

REPORT ON IOM RESPONSE TO MIGRATION CRISES

Supplementary report to SCPF | June 2015



International Organization for Migration
Geneva, Switzerland
June 2015

**IOM Response to Migration Crises:
Supplementary report to the SCPF**

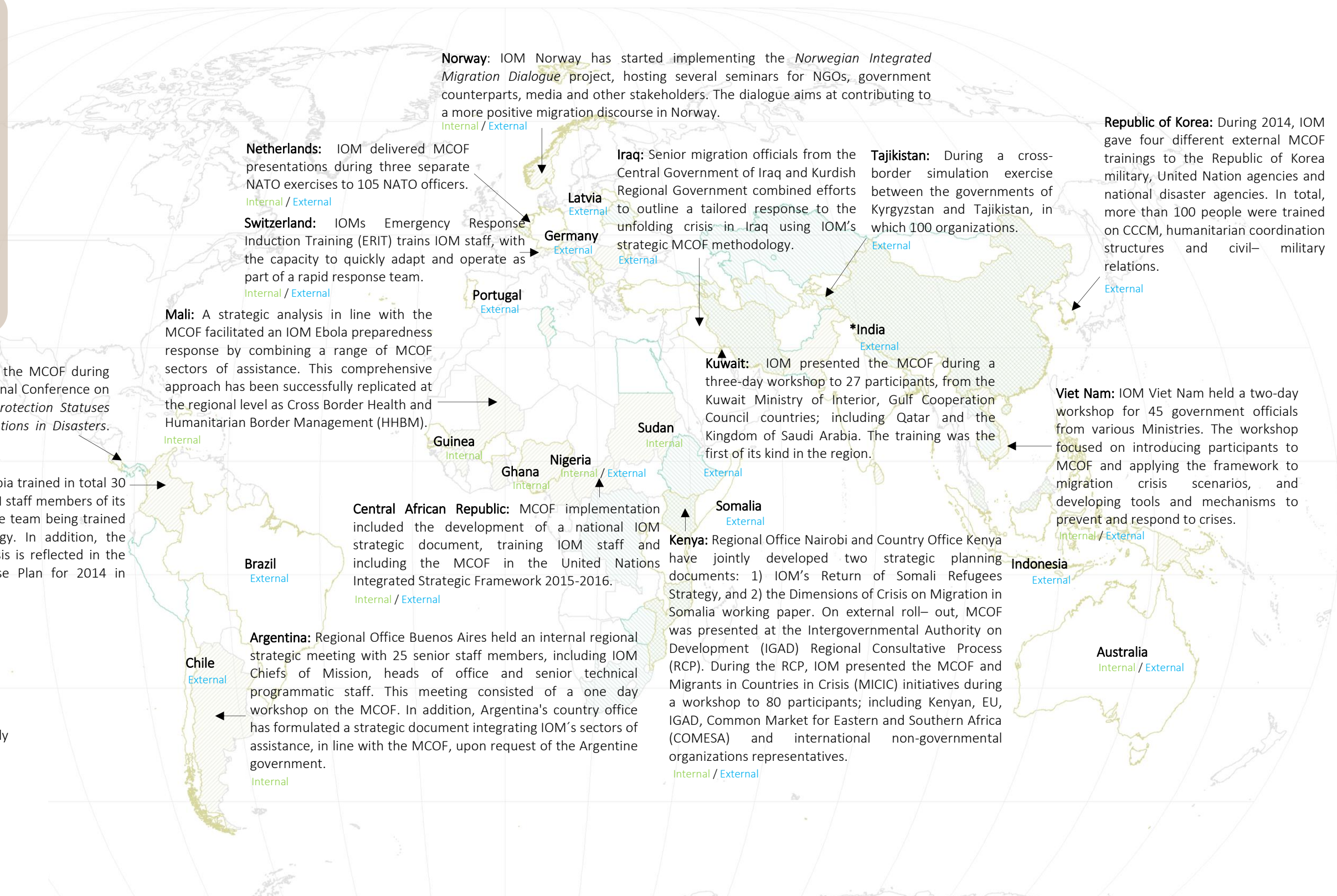
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MCOF Activities during 2014*

MCOF

- 10 country offices and one regional office have integrated MCOF into their strategic planning documents.
- Over the course of 2014, internal MCOF training has targeted more than 360 staff in over 23 countries worldwide.
- The external roll-out of MCOF has taken place in 63 countries in 2014, an increase of 36 countries in comparison to 2013. External MCOF events have targeted humanitarian country teams in 12 briefings, with several others targeting NATO, UNOCHA, ICRC and a range of national and international non-governmental organizations.



* Written examples from 2014 only

External 2014

External 2013

Internal 2014

Internal 2013

Table of contents

INTRODUCTION	3
PART I MIGRATION CRISIS OPERATIONAL FRAMEWORK (MCOF).....	4
1.1 INTERNAL ROLL-OUT	7
1.2. EXTERNAL ROLL-OUT	11
1.3. KEY ACHIEVEMENTS AND NEXT STEP	15
PART II OVERVIEW OF SECTORS OF ASSISTANCE.....	17
PART III HUMANITARIAN EMERGENCY RESPONSE ACTIVITIES 2014	25

Boxes, Tables and Graphs

Box 1: Highlights of MCOF roll-out and implementation during 2014

Box 2: Previous MCOF achievements (2013)

Box 3: Outcomes of MCOF trainings

Box 4: IOM council resolution 1243

Box 5: Feature - MCOF in the Democratic Republic of the Congo

Box 6: Feature - Health and Humanitarian border management (HHBM) in Ebola affected West Africa

Table 1: Expansion of strategic planning documents

Table 2: Geographical expansion of external roll-out

Table 3: In total MCOF sets out fifteen sectors of assistance

Figure 1: Staff trained per region in 2014

Figure 2: Categories of staff targeted for training

Figure 3: Geographical expansion of MCOF training

Figure 4: Types of events featuring the MCOF

Figure 5: Breakdown of participants

Figure 6: Total participants per region in 2014

Figure 7: Themes of external MCOF events at regional offices

Figure 8: Relative size of each MCOF sectors of assistance in IOM's crisis response in 2014

Figure 9: Implementation of IOM projects in regional offices

Figure 10: Implementation of IOM projects in regional offices (*continued*)

Figure 11: Total received funding

Figure 12: Humanitarian appeals

Figure 13: IOM appealed projects (all appeals) - 2014

Figure 14: IOM appealed and received funding - - 2014

Figure 15: SRP related funding

Figure 16: IOM - L3 related percentage and volume of funding - 2014

Figure 17: IOM - non L3 percentage and volume of funding - 2014

Figure 18: IOM Funding percentage and volume received per appeal - 2014

Figure 19: IOM in relation to total appeals

Figure 20: Funding per sector of contribution

Figure 21: IOM 2014 Funded projects in appeals

Figure 22: Camp Coordination and Camp Management (CCCM) cluster

Figure 23: CCCM in appeals

Figure 24: Shelter and non-food items

Figure 25: Shelter and non-food items beneficiaries per category 2014

Figure 26: Shelter in appeals

Figure 27: IDPs tracked through DTM – 2014. Total 7,220,874 IDPS tracked

Figure 28: Displacement tracking

Figure 29: CCCM – Shelter – DTM activities per region

Acronyms

CCCM	Camp Coordination and Camp Management
CO	Country Office
CT	Counter-Trafficking
DRR	Disaster Risk Reduction
DTM	Displacement Tracking Matrix
ECOSOC	United Nations Economic and Social Council
EVD	Ebola Virus Disease
FTS	Financial Tracking System
HBM	Humanitarian Border Management
IASC	Inter-Agency Standing Committee
IOM	International Organization for Migration
MCOF	Migration Crisis Operational Framework
RO	Regional Office

INTRODUCTION

The International Organization for Migration (IOM)'s response to a migration crisis is inclusive and comprehensive, focused on assisting and protecting vulnerable groups and mobile populations before, during and after a crisis. Overall, in 2014 IOM crisis related activities (from preparedness to emergency response, transition and recovery among others) reached more than 20 million beneficiaries and budgetary expenditures exceeded USD 810 million.

In line with the objectives of the June 2015 meeting of the Standing Committee on Programmes and Finance (SCPF), this report focuses on IOM's activities related to strengthening its strategic approach to crises, namely through the institutionalization of the Migration Crisis Operational Framework (MCOF) and application of sectors of assistance; and provides a detailed breakdown of specific emergency sectors responses.

This document is structured in three parts:

- Part I:** Covers the activities to institutionalize MCOF and build internal and external capacity on the framework;
- Part II:** Provides a general overview of active sectors of assistance and efforts to better define the crisis related linkages to and response of non-traditional humanitarian sectors of assistance, such as counter-trafficking (CT), humanitarian border management (HBM), and diaspora mobilization in crisis and post-crisis contexts;
- Part III:** Focuses on emergency response, specifically with regard to humanitarian funding and the sectors of Camp Coordination and Camp Management (CCCM), Shelter and displacement tracking.

This document supplements and should be read in conjunction with the report submitted to SCPF entitled "Report on IOM Response to Migration Crises".¹

¹ "Report on IOM Response to Migration Crises" Standing Committee on Programme and Finance, 16th Session (S/16/4) submitted 14 April 2015.

PART I**MIGRATION CRISIS OPERATIONAL FRAMEWORK (MCOF)**

On 27 November 2012, Member States of the International Organization for Migration (IOM) unanimously endorsed the Migration Crisis Operational Framework (MCOF)² in order to capture the diversity of IOM's engagement in fragile and crisis contexts and to position the organization's work strategically along defined sectors of assistance.

As an institutional framework, MCOF provides IOM with the architecture to:

- 1) Strengthen its internal capacity to understand and strategically approach crises from a whole of organization perspective through the development and use of trainings, to awareness-raising, tool building and to guiding policy development;
- 2) Present IOM's multifaceted engagement in crisis settings in a coordinated and systematic manner to donors and partners; and to improve IOM Member States understanding of migration issues before, during and after crises.
- 3) Structure IOM's crisis related work in sectors of assistance in order to fully account for the many ways IOM engages before, during and after crises.

Building on the information provided in the SCPF document "IOM's Response to crisis", this section of the report provides a more in-depth statistical overview of IOM's institutionalization of MCOF over the course of 2014. The section is sub-divided into the following three activity tracks:

- Internal roll-out: strengthening the organizations capacity to implement strategic planning through staff training and the development of MCOF strategic planning documents;
- External roll-out: building or strengthening existing institutional relationships with both governments and partners; and
- Support activities, achievements and next steps.

Box 1: HIGHLIGHTS OF MCOF ROLL-OUT AND IMPLEMENTATION DURING 2014**Internal roll-out**

- 595 staff members in 29 countries received training tailored for operational, programme development and emergency response contexts.³ MCOF trainings used tools on mobility, vulnerability and strategic planning;
- Fourteen IOM country offices have either formulated new, or revised existing, strategic planning documents with governments and other institutional partners;⁴
- In a number of inter-agency settings, IOM's partners adopted the MCOF methodology into joint-strategic decision making models;

External roll-out

² Resolution 1243, adopted at the 101st session of the Council on 27-30 November 2012. Pursuant this Council resolution, Member States requested IOM to inform the Council annually on the application of the MCOF, accessible at: [Council Resolution 1243, 2012](#).

³ Figure reflects additional information gathered since the report to the SCPF.

⁴ Idem. Three countries updated internal strategic documents, which were not covered in the report to the SCPF.

- IOM presented the MCOF to 1819 officials, spread over 78 external events to Member States and partners;⁵
- MCOF events covered issues such as: strategic planning, camp coordination and camp management (CCCM), migration, mobility dimensions of crises, disaster risk reduction (DRR) and civil protection;

Achievements

- IOM launched research in late 2014 on CT in crisis situations. This research issued a number of recommendations directed at the humanitarian community and States for developing a strategy for CT before, during and after crisis situations;
- In response to the growing role of diaspora communities in a humanitarian response, MCOF prompted a Side Event to the United Nations Economic and Social Council (ECOSOC) Humanitarian Affairs Segment in New York, June 2014; and
- IOM produced a Migration Crisis Working Paper on the Central African Republic and is currently drafting a paper on Nigeria.

Box 2: PREVIOUS MCOF ACHIEVEMENTS (2013)

In 2013, IOM focused on the initial roll-out of the MCOF, wherein 250 IOM Chiefs of Mission and senior staff members received training and over 32 governments partook in training workshops or briefings. Furthermore, four working papers on the migration dimensions in crises (Afghanistan, Mali, Somalia and the Syrian Arab Republic) were prepared by IOM and subsequently disseminated. Other notable achievements of 2013 included:

- MCOF was referenced in several documents distributed in the context of the 2013 High-level Dialogue (HLD) on International Migration and Development, which resulted in the State-led initiative to develop procedures for Migrants in Countries in Crisis (MICIC);
- MCOF was used to frame part of IOM's strategic dialogue with the European Commission and the European External Action Service. MCOF contributed to a number of ongoing regional processes including, for instance, the Almaty Process (for Central Asian States) or with the League of Arab States;
- The country offices in Nepal and Bangladesh, amongst others, used the MCOF in coordination efforts with their respective governments regarding specific strategic plans for contingency planning in the

⁵ Based on estimates.

event of an emergency; and

- MCOF helped framed the IOM Philippines Level 3 response to the Haiyan typhoon with 8 sectors of assistance activated based upon verified needs on the ground.

Source: MCOF, One Year of Implementation, 2012-2013 (page 4), accessible at: [MCOF report: One Year of Implementation](#).

1.1 INTERNAL ROLL-OUT

The objective of the internal MCOF roll-out is to ensure broad institutional buy-in and ownership of the MCOF throughout IOM. Internal roll-out during 2014 focused on:

- Training general staff;
- Developing new strategic planning documents; and
- Formulating country-wide response plans incorporating the MCOF.

