

**STANDING COMMITTEE ON PROGRAMMES AND FINANCE**

**Thirtieth Session**

**ADDRESSING THE MOBILITY DIMENSIONS OF CRISES:**

**IOM MIGRATION CRISIS OPERATIONAL FRAMEWORK – 2021 ADDENDUM**



## **ADDRESSING THE MOBILITY DIMENSIONS OF CRISES: MIGRATION CRISIS OPERATIONAL FRAMEWORK – 2021 ADDENDUM**

### **Introduction**

1. The Migration Crisis Operational Framework (MCOF) (document MC/2355) was welcomed by the IOM Council in 2012 through its Resolution No. 1243 of 27 November 2012. MCOF is a tool designed to bring together its different sectors of assistance to uphold human rights and humanitarian principles; promote longer-term development goals; help crisis-affected populations – including displaced persons and international migrants stranded in crisis situations in their destination/transit countries – to better access their fundamental rights to protection and assistance through IOM support to States; complement existing humanitarian systems, as well as other systems addressing peace and security and development issues; and build on IOM's partnerships with States, international organizations and other relevant actors in the fields of humanitarian response, migration, peace and security, and development. It continues to be IOM's central reference point for the Organization's engagement on the mobility dimensions of crises. The strategic qualities of the Framework remain relevant today: IOM responds comprehensively, holistically and inclusively to crises through its own operations, in coordination with Member States and stakeholders and in line with existing response systems.

2. The present document is an addendum that supplements document MC/2355. It follows a thematic evaluation of MCOF conducted by the Office of the Inspector General during 2018 and 2019 and is the result of an extensive whole-of-organization consultative process undertaken over a period of 10 months (2020–2021).

3. Staying true to the essence and aspirations of the original Framework, the addendum reaffirms the fundamentals of MCOF, updates the sectors of assistance and introduces operating modalities and cross-cutting issues. In doing so, the addendum enables IOM to use MCOF to adapt to international developments since 2012 and to remain fit-for-purpose. It places crisis-affected people and communities at its core and helps ensure IOM's crisis response leaves no one behind in the longer-term sustainable development agenda. It also reinforces IOM's humanitarian-development-peace nexus approach to reduce needs, vulnerabilities and risks and build resilient and peaceful societies. Effectively addressing the mobility dimensions of crisis is a key component of good migration governance and contributor to sustainable development.

4. The aim of the addendum is – together with up-to-date tools – to strengthen IOM's awareness and use of MCOF to support coherent and comprehensive analysis, planning, coordination and programming across all areas of the Organization's work and in support of Member States in at-risk, fragile and crisis contexts (henceforth crisis contexts).

### **Background – IOM and the global landscape since 2012**

5. Since MCOF was endorsed in 2012, IOM joined the United Nations as a related organization in 2016. Since the 2018 adoption of the Global Compact for Safe, Orderly and Regular Migration, IOM has played a key role in advancing its implementation, including in its support to Member States, and serves the Coordinator and Secretariat of the United Nations Network on Migration. IOM is also committed to multilateral processes relevant to its broad mandate, including those related to crisis contexts.

6. Following on from the World Humanitarian Summit and the Organization's commitment to the Agenda for Humanity, IOM has also committed to the Grand Bargain, the "New way of working" initiative and the humanitarian-development-peace nexus. Moreover, IOM adheres to the Organisation for Economic Co-operation and Development Development Assistance Committee Recommendation on the Humanitarian-Development-Peace Nexus, which promotes joint efforts in terms of assessment and analysis, as well as strengthened coordination, programming and financing to reach the most vulnerable. Other instruments that also influence the Organization's crisis-related activities include the 2030 Agenda for Sustainable Development, the Sendai Framework on Disaster Risk Reduction 2015–2030, the Paris Agreement on Climate Change and the twin resolutions of the United Nations General Assembly and the United Nations Security Council related to peacebuilding.

7. IOM remains accountable to the inter-agency humanitarian system and has increasing responsibilities and commitments within the wider international community, including the (co-) leadership of inter-agency coordination mechanisms in crisis contexts. The scope and breadth of IOM's role in crisis contexts has expanded significantly, including in the areas of peace, shelter, durable solutions, protection, data, health and climate change adaptation. In 2020 alone, IOM held a coordination role in 131 coordination platforms, taking the form of clusters/sectors/working groups/taskforces, across 56 countries, sometimes leading or co-leading on multiple platforms at the regional, national and sub-national levels in the same country. Furthermore, at global level, IOM continues to co-lead the Global Camp Coordination and Camp Management Cluster.

