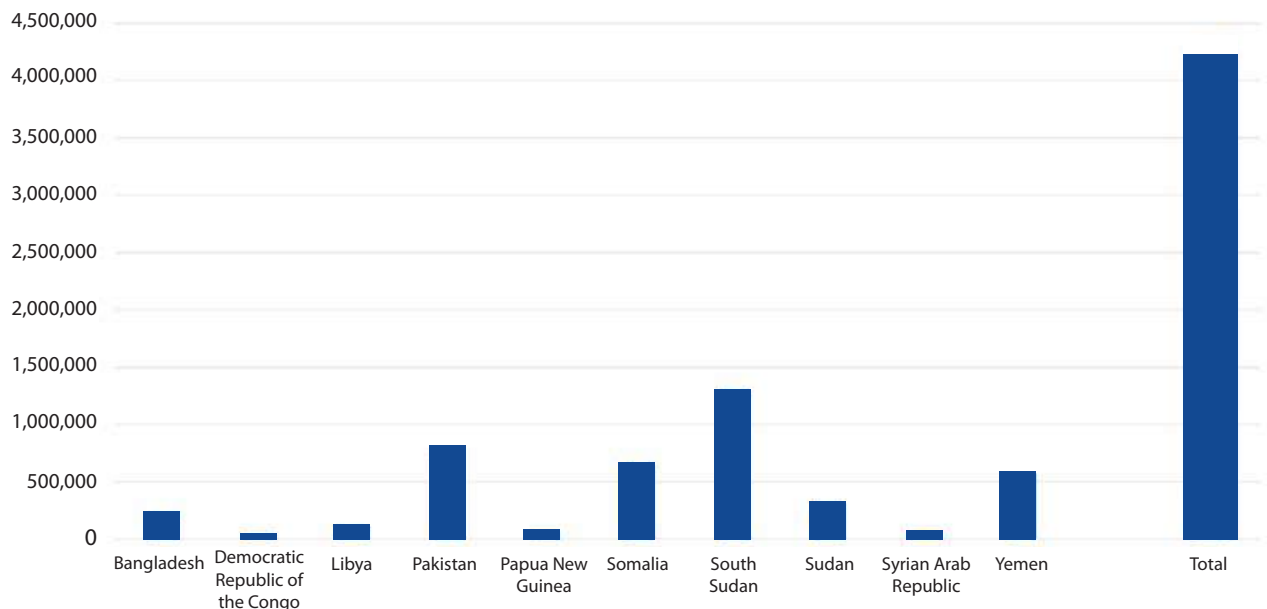
		Figures from 2017	Change from 2016
	Number of countries	28	-2 countries
	Estimated total* Individuals assisted	4.2 million	13% increase
	Individuals assisted with safe water	2.8 million	120% increase
	Individuals served with sanitation services	1 million	85% increase
	Individuals assisted with access to latrines	533,000	23% increase
	Individuals served with hygiene promotion	1,5 million	27% decrease

* Individual beneficiaries are estimated based on average household size by country



• Operations highlights

Beneficiaries reached by IOM WASH programmes in 2017



While IOM has projects in 28 countries, over 90% of the beneficiaries are coming from 6 countries: South Sudan, Pakistan, Somalia, Yemen, Sudan and Bangladesh.

The provision of water, sanitation and hygiene (WASH) services has become a constant feature in IOM operations worldwide. The portfolio of programmes and geographical reach has steadily increased during the last 10 years. In 2017, IOM became the fifth largest WASH agency, according to OCHA's Financial Tracking Service (FTS), from the twenty-third largest in 2008. With the recently acquired full membership at the Global WASH Cluster (March 2018) and the appointment of a WASH focal point at headquarters, IOM is working to strengthen the ability to coordinate harmonized responses and improve quality, to consolidate IOM's position as a leading WASH agency.

In 2017, IOM provided WASH services to nearly 4.2 million of people in need worldwide. An increase of 13 per cent in respect to 2016 figures. IOM implemented WASH projects in 28 countries and received a total funding near to 61 million USD.

IOM efforts to integrate the prevention of Gender Based Violence in the WASH response

During 2017 IOM strove towards a stronger incorporation of the prevention of GBV as an important element in the design of WASH interventions. In **South Sudan**, through the Integrated Emergency Water, Sanitation and Hygiene (WASH) Response and Prevention of Gender-Based Violence (GBV) project, IOM not only mainstreamed GVB prevention in every component of the WASH response, but also implemented actions to contribute to address the root causes of GBV and Gender Inequality in each of the locations of intervention. As a measure to avoid reinforce traditional gender roles and power inequality, women were involved in the construction and rehabilitation of water infrastructure, from the design and decision making stages to the actual construction and management and maintenance of the facilities. Women are now members and have leading roles in the water man-

Water, Sanitation and Hygiene (WASH)



Woman pump mechanic in South Sudan. © IOM South Sudan 2017



agement committees, while other women are being trained and equipped to become pump mechanics.

In Sudan, women's groups mobilized by IOM in Karnoi village, North Darfur, became the drivers of change, leading their communities towards improved sanitation through a community participatory approach to overcome open defecation and promote the construction of household latrines. This process not only yielded health outcomes, but also ensured that women and girls had a leading role in the consultative process to come up with appropriate solutions that allowed women to gain privacy, dignity and safety while accessing to latrines. With the support of the community, Kornoï village was declared Open Defecation Free in March 2018.

In Nigeria, WASH Committees, led by women, were established in Gwoza, Pulka, Ngala, Damboa, Benshie, Dikwa, Konduga and Maiduguri IDP camps. Women's membership was prioritized in order to empower their participation in governance structures as a mean to reduce GBV risks.

Durable solutions for WASH

IOM recognizes that access to water and sanitation services, paired with hygiene promotion, is life-saving in humanitarian contexts. Sustainable access to water, sanitation and hygiene promotion services is also critical in the context of resolving crises and building resilience to future shocks and stressors.

In South Sudan, IOM received the support from a donor, through a multi-year funding (four years duration), to implement durable solutions in the WASH response. Long term goals such as behavior change, community engagement and a resilient infrastructure provisioned with community-led management approaches are expected through this project.

In the East Africa region, through the Global Solar and Water Initiative project, IOM continued building capacity and mainstream the use of solar energy solutions in water supply projects amongst WASH stakeholders.

Climate change, agriculture and population growth have made water resources extremely important to

Sudan's economic development and social cohesion. This in turn places a greater emphasis on finding alternatives from fuel powered water pumps to systems which are affordable, scalable, environmentally sustainable and durable. Sudan has been witnessing severe fuel shortages that began in early April this year, and experience has shown that solar powered systems can reduce running costs by two thirds. In Otash village in South Darfur, despite reports of water shortages in other areas of the country, the water supply remained uninterrupted due to the availability of two solar powered mini water yards; water yards that run solely on generators were no longer functioning due to reported fuel shortages.

IOM scaled up as WASH NFI pipeline manager

In 2017, IOM procured and managed record figures of WASH NFIs as part of pipeline management agreements. IOM has managed WASH pipeline projects in South Sudan since 2014 and since 2017 in Bangladesh. In South Sudan, IOM received over 9.5 million USD, while in Bangladesh over 10 million USD. The pipeline of WASH emergency supplies is a mechanism to ensure that agencies responding to WASH needs in the country have swift access to available WASH relief items in a coordinated way.

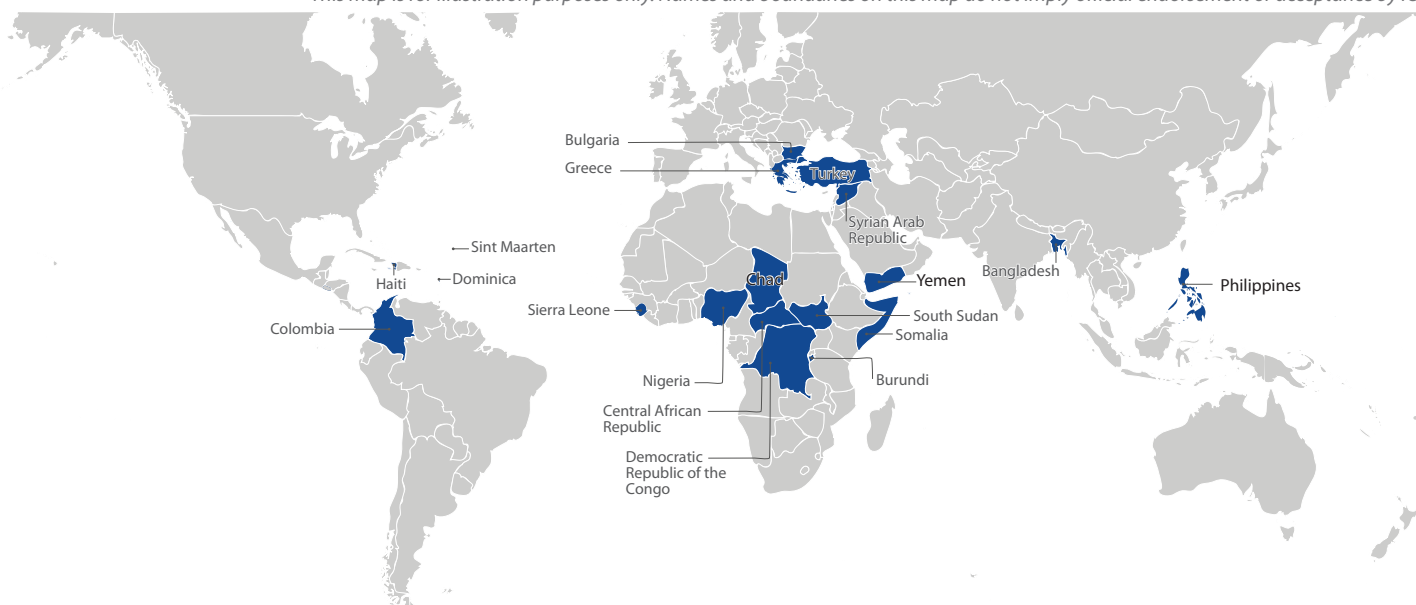
Responding to new emergencies

During 2017 IOM was able to scale up WASH programmes to address new emergencies. In Bangladesh, IOM took on an important role as provider of WASH services after late August influxes of forcibly displaced, reaching over 330,000 beneficiaries in 17 different camps. In Yemen, IOM WASH activities provided assistance to over 570,000 IDPs and vulnerable host community members.