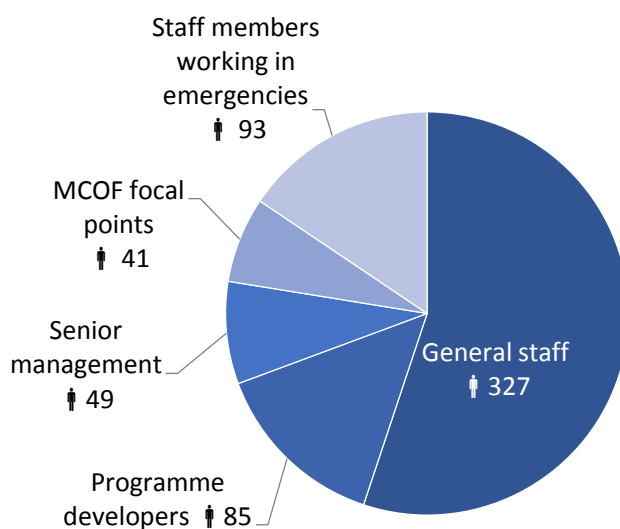
STAFF TRAINING

In 2013, staff training on MCOF concentrated on creating institutional buy-in. In 2014, however, the MCOF training focused on expanding staff knowledge of the MCOF and applying the MCOF to country-specific crisis settings. In particular, trainings in 2014 focused on analyzing crisis dynamics using various mobility, vulnerability and strategic planning tools.

During 2014, staff training targeted 595 IOM staff members in over 29 countries.⁶ Participants were mainly general staff (55 per cent), but also specialized staff members working in emergency contexts (16 per cent), programme development staff at headquarters and regional offices (14 per cent) and senior management (8 per cent).

The duration of MCOF trainings varied from a simple introduction (15 per cent) to a full training with support from the regional office or headquarters (85 per cent).

Figure 1 : STAFF TRAINED PER REGION IN 2014

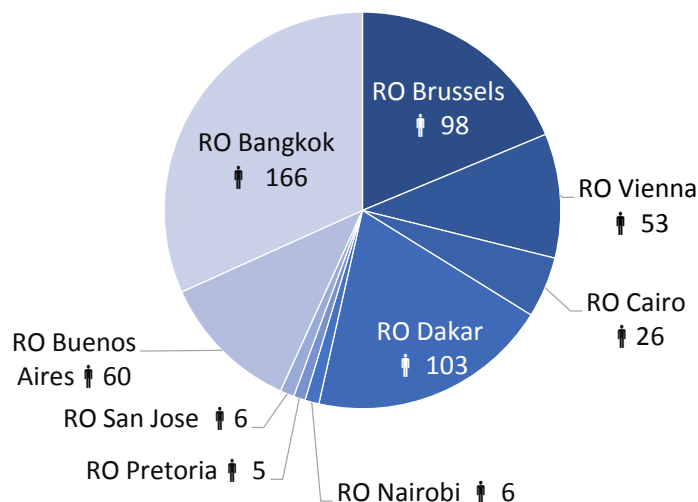


Most staff were trained in East Asia (RO Bangkok, 29 per cent), Western Africa (RO Dakar, 18 per cent) and Western Europe (RO Brussels, 19 per cent). Regional differences are explained by the different periods of internal roll-out during 2013 and 2014. Whereas country offices in East Asia received training on May 2-3, 2013, missions in South and North America received training in late 2013, early 2014.⁷

⁶ Figure reflects additional information gathered since the report to the SCPF.

⁷ See: MCOF, One Year of Implementation, 2012-2013 (page 9), accessible at: [MCOF report: One Year of Implementation](#).

Figure 2 : CATEGORIES OF STAFF TARGETED FOR TRAINING



Box 3 : OUTCOMES OF MCOF TRAININGS

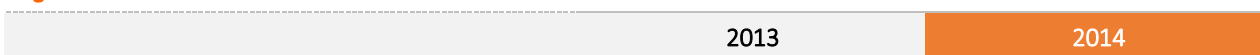
MCOF trainings aim at the following learning goals:

- Develop a conceptual understanding of the migration dimensions of a crisis;
- Improve familiarity with all vulnerable groups and mobile populations affected by a crisis;
- Learn practical lessons from applying the MCOF in key operational contexts;
- Understanding how IOM fits in and contributes to the broader humanitarian coordination system, including IOM's contribution to the IASC cluster system and its contribution to the IASC Transformative Agenda; and
- Increase understanding on how the different sectors of assistance coherently fit into IOM's overall strategy.

In the Central African Republic, the IOM country office drafted a mission strategic paper, covering the period 2015–2018. The document sets out the strategic direction for engagement with IOM's partners. The document analyses the underlying drivers of the conflict, evaluates the multi-agency response in the country and thereafter formulates an IOM strategy based on IOM's fifteen sectors of assistance. The document specifically covers the following sectors of assistance: CCCM and DTM, Shelter and NFIs, emergency transportation, health support, psychosocial support, reintegration support, community stabilization and transition. Furthermore, the MCOF is reflected in the United Nations Integrated Strategic Framework 2015-2016 for the Central African Republic which is the strategic direction for the UNCT for the next 12 months.

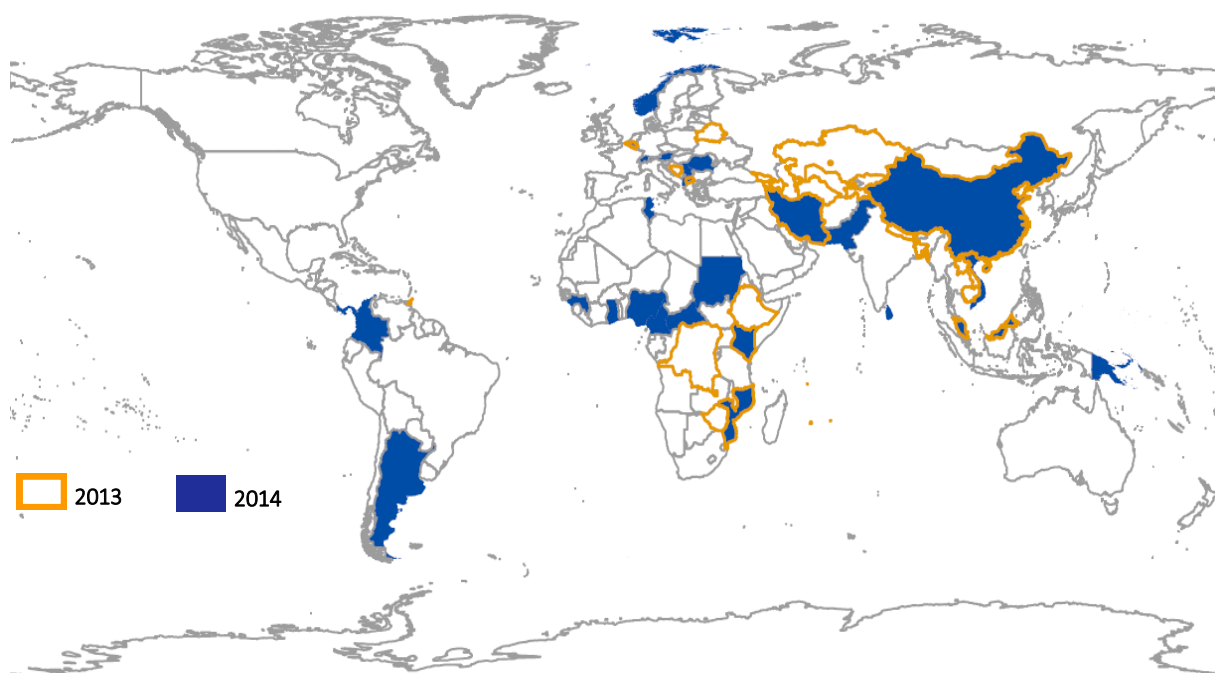
The number of internal trainings saw a notable increase in 2014: in 2013 trainings reached 271 participants in 25 countries while in 2014 some 595 participants received training in 29 countries.⁸ In 7 countries the MCOF trainings were a continuation of the programmes initiated in 2013. In 2014, new MCOF training programmes were initiated in 22 countries (see Figure 3).

Figure 3 : GEOGRAPHICAL EXPANSION OF MCOF TRAINING



⁸ Figure reflects additional information gathered since the report to the SCPF.

Participants	271	595
Countries	25	29



As an example of continued capacity-building, the 41 IOM focal points on Migration Crises in the IOM offices covering the European Economic Area have been receiving a monthly update on the MCOF and related activities from the Regional Office (RO) in Brussels. These monthly updates include, amongst others, information on humanitarian assistance and post-crisis work, and European Union policy and approaches related to migration crises.

DEVELOPING STRATEGIC PLANNING DOCUMENTS

MCOF-based strategic documents aim to holistically include context analysis, analysis of the mobility dimensions of the crisis, vulnerabilities, coordination structures and an analysis of gaps and IOM capacities. The following categories of documents have been developed throughout 2014:

- IOM country strategies;
- Contingency/preparedness plans;
- Inter-agency strategies; and
- Sector specific strategies.

During 2014, IOM has made progress in developing new strategic planning documents in 10 country offices: Argentina, Belgium, Haiti, the Central African Republic, Kenya, Mali, Colombia, Ethiopia, Rwanda and Uganda. Furthermore, in 4 countries (noted in Table 1 by *) the strategic planning documents were updated in line with the MCOF,⁹ therefore providing a migration-crisis analysis for new inter-agency or cross-border strategic plans.

Table 1 : EXPANSION OF STRATEGIC PLANNING DOCUMENTS

2013		2014	
Countries	Categories	Countries	Categories
*Burundi	IOM Country Strategy	*Burundi	Inter-Agency Strategy
*Somalia	IOM Country Strategy	*Somalia	Cross-Border Strategy
*Mozambique	IOM Country Strategy	*Mozambique	Inter-Agency Strategy
*Zimbabwe	IOM Country Strategy	*Zimbabwe	Inter-Agency Strategy
Cambodia	IOM Country Strategy	Argentina	IOM Country Strategy
Nepal	IOM Country Strategy	Belgium	IOM Country Strategy
Tajikistan	IOM Country Strategy	Haiti	IOM Country Strategy
		Central African Republic	Inter-Agency Strategy
		Kenya	Inter-Agency Strategy
		Mali	Sector specific Strategy
		Colombia	Inter-Agency Strategy
		Ethiopia	Inter-Agency Strategy
		Rwanda	Inter-Agency Strategy
		Uganda	Inter-Agency Strategy

The Regional Office in Nairobi and the Country Office in Kenya have jointly developed two strategic planning documents: IOM's Return of Somali Refugees Strategy and the Dimensions of Crisis on Migration in Somalia working paper. Both documents took into account the different phases of a crisis, the relevant sectors of assistance of the MCOF, linkages with other response systems, identified gaps in operational responses and coordination mechanisms and proposed actions for short-term assistance and a longer term response.

⁹ Three countries updated internal strategic documents, which were not covered in the report to the SCPF.

1.2. EXTERNAL ROLL-OUT

The MCOF is designed as a tool for governments to better understand and address migration crises. The goal of the external MCOF roll-out is to shape or strengthen existing institutional relationships with both governments and partners through: awareness-raising, promoting MCOF in preparedness/contingency plans and through (inter-)national policies and dialogues on humanitarian and migration management. IOM encourages its Member States to use the MCOF for their preparedness and response planning.

External roll-out was provided through:

- Bilateral and multilateral consultations featuring the MCOF;
- Dedicated MCOF trainings for and with government officials; and
- Consultations with strategic partners, ranging from academic institutions, United Nations agencies, humanitarian agencies and civil society actors.

Box 4 : IOM COUNCIL RESOLUTION 1243

The Council Hereby:

(...)

1. Requests the Director General to apply the Migration Crisis Operational Framework in implementing IOM's activities on the basis of the existing funding mechanisms of IOM in cooperation with its partners;
2. Further requests the Director General to report to the IOM Council on a regular basis on the application of the Migration Crisis Operational Framework; and
3. Encourages Member States to use the Migration Crisis Operational Framework to enhance their own preparedness and response capacity to migration crises, with support from IOM.

Source: MCOF, IOM Council Resolution No. 1243 (page 3, adopted on 27 November 2012 at the 101st session), accessible at: [Council Resolution 1243, 2012](#).

IOM Viet Nam country office held a 2-day workshop in September 2014 for 45 government officials, representing the Ministries of Foreign Affairs, Public Security, Education and Training and the Ministry of Justice. Other participants included the National Border Guard Agency, General Statistics Office, the State Bank of Viet Nam and various provincial external relations offices. The workshop focused primarily on introducing participants to the MCOF approach and applying the framework to migration crisis scenarios, developing tools and mechanisms to prevent and respond to crises. The workshop also included presentations on migration crisis themes, such as the Government of Viet Nam's response during the migration crisis in Libya in 2011, thereby providing a forum for sharing best practices and lessons learned.

In United Nations Security Council Resolution 1244 administered Kosovo, the MCOF was introduced in February 2014 to 16 officials from the United Nations Country Team, as well as government officials. The drought and water scarcity issue faced by the country provided the background for the practical exercise. The MCOF proved to be a useful tool to analyse and prepare for recurrent droughts.

During 2014, IOM has presented the MCOF to 1819¹⁰ officials in 78 different occasions. Among the participants, 63 per cent were officials from national governments and 37 per cent included organizations with whom IOM maintains a strategic partnership.

¹⁰ Based on estimates.