## **Fundamentals**

8. As outlined in MCOF, States bear the primary responsibility to protect and assist crisis-affected persons residing in and transiting through their territory in a manner consistent with international humanitarian and human rights law. IOM draws on MCOF to support Member States to fulfil these responsibilities, upon their request and with their consent.

9. With this addendum, IOM reaffirms the core values and principles enshrined in the IOM Constitution and the Charter of the United Nations. In line with prevailing international humanitarian and human rights law, respect for the rights, dignity and well-being of migrants,<sup>1</sup> which include displaced persons, remains paramount. IOM adheres to the principles of humanity, impartiality, neutrality and independence, as outlined in its Principles for Humanitarian Action, and is committed to the key principles of sustainability, resilience and inclusion, as embedded in the 2030 Agenda.

10. As a formal and full member of the United Nations response and coordination system for humanitarian crises, IOM's crisis-related work aligns with normative frameworks including human rights and humanitarian law conventions and standards, such as the Guiding Principles on Internal Displacement; relevant standards and practices endorsed by the Inter-Agency Standing Committee (IASC), including the IASC Commitments on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse, the IASC Framework on Durable Solutions for Internally Displaced Persons and the Statement by the IASC Principals on the Centrality of Protection in Humanitarian Action and the related policy; and other international standards that provide for fundamental protections and accountability to the populations and communities served, including on data

---

<sup>1</sup> IOM uses the following definition of migrant: "An umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons. The term includes a number of well-defined legal categories of people, such as migrant workers; persons whose particular types of movements are legally-defined, such as smuggled migrants; as well as those whose status or means of movement are not specifically defined under international law, such as international students." Note: At the international level, no universally accepted definition for "migrant" exists. The present definition was developed by IOM for its own purposes and it is not meant to imply or create any new legal category. Source: IOM, *Glossary on Migration*, International Migration Law Series, No. 34 (Geneva, 2019).

protection. As a core member of the United Nations Sustainable Development Group, IOM contributes to the new United Nations Sustainable Development Cooperation Frameworks, providing opportunities to incorporate IOM's analysis and programming in crisis contexts into these Frameworks and national development plans.

11. The addendum ensures that MCOF-related work takes into account and elaborates on the crisis components of the IOM Migration Governance Framework, the IOM Strategic Vision 2019–2023, and the Strategic Results Framework, which were established to frame and steer the work of the Organization and to measure its achievements, notably supporting efforts to operationalize the humanitarian-development-peace nexus. Other key IOM policies and frameworks that reinforce the Organization's crisis-related work include the *IOM Institutional Strategy on Migration and Sustainable Development*, the IOM Migration Data Strategy, the *IOM Internal Displacement Data Strategy 2021-2025*, IOM's Engagement in Migration Environment and Climate Change and the internal instruction on Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse.

12. MCOF has anchored and will continue to anchor the Organization's crisis-related policies, strategies and frameworks, including all those developed since 2012, such as the Principles of Humanitarian Action (2015), the Guidance Note on how to mainstream protection across IOM crisis response (2015), the Progressive Resolution to Displacement Situations framework (2016), the *IOM Framework for Addressing Internal Displacement* (2017), the *Institutional Framework for Addressing Gender-based Violence in Crises* (2019) and the Accountability to Affected Populations Framework (2020).

13. IOM's crisis-related programmes and activities draw upon and bring together the humanitarian, peacebuilding, development and migration management fields for the effective delivery of humanitarian assistance and protection and support related to transition, recovery and solutions to displacement, as well as laying the foundations for more peaceful, stable and resilient societies. In this way, MCOF advances IOM's operationalization of the humanitarian-development-peace nexus.

#### **People, communities and context**

14. The MCOF addendum reaffirms IOM's commitment to put people at the centre of its response; promote resilience as a way of upholding their dignity and fostering empowerment and participation in the decisions that affect their lives; and re-establish or create the conditions for communities to recover from crisis and coexist peacefully. IOM remains accountable to the people it serves, ensuring high quality and responsive programming in line with the evolving needs of affected populations and communities.