CCCM - Operations

• Overview of operations

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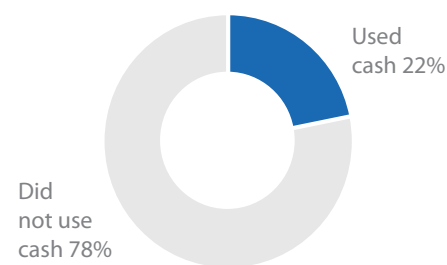


• General figures



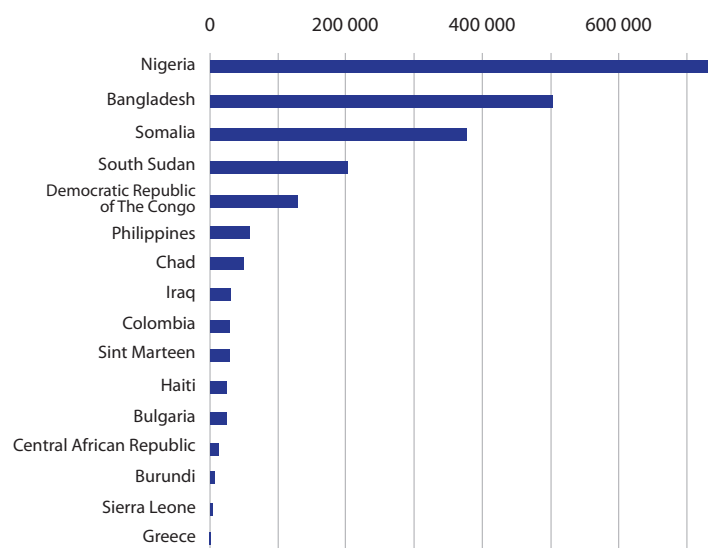
* Monitoring and coordinating service provision at camp level, as well as setting up governance & community participation mechanisms

Use of cash in CCCM Operations

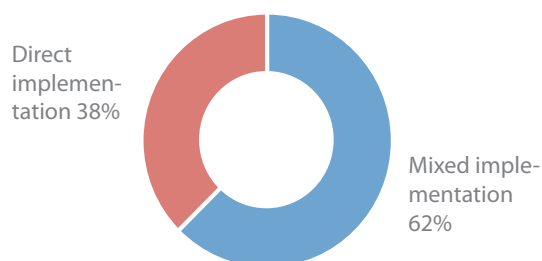


29% (4) of missions engaged in CCCM Ops reported using cash in 2017, a slight increase over the previous year 25% (3).

Estimated number of individual beneficiaries in CCCM operations (2017)



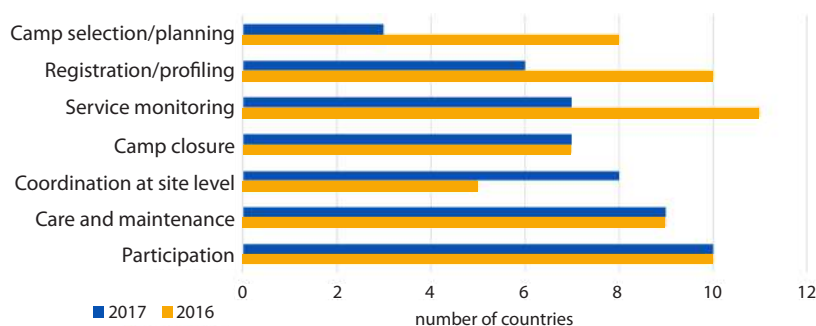
Implementation Mechanism



IOM CCCM activities are either implemented, directly by IOM, through an implementing partner, or through national capacity. 2017 seen a shift where the majority of counties operated a mixed implementation mechanism compared to 2016 where the majority of operations implemented directly (8 direct, 2 mixed).



Type of CCCM Operations

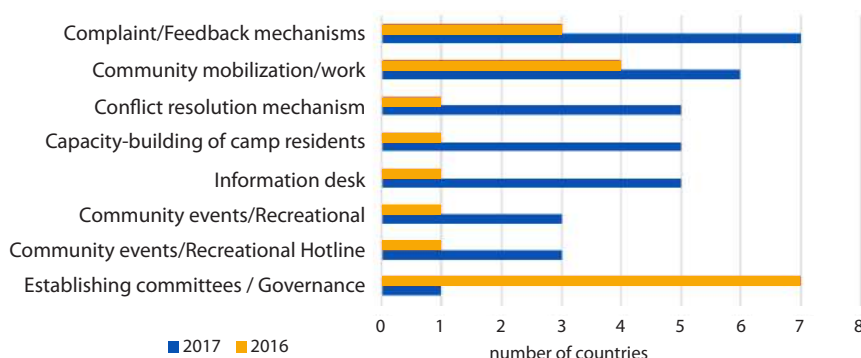


During 2017, IOM CCCM operations continued to focus on ensuring access to services and protection of the displaced population through provision of both technical services and material support throughout different stages of the camp life cycle (from site set up to closure). Ensuring governance and community participation structures are in place remained one of IOM's key CCCM activities, in addition to monitoring population demographics and related service provision and coordination.

In terms of volume of activities, the focus of IOM CCCM op-

erations shifted slightly from site selection and activities generally initiated at early stages of the response (i.e. registration), toward activities more oriented toward ensuring care and maintenance of existing camp infrastructures or enabling the implementation of appropriate exit strategies (camp closure). While new CCCM responses were initiated in 2017 (i.e. in response to Hurricane Matthew in the Caribbean), this was outweighed by operations rolled out in protracted displacement situations with limited opportunities to establish new camps such as Iraq, Nigeria or South Sudan.

Type of activities promoting increased participation of affected populations



IOM's CCCM responses were designed to ensure meaningful participation of displaced population and surrounding host communities throughout humanitarian responses. In 2017, IOM continued its global pilot initiatives aimed at increasing accountability to affected population and strengthening gender sensitive project implementation approaches. In consequence, the number of missions utilizing a combination of participatory approaches in their CCCM operations grew dramatically compared to 2016, with 25 per cent of country operations having set up at least five different types of community engagement activity. Fifty per cent of the missions implementing CCCM operations had

also established complaints and feedback mechanisms, which often represent the most efficient way to mobilize all community sub groups while safely collecting and initiating response to sensitive information such as report of Gender-Based Violence (GBV) and other form of abuses. This multi-faceted approach to participation followed global recommendations to not only focus on the sole establishment of formal governance structures that were usually inadequate to fully ensure that the camp population is sufficiently engaged and representative, but also increase the opportunity for all to contribute to the response and raise potential concerns.

CCCM - Operations (Case studies)

The Rohingya refugee response in Bangladesh – A Rapid CCCM Response to a sudden-onset and large scale emergency.

In August 2017, massive human rights violations and targeted violence against Rohingya in Rakhine State, Myanmar. This forced 688,000 people, three quarters of them women and children, to seek sanctuary in Bangladesh – the fastest growing refugee crisis in the world. Over two months, the refugee population in Cox's Bazar more than quadrupled. The influx has continued steadily in subsequent months, with people arriving by foot and by boat. The new arrivals have joined some 212,500 Rohingya refugees in Cox's Bazar that had fled in earlier waves of forced displacement putting an immense strain on the half a million Bangladeshis who live there. Infrastructure, health and water services, and the environment, especially fragile forest and land resources, are under massive pressure. Pre-existing settlements and camps have expanded with the new influx. As of end of December 2017, there were ten camps and settlements, ranging in size from 12,700 refugees in Chakmarkul, to more than 585,000 refugees in the Kutupalong-Balukhali Expansion Site.

Parallel to the evolution of the humanitarian needs at field level, IOM's role in the response, and most particularly in terms of camp coordination and camp management grew exponentially. In less than six months, IOM CCCM team in Cox Bazar went from a staff composed of one international and 15 nationals managing a portfolio of two projects for a USD 2 million budget, to more than ten active projects for a total budget of USD 35 million, managed by a group of close to 11 international and 230 national staff.

After four months of operations, the team had successfully rolled out site management and site development services to the 20 camps under IOM's responsibility which hosted approximately 95,000 refugee households or 415,000 individuals.

A large part of the CCCM operations focused on disaster risk reduction activities, attempting to improve living conditions in those locations, increasing access to and quality of basic services, as well as to building refugee and host community resilience before the rainy season. By the end of 2017, IOM had constructed camp management offices and refugee information hubs in 18 locations, more than 3,000 meter of road and pedestrian pathways, built almost 200 bamboo bridges to allow for safe crossing of water streams, and worked on the improvement of over 800m of drainage canal, amongst other activities such as stabilizing water points, improving accessibility in the site (steps and protective handrails), demarcation of community services in new areas as well as clearing and levelling new plots of land for sector partners.

In parallel, camp management staff also initiated service monitoring, site level coordination (more than 80 coordination meetings with a total of 365 participants), complaints and feedback mechanism (the team received 6,207 complaints from Rohingya refugees out of which 4,201 (67%) were acted upon, including referrals to specialized partners) and other community events to ensure refugees participation in the camp life and overall humanitarian response (403 events were organized involving 1,163 males and 1,008 females refugees. Main topics of discussion ranged from access to services, community participation, conflict resolution and other key messages related to site management operations such as relocation, construction of infrastructures, diphtheria outbreak).

Taking into account the needs and priorities highlighted in the humanitarian response plan and the fact that both refugee and host communities have been adversely affected by the current humanitarian crisis, an inclusive and conflict sensitive approach was used when responding to the unfolding emergency. The concept of Development Committee, was developed to promote community involvement in service provision and infrastructures maintenance in communities where competition for resources between refugees and host community members was leading to mounting tensions. In those locations, there was a need to create a community platform in which all community groups were represented and had a chance to participate in defining solutions to needs and gaps jointly identified. The para geographical level, which generally speaking represents an area in between a neighborhood and a village, seemed the most relevant level to establish those governance structures as it did not duplicate existing administrative bodies, was flexible enough to allow for both refugees and host community members participation as well as sufficiently localized to effectively work on community mobilization and social cohesion. By the end of the year, IOM had set up a number of those committees in Teknaf sub-district, started to identify quick impact projects that could be jointly implemented and mobilized other community leaders across the district to ensure community acceptance and overall adhesion to the approach.



Lessons Learned on Youth Engagement in the Bentiu Protection of Civilians (PoC) Site - IOM South Sudan

As the largest demographic group in South Sudan, youth are at the forefront of the current conflict and are especially impacted by the risks and burden of adult responsibilities that accompany it. Mass displacement, separation or loss of parents, and the breakdown in community infrastructures leave this group especially vulnerable to resorting to risky and violent behavior, forced recruitment into fighting forces, and Gender-Based Violence (GBV).

In the Bentiu Protection of Civilians (PoC) site, tension, conflict and violence amongst youth in the PoC is increasing, including between different ethnic groups and affiliation to gangs. Youth are often used as proxies to commit crimes for vested interests, often triggering ethnic violence. For example, for the better part of 2017, Bentiu PoC site has seen an increase in the number of subversive youth groups attributed to an absence of livelihood and employment opportunities. In a Youths Intention survey, conducted by DTM in June 2017, youth respondents reported that standing idle is the main challenge faced by youth (65%), followed by lack of basic skills (24%) and lack of training (9%).