Figure 4 : TYPES OF EVENTS FEATURING THE MCOF

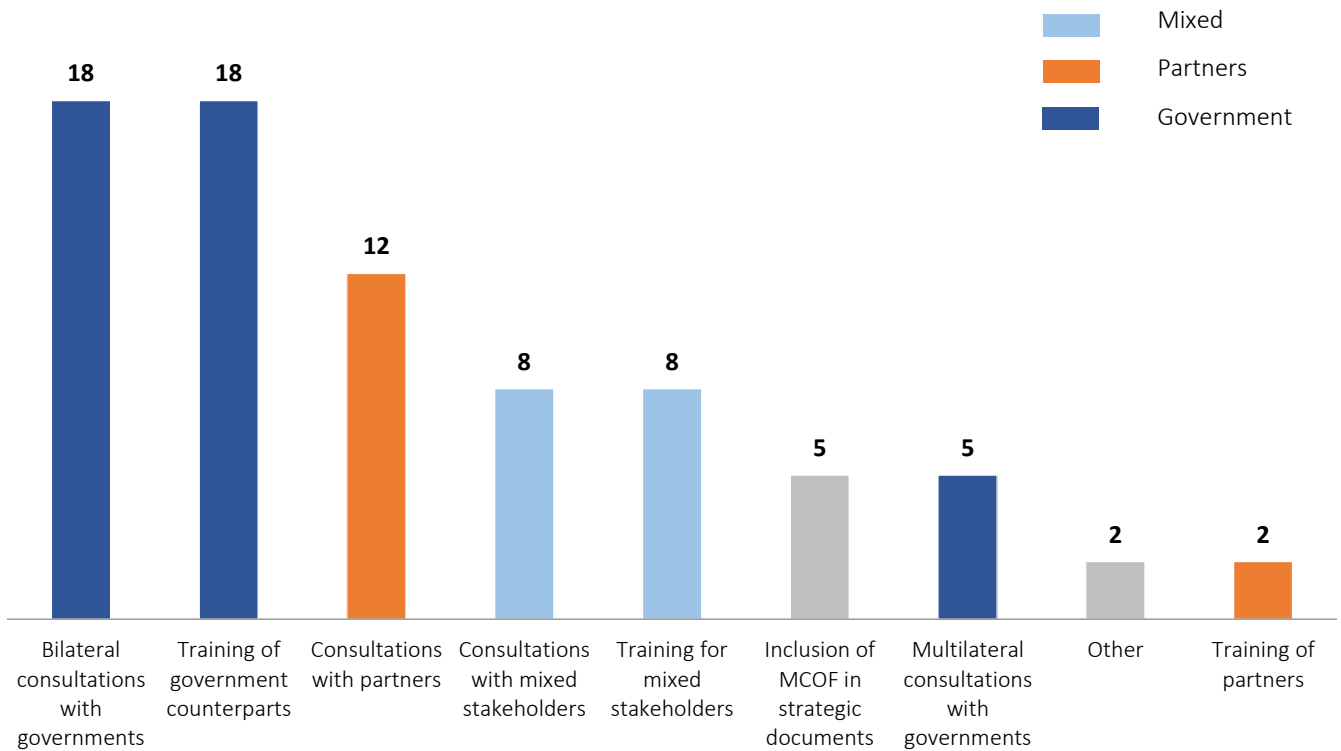


Figure 5 : BREAKDOWN OF PARTICIPANTS

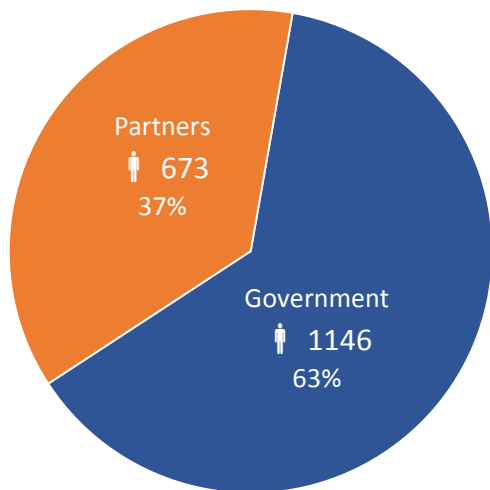
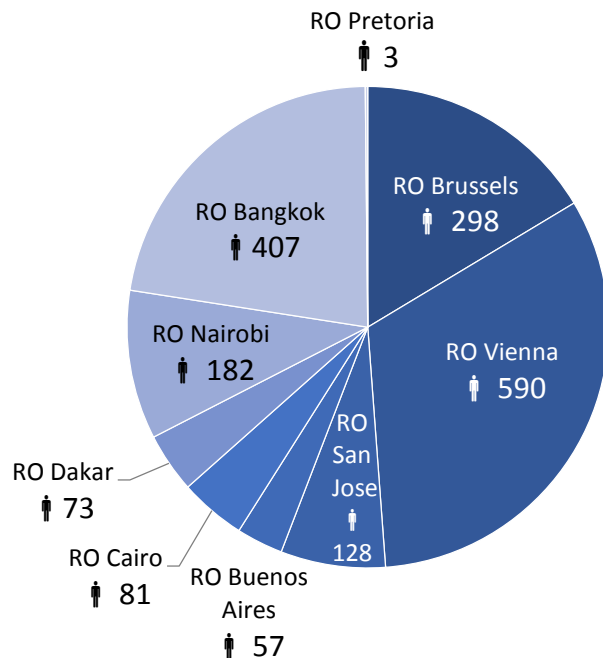
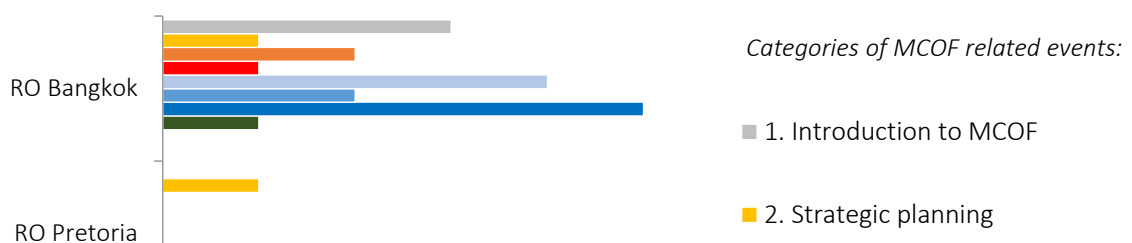


Figure 6 : TOTAL PARTICIPANTS PER REGION IN 2014



Events in which the MCOF is featured are usually structured around a central issue related to mobility in crises, introducing the MCOF or preparedness planning (76 per cent). Figure 7 disaggregates the types of events per IOM region.

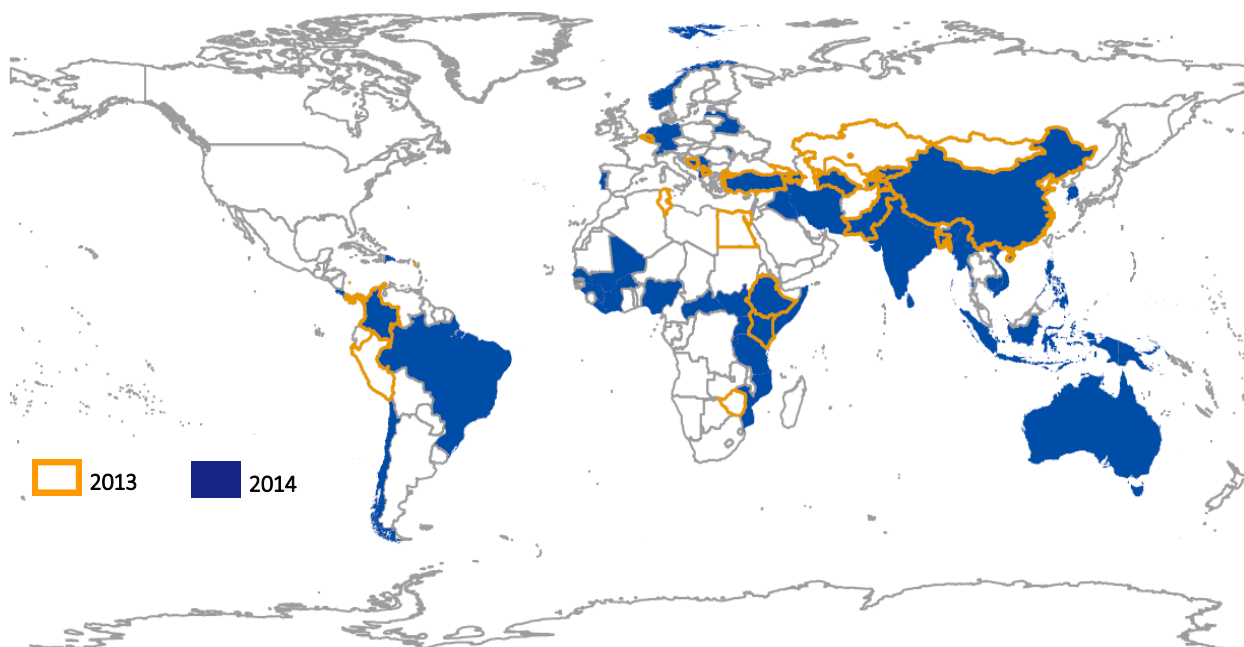
Figure 7 : THEMES OF EXTERNAL MCOF EVENTS AT REGIONAL OFFICES



In 2014, the external roll-out of MCOF increased substantially, as demonstrated by the rise in events taking place from 41 to 78. In 36 countries, external MCOF roll-out events were held for the first time in 2014.

Table 2 : GEOGRAPHICAL EXPANSION OF EXTERNAL ROLL-OUT

	2013	2014
Countries	22	63
Participants* (based on estimates)	611*	1819*
Events	41	78



During the jointly organized Nansen Initiative and Regional Conference on Migration Consultation on Temporary Protection Status and Humanitarian Visas for Affected Populations in Disasters, the Regional Office in San José presented the MCOF to 50 government representatives. Participants included officials from the Ministries of Foreign Affairs, of Migration and of the Civil Protection from the following countries: Costa Rica, Panama, El Salvador, Guatemala, Honduras, Mexico, Haiti, Trinidad and Tobago, Canada and the United States of America.

1.3. KEY ACHIEVEMENTS AND NEXT STEP

The priority for implementing MCOF in 2014 centred on expanding the MCOF trainings. The training sessions were aimed at IOM staff and led by regional and country offices using the expertise of senior regional specialists. In comparison to 2013, trainings in 2014 focused more on general staff and programme developers. MCOF trainings have used various mobility, vulnerability and strategic planning tools to help staff expand their understanding of migration crisis and IOM's role. Such tools have proved their added-value in refining strategic planning methodology into a practical approach.

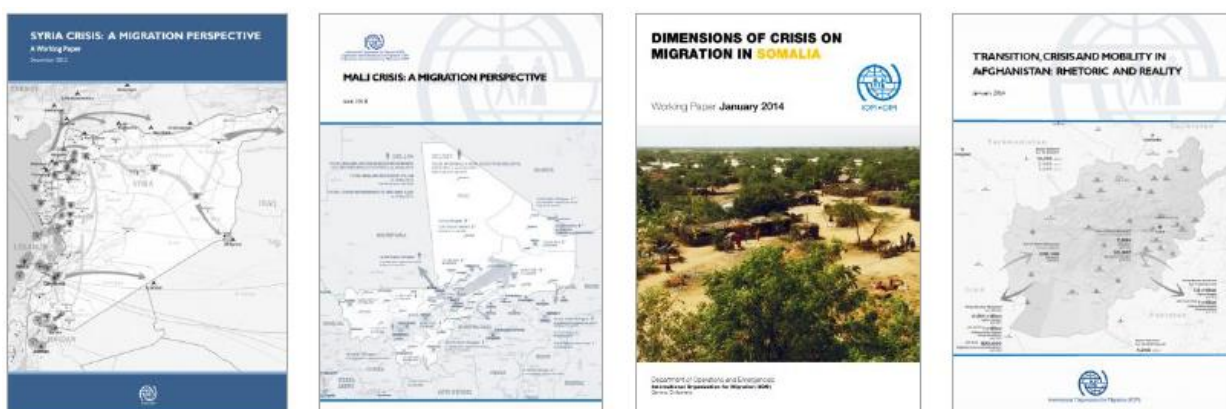
As such, the MCOF as a tool is becoming increasingly institutionalized throughout the organization, with 14 missions explicitly using the MCOF as a methodology for developing their strategic documents. In 2015, more countries are expected to formulate strategic documents in line with the MCOF.

In 2014, another priority was to expand the role of the MCOF in IOM's consultations with partners and governments. This resulted in a three-fold increase from approximately 611 in 2013 to 1819 participants in 2014.

Furthermore, IOM has made considerable progress in engaging partners in developing sectors of assistance in which humanitarian, migration and post- crisis assistance come together, exemplified by IOM's leading role regarding counter-trafficking (CT) in crisis, diaspora mobilization in emergencies and humanitarian border management (HBM).

In order to enhance IOM's knowledge and analysis of migration crises, IOM has prepared a series of working papers. During 2014, IOM has produced a Migration Crisis Working Paper on the Central African Republic and is currently drafting a paper on Nigeria.

The Migration Crisis working papers, a flagship of the MCOF, draw on existing research and interviews. The papers focus on the vulnerabilities of a variety of people on the move as well as affected communities. They set out the risks, challenges and opportunities associated with the spontaneous and planned movement of all vulnerable migrants and mobile populations during a crisis. The results of the papers provide policymakers and practitioners with a better understanding of both the implications of existing migration patterns and the impact of the crisis on future movements.



Next steps

From 2015 on, IOM's next steps regarding the MCOF activities will constitute:

- **Staff training:** Continuing to train IOM staff through regular face-to-face training sessions at country, regional and global levels to maintain and expand MCOF awareness as well as finalizing the MCOF e-learning platform;
- **Strategic Documents:** Reaching out to partners and Member States to develop (joint-)preparedness plans, inter- agency strategies and cross- country strategies, and continue to formulate IOM country approaches to migration crises;
- **Migration Crisis papers:** Further refining the methodologies for its migration crisis papers, which fill an important gap for long-term institutional understanding of crises and their impacts on migrants and mobility patterns; and
- **Consultative Meetings:** Supporting an active and dynamic migration crisis community of practice, through engagement with Member States and partners worldwide. IOM seeks to share and develop good practice at all levels to further develop a common understanding and complementary approaches within the international community on addressing the mobility dimensions in crises.