15. Context matters. Each crisis setting and fragile environment is unique, and programmes and activities must be tailored to local operating environments, cultures, customs and capacities. MCOF provides the basis for contextual analysis and strategic planning. It provides the overarching considerations and approaches for IOM's crisis response but continues to be sufficiently non-prescriptive and flexible so that IOM can tailor its response.

#### **Operating approaches and modalities**

16. IOM is a highly operational actor, working directly with those impacted by crises. IOM recognizes that local contexts and relationships continuously evolve and require tailored and responsive programming that aligns with the humanitarian-development-peace nexus. IOM promotes and integrates the following operational best practices, as appropriate, across its sectors of assistance.

17. **Participation and empowerment.** People and communities are at the heart of IOM's work in crisis contexts. Programmes are likely to be more effective and sustainable when populations are supported to own, lead and drive their vision for a more stable, prosperous and peaceful future. Promoting participation and empowerment ranges from consultations to active engagement in the design, implementation and evaluation of activities, ensuring the inclusion of diverse groups of people.

18. **Conflict sensitivity.** The presence of assistance actors, including any intervention (or the lack of one), impacts – positively or negatively – conflict dynamics. All MCOF sectors of assistance should apply conflict-sensitive approaches in their analyses and programming, including on partnerships, procurement and recruitment. This means ensuring that all decision-making surrounding IOM actions in such operating contexts take into account conflict drivers and dynamics, including having a thorough understanding of local actors, systems or policies, anticipating possible impacts of IOM activities on potential or actual conflict dynamics and acting on this understanding to responsively amend programming and approaches, as appropriate. "Do no harm" is the first element of conflict-sensitive approaches, but IOM's commitment goes further, aiming to actively "do good" and create positive change that help to prevent or resolve these drivers and dynamics.

19. **Integrated programming.** IOM responds comprehensively to crisis situations with programming spanning the humanitarian, development, peace and migration spheres. This requires strong internal coordination within and across the MCOF sectors of assistance to plan, design and implement responses that complement and reinforce each other. Common assessments and context analysis are key for developing joint or complementary programmes. While it can be helpful for any IOM strategic plan to establish common goals and outcomes, a practical priority is to proactively consider how sectoral work relates to the other IOM sectors and to take the steps needed to incorporate related priorities and adapt interventions or priorities where necessary, closing gaps between humanitarian, development and peacebuilding interventions to promote sustainable, inclusive and coherent responses.

20. **Collaboration.** IOM engages with the stakeholders involved in crisis response based on the Principles of Partnership, adopted by the Global Humanitarian Platform in 2007, with mutual respect, complementarity, predictability and reliability enabling a more effective response. IOM recognizes the need for transparency in its partnerships, as long as effective delivery of its humanitarian action is not jeopardized. Collaboration is key to effective responses, and directly contributes to collective outcomes. In addition to seeking out opportunities to strengthen existing and build new partnerships with State and non-State actors at local, national, regional and global levels, including with the private sector, civil society and academia, IOM should also consider how collaboration with diaspora communities and transnational actors could contribute to the work, modalities and objectives of its various sectors of assistance.

21. **Localization.** Local actors, including local and national non-governmental humanitarian actors, are present before, during and after a crisis, playing a critical role as first responders in a crisis and remaining present in the longer term. They often have specialized expertise, geographical access and understanding of community structures and are generally best placed to link response efforts to resilience-building, preparedness and recovery. IOM operations support efforts that build the capacity of national and local responders and build sustainable and efficient response mechanisms, systems and processes. IOM also fosters national ownership, where possible, laying the foundations for inclusive development.

22. **Cash-based interventions.** IOM views cash-based interventions as a modality for project delivery where cash assistance is provided to people in need of support to directly purchase and access

goods or services.<sup>2</sup> Use of cash-based interventions is dependent on local contexts, with considerations including: the functionality of markets; the availability of financial infrastructure for secure, accountable, adequate and responsible cash delivery; and the level of financial literacy to safely access money through the selected assistance transfer modality. When feasible and appropriate, cash-based interventions are prioritized and used to help empower affected populations to meet their basic needs; to link access to social protection systems; and to promote financial inclusion, thereby supporting economies to recover. Cash-based interventions help make crisis responses more people-centered, while also promising better efficiency and effectiveness with regard to funding, reach and impact, revitalizing economies, promoting social cohesion and building resilience.