Recognizing this, humanitarian actors have been making efforts to address the multiple risk factors affecting youth through the construction of a youth centre and representation in camp leadership structures. However, despite these initial efforts, a widespread awareness of the problem among partners, and the development of advocacy papers and efforts, engagement of youth by humanitarian actors remains limited and lacks a structured approach, mostly due to lack of funding and unclear mandates.

CCCM's youth engagement efforts in the PoC and engagement with inter-cluster programming and advocacy led to six lessons:

General Youth Programming Lessons

1. Addressing the compound risks and vulnerabilities faced by youth require a coordinated approach guided by a common strategy championed by clear leadership.
2. Existing humanitarian funding structures in South Sudan constrain actors from engaging in dedicated youth programming.

CCCM Youth Programming Lessons

3. Simply allowing youth to participate in existing governance structures or creating youth committees is insufficient. They must be engaged and mentored to facilitate their entry and participation.
4. Young people should be involved in and consulted on youth program design.

5. CCCM's site Care and Maintenance mandate enables it to create dedicated youth programming spaces alongside common infrastructure.

6. Youth programming need not start from 0. Uncovering and supporting existing community efforts such as literacy, numeracy, and cultural classes is a good first step for youth engagement.

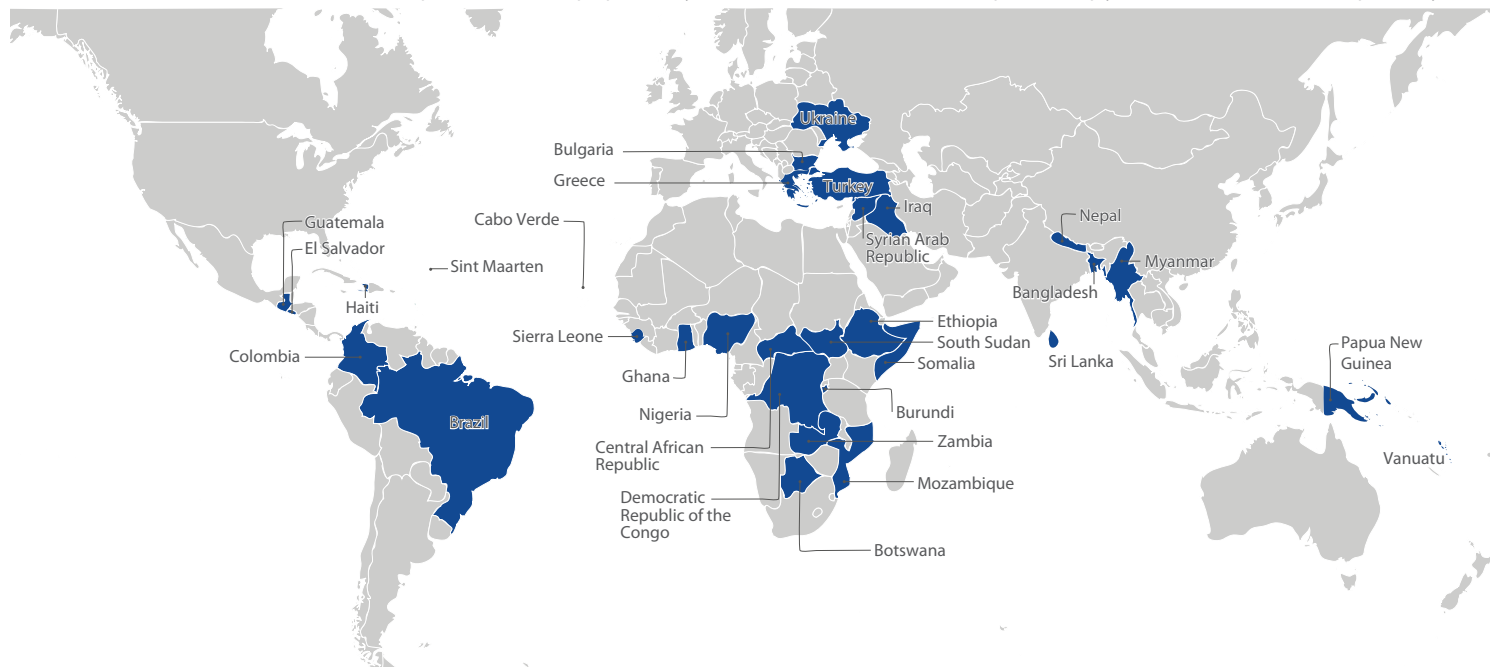


Youth Group Study Sessions at CCCM Cultural Centre Library in Bentiu PoC Site, South Sudan. © IOM 2017 (Photo credit: Priscila Scalco)

CCCM - Capacity-building

• Overview of operations

This map is for illustration purposes only. Names and boundaries on this map do not imply official endorsement or acceptance by IOM.



• General figures



Number of countries

2017

28

2016

45



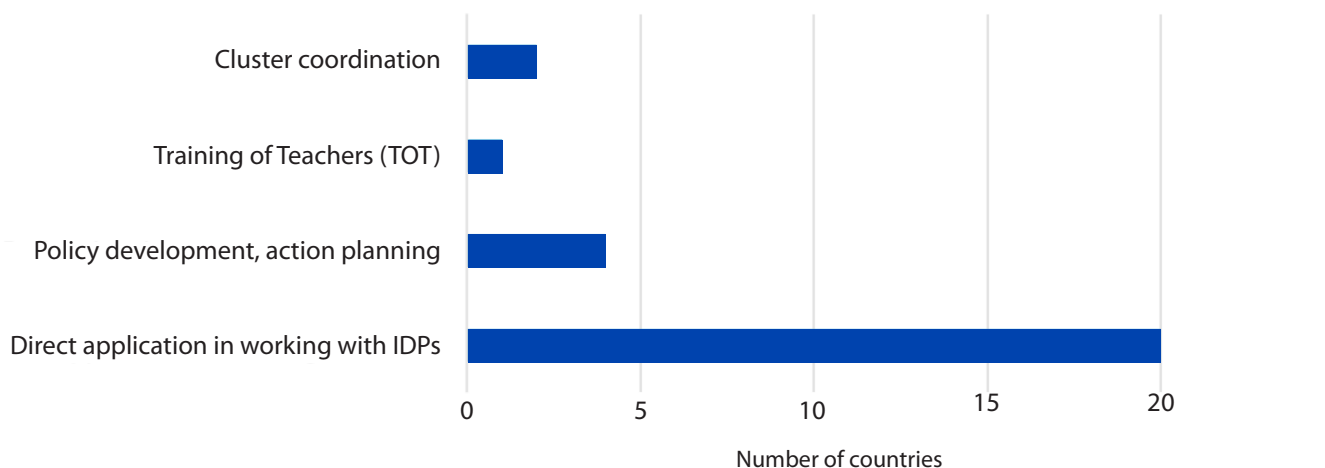
Number of trainings

60

306

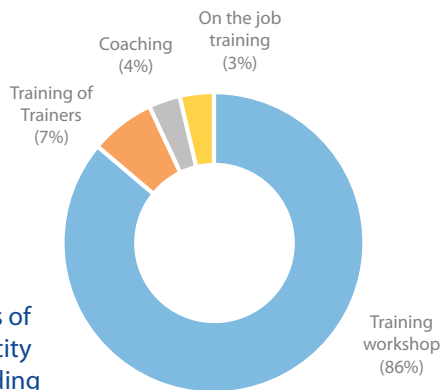
Capacity building events took place in 28 countries in 2017. This is a 70 per cent greater number of countries than areas where CM operations were established and 20 per cent more than CCCM coordination.

Application of training content

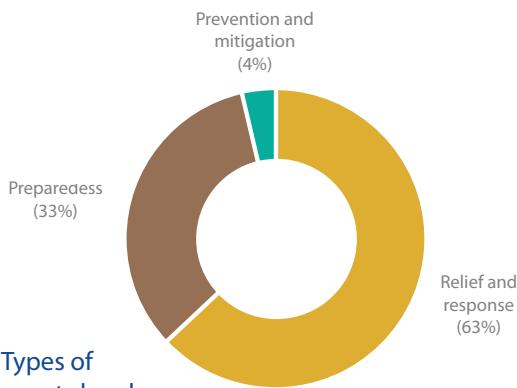




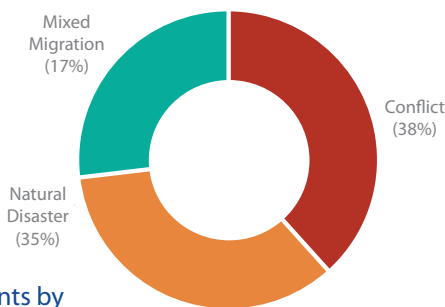
Types of capacity building



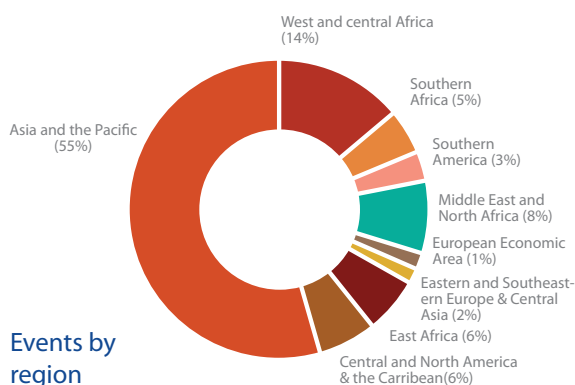
Types of events by phase of operation



Events by setting



Events by region



Type of capacity-building

The displacement context where CCCM capacity building events took place were roughly divided evenly between disaster (35%) and conflict (38%). Several countries hosting the events in 2017 did so as a result of disaster even though CCCM cluster was not activated - specifically, Sri Lanka which experienced severe flooding and Sierra Leone which suffered from landslides. A number of countries (Botswana, Mozambique, Nepal, Vanuatu, Papua New Guinea and Haiti) carried out CCCM capacity building events as part of a preparedness action, having experienced similarly devastating sudden onset disasters in recent years. Similarly, it was the process of preparedness activities by IOM Zambia that resulted in policy makers reaching out to IOM for capacity building in the context of refugee influx.

Type of capacity-building events by phase of operation

Majority of capacity building events in 2017 were carried out through face to face workshops (83%). The remaining 17 per cent of events were composed of and training of trainers (7%), on the job training (7%), and coaching (3%).