PART II

OVERVIEW OF SECTORS OF ASSISTANCE

The MCOF was designed to be compatible with the Cluster/Sectoral Approach of the Inter-Agency Standing Committee and the international refugee coordination regime. However, MCOF goes a step further. By focusing on all vulnerable groups and mobile populations before, during and after crisis, MCOF presents a holistic multi-dimensional migration approach to crisis response, including in non-traditional humanitarian sectors of assistance such as transition and recovery activities as well as HBM, CT in emergency situations, and diaspora mobilization in crisis and post-crisis contexts.

Table 3 : IN TOTAL MCOF SETS OUT FIFTEEN SECTORS OF ASSISTANCE:

1.	Camp Management and Displacement Tracking
2.	Shelter and Non-Food Items
3.	Transport Assistance for Affected Populations
4.	Health Support
5.	Psychosocial support
6.	(Re-)integration Assistance
7.	Community Stabilization and Transition
8.	Disaster Risk Reduction and Resilience Building
9.	Land and Property Support
10.	Counter-trafficking and protection of Vulnerable Migrants
11.	Technical Assistance for Humanitarian Border Management
12.	Emergency Consular Assistance
13.	Diaspora and Human Resource Mobilization
14.	Migration Policy and Legislation Support
15.	Humanitarian Communications

IOM ACTIVITIES ACCORDING TO SECTORS OF ASSISTANCE IN 2014

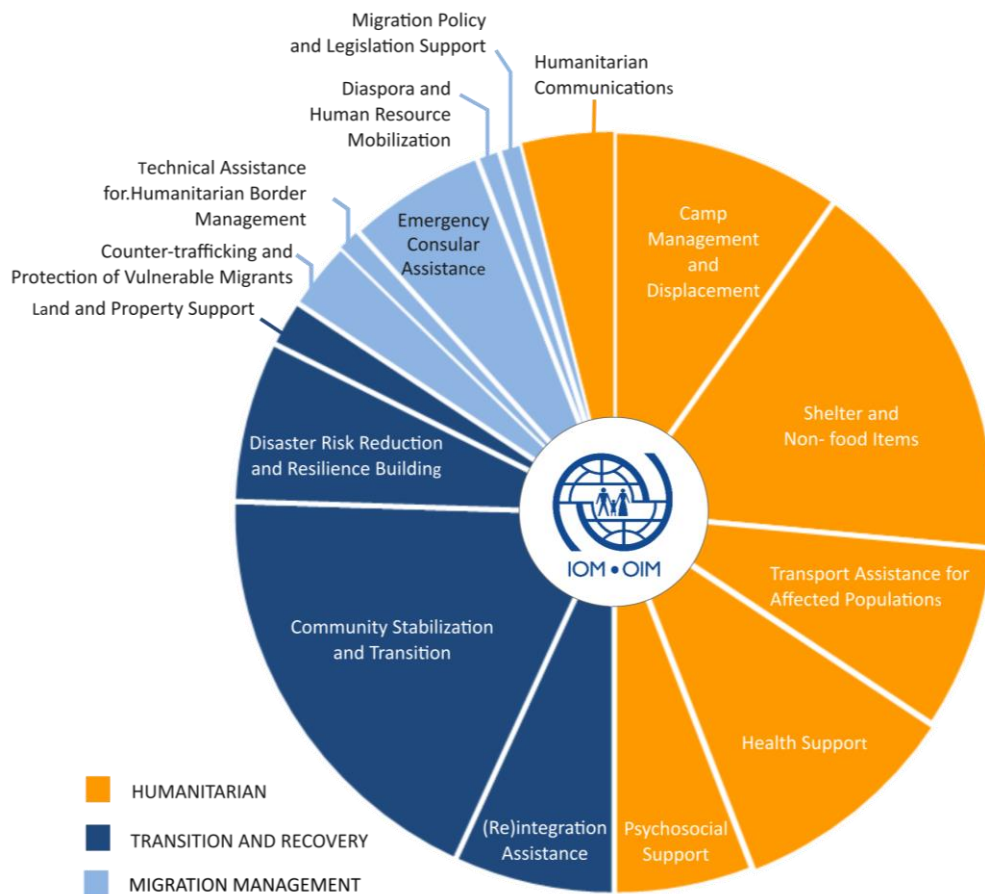
Figure 8 reflects the range of activities IOM has undertaken within the respective sectors of assistance to address various migration crises in 2014. The figure is illustrative of the diverse activities coming under broader projects before, during and after a crisis. Most projects are multi-sectoral and, for instance, may focus on camp management with health and psychosocial components. Given the complexity of several migration crises, activities may also overlap between the “before, during, after” in a given context.¹¹

The figure confirms the prevalence of traditional humanitarian sectors of assistance in crisis response, in particular highlighting IOM’s co-leadership in the CCCM Cluster and IOM robust Shelter and NFI response as well as its substantial transport, health and psychosocial interventions. It also shows IOM’s large transition and recovery

¹¹ The figure is based on data in the DOE Projects Database, which may not necessarily reflect such activities as the Ebola response or activities implemented within the migration management sectors. Further, the figure includes sub-activities, whereby several activities are counted though they fall under one broader project category. The chart does not account for the financial or beneficiary size of the projects.

programming in particular around community stabilization projects which reflect on IOM’s role in the post-conflict reconstruction phase. As IOM seeks to further strengthen the non- traditional sectors of assistance, in particular CT, HBM and diaspora mobilization, this graph for 2014 will serve as a baseline to monitor these emerging areas of work.

Figure 8 : RELATIVE SIZE OF EACH MCOF SECTORS OF ASSISTANCE IN IOM’S CRISIS RESPONSE IN 2014



While country contexts within a specific Regional Office area vary greatly, figures 9 and 10 provide a general footprint that illustrates the range of activities in which IOM engaged across different sectors of assistance in 2014. While it does not provide details on the relative size of each sector of assistance, it shows the diversity of engagement during different phases of the crisis in which sectors of assistance. It shows a vigorous and large spectrum of activities in all regions, even those less affected by crises such as ROs Vienna or San Jose where the focus is on post-crisis. It also demonstrates the need to further focus on prevention and preparedness activities in all regions.

Figure 9 : IMPLEMENTATION OF IOM PROJECTS IN REGIONAL OFFICES

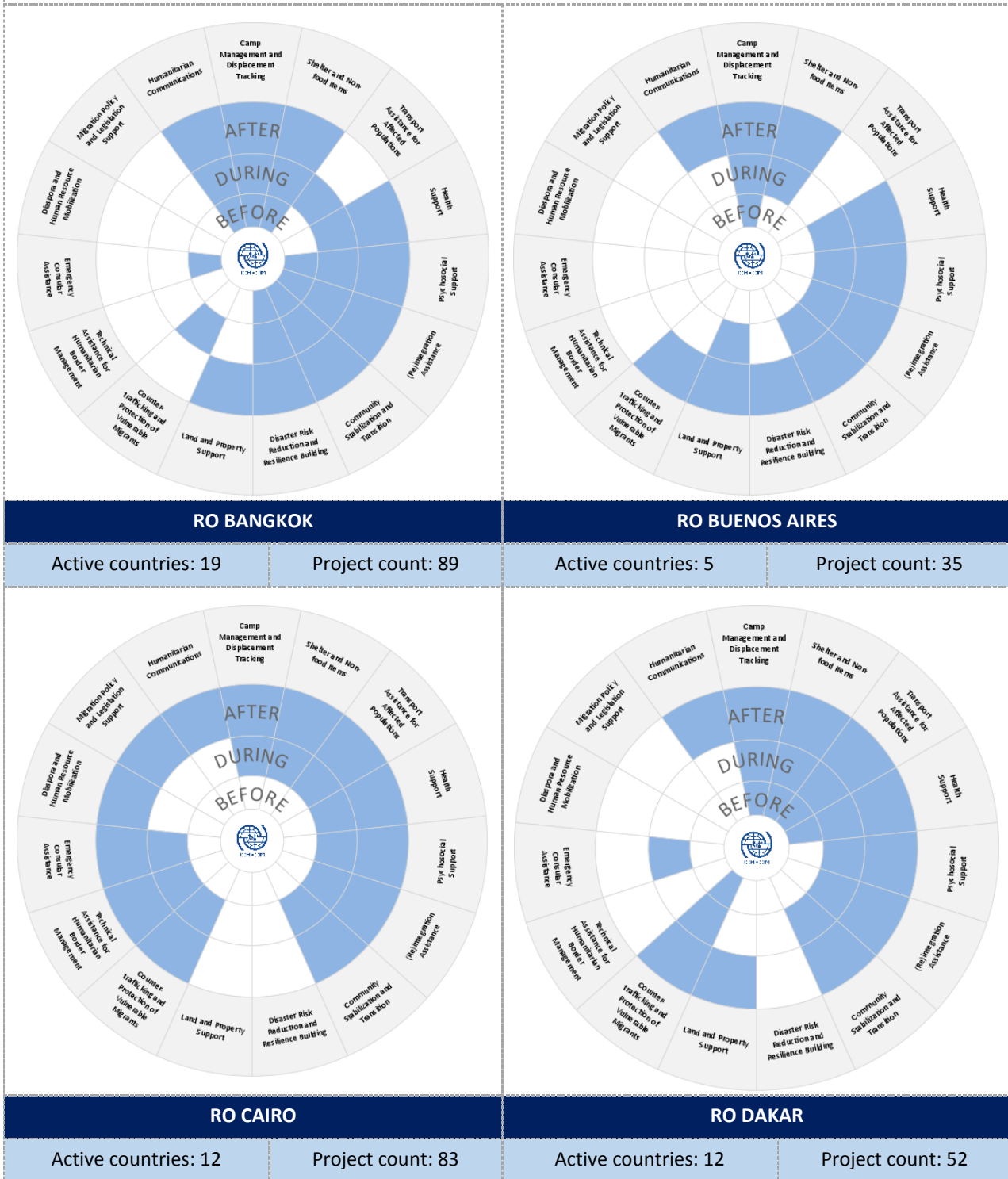
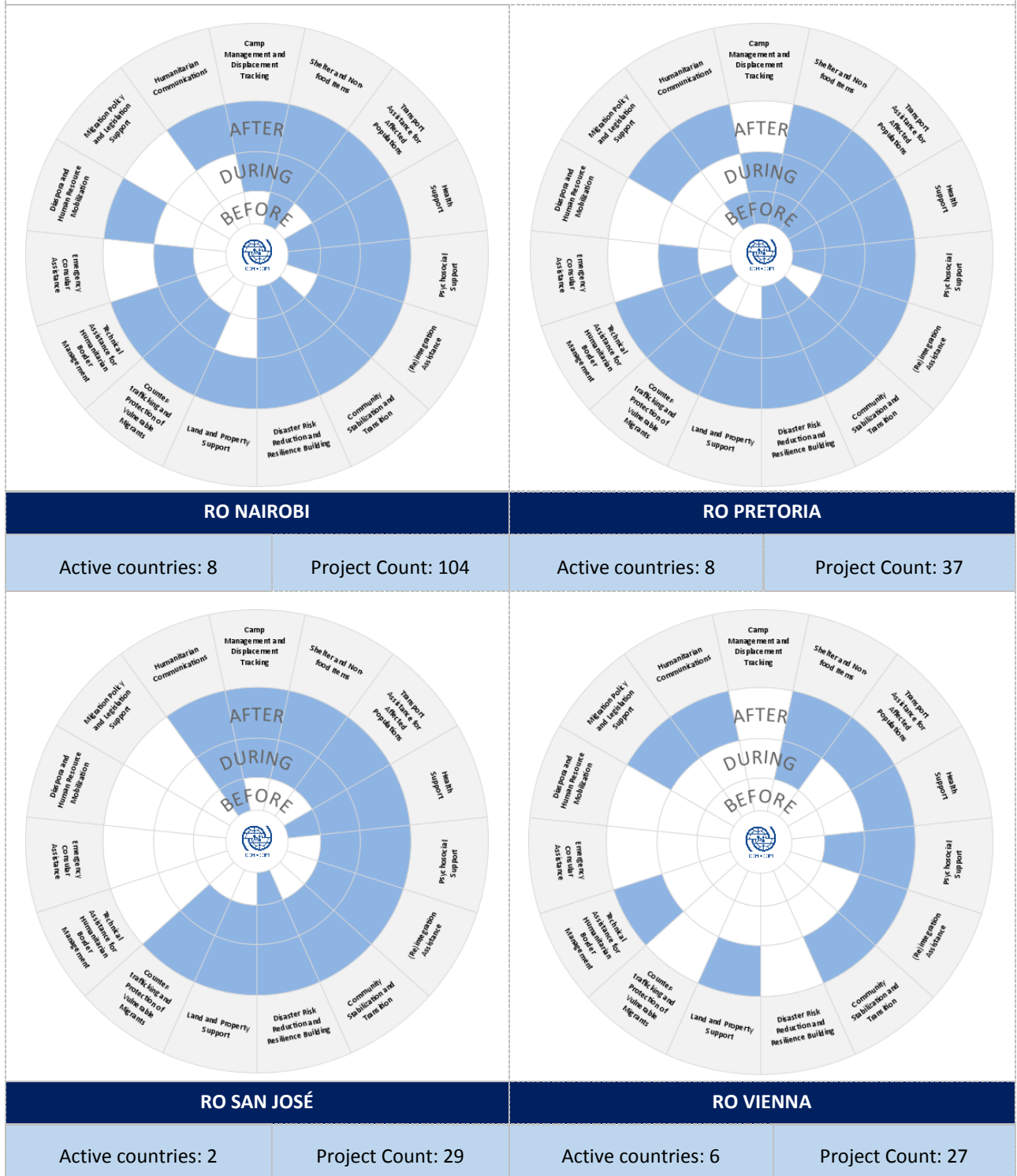


Figure 10 : IMPLEMENTATION OF IOM PROJECTS IN REGIONAL OFFICES (continued)



INITIATIVES TO STRENGTHENING SPECIFIC MCOF SECTORS OF ASSISTANCE

SECTOR OF ASSISTANCE 10: COUNTER-TRAFFICKING AND PROTECTION OF VULNERABLE MIGRANTS

Although crisis situations prompt additional risk factors for trafficking in persons, due to limited attention to the topic, poor visibility in the midst of a humanitarian crisis and lack of dedicated funding, this has been thus far only partially addressed.