### **Cross-cutting issues**

23. The following cross-cutting issues ensure that IOM programming is evidence-based, equitable, accountable and responsible. All work under the MCOF sectors of assistance should take into account when, how and to what extent various activities incorporate each of the cross-cutting issues.

24. **Data and evidence.** Data and evidence are the backbone of all crisis responses. In line with the IOM Migration Data Strategy, IOM has extensive data collection capacities and further draws on other available data sources, with due respect for privacy and data protection. All sectors of assistance should consider how data should be collected and used to inform responses, build the capacity of national systems and strengthen partnerships, including through joint assessments, in order to translate data into insight and action across all sectors.

25. **Protection mainstreaming.** Humanitarian protection principles must be mainstreamed across IOM actions in crisis contexts, including by working to minimize any unintended negative consequences (“do no harm”); prioritizing the safety and dignity of the affected individuals and communities; ensuring meaningful access to aid and services without discrimination; fostering participation and empowerment; and holding IOM accountable to affected populations, thus contributing to the respect and fulfilment of rights. Protection mainstreaming includes IOM’s commitments to mainstream the prevention of and response to gender-based violence and disability inclusion into its activities, as well as reflecting IOM’s commitments related to accountability to affected populations and preventing and responding to sexual exploitation and abuse.

26. **Gender equality.** IOM strongly believes that gender considerations are fundamental to upholding human dignity and the well-being of all migrants, particularly in crisis contexts. To this end, IOM promotes the integration of gender-sensitive approaches in all its crisis programming, including through applying a gender equality and women’s participation approach across all stages and sectors of the humanitarian programming cycle and using the IOM Gender Marker for all projects; integrating measures to address the needs and promote participation of all people of concern in a manner that consistently promotes gender equality as central towards achieving sustainable development; and supporting the principles of the women, peace and security agenda, in particular in relation to women’s active leadership and participation in peacebuilding, community stabilization, disarmament and transitional justice programming.

27. **Disaster risk and climate change.** Reducing disaster risk and adapting to climate change are essential for the achievement of sustainable development in all settings. Across all MCOF sectors of assistance, potential impacts on fragile environments and the sustainability of interventions must be

---

<sup>2</sup> This may take a range of forms: conditional (such as cash for work or cash for rent) or unconditional (such as multi-purpose cash grants); restricted or unrestricted, and could be delivered through hard cash, electronic cash transfer or vouchers.

considered, requiring efforts to mitigate hazards, reduce vulnerability, avoid risk and build resilience to future shocks and stressors.

28. **Law and policy.** IOM supports States to develop and implement policies and related legislative frameworks and governance structures; and to promote and adhere to applicable international, regional and national laws, norms and standards across all MCOF sectors of assistance. Work under each sector should understand, adhere to and be guided by the policy and legislative environment. Government legal and policy frameworks and service provision, such as through health and social protection systems, are also central to longer-term equitable engagement and the inclusion of crisis-affected individuals and communities, and support States in upholding their responsibility to protect and assist crisis-affected persons residing on their territory.

### Phases of a crisis

29. The addendum continues to reflect the three phases of a crisis outlined in MCOF: before, during and after. This representation of phases can be helpful to understand that throughout a crisis, a distinct set or mix of activities with specific functions are needed that are adapted to local contexts. However, crises and their phases are fluid. Therefore, the addendum expands on the phases of crisis to:

- (a) **Invest in anticipatory action (always).** During the “before” phase, IOM’s anticipatory programmes aim to reduce risk and strengthen preparedness, as well as helping to prevent and address the drivers of crises based on regular risk and capacity assessments.
- (b) **Save lives and respond to needs (where necessary).** During the “during” phase, IOM’s humanitarian and protection programming includes a range of life-saving and life-preserving activities which respond to immediate needs at the onset of a crisis.
- (c) **Address longer-term impacts of and recovery from crises (wherever possible).** During the “after” phase, IOM’s development-principled programming is tailored to crisis contexts and seeks to create the preconditions necessary for recovery and sustainable peace and development.

30. The phases of a crisis are rarely distinct, requiring conscious efforts to proactively consider all elements throughout IOM’s engagement, promoting mutually reinforcing rather than sequential interventions.