CCCM camp management online course

IOM has also been instrumental in the development and translation of CCCM Cluster's e-learning self-study platform. The course introduces field practitioners to the latest best practices and most current resources for the unique and challenging job of working in camps. It builds participants' competence through videos, audios, useful links, practical exercises and games. Designed and developed by former camp managers this course aims to help participants make informed decisions, through realistic challenges faced in typical day-to-day camp situations. Launched at the end of 2016, by the end of December 2017, the course has been certificated to 266 people from 60 countries – with South Sudan (27), Nepal (20) and Nigeria (17) in the top three levels of graduates. Overall, 71 different countries are represented with 1,045 attempts from professional, policy makers and other individuals aiming to building their understanding of CCCM principles and approaches.

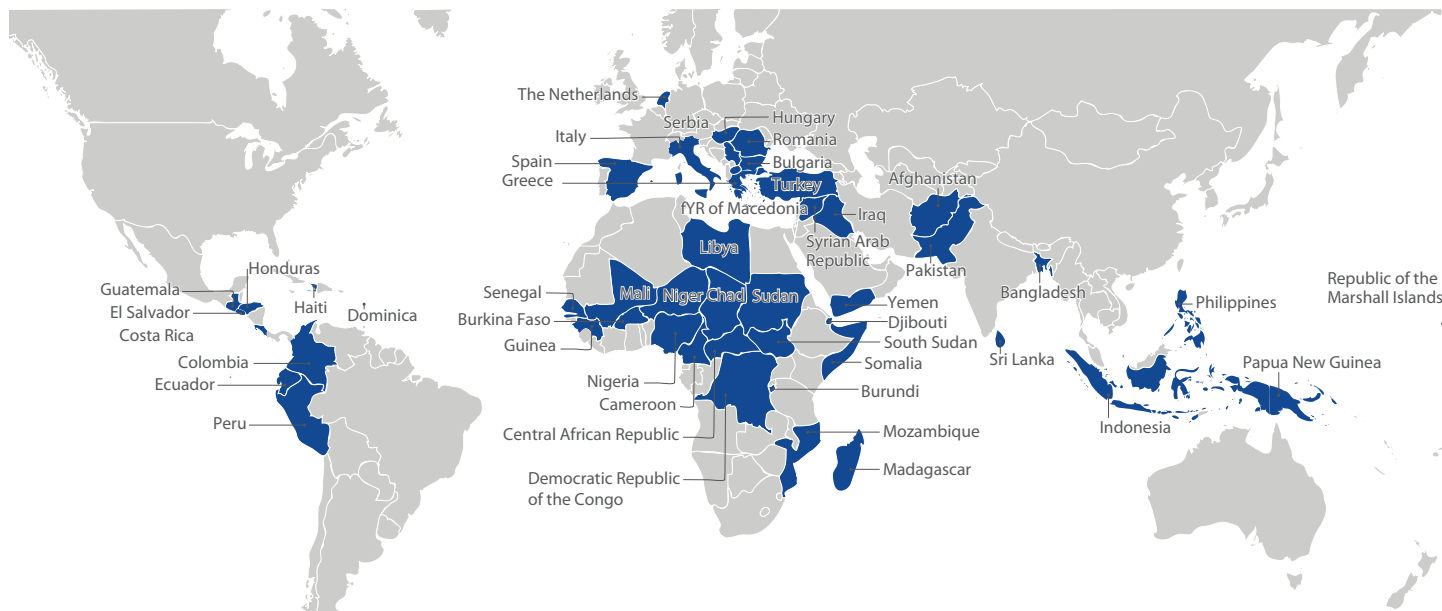
To help address mixed migration in Latin America, capacity building in 2017 focused on both training officials following the hurricane response in collective centers, as well as outside of camp and camp like settings for CCCM activities in urban-out-of-camp settlements.

Regional training of trainers events for IOM staff from Cluster operations benefited from piloting training materials that mainstream GBV prevention actions. Each country developed action plans and specific trainings for camp committees, national counterparts and authorities were organized in Iraq, Somalia, Ethiopia, Nigeria, Central African Republic, South Sudan, and Burundi.

Displacement Tracking Matrix (DTM)

Countries with displacement tracking activities (2017)

This map is for illustration purposes only. Names and boundaries on this map do not imply official endorsement or acceptance by IOM.



In 2017,
tracking and monitoring
displacement and
needs of over

15m
individuals



Active DTM
implementations in



DTM teams
composed of



54
countries

Including

29
operations in
flow monitoring
operations

4,368
data collectors

262
professional
staff

The Displacement Tracking Matrix (DTM) is a system to track and monitor displacement and population mobility. It is designed to regularly and systematically capture, process and disseminate information to provide a better understanding of the movements and evolving needs of displaced populations and migrants, whether on site or en route.

During 2017, 55 per cent of DTM operations integrated protection indicators, including in relation to Gender-Based Violence and child protection, into data collection activities. Together with thematic special-

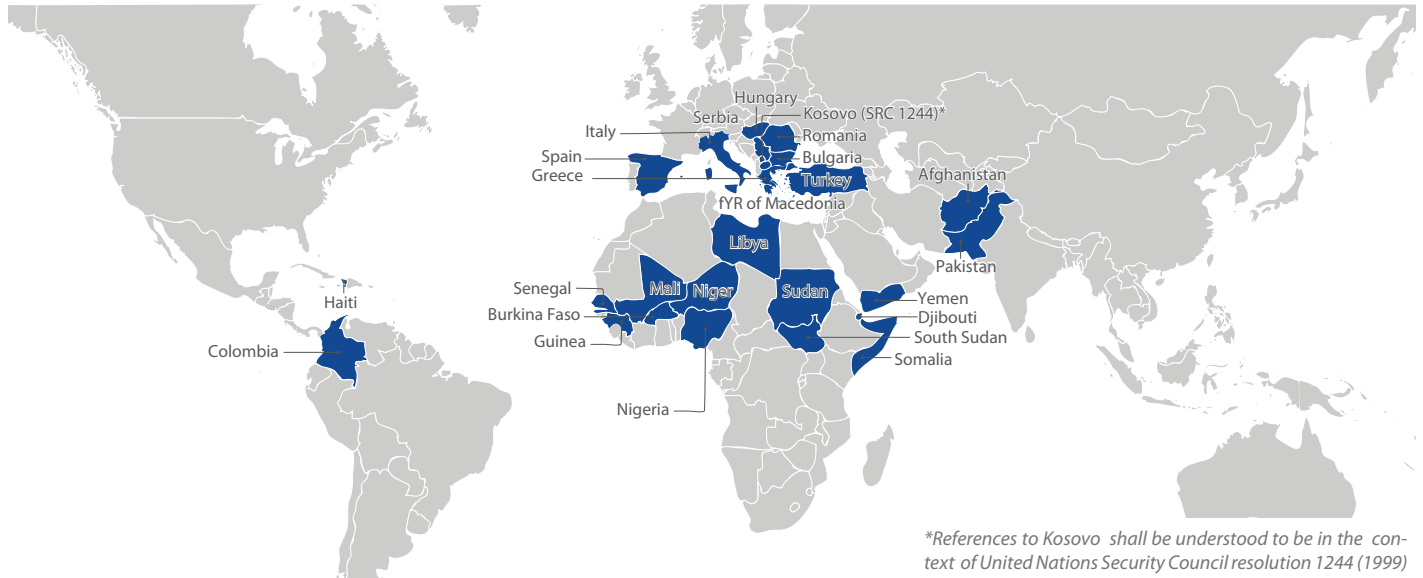
ists, DTM was further developed to collect information relevant for response to human trafficking and migrant exploitation, abuse and vulnerability in crisis situations, displacement and large-scale migration. IOM also launched a new initiative to analyse DTM data to contribute to the evidence-base for transition and recovery programming.

A new global DTM website was launched in 2017 to improve accessibility to DTM data on internal displacement worldwide through an interactive platform.



Countries with flow monitoring activities (2017)

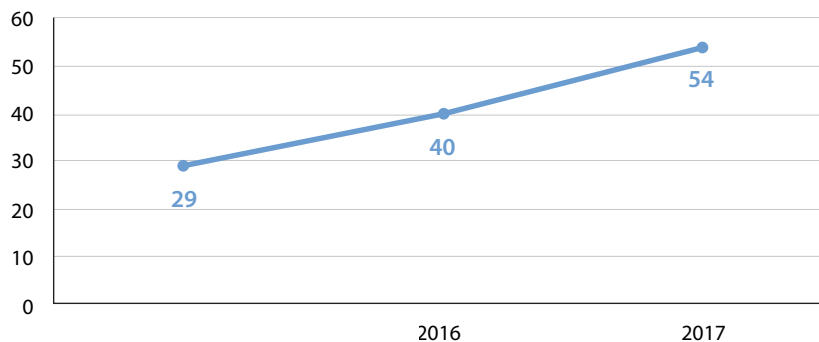
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In addition to tracking internal displacement, DTM produced information on migration flows in 29 countries, expanding data collection to seven new countries of origin, transit and destination along central and eastern Mediterranean migration routes. IOM's flow monitoring operations on the eastern and central

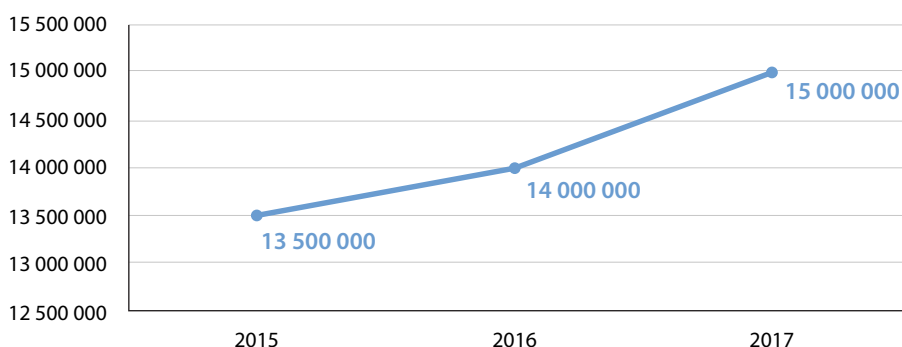
Mediterranean routes collected survey data on over 26,000 migrants in 2017. The flow monitoring component of the DTM tracks movement flows and the overall situation at key points or origin, transit locations, and points of destination.

Active DTM Implementations



In 2017, DTM collected, analysed and disseminated data on population mobility in 54 countries, compared to 40 countries in 2016 and 29 countries in 2015.