Since the end of 2014, IOM has been carrying out research on current and past emergency settings, both natural and man-made, to explore the connection between human trafficking and crises. The analysed case studies in IOM's research include Haiti, Syria, the Philippines, Iraq and Libya. The evidence gathered to date supports the hypothesis that, during emergencies, trafficking situations that existed before the crisis are exacerbated while oftentimes new crisis-induced trafficking and exploitation types arise. The research also revealed a number of important gaps in the cluster mechanism that require attention.

IOM has been developing a strategy to counter human trafficking in crises and respond to trafficking at the onset, during and after the crisis, in collaboration with the international community and local counterparts.

The strategy will focus on the identification of specific vulnerabilities among the crisis-affected populations, whether IDPs, host communities, refugees or migrants and to address them with, among others, direct assistance, community sensitization campaigns, ad hoc trainings, and investigations on trafficking and smuggling networks.

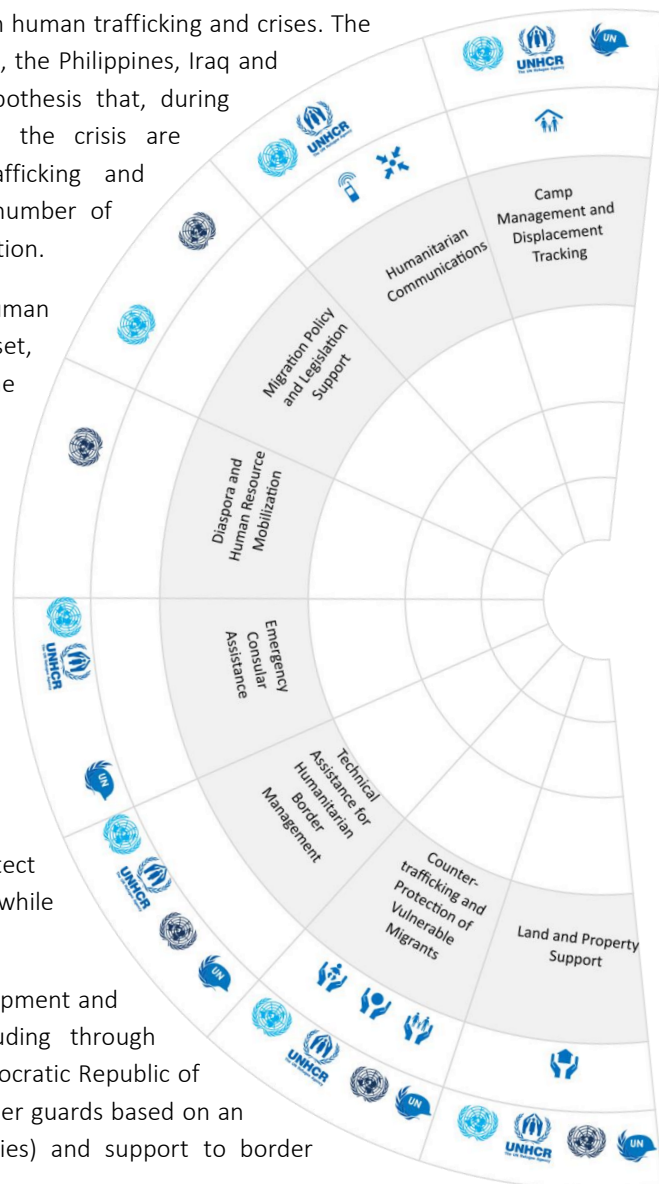
SECTOR OF ASSISTANCE 11: HUMANITARIAN BORDER MANAGEMENT

HBM focuses on appropriate border management to protect populations who cross borders during humanitarian crises while ensuring that the security of the border is maintained.

Over the course of last year, IOM has advanced the development and implementation of innovative HBM programmes, including through trainings (in Egypt, East African Countries, Zimbabwe, Democratic Republic of the Congo, and the joint training for Afghan and Tajik border guards based on an HBM curriculum adopted by the Tajik national authorities) and support to border agencies (Jordan, Lebanon).

IOM published a comprehensive report on the assessment of HBM capacities in Afghanistan, Iraq and Pakistan, which was conducted in the context of the Silk Routes Partnership for Migration¹². IOM drafted a position paper on how HBM contributes to humanitarian outcomes aimed for the World Humanitarian Summit consultations on reducing vulnerability and managing risk.¹³

SECTOR OF ASSISTANCE 13: DIASPORA AND HUMAN RESOURCE MOBILIZATION

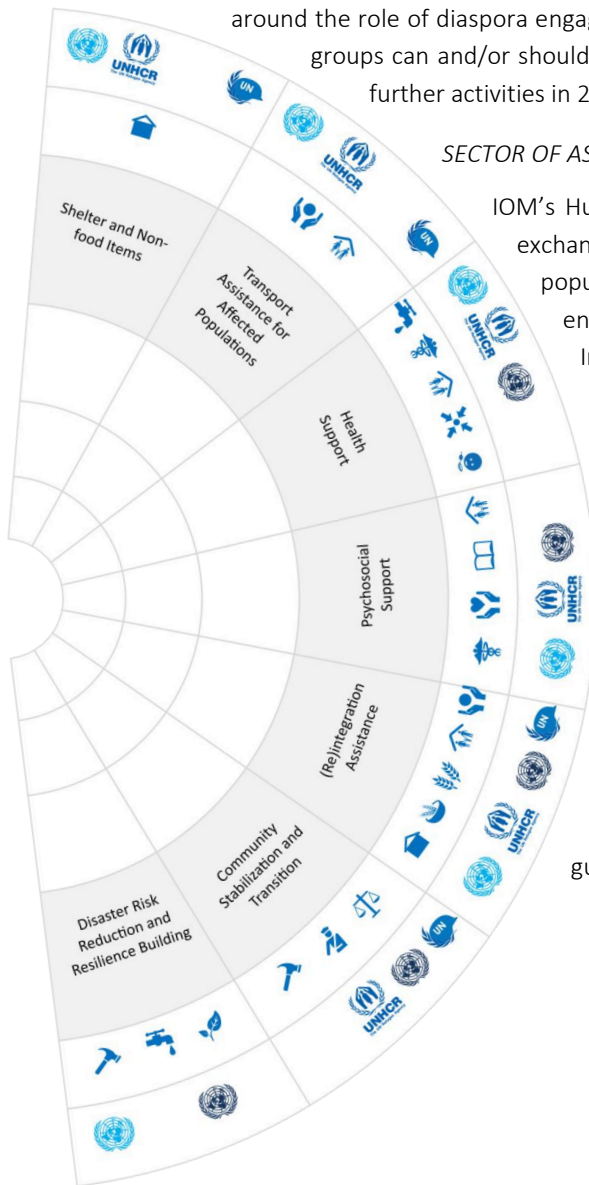


¹² Humanitarian Border Management in the Silk Routes Region-Afghanistan, Iraq and Pakistan, IOM publication, 2014, accessible at: [HBM Report Silk Routes](#).

¹³ World Humanitarian Summit 2016: IOM position paper on humanitarian border management, IOM publication, 2015, accessible at: [IOM Position Paper HBM WHS](#).

One of the key outcomes of IOM’ Diaspora Ministerial Conference in 2013 was highlighting the active role of transnational communities in responding to disasters and humanitarian crises. The growing realization of the role of these communities in a humanitarian response led to a Side Event to the ECOSOC Humanitarian Affairs Segment in UN Headquarters, New York, in June 2014, on “The Role of Diaspora during and after Crisis Situations”. This side event concluded with a number of recommendations for engagement. Within IOM, the momentum gathered around the role of diaspora engagement led to a draft position paper on the extent to which diaspora groups can and/or should be engaged in humanitarian response, therefore paving the way for further activities in 2015.

SECTOR OF ASSISTANCE 15: HUMANITARIAN COMMUNICATIONS



IOM’s Humanitarian Communications activities aim to facilitate the two-way exchange of information between humanitarian actors and crisis-affected populations. Well-organized two-way communication is critical in ensuring that potentially life-saving information reaches communities. In addition, establishing feedback mechanisms gives communities a voice and subsequently improves the humanitarian response and recovery efforts.

In 2014, IOM developed an inter-agency communications projects in response to natural disaster (The Philippines) and conflict situations (Iraq), supported the establishment of call centers, and developed print and radio media channels to disseminate key messages. An online feedback platform, the Community Response Map, has been initiated to track community feedback in various emergency contexts. The humanitarian communications project in Pakistan continues to grow and resulted in the published handbook “Communicating with Communities: A Case Study and Guide from Pakistan and Elsewhere” in 2014. The handbook provides practical guidance on humanitarian communications in field operations.

Box 5 : FEATURE - MCOF IN THE DEMOCRATIC REPUBLIC OF THE CONGO

Over the last several decades, the Democratic Republic of the Congo has been caught in a civil war which seriously damaged Government structures. The conflict, concentrated in the Eastern region of the country, has resulting in a serious humanitarian crisis, which caused the displacement of approximately 3 million people who are residing in spontaneous displacement sites.

Although a peace agreement was signed between the main rebel group, the M23, and the Democratic Republic of the Congo government in December 2013, the humanitarian situation remains precarious and the State's needs in terms of post-conflict and development assistance remain high. Given the volatility of the situation, IOM Democratic Republic of the Congo has applied the MCOF approach to ensure that it is prepared to provide a response before, during, and after a crisis. To mitigate risks and prevent further crises, IOM Democratic Republic of the Congo developed contingency plans, in collaboration with other humanitarian actors.

IOM Democratic Republic of the Congo applied the MCOF through its activities in response to the emergency context, while planning for the post-conflict phase. Its strategy was holistic and took into consideration all stages of the crisis in order to prevent, manage and recover from the effects.

During the crisis, the action undertaken is multi-sectoral and coordinated with relevant partners and Clusters. Emergency assistance is delivered through IOM's interventions and through its role as a last service provider. In parallel, early recovery, resilience and stabilization activities are implemented to vulnerable populations including through the initialization of democratic dialogues and socio-economic recovery efforts so that they may begin to deal with the consequences of the conflict. Support is also delivered to the State through capacity-building and infrastructure rehabilitation.



IOM North Kivu collaborated with various partners to register 6,064 households staying in Mugunga I, a spontaneous site, near Goma.
© IOM DRC 2012.

**Box 6 : FEATURE - HEALTH AND HUMANITARIAN BORDER MANAGEMENT (HHBM)
IN EBOLA AFFECTED WEST AFRICA**

In today's globalized world, the role of migration as a major determinant of socio-economic welfare is undisputable, in particular as a social determinant of health. The world has witnessed how human mobility has exacerbated the spread of many communicable diseases, including SARS, H1N1 and H5N1 influenza, and more recently Middle East Respiratory Syndrome Coronavirus (MERS-CoV) and the Ebola Virus Disease (EVD). From a secluded forest region in Guinea, EVD has infected over 26,000 people in nine countries between March 2014 to May 2015, resulting in over 11,000 deaths. In August 2014, the World Health Organization Emergency Committee identified "high mobility of populations and cross-border movement of infected travelers" as a key challenge facing governments in their efforts to contain the spread of EVD in West Africa. Although Liberia was declared Ebola free on May 9 2015, 42 days following the burial of the last confirmed case, the outbreak is not fully under control in Guinea and Sierra Leone.

IOM is globally recognized as an operational health partner and a member of the Global Health Cluster. IOM's first engagement in responding to disease outbreaks started when IOM was requested to partake in the global H5N1 pandemic preparedness initiative in 2009, specifically targeting migrants and mobile populations. Since then, IOM has taken part in the response to the MERS-CoV outbreak by supporting the Yemeni Government with its surveillance and early warning system, as well as the current EVD crisis response. IOM was first called to respond to the EVD crisis in March 2014 in Guinea, prior to the declaration of EVD as a public health emergency of international concern.

IOM's approach to HHBM in an outbreak context, including the EVD crisis, aims at addressing the public health imperatives of preventing, detecting and responding to infections along the mobility continuum (that is, at origin, transit, destination and return points). It focuses on both international ports of departure and ports of entry (namely airports, ports and land crossings), as well as on travel routes, flow monitoring points, hot-spots where people gather along the way (such as transportation or travel hubs, trade and work places, cultural and social events), the surrounding communities and their health systems, and finally, the migrants/travelers themselves. The HHBM framework captures the human mobility continuum holistically, and supports the strengthening of national health systems, border management capacities, as well as mapping of mobility patterns, all on both sides of borders. In all of these, communities, notably those residing along borders, play a key role in efforts put forward to prevent, detect and respond to public health emergencies.



IOM staff collecting migrant's information for Ebola contact tracing at a Flow Monitoring Point in Kouremale, Mali. © IOM Mali 2014.

PART III

HUMANITARIAN EMERGENCY RESPONSE ACTIVITIES 2014

In 2014, IOM responded to six level three emergencies and continued to respond to ongoing and new emergencies such as in Ukraine, Libya and Nigeria.¹⁴ Most emergency contexts are characterized by protracted conflict and violence, leading IOM to pursue engagement in emergency response for much longer periods of time than previously witnessed. Further, given the political and diplomatic impasse that has marked most large and mid-scale crises to which IOM is responding, the humanitarian community has provided the only channel through which assistance is delivered.

This section of the report presents a detailed account humanitarian funding and strategic response plans, specifically IOM participation in the joint humanitarian appeals and the funding/activities that resulted from it for IOM, with an emphasis on activities and funding related to the CCCM, Shelter and Displacement Tracking sectors of assistance.