### Response systems

31. IOM’s crisis response forms part of multi-layered and evolving response systems and frameworks. In addition to its responsibilities to support Member States, IOM is also obliged to participate in related joint frameworks and processes, based on its institutional commitments as a related organization within the United Nations system, and is also committed to other relevant initiatives. These frameworks and processes, and IOM’s contributions to them, support a stronger joined-up approach to crisis, addressing the needs of crisis-affected populations, as well as crisis drivers and longer-term impacts. IOM’s participation ensures that its work is part of a bigger picture and enables the Organization to contribute its experience and expertise to the shaping of the frameworks and processes themselves, providing avenues for improving its work and forging stronger opportunities for funding and partnerships.

32. Activities under the MCOF sectors of assistance should consider and proactively engage with and contribute to the response systems that are active in local contexts. Internal and joint assessments and analyses are key entry points. In addition to the more established humanitarian response systems globally framed under the Inter-Agency Standing Committee and the Refugee Coordination Model,



IOM also ensures its programming in crisis contexts aligns with processes under the United Nations development system and United Nations Network on Migration, as well as relevant ad hoc local arrangements, in order to contribute to shared humanitarian, development and peace priorities.

### **The 15 IOM sectors of assistance within the Migration Crisis Operational Framework**

33. The MCOF sectors of assistance have been updated to reflect IOM's current roles and responsibilities, operational capacities and priorities; to align the sectors with internal strategic and key global frameworks, including the operationalization of the humanitarian-development-peace nexus; and to ensure they are relevant to inter-agency and governmental coordination, spanning analysis, planning and coordination. The revised sectors of assistance are detailed below.

34. **Camp coordination and camp management.** To improve the interim living conditions of displaced persons by facilitating the effective provision of assistance and protection in camps and camp-like settings,<sup>3</sup> advocating durable solutions and ensuring organized closure and phase-out of camps as soon as possible.

35. IOM does not advocate the establishment of camps, but recognizes that when there are no other appropriate solutions, camps may be established as a last resort to ensure the provision of appropriate protection and assistance. IOM is the cluster lead for camp coordination and camp management in natural disaster settings within the IASC, providing coordination, information management and technical support in emergency situations, as well as during transition and for activities to improve preparedness. Beyond IOM's cluster/sector responsibilities, work under this sector includes: camp management; site planning, set-up and closure; registration and information management; care and maintenance activities; and capacity-strengthening for camp coordination and camp management practitioners, national and local authorities and civil society organizations.

36. **Displacement tracking.** To collect and disseminate critical multi-layered information on the mobility, vulnerabilities and needs of crisis-affected populations, enabling decision makers and responders to provide context-appropriate assistance.

37. While data and evidence provide the basis for all programming, displacement tracking is also a dedicated area of work; the IOM Displacement Tracking Matrix supports the planning, coordination and delivery of assistance by informing inter-agency responses and coordination mechanisms established at country level. While most commonly used to inform humanitarian response planning and assistance, the Displacement Tracking Matrix has also proven to be highly effective as a preparedness tool, and in support of transition and recovery programming. Governments and United Nations partners are among a wide range of stakeholders that use IOM data to fulfil their information needs and to support common services and coordination, including for the humanitarian needs overviews and common country analyses.

38. **Shelter and settlements.** To provide quality shelter at scale, responding to expressed needs, in coordination with partners.

39. Shelter, settlements and non-food items play an integral role in supporting protection and recovery. This sector includes assistance provided through: the distribution of household and non-food items; cash-based interventions; and shelter construction and site planning, delivered directly and through partners, pooled funds and IOM-managed common pipelines, together with capacity-

---

<sup>3</sup> Including all temporary communal shelter options such as formal camps, collective centres, communal buildings, spontaneous settlements, transit centres, evacuation centres, reception centres, or centres that may require relocation due to eviction or proximity to hazard or insecurity.

strengthening and coordination. IOM holds country-level stocks and global stocks, enabling a more timely and cost-effective response.

40. **Water, sanitation and hygiene.** To deliver high-quality, comprehensive and sustainable water, sanitation and hygiene interventions at scale, ensuring the human right to water and sanitation and empowering affected populations to meet their needs.

41. Ensuring equitable access to sustainable water and sanitation services, paired with hygiene promotion (including menstrual hygiene), are life-saving and critical interventions as part of crisis responses and for building resilience to future shocks and stressors. IOM water, sanitation and hygiene activities can build synergies between acute and complex emergencies, humanitarian crises and long-term development responses. Using water, sanitation and hygiene interventions as an entry point for delivering basic needs, IOM can simultaneously strengthen governance and institutional capacity, create jobs, and contribute to conflict prevention and resolution.