Number of IDPs Tracked



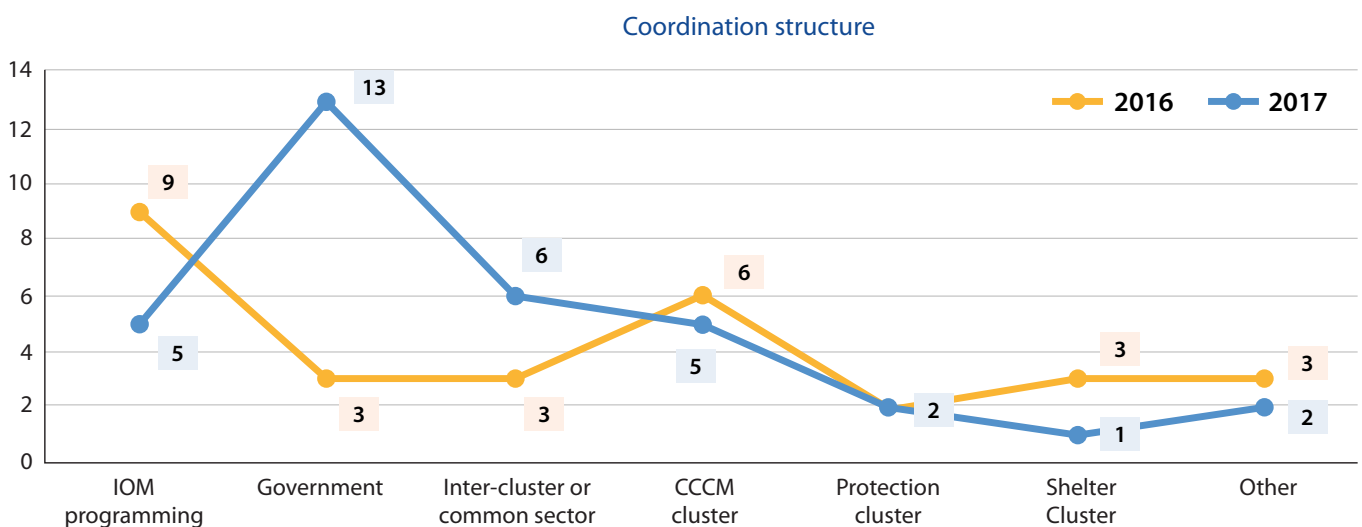
The peak number of IDPs tracked in 2017 was over 15 million. The highest number of IDPs tracked at one point in time in comparison to 2015 and 2016.

Displacement Tracking Matrix (DTM)



An IOM worker supporting DTM activities in Bentiu Protection of Civilians (PoC) site, South Sudan. © IOM South Sudan 2017

DTM supports the planning, coordination and delivery of humanitarian assistance by informing inter-agency response and coordination mechanisms established at country level.

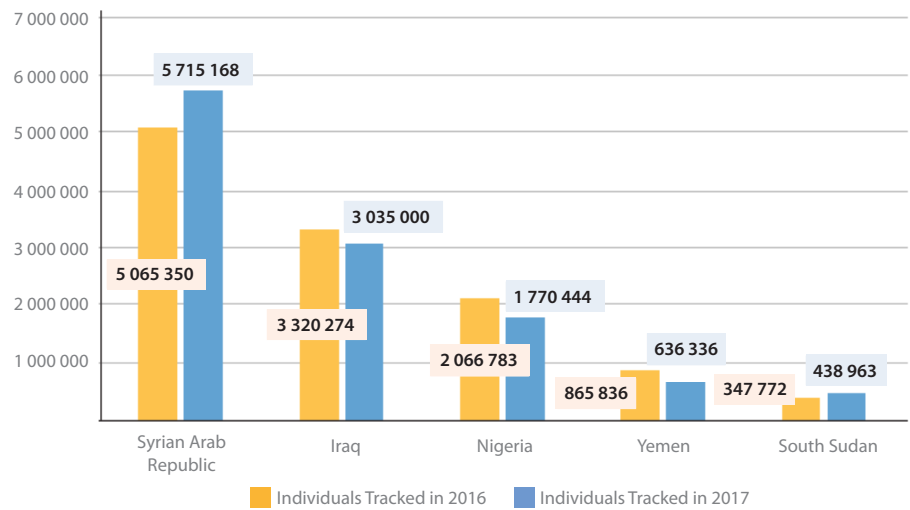


In addition, in 2017, DTM is active in 17 other countries implementing flow monitoring activities under IOM programming. Whilst in 2016, DTM had 6 other countries implementing flow monitoring activities.



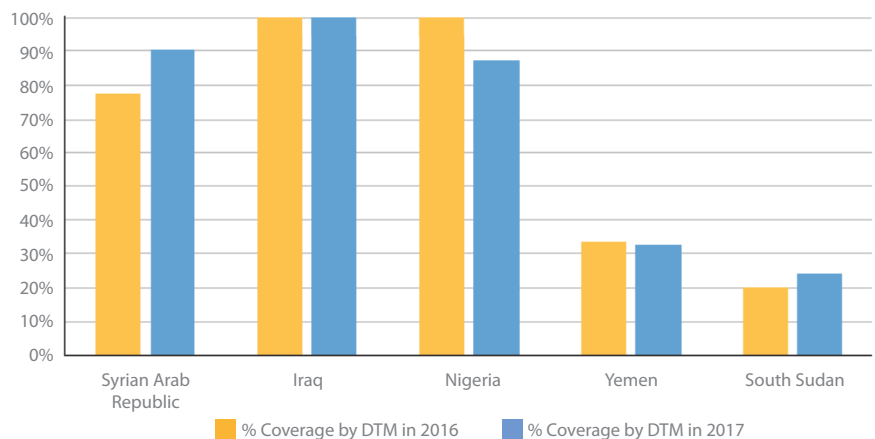
The top 5 countries represent approximately 80 per cent of caseload tracked are Syria, Iraq, Nigeria, Yemen and South Sudan.

Top 5 Countries of IDP Caseload tracked



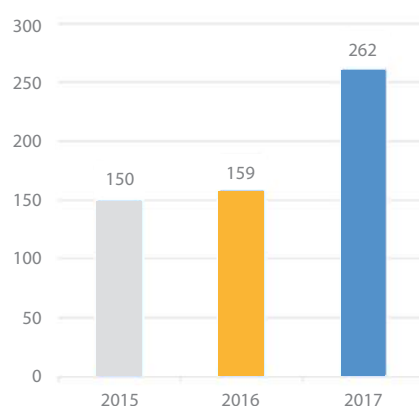
Coverage of IDP tracked by DTM against the total displaced persons in the top 5 countries.

% Coverage by DTM

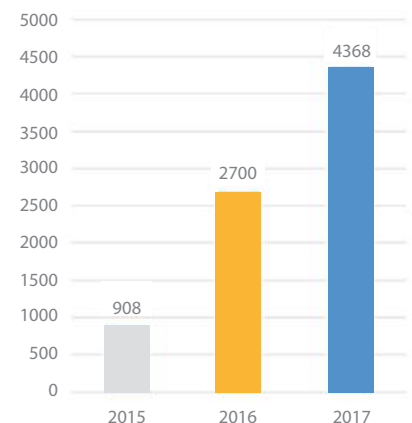


The number of professional staff and enumerators undertaking DTM activities worldwide increased exponentially in 2017 compared to the prior years.

Professional Staff



Data Collectors

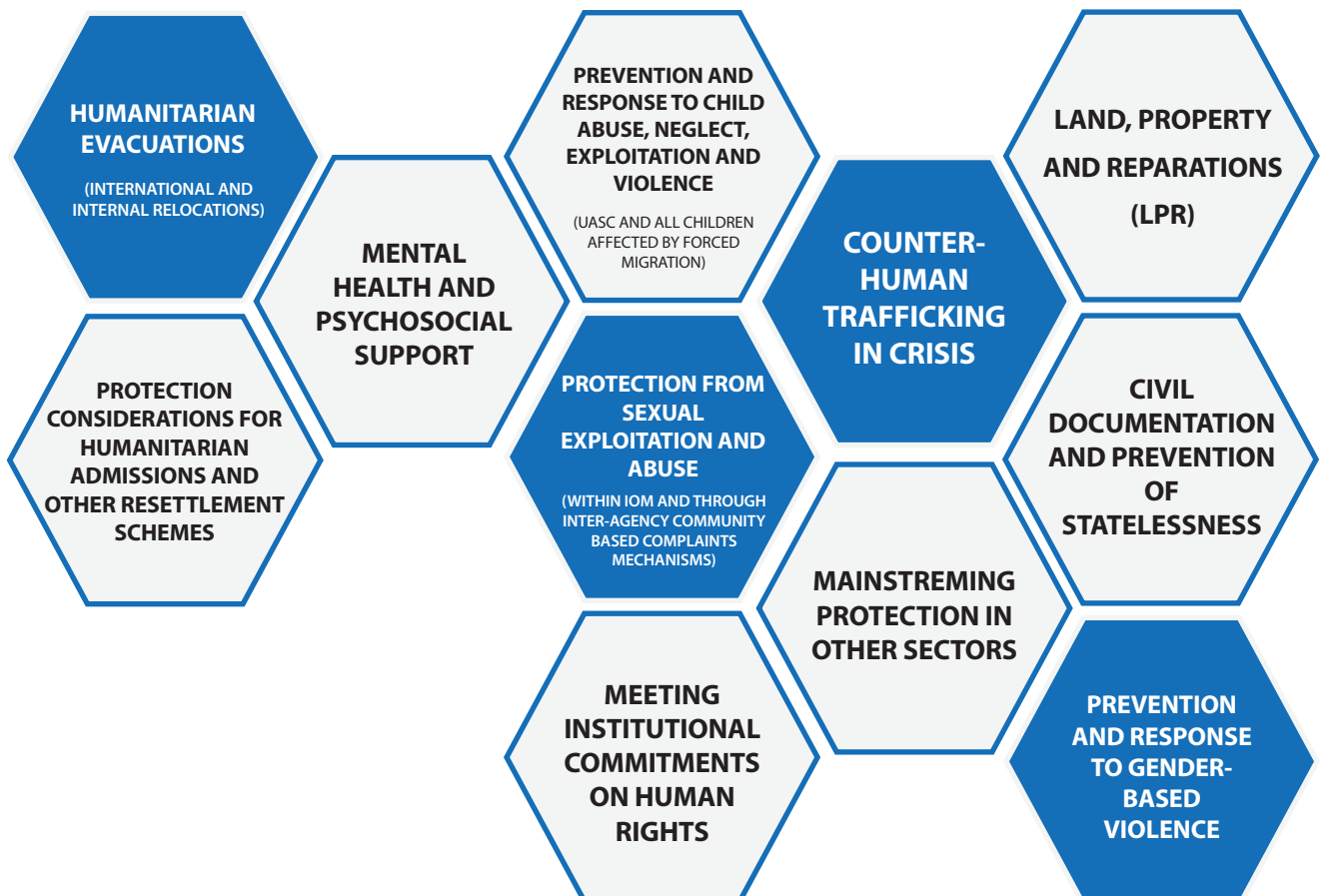


Protection

• Highlights of operations



Key Areas





In line with IOM's internal guidance note on how to mainstream protection across crisis response, 61 IOM offices confirmed that their project activities mainstream core protection principles in 2017. These principles are prioritizing safety and dignity and avoid causing harm; meaningful access; accountability; participation and empowerment. 40 IOM offices reported that all of the four protection principles were mainstreamed.