Humanitarian funding and Strategic response plans

In 2014, IOM received USD 684.3 million in humanitarian funding. This figure reflects the cumulative total of both the Financial Tracking System ((FTS), USD 662.3 million) as well as an additional USD 22 million received for IOM’s SHARP appeal in the Syrian Arab Republic (not reflected in the FTS figure).¹⁵ In total, USD 473.9 million represents funding related to Strategic Response Plans (SRPs) and similar joint appeals; while 210.5 million covered funding falling outside the appeals as well as bilateral aid and all other reported humanitarian funding.

A total of 32 inter-agency humanitarian appeals were launched in 2014, including the Ebola Appeal, two Regional Refugee Response Plans (South Sudan and Syrian Arab Republic), two Flash Appeals (Ukraine and Philippines Bohol earthquake) and 27 Strategic/Humanitarian Response Plans. IOM participated in 28 of the humanitarian responses.¹⁶ Commitments and contributions were received in various proportions in all appeals with the exception of Burkina Faso where no contributions were received.

Figure 11 : TOTAL RECEIVED FUNDING

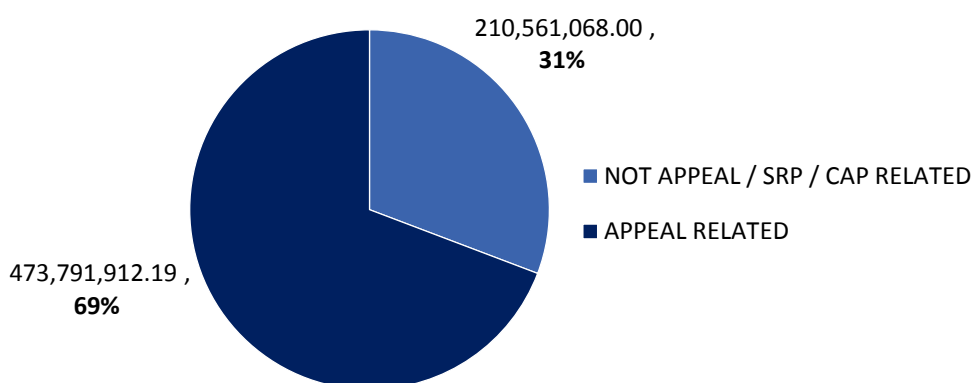


Figure 12 : HUMANITARIAN APPEALS

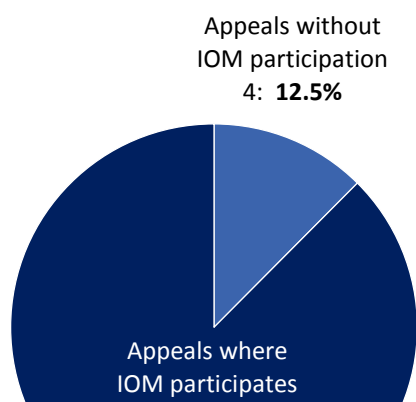


Figure 13 : IOM 2014 APPEALED PROJECTS (all appeals)

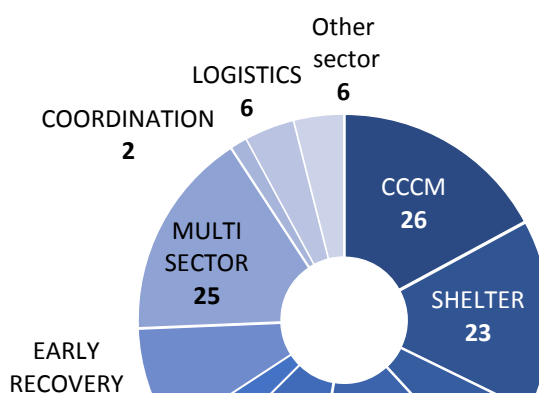
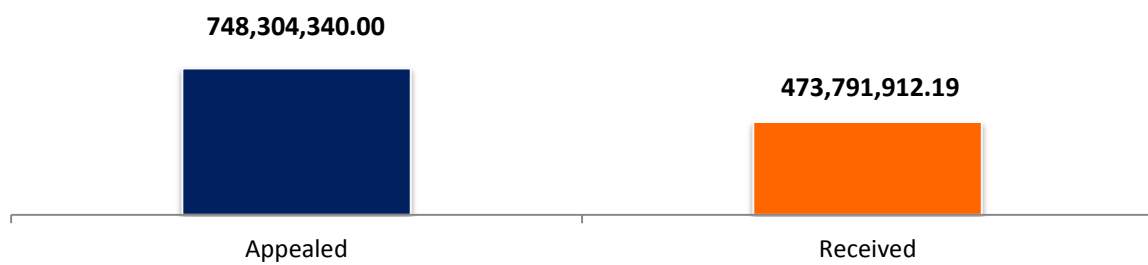


Figure 14 : IOM 2014 APPEALED AND RECEIVED FUNDING



IOM emergency response activities within the 28 strategic plans were spread across 149 projects under 10 sectors, representing funding requirements of USD 748.3 million. By the end of 2014, donors had committed USD 473.8 million, as reported in the FTS; which represented a shortfall of over 31 per cent of the total amount requested.

Regarding L3 funding, 2014 saw six on-going L3 crises (Phillipines, Syrian Arab Republic, Iraq, Central African Republic, South Sudan and Ebola as an internal L3). Notably, out of the USD 473.8 million received through appeals, 59 per cent were related to L3s.

Figure 15 : SRP RELATED FUNDING

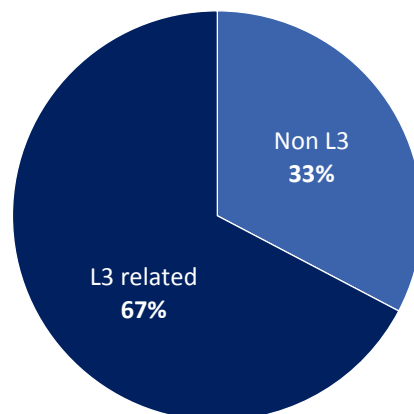


Figure 16 : IOM 2014 - L3 RELATED¹⁷ PERCENTAGE AND VOLUME OF FUNDING

¹⁷ Ebola Outbreak is considered an L3 emergency within IOM.

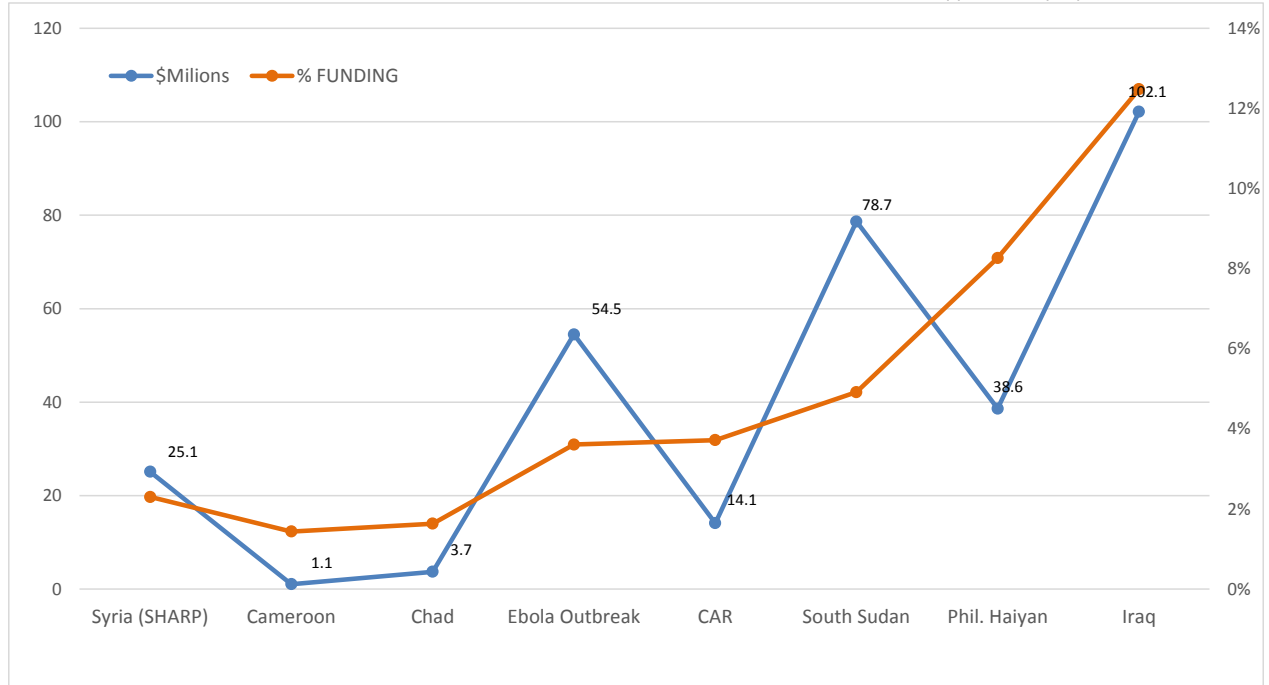
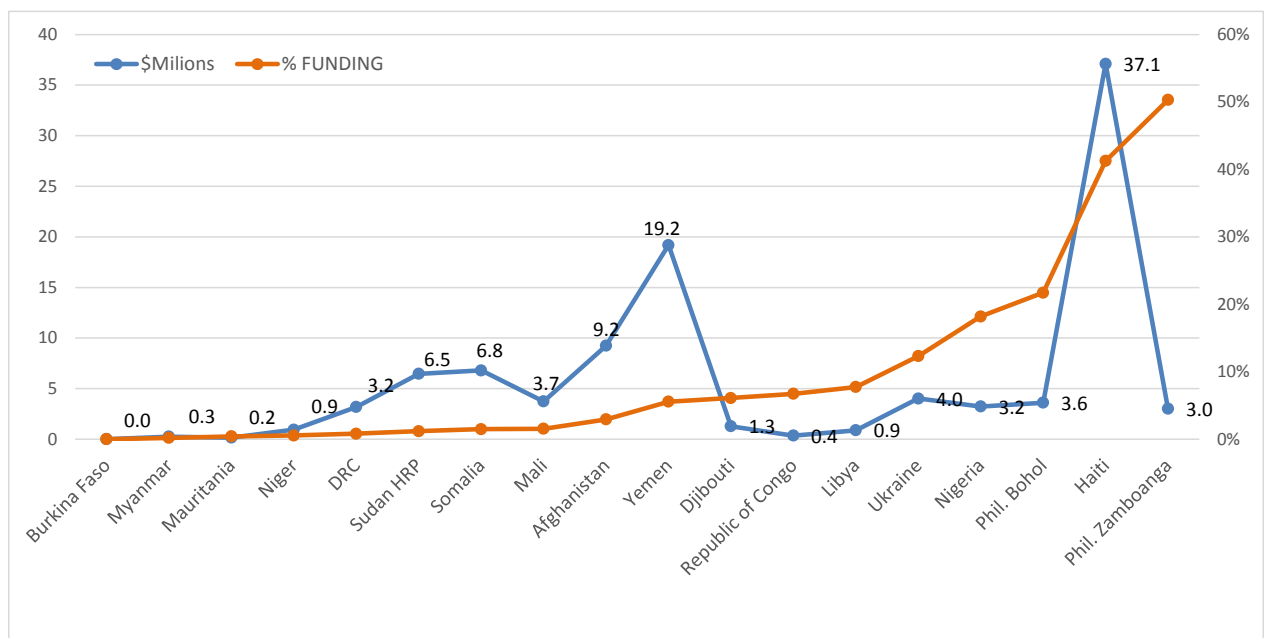


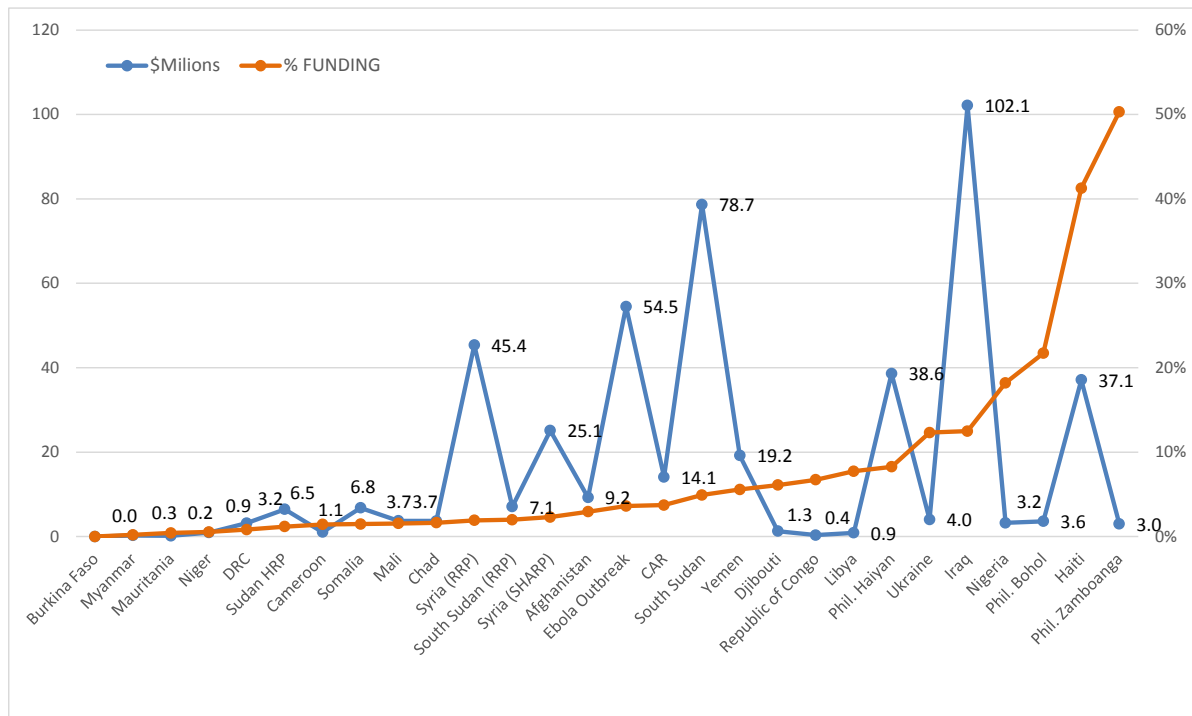
Figure 17 : IOM 2014 - NON L3 PERCENTAGE AND VOLUME OF FUNDING



PROPORTION OF FUNDING FOR IOM

Within the 28 appeals, IOM received 3.8 per cent (USD 473.8 million) of the USD 12.3 billion total; of which, 15 appeals fell above and 13 fell below USD 400 million. IOM received 3.6 per cent and 12.8 per cent respectively of the overall contributed funds.