42. **Health.** To reduce the mortality, morbidity and human suffering of crisis-affected individuals by ensuring access to and the availability of life-saving health care, while supporting the recovery and rebuilding of resilient health systems.

43. IOM is a key player in health service delivery in response to crises and public health emergencies, as well as in supporting health system recovery and resilience. This requires consideration not only of emergency health responses guided by humanitarian principles, but also of long-term public health interventions that contribute to health system strengthening, universal health coverage and progress towards sustainable peace and development. Pandemics and epidemics have highlighted how the volume, rapidity and ease of mobility pose new challenges to cross-border disease control and the need to adopt innovative, systemic and multisectoral responses. IOM uses the *Health, Border and Mobility Management Framework* to define its strategic role supporting governments and communities in the prevention and detection of and response to health threats in the context of widespread and multidirectional human mobility

44. **Mental health and psychosocial support.** To promote, protect and support the well-being of crisis-affected populations through activities aimed at reducing psychosocial vulnerabilities, promoting community resilience and ownership and supporting aid that takes into account psychosocial and cultural diversity issues.

45. As crises are often accompanied by abnormal stressors, it is important to address the psychosocial needs of affected populations. This can take the form of advocacy, policy advice and capacity-strengthening, as well as direct psychosocial services and assessments that aim to improve individual well-being and mend the social fabric, adopting an inclusive approach to protect and assist those with severe mental disorders. IOM's role in mental health and psychosocial responses is also relevant beyond the immediate humanitarian response, with a particular emphasis on sustainability. IOM applies community-based approaches to mental health and psychosocial support based on the understanding that communities can be drivers of their own care and change and should be meaningfully involved in all stages of mental health and psychosocial support responses.

46. **Protection.** To reduce risks to and/or vulnerabilities of crisis-affected populations while strengthening capacities, including those of duty bearers.

47. All MCOF sectors of assistance have protection considerations. The work in this sector is in addition to the protection mainstreaming actions and considerations addressed as a cross-cutting issue. It includes specialist protection activities in crisis contexts, in areas such as counter-trafficking, prevention of gender-based violence, protection monitoring, alternatives to immigration

detention, and child protection, upholding IOM's commitments to the Statement by the IASC Principals on the Centrality of Protection in Humanitarian Action (2013).

48. **Peacebuilding and social cohesion.** To support cohesive communities, accountable leadership and peaceful dialogue, addressing instability and providing an alternative to conflict.

49. IOM addresses the drivers of instability and promotes peaceful coexistence and accountable leadership for more resilient societies. Primarily drawing on community-based approaches, activities in this sector can be implemented at any point, whether as part of crisis prevention, response or recovery efforts. Participation, dialogue and inclusivity are key approaches and are equally as important as more tangible programme outputs. IOM also contributes to broader demobilization and reintegration of former combatants, including mitigating the risks of future conflict and potential re-engagement. IOM provides support to governments as part of their efforts to expand the access of crisis-affected and migrant communities to democratic electoral processes in their countries or territories of origin, including out-of-country voting, election observation and other election-related missions and electoral assistance.

50. **Livelihoods and economic recovery.** To equitably restore and strengthen the capabilities, assets and productive infrastructure required for crisis-affected individuals and communities to achieve a sustainable means of living and inclusive growth.

51. Equitable access to sustainable economic opportunities is a key element of progressing towards achieving durable solutions, reducing risks of future displacement and promoting stability. IOM supports livelihood restoration and strengthening to mitigate negative coping mechanisms and reduce inter-communal tensions, thereby establishing the foundations for sustainable economic recovery and poverty reduction. Activities range from enhancing market and credit access and constructing or rehabilitating productive infrastructure to more individualized support including the disbursement of cash or assets to start up or expand businesses; vocational and skills training or mentoring; and job placement initiatives, all based on market assessments to support sustainable local enterprise.

52. **Basic infrastructure and services.** To mobilize communities to take collective action to address needs and improve equitable access to services, with infrastructure often a tangible community-wide benefit of dialogue and engagement processes.