Examples of the types of activities reported included:

- Conducting focus group discussions to ensure the specific protection needs of vulnerable migrants in transit centers;
- Ensuring accountability to affected population through post-distribution monitoring and vulnerability screening forms;
- Including the concerns expressed by IDPs with disabilities in the planning of shelter construction to ensure their meaningful access to shelter.

In 2017, IOM participated in 34 inter-agency humanitarian plans and assumed the Chairmanship of the Unaccompanied and Separated Children Inter-Agency Working Group. Partnerships on protection were strengthened with UN agencies including UNICEF, UNFPA and UNHCR, with peacekeeping operations, international and national NGOs and local municipalities.

In 2017 IOM developed a foundational course on humanitarian protection for all newly recruited IOM's protection officers. In October, a three day long training was conducted as a pilot in Geneva targeting IOM protection officers in all the countries in crisis. As of December 2017, IOM has 71 protection officers and protection focal persons working side by side with all other key response and recovery personnel. In all of the L3 emergencies, IOM has protection officers focusing on diverse integrated protection projects and mainstreaming protection into various sectors of assistance.

In line with its global commitment on the centrality of protection, IOM undertook protection activities in the context of crisis response in 41 countries, primarily through support to relevant line ministries and state

authorities. Migrants, IDPs and members of crisis-affected communities received direct protection assistance in 34 countries in the areas of mental health and psychosocial support; prevention and response to child abuse, neglect and exploitation (focusing on unaccompanied and separated children; prevention, mitigation and response to gender-based violence; and humanitarian evacuations). IOM provided capacity building on protection to various stakeholders in 33 countries and played a coordination function in 25 countries.

IOM's key areas of protection include:

- Humanitarian evacuations,
- Mental health and psychological support,
- Protection considerations for humanitarian admissions and other resettlement schemes,
- Prevention and response to child abuse, neglect, exploitation and violence,
- Protection from sexual exploitation and abuse,
- Counter human trafficking in crisis,
- Mainstreaming protection in other sectors,
- Land property and reparations,
- Meeting institutional commitments on human rights,
- Civil documentation and prevention of statelessness,
- Prevention and response to gender-based violence



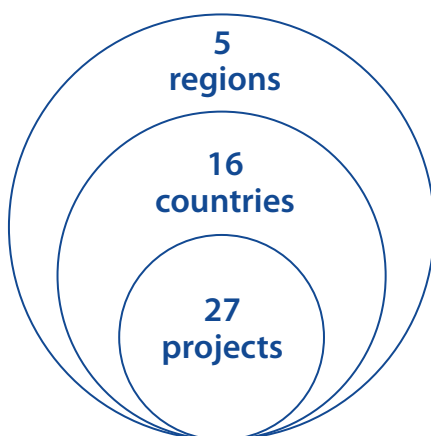
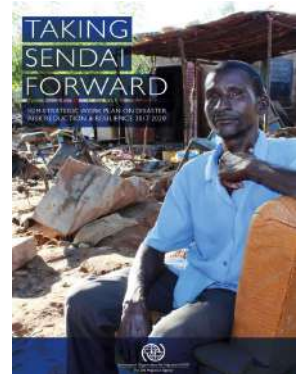
IOM staff members engage in the construction of public infrastructures and homes on Chuuk (Federated States of Micronesia) and its outer Islands that were damaged in the 2015 Typhoon Maysak. © IOM 2017 (Photo credit: Muse Mohammed)



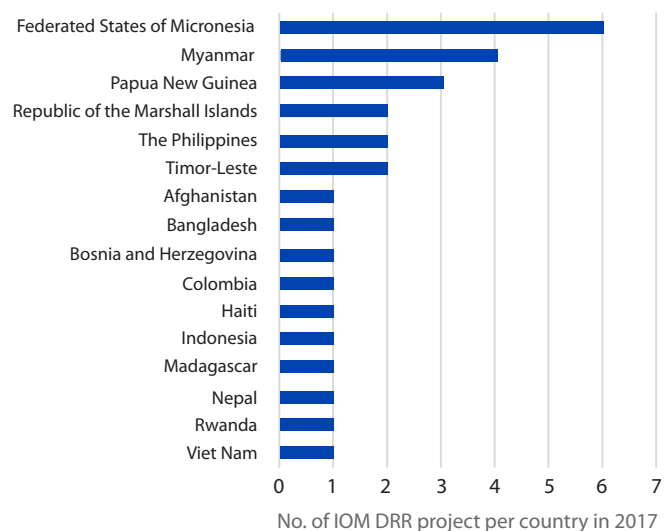
Disaster Risk Reduction

• Overview of operations

In 2017, IOM launched the 'Strategic Work Plan on Disaster Risk Reduction and Resilience 2017-2020'. The Strategic Work Plan was used during the year to promote a unified, organization-wide approach to IOM's Disaster Risk Reduction (DRR) programming globally, as well as guide activities and project development efforts of missions working to support Member States to implement the Sendai Framework for Disaster Risk Reduction 2015-2030. The Strategic Work Plan helped to monitor and aggregate IOM's work on DRR against the baselines and multi-year targets established by IOM, in alignment with the benchmarks of the Sendai Framework and the UN Plan of Action on DRR for Resilience.



Operations by country



Disaster Risk Reduction Projects and Activities during 2017

During 2017, IOM implemented 27 DRR projects in five regions, covering 16 countries. These projects focused on both pre- and post-disaster contexts, by reducing potential disaster and associated displacement impacts through prevention, and strengthening the resilience of affected communities and individuals in recovery.

In the Asia-Pacific region, IOM projects supported community-based disaster risk management, early warning systems and community resilience-building to disasters in Afghanistan, Indonesia, Papua New Guinea and Timor-Leste. In Bangladesh, IOM spearheaded a communicating with communities initiative that raised awareness of risks among vulnerable communities. The Organi-

zation's mobility-based approach to DRR included the enhancement of evacuation centers in The Philippines, benefitting 700 people, as well as developing a training manual that was used to train 40 government officials on planned relocation in Viet Nam, incorporating findings from IOM collaborated research.

IOM supported national efforts to "build back better" in recovery and reconstruction in Nepal (benefitting 14 communities), the Federated States of Micronesia (benefitting 34 communities and 27,100 individuals) and Myanmar. Furthermore, IOM supported livelihood resilience and national capacity-building projects in Myanmar. The IOM Mission in the Federated States of Micronesia undertook the most projects during 2017, providing risk reduction support to approximately 36,000 individuals in all six projects overall.



Project for Enhancement of Disaster Risk Management Capacity: Strengthening Preparedness and Resilience at the National, Provincial and Community Level (Afghanistan)

During 2017, IOM supported a community-based disaster risk management (CBDRM) project in the Afghan Dushi community located in the Baghlan Province. Abdul Khaliq, a community member who attended the CBDRM training, noted: “before the training, we were unaware of the risks facing our community and how to prevent them, did not understand early warning systems or how to act during emergency situations”. Abdul believed the training had increased the resilience of the community to disaster events and that communities now better understand the multiple risks that they face. Through this project, IOM trained 1,989 community members in DRR planning, thereby strengthening community resilience to disasters and reducing risk of displacement.

Other projects elsewhere included flood recovery interventions in Bosnia and Herzegovina, environmental policies in Columbia, capacity-building in Haiti, early recovery activities for communities affected by drought in Madagascar, and resilience-building in Rwanda.

Strengthening Human Security by Enhancing Resilience to Natural Disasters and Climate-related Threats in Ngororero District (Rwanda)

The IOM project in Rwanda focused on reducing the impact of disasters on communities and their livelihoods through risk mitigation measures as well as enhancing capacities. To do this, the project reduced community vulnerability to disasters by considering some of the root causes of what makes people vulnerable in the first place, including limited coping capacities due to weakened livelihood opportunities. This was addressed by promoting access to off-farm livelihoods, skills development and livelihood diversification, undertaken by assessing labor opportunities, providing marketable vocational training and providing business start-up kits. The project strengthened the human security and resilience of 220 individuals to natural hazards.

Disaster Risk Reduction Partnerships during 2017

At the 108th Council Session, IOM welcomed the UN Office for Disaster Risk Reduction (UNISDR) as an observer organization to IOM, with a view to deepening ongoing collaboration to provide more effective and coordinated support to countries in the implementation of the Sendai Framework. Throughout the year, IOM continued to work closely with UN partner agencies in the framework of the UNISDR-hosted DRR focal points group to strengthen monitoring and coordination of activities related to the implementation of the UN Plan of Action.

In May 2017, IOM participated in the Global Platform for Disaster Risk Reduction, this year hosted in Cancun by the Government of Mexico. The IOM delegation was led by the IOM’s Director of Operations and Emergencies (DOE). Along with delivering an official statement at the event, IOM contributed to various session deliberations, highlighting mobility as a core dimension of risk and resilience.

IOM continued to support the Capacity for Disaster Reduction Initiative (CADRI Partnership) to deliver capacity development services in risk reduction to support the attainment of the SDGs. In March 2017, IOM assisted CADRI¹ in facilitating a multi-sectoral analysis of existing capacity needs and gaps of the disaster risk management (DRM) system in Zimbabwe. In September 2017, IOM assisted CADRI in assessing national and local capacities to manage disaster risk in Jordan, where IOM put forward recommendations for mobility to be included in the Government’s DRM strategy.

¹CADRI is a global partnership composed of 15 UN and non-UN organizations that works towards strengthening countries’ capacities to prevent, manage and recover from the impact of disasters.

Transition and Peacebuilding

• Overview of operations

The International Organization for Migration (IOM) supports a robust peacebuilding portfolio designed to both prevent and resolve conflict, addressing conflict dynamics as drivers of displacement, and supporting sustainable peace and reintegration. In 2017, IOM had over \$53 million in active projects designed to prevent or reduce violence and support transitions from conflict to peace, in more than eighteen countries globally. IOM approaches peacebuilding programmes by help individuals, communities and institutions to address the root causes of conflict, and manage conflict triggers and dynamics.

Programmatic responses include addressing socio-economic and political conflict drivers through community policing, the facilitation of reconciliation and reintegration of former combatants, improving access to institutions and services, and building community resilience and social cohesion through community violence reduction, participation and engagement processes.