Figure 18 : IOM 2014 - FUNDING PERCENTAGE AND VOLUME RECEIVED PER APPEAL



IOM’s volume of funding relative to overall total amount of appeals varies from less than 1 per cent (e.g. Burkina Faso, Democratic Republic of the Congo, Mauritania, Myanmar and Niger) to 41 per cent to 50 per cent in contexts such as Haiti and the Philippines Zamboanga respectively. However, it is important to highlight, for instance, that although in Zamboanga IOM received 50 per cent of the entire appeal of all organizations, the financial sum amounted to USD 3 million; whereas in South Sudan and Iraq, where IOM received only 5 per cent and 10 per cent of the total appeal respectively, it represented a much more significant financial sum of USD 79 million and USD 102 million respectively. As such, it is important to consider both the financial amount and percentage of the totals.

Figure 19 : IOM IN RELATION TO TOTAL APPEALS

	NAME OF APPEAL	IOM FUNDING	OVERALL APPEALED	OVERALL FUNDING	% IOM FUNDING
1	Afghanistan 2014	9,236,604	406,000,000	313,800,000	2.9%
2	Burkina Faso	0	99,000,000	40,500,000	0.0%
3	Cameroon 2014	1,050,000	126,000,000	73,000,000	1.4%
4	Central African Republic 2014	14,114,625	555,000,000	379,600,000	3.7%
5	Chad 2014	3,700,584	618,000,000	226,500,000	1.6%
6	Democratic Republic of the Congo 2014	3,184,810	832,000,000	389,700,000	0.8%
7	Djibouti 2014	1,281,194	74,000,000	21,000,000	6.1%
8	Ebola Virus Outbreak - Overview of Needs and Requirements (Guinea, Liberia, Sierra Leone, Region) - October 2014 - June 2015	54,495,461	2,270,000,000	1,510,000,000	3.6%
9	The Gambia 2014	0	18,000,000	4,400,000	0.0%
10	Haiti Humanitarian Action Plan 2014	37,101,143	157,000,000	89,900,000	41.3%
11	Iraq 2014	102,133,547	1,110,000,000	818,500,000	12.5%
12	Libya Humanitarian Appeal 2014-2015	882,152	36,000,000	11,400,000	7.7%
13	Mali 2014	3,731,641	481,000,000	241,700,000	1.5%
14	Mauritania 2014	160,000	91,000,000	37,700,000	0.4%
15	Myanmar 2014	260,352	192,000,000	129,000,000	0.2%
16	Niger Plan de Réponse Stratégique 2014	946,000	305,000,000	174,300,000	0.5%
17	Nigeria 2014	3,239,130	93,000,000	17,800,000	18.2%
18	occupied Palestinian territory 2014	0	931,000,000	501,100,000	0.0%
19	Philippines - Bohol Earthquake Action Plan (October 2013 - April 2014)	3,605,421	34,000,000	16,600,000	21.7%
20	Philippines - Typhoon Haiyan Strategic Response Plan (November 2013 - October 2014)	38,631,342	776,000,000	467,400,000	8.3%
21	Philippines- Zamboanga crisis (October 2013-August 2014)	3,018,534	13,000,000	6,000,000	50.3%
22	Republic of Congo 2014	350,000	14,000,000	5,200,000	6.7%
23	Republic of South Sudan - Crisis Response Plan 2014	78,661,612	1,800,000,000	1,600,000,000	4.9%
24	Sahel Regional 2014	0	50,000,000	23,300,000	0.0%
25	Senegal 2014	0	64,000,000	20,900,000	0.0%
26	Somalia 2014	6,800,568	933,000,000	458,100,000	1.5%
27	South Sudan Regional Refugee Response Plan – RRP (Ethiopia, Kenya, Sudan and Uganda) 2014	7,072,525	658,000,000	356,200,000	2.0%
28	Sudan Humanitarian Work Plan 2014	6,458,400	986,000,000	546,900,000	1.2%
29	Syria Humanitarian Assistance Response Plan (SHARP) 2014	25,104,442	2,260,000,000	1,110,000,000	2.3%
30	Syria Regional Refugee Response Plan (RRP) 2014	45,355,496	3,740,000,000	2,360,000,000	1.9%
31	Ukraine PRP 2014	4,026,652	33,000,000	32,700,000	12.3%
32	Yemen 2014	19,189,677	596,000,000	344,400,000	5.6%
		473,791,912	20,351,000,000	12,327,600,000	3.8%

Grey : IOM did not participate

Orange : Total funding appealed above 400 million

15 appeals above 400 million : 3.6% average funding for IOM

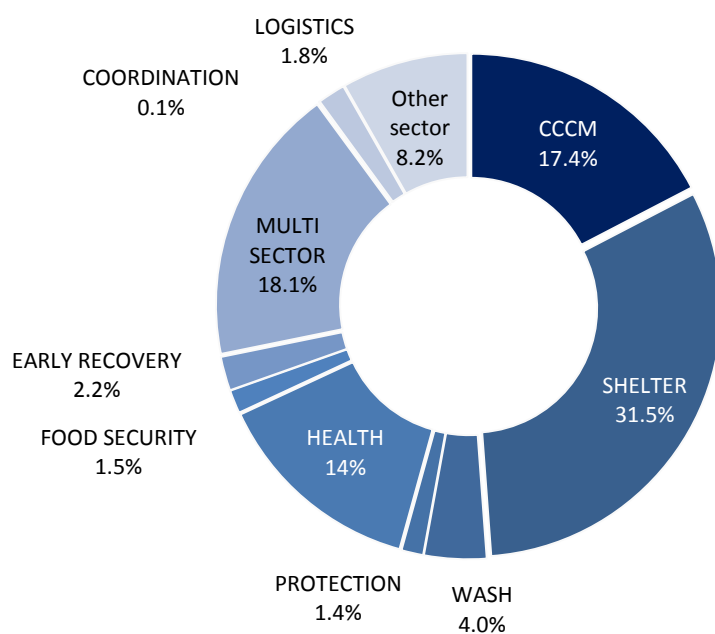
13 appeals below 400 million: 12.8% average funding for IOM

(calculation excludes appeals IOM did not participate in)

Figure 20 : FUNDING PER SECTOR OF CONTRIBUTION

CCCM	82,329,116	17.4%
Shelter	149,009,936	31.5%
Wash	19,166,049	4%
Protection	6,719,143	1.4%
Health	65,316,963	13.8%
Food security	7,175,064	1.5%
Early recovery	10,468,209	2.2%
Multi sector	85,801,894	18.1%
Coordination	274,656	0.1%
Logistics	8,505,662	1.8%
Other Sector	39,025,220	8.2%
Total	473,791,912	

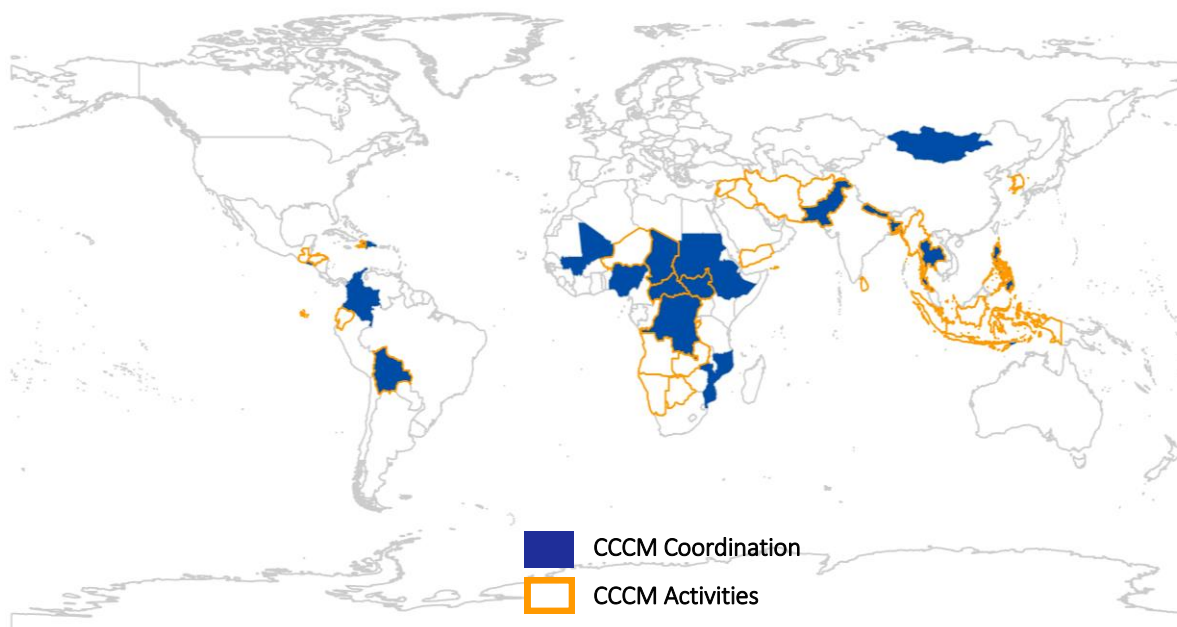
Figure 21 : IOM 2014 FUNDED PROJECTS IN APPEALS



CAMP COORDINATION AND CAMP MANAGEMENT (CCCM)

IOM serves as the lead agency for the Global CCCM Cluster for displacement induced by natural disasters. In 2014, IOM undertook CCCM activities in 30 countries¹⁸ and it reached more than 16,000 humanitarian partners, community members, national authorities and IOM staff in CCCM preparedness and capacity-building activities. IOM is also an active partner in the Global Shelter Cluster, co-leading its Accountability Working Group and led or co-led the shelter cluster or equivalent inter-agency coordination structure in a number of emergency contexts, including South Sudan and Iraq, while undertaking Shelter activities in 33 countries worldwide.¹⁹

Figure 22 : CAMP COORDINATION AND CAMP MANAGEMENT (CCCM) CLUSTER



The Camp Coordination and Camp Management (CCCM) Cluster strives to achieve an effective and efficient coordinated humanitarian response in situations where displaced populations are forced to seek refuge in camps/camp-like situations. The Cluster promotes the engagement of people in need and displaced via the establishment of focal points and other mechanisms fostering accountability and communication with affected communities for the promotion of durable solutions.

In 2014, IOM implemented CCCM sector activities in 30 countries. In particular, as cluster lead for Camp Coordination and Camp Management (CCCM) in natural disasters,²⁰ IOM coordinated both formally activated clusters and in country sectoral coordination mechanisms in 22 countries.

CCCM projects were included in 43 per cent of all appeals in which IOM participated. IOM submitted a total of 26 CCCM projects in 12 different appeals, representing 17 per cent of all IOM submitted projects. These projects appealed for USD 142.4 million and received USD 82.3 million reflecting a 58 per cent level of funding; and 19 per cent of the total IOM received from the appeals. In 2014, the funding the CCCM sector received represents 17 per cent of total committed amount by donors to IOM. As not every appeal had a dedicated or active CCCM sector, IOM submitted CCCM related projects under other sectors such as Coordination and common services, Protection, Shelter and NFI, and Recovery and Reintegration. In the appeals in which a CCCM cluster was active, the mean

¹⁸ Guatemala, Haiti, Honduras, Bolivia, Ecuador, Iraq, Lebanon, Syria, Yemen, Central African Republic, Chad, Niger, Angola, Botswana, Democratic Republic of Congo, Namibia, Zambia, Burundi, South Sudan, Afghanistan, Bangladesh, Indonesia, Iran, Republic of Korea, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand

¹⁹ Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Bolivia, Colombia, Iraq, Lebanon, Sudan, Syria, Yemen, Central African Republic, Chad, Mali, Niger, Nigeria, Mozambique, Zimbabwe, Burundi, Ethiopia, Kenya, South Sudan, Afghanistan, Marshall Islands, Federated States of Micronesia, Nepal, Pakistan, Papua New Guinea, Philippines, Sri Lanka, Timor Leste, Ukraine.

²⁰ UNHCR is the cluster lead for man-made disasters

average of IOM's percentage of contributed funds against the overall contributions for the sector stand at 90 per cent.