53. Crises and displacement can impact the quality and availability of public infrastructure and services and result in inequitable access, particularly for marginalized groups, which is detrimental to local economies. IOM supports the construction and rehabilitation of a wide range of public infrastructure and basic services, providing related training and equipping community-based teams for maintenance and longer-term sustainability, often through community-driven processes which promote inclusion and local ownership. For public infrastructure, these processes and results can help restore trust and confidence in local administrations.

54. **Transitional justice.** To contribute to broader transitional justice and peace goals, enabling the provision of fair reparations, facilitating recovery and preventing future human rights violations.

55. Providing access to remedies for human rights violations are part of wider efforts to address the causes and consequences of conflict, and are a precondition for creating an environment suitable for sustainable peace and development. IOM promotes locally sensitive and transparent transitional justice through technical support to governments and local and international stakeholders, including assisting in the development of transformative and victim-centred restorative justice policies; supporting the design and implementation of consultative mechanisms; assessing and strengthening

institutional capacities to implement transitional justice mechanisms; building administrative capacity for handling large numbers of claims; and general development of efficient remedy models.

56. **Land and property.** To support the restoration of housing, land and property rights which play a prominent role in reconciliation, peacebuilding and reconstruction efforts.

57. Given the complex interrelationship between land and crisis, efforts within this sector aim to support the resolution of land and property disputes, including disputes in shelter and/or camp programmes; increase and protect access to land and land tenure security for vulnerable populations in rural and urban settings; strengthen land management institutions and mechanisms; support community or State-driven land titling and land rights identification; and address housing issues in the context of displacement caused of climate change and planned relocations. Furthermore, IOM raises the awareness of international and national actors regarding the centrality of land issues in post-conflict and post-disaster environments. IOM provides policy guidance, expert advice and technical assistance to support the resolution of issues relevant to restoring housing, land and property rights, including, but not limited to, restitution.

58. **Disaster risk management.** To strengthen resilience and reduce disaster losses by preventing new risks and reducing and preparing responses to existing risks, in alignment with with the Sendai Framework for Disaster Risk Reduction 2015–2030.

59. In addition to the cross-cutting considerations of disaster risk reduction and climate change adaptation, IOM's approach to disaster risk management aims to understand disaster risks – including those related to natural hazards, epidemics, socioeconomic fragility, technological hazards, political instability and armed conflicts – and to prevent and prepare for hazards and mitigate their impacts. Recognizing that mobility is also a coping or adaptation strategy integral to people's resilience, IOM's efforts in this sector aim to reduce people's vulnerability and manage residual risk through preparedness interventions. Its support ranges from promoting the integration of migration and displacement considerations in country-level disaster risk reduction policies, strategies and planning, to enhancing local capacities to prevent, prepare for and respond to disasters, notably through contingency planning, infrastructure improvements, training and pre-positioning.

60. **Humanitarian border management and services for citizens abroad.** To improve the preparedness and response of border and consular authorities, ensuring that crisis-affected migrants are appropriately protected and assisted, and that their human rights and interests are guaranteed, while respecting national sovereignty and maintaining security.

61. Border management actors, including immigration, police, customs, health services and armed forces, need to be equipped with operational mechanisms that are designed to respond to various crisis-related cross-border movements, taking into consideration the vulnerabilities and protection needs of migrants, including displaced populations. IOM is well positioned to provide on-the-ground expertise, capacity-strengthening assistance and operational solutions to countries that wish to establish or improve their response mechanisms for mass movements. IOM also offers to support States with limited or no representation abroad to assist its citizens in crisis contexts, providing technical and operational support to facilitate access to consular services, such as civil registration, issuance and management of identity and travel documentation and the provision of information.

62. **Movement assistance.** To provide protection through the provision of humane and orderly transport assistance to individuals or groups who are going, either temporarily or permanently, to a place of origin, transit or destination within one country or across an international border.

63. Movement assistance encompasses all resettlement and other forms of humanitarian admission; evacuation of migrants in situations of vulnerability, internally displaced persons and others; voluntary relocation, return and repatriation; and family reunification, as well as efforts related to counter-trafficking and the protection of stranded migrants. Individuals and families are also assisted by IOM to return to their homes, relocate to safety, reunite with family members and migrate for new opportunities. Beyond transportation, and as part of a holistic approach, IOM also provides a range of health and integration support directly and in partnership with States, United Nations agencies and a range of other actors.



Annex

Migration Crisis Operational Framework