23 countries
9 regions

• Demobilization, Disarmament and Reintegration (DDR)

Colombia

IOM strengthens the capacity of the Government of Colombia and High Commissioner for Peace in the robust implementation of the peace agreement and the reintegration of FARC ex-combatants by supporting the delivery of services and operations in the transition zones. Further, IOM contributes to the empowerment of women and individuals of the FARC through capacitating men and women in preventing and overcoming gender-based violence and in promoting the incorporation of a gender perspective in the peace agreement to facilitate the transition of both men and women into civilian life.

Cameroon, Chad, Niger

Cameroon, Chad, Niger. As part of a regional effort, IOM supports the governments of Chad, Niger and Cameroon in reducing recruitment, promoting broad reconciliation and supporting the community-based reintegration of defectors and low-risk disengaged Boko Haram combatants or presumed affiliates.

Somalia

IOM provides technical support to the Government of Somalia to independently manage a holistic reception, rehabilitation and reintegration process that fosters social cohesion between host community members, disengaged combatants and at-risk youth violence and in promoting the incorporation of a gender perspective in the peace agreement to facilitate the transition of both men and women into civilian life.

Nigeria

At the request of the Government of Nigeria, IOM supports the de-escalation of the Boko Haram crisis through support for the reintegration of former Boko Haram associates. Based on an assessment of the current context of detention of presumed Boko Haram affiliates, IOM provides 'upstream' government support, is engaged in individual case management and supports community-based peace building and reintegration for varying categories of 'low risk' individuals.

Central African Republic

IOM supports the greater Bambari Urgency Response Plan, targeting communities directly involved in the recent surge in conflict. The Community Violence Reduction project is implemented as part of a broader national DDR strategy, targeting members of armed groups not eligible for the national DDR programme. To improve security, local committees are capacitated to reinforce local dialogue and foster social cohesion processes.

Kenya

IOM supports the Government of Kenya in reintegrating into civilian life Kenyan citizens who have returned from armed groups abroad. Individual returnees are provided with comprehensive reintegration assistance services, including through IOM's Information, Counseling and Referral Services (ICRS). To promote returnee reintegration, small businesses in affected communities are capacitated to absorb returnees and offer sustainable employment.

This map is for illustration purposes only. Names and boundaries on this map do not imply official endorsement or acceptance by IOM.



As part of its mandate to support reintegration and address drivers of displacement, IOM has developed significant conflict management experience including in the design and implementation of disarmament, demobilization and reintegration (DDR) activities, beginning with its first DDR engagement in Mozambique in 1992. Over the last 25 years, IOM's DDR operations have assisted thousands of former combatants and their dependents to return to normal civilian life after years of conflict, contributing to national and regional reconciliation and stability, and preventing further

displacement. Through tools such as its Information, Counselling and Referral Service (ICRS), IOM supports the reintegration of former fighters through individual assistance and community-based approaches to foster social cohesion, protect communities from insecurity and abuse and support recovery.



8 countries
3 regions

• Peacebuilding

IOM's Peacebuilding and conflict prevention projects address conflict dynamics as a driver of displacement support the establishment of durable peace and prevent emergence or recurrence of violence.

IOM Peacebuilding portfolio for 2017 included activities in 11 countries and 7 regions including:

- Reconciliation, by supporting the implementation of current and future Transitional Justice mechanisms in the framework of the Peace construction process in Colombia.

- Conflict management, to improve relationships between conflicting tribal factions in Papua New Guinea.
- Community Violence Reduction (CVR) through socio-economic reinsertion of ex-combatants not eligible for DDR programmes in Central African Republic.
- Other activities which support improved access to justice and human security.



11 countries
7 regions

• Prevention/Countering of Violent Extremism (P/CVE)

At their roots, forced displacement and violent extremism often emerge from a common set of social challenges and drivers in fragile and crisis-affected contexts. Within IOM's peacebuilding portfolio, preventing violent extremism (PVE) programmes address underlying drivers, motivations and vulnerabilities to violent extremism that may arise in contexts of marginalization, exclusion, human rights violations, social isolation and exposure to radical ideologies, lack of livelihood opportunities and defection from armed groups.

In the past years, IOM has worked in more than 25 countries globally in PVE related projects. Based on its experience, the organization has tailored its prevention and reintegration programmes to address both structural motivators, enabling factors, and individual incentives, that generate contextual susceptibility to

violent extremism.

IOM's activities to PVE in 2017 included:

- Improving government/citizens relations; Addressing grievances
- Building social cohesion and resilience
- Community-based prevention programmes for youth at risk;
- Return and reintegration assistance for vulnerable (labor) migrants;
- Community projects with psychosocial dimensions Expanding socio-economic and participation opportunities



10 countries
4 regions

Community Stabilization

• Overview of operations

The aftermath of armed conflict, crisis or occupation of an area by violent extremist groups is typically followed by a period of uncertainty, residual tension and instability. Communities that previously co-existed peacefully no longer trust one another; the displacement of individuals from one location to another has altered the demographic landscape, putting pressure on basic services and land; livelihood activities have been reduced or eradicated leading to negative coping strategies, including criminality; confidence in the local administrations has diminished; and whilst civilian authority may have been restored, militia elements continue to impact the security situation.

In order to prevent such contexts from backsliding into violence and conflict, and before a community can embark on sustainable recovery and development pathways, it is essential to address the drivers of instability, restore trust and confidence in legitimate authorities and between communities, as well facilitating transition from dependence on humanitarian aid to affected populations driving their own recovery.

IOM's Community Stabilization programmes aim to achieve this, through a broad range of multi-sectoral interventions, aimed at mitigating destabilizing influences, laying foundations for long term development and bridging the humanitarian development nexus, with a particular focus on displacement, migrant and mobile populations.

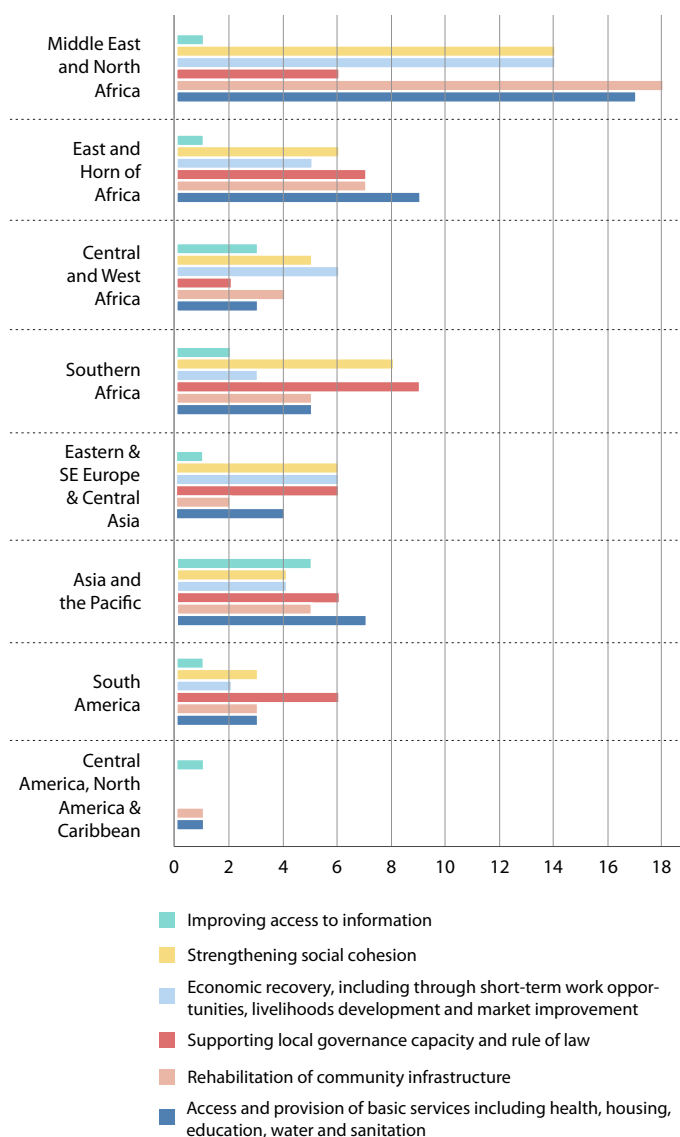
In 2017, support to stabilize communities expanded to more than 30 post conflict, crisis affected or fragile states, with a programme budget of 121 Million USD.

Whilst interventions are tailored to specific localized contexts, even within a given country, the core programming principles include, inter alia, restoring community level peace, security and strengthening social cohesion; improving trust and confidence in and the capacity of local administrations; participation for all in civic, political and cultural life; livelihood restoration; improved access to basic services (health, housing, education, water and sanitation); community infrastructure; transitional justice and strategic communication.

In 2017, IOM Stabilization programmes were focused on:



Number of IOM Community Stabilization programmes per region and category*



*Displays the categories of the 140 Community Stabilization projects led by IOM in 2017. (projects can belong to several categories)



School children are being provided with IOM sponsored-desks and chairs at the Omar Al-Mukhtar School in Libya. © IOM Libya 2017

IOM's experience implementing community stabilization programmes continues to highlight the critical importance of creating spaces for dialogue in at risk communities. Individuals need to voice their concerns, grievances and vision for the future in a forum that is safe and free from violence, exclusion or intimidation. Similarly, in order to be accountable, rebuild the trust and confidence with their communities, local government administrations need to establish means of communication and be responsive to the needs of constituents. As such, wherever possible, Community Stabilization activities supported by IOM, whether focused on improved basic services, livelihoods, community infrastructure or transitional housing, include dialogue, communication or participatory inclusive planning as essential and integral programme components. For IOM's Community Stabilization programmes, the dialogue and engagement process used to get to the outcome is an outcome in and of itself.

In Somalia in 2017, IOM launched the Midnimo ("Unity") community stabilization project in partnership with the government and UNHABITAT. Focusing on areas impacted by displacement and rapid rural-urban migration, IOM supports local government administrations to facilitate inclusive community action planning with different communities, in order to establish community owned and led area based recovery initiatives. Whilst communities have prioritized a range of infrastructural needs, including a police station and health clinic, it has been the process of bringing communities together, to discuss challenges and establish a unified vision of the future and that has been so critical in re-establishing the ties and relationships needed to support community stabilization. In the Midnimo project wherever participatory planning and recovery projects were taking place, support was also provided for cultural and sporting events to further encourage participation for all in civic life and to promote peace in the communities.

Durable Solutions and Resilience

- **Overview of operations**



A beneficiary of IOM's business management workshop is working on his carpentry in Abyei, South Sudan. © IOM 2016 (Photo: Muse Mohammed)



In late 2016, IOM adopted a new framework – the Progressive Resolution of Displacement Situations (PRDS) Framework –promoting an incremental, inclusive and resilience-orientated approach to durable solutions. IOM works in partnership to:

- Identify and strengthen coping capacities weakened as a result of displacement situations
- Foster self-reliance by responding to the longer-term consequences of displacement situations
- Create conducive environments by addressing the root causes of crisis and displacement

While humanitarian needs continued to rise in 2017, there was also growing focus on displacement as a development challenge, threatening progress towards the Sustainable Development Goals. Among country-level collective outcomes developed in 2017 under the New Way of Working, resolving displacement was a common feature, situating durable solutions as a humanitarian, development and peace nexus issue.

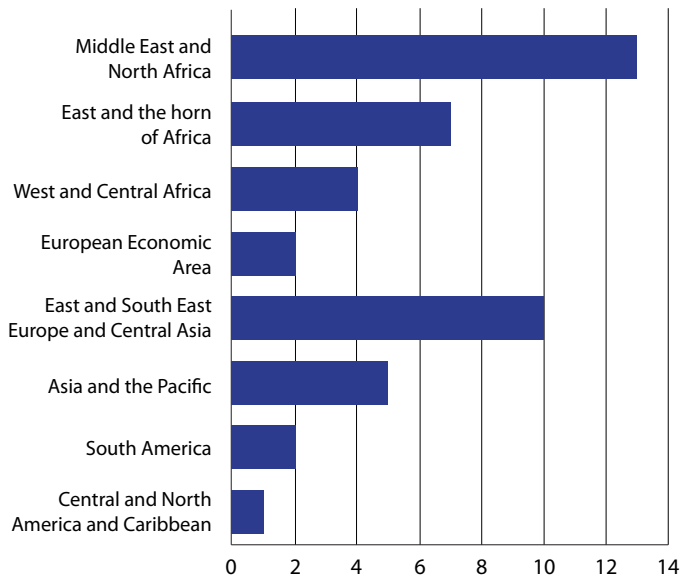
IOM's durable solutions programming was active in 23 countries in 2017, with many more countries benefiting from complementary programming, notably

related to community stabilization, land and property, peacebuilding and disaster risk reduction. Large scale programming was implemented in Afghanistan, Haiti, Central African Republic, Iraq, Somalia, Syria, Turkey and Ukraine, reflecting countries impacted by significant internal or refugee displacement.

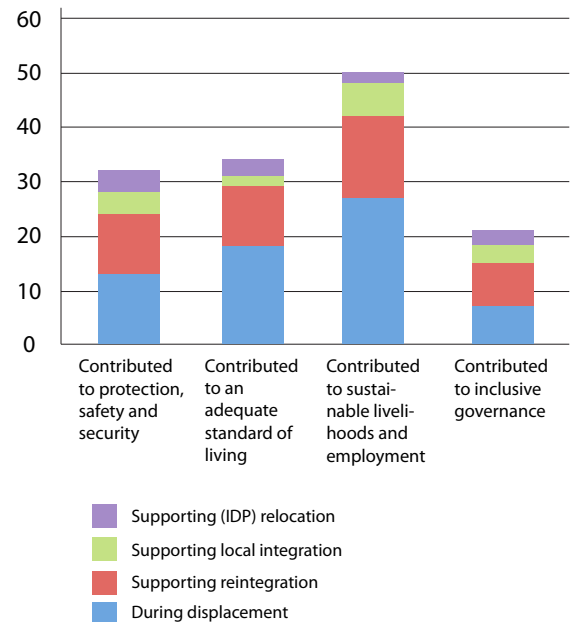
With growing recognition of IOM's durable solutions expertise, States increasingly reached out to IOM for technical support, reinforcing State leadership on durable solutions. Key examples in 2017 include technical support to the Ethiopian Somali



Projects by region



Breakdown of the number of projects



Regional Disaster Prevention and Preparedness Bureau to develop the Somali Regional Durable Solutions Strategy and technical support provided to the Vanuatu Ministry of Climate Change to draft the National Policy on Climate Change and Disaster-Induced Displacement: Towards a durable solution for people affected by displacement in Vanuatu.

IOM's support to progress towards the achievement of durable solutions begins during displacement, and supports displaced populations progress towards their preferred durable solution, across the four programmatic pillars outlined in the PRDS Framework. Much of the work undertaken in displacement relates to efforts to promote self-reliance.

Sustainable livelihoods and employment

Together with its humanitarian, development and private sector partners, IOM promotes self-reliance approaches including a wide range of support tailored to individuals, households and communities, to mitigate the detrimental impacts of prolonged displacement situations and associated risks of dependency, and re-build skills, assets and networks for interim or longer term solutions. IOM additionally provides contextually-relevant support at the individual and household level, reinforced with efforts at community and systemic levels that create conditions conducive to economic activity and job creation.

The 22,000 Syrian refugees, IDPs, returnees and displacement affected community members assisted by IOM in 2017 benefited from a range of livelihoods support, from short term cash-for-work, through a range of related training, to job placements and start-up assistance provided through cash or in-kind support. Thousands more benefited from community-level assistance including market revitalization, support to community centers and internet access and technical resources, facilitating access to jobs, self-employment and markets.

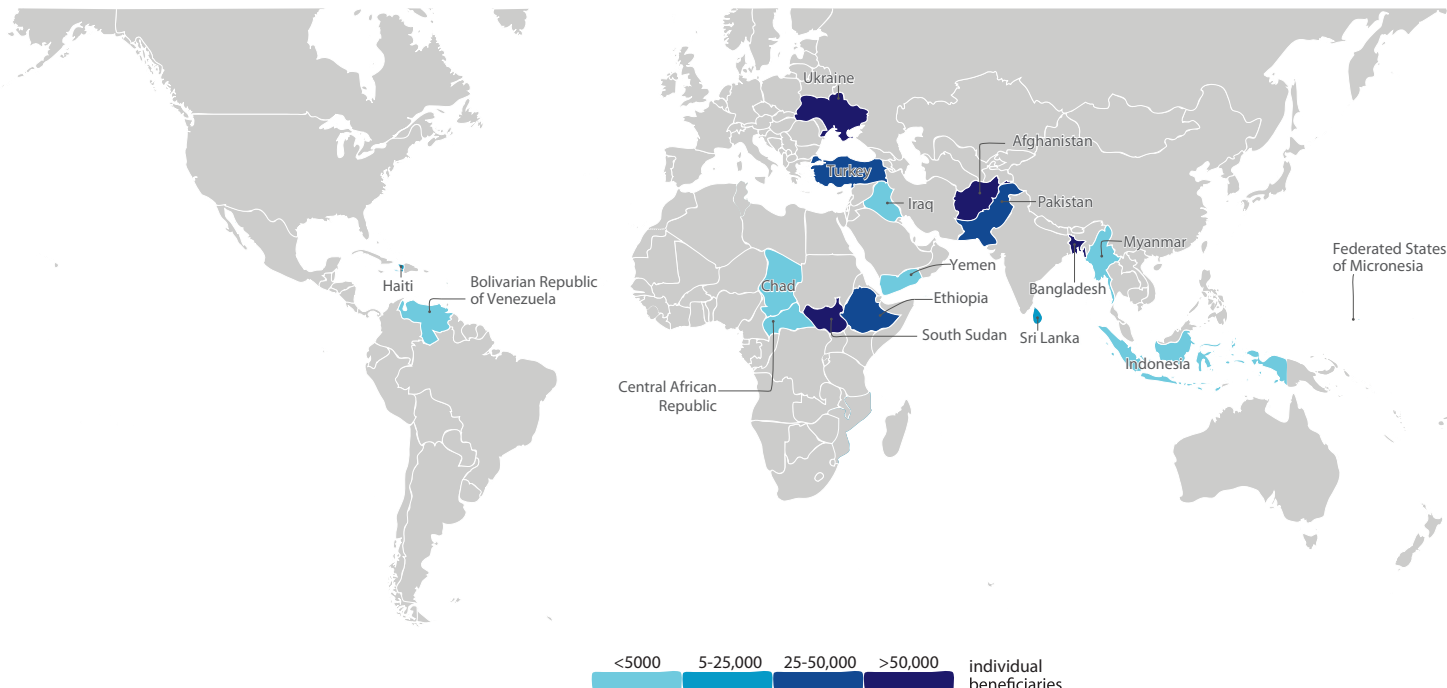
Livelihoods support provided in 2017 to those impacted by the Syrian crisis



Cashed-Based Interventions (CBI)

• Overview of operations

This map is for illustration purposes only. Names and boundaries on this map do not imply official endorsement or acceptance by IOM.



Number of countries



Total number of beneficiaries



Total amount paid to beneficiaries

2017

17

414,230

\$18,339,552

2016

17

327,000

\$10,550,000

IOM Direct Implementation

2017 **65%**

2016 **66%**

Implementation mechanism*

Partner Implementation

35%

34% 2016



- **Highlights of operations**



Through the "Cash for Work" (CfW) program, Adoum Assane (photo), 30, could start a small business to sell food and condiments to pay the school fees of his 3 children. N'Dele, Central African Republic. © IOM 2017 (Photo credit: Amanda Nero)

IOM has used CBI (Cash Based Interventions) as an assistance modality within its programming for many decades. Over the past three years, IOM has seen a steady increase in the use of CBI. In crisis-response contexts, spanning humanitarian response, transition and stabilization work, IOM undertook cash-based interventions in 17 countries, reaching 414,000 beneficiaries, which represented a 27 per cent increase from 2016.

IOM programmes with CBI components include projects with multipurpose grants, shelter construction, additional assistance in NFI distributions, voucher fairs, cash for work, infrastructure and rehabilitation projects and cash for fuel.

In terms of total beneficiaries, the largest programmes took place in South Sudan (vouchers for shelter upgrades), Afghanistan (unconditional cash grants for basic needs and transport for returnees), Ukraine (un-

conditional cash grants to cover basic needs for internally displaced persons) and Pakistan (cash for work in response to disasters covering rehabilitation of road and access link, restoration of irrigation channel, debris removal and construction of flood protection wall).

IOM has been conducting significant internal work, such as standard operating procedures, to facilitate scale up of CBI where assessments indicate it is feasible. Activities in 2017 include consolidation of lessons from existing programming, country level preparedness activities, development of internal CBI systems and templates, such as Standard Operating Procedures, and working with both resource management and programme staff to ensure common understanding of systems and processes.

For more on IOM cash tools cash visit IOM's Emergency Manual at this link.

Note: For the data presented here, IOM reports on CBI programming in its humanitarian, transition and stabilization portfolio.





New arrivals carry their belonging and IOM shelter kits to areas where they can build their shelters.
© IOM 2017 (Photo credit: Olivia Heaton)

Contact

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A teacher asks children to name known disasters in an elementary classroom in Pohnpei, Federated States of Micronesia. IOM has worked with the education board in Micronesia to ensure that students are made aware at an early age of the various natural disasters that might affect the small pacific islands and is now part of their curriculum. © IOM 2017 (Photo credit: Muse Mohammed)