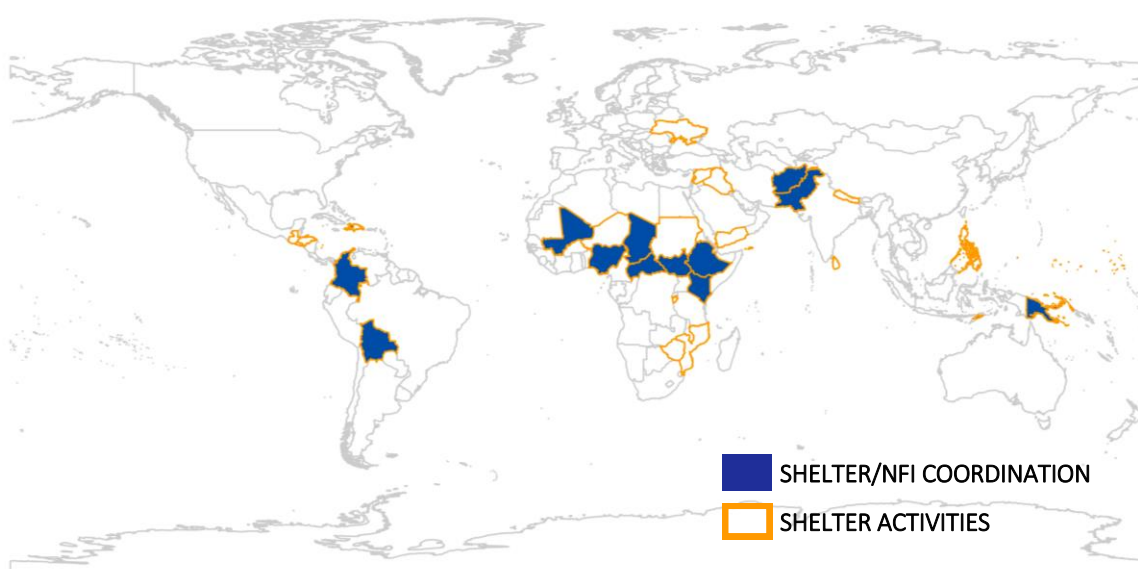
Figure 23 : CCCM IN APPEALS

Number of appeals with CCCM proposals	12
per cent of Appeals with CCCM component	42.9%
Number of CCCM projects submitted	26
per cent of CCCM against all IOM projects	17.4%
IOM sectorial appeal	142,401,494
Total funded	82,329,116
per cent funded	57.8%
Overall IOM appealed	748,304,340
per cent of CCCM appealed against total	19.0%
Total funding received by IOM in 2014	473,791,912
per cent of CCCM funded against total	17.4%

SHELTER AND NON-FOOD ITEMS (NFIs)

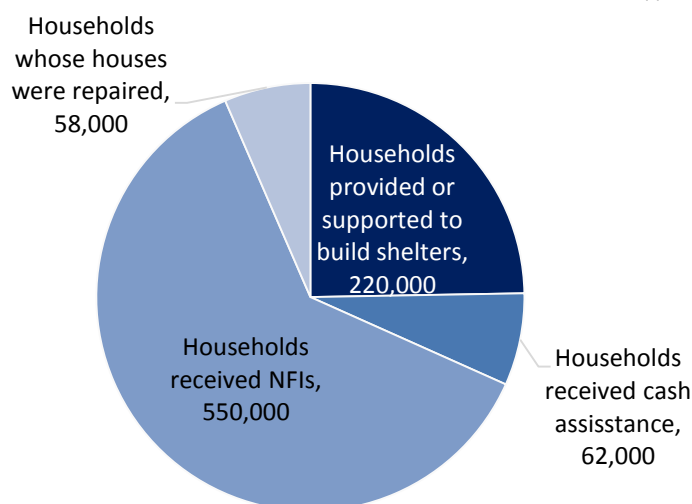
The objectives of the global Emergency Shelter Cluster (ESC) are to increase the emergency shelter capacity to ensure that the immediate needs of displaced populations are addressed. IOM brings its extensive experience in successful on-the-ground shelter operations in actively engaging with the ESC. IOM's two overall objectives are: 1) to carry out its role in supporting the collaborative nature of the Cluster, and 2) to increase operational preparedness. In 2014, IOM coordinated under both formally activated clusters and in country sectoral coordination mechanisms in 14 countries while engaging in shelter sectorial activities in 33 countries overall.

Figure 24 : SHELTER AND NON-FOOD ITEMS



IOM led shelter and NFI activities have provided or supported 220,000 households to build shelters, provided 62,000 household with cash assistance for shelter, distributed NFIs to 550,000 households, and repaired houses for 58,000 households.

Figure 25 : SHELTER AND NON-FOOD ITEMS BENEFICIARIES PER CATEGORY 2014



Shelter/NFI projects were present in 50 per cent of all appeals in which IOM participated. IOM submitted a total of 25 shelter and/or NFI projects in 14 different appeals, representing 15 per cent of all IOM submitted projects. These projects appealed for USD 390 million and received USD 149 million. These numbers reflect a 38 per cent level of funding. The Shelter/NFI appeal represents 52 per cent of all funding IOM appealed to in that year. The funding which the Shelter sector received represents 31.5 per cent of the total amount committed by donors to IOM in 2014. In the appeals where IOM submitted Shelter/NFI projects, a total of USD 386 million was funded; the percentage of contributions to IOM corresponds to 38.6 per cent.

Figure 26 : SHELTER IN APPEALS

Number of appeals with Shelter/NFI proposals	14
% of Appeals with shelter/NFI component	50%
Number of Shelter/NFI projects submitted	23
% of Shelter/NFI against all IOM projects	15%
Total appealed	390,053,484
Total funded	149,009,936
% funded	38%
Overall funding for Shelter / NFI in all related appeals	386,100,000
% of IOM portion	39%
Total appealed by IOM in 2014	748,304,340
% of Shelter/NFI appealed against total	52%
Total funding received by IOM in 2014	473,791,912
% of Shelter/NFI funded against total	32%

DISPLACEMENT TRACKING

The provision of humanitarian assistance is highly dependent on trends and patterns of human mobility. Humanitarian actors require information on the location and composition of the affected population in order to deliver services and respond to needs in a timely manner. To better understand human mobility in a crisis situation, IOM has gradually improved the Displacement Tracking Matrix (DTM), which is a set of tools to regularly capture, process and disseminate multi-layered information on the changing locations, vulnerabilities and needs of displaced populations throughout a crisis. The DTM provides baseline information for all humanitarian sectors and key

indicators and gaps on the situation of IDPs on a regular basis. It tracks and monitors the locations, numbers and cross sectorial needs of displaced persons in both conflict and natural disaster settings.

In 2014, IOM rolled out or maintained its DTM programme in 17 countries; helping to track over 7.2 million IDPs.

Figure 27 : IDPs TRACKED THROUGH DTM – 2014. TOTAL 7,220,874 IDPS TRACKED

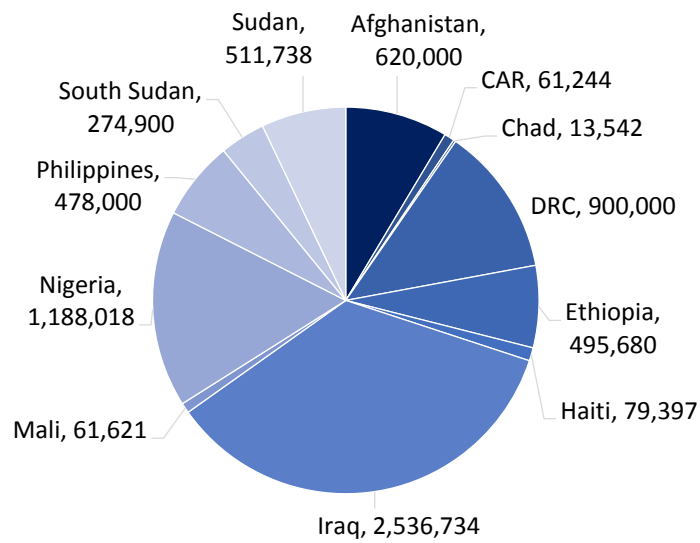


Figure 28 : DISPLACEMENT TRACKING

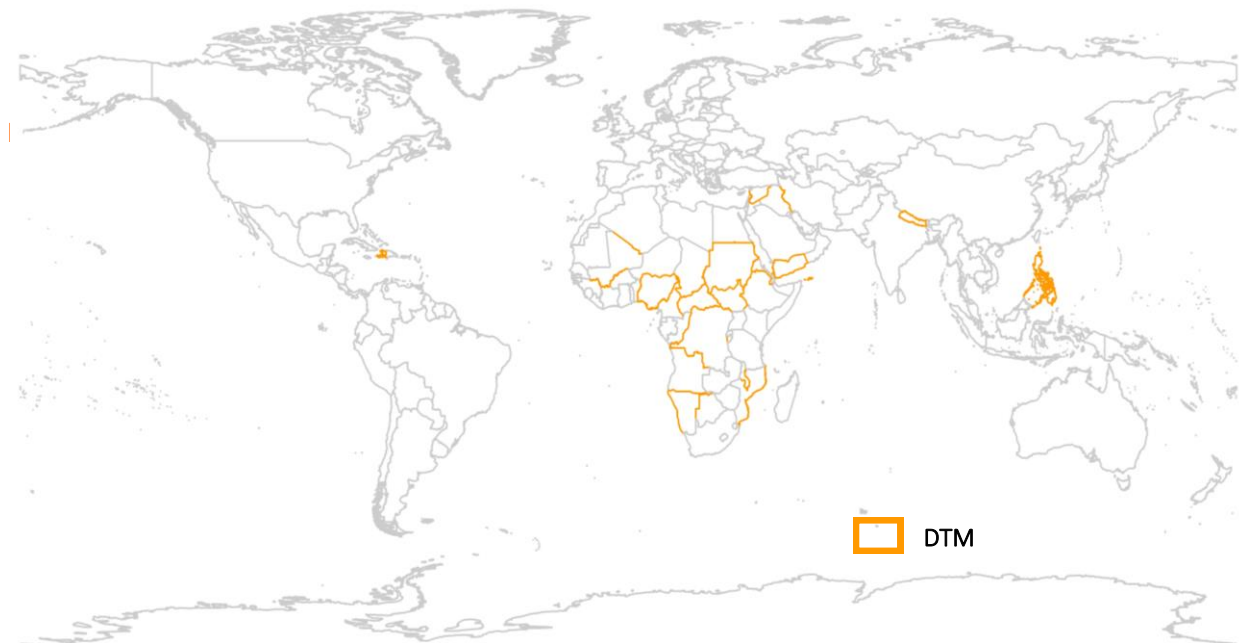
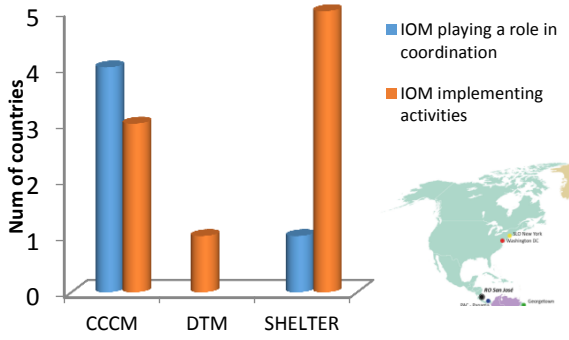


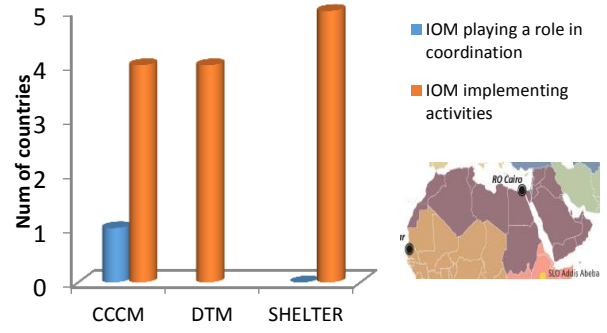
Figure 29 : CCCM – SHELTER – DTM ACTIVITIES PER REGION

CENTRAL & NORTH AMERICA & THE CARIBBEAN

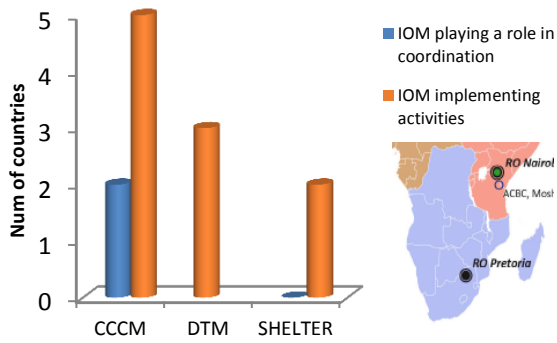
MIDDLE EAST & NORTH AFRICA



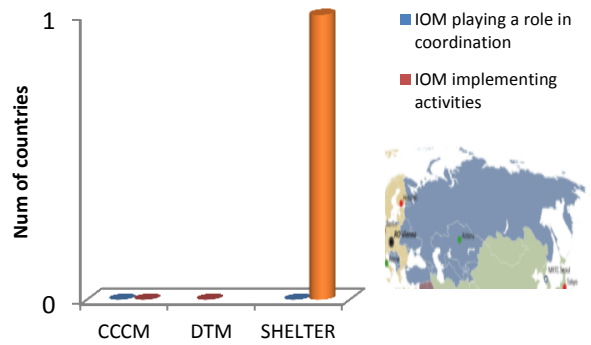
SOUTHERN AFRICA



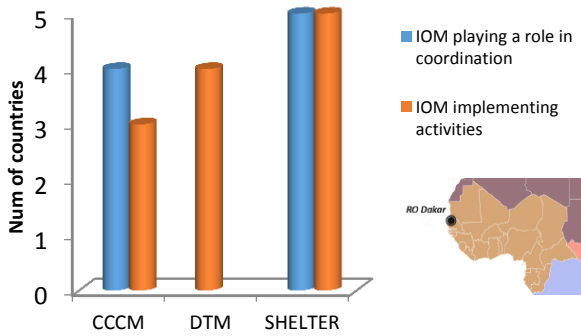
SOUTH EASTERN, EASTERN EUROPE & CENTRAL ASIA



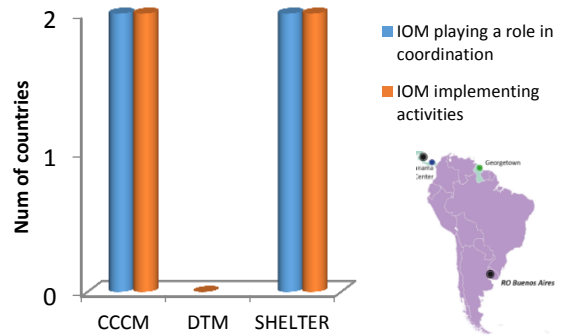
CENTRAL & WEST AFRICA



SOUTH EASTERN, EASTERN EUROPE & CENTRAL ASIA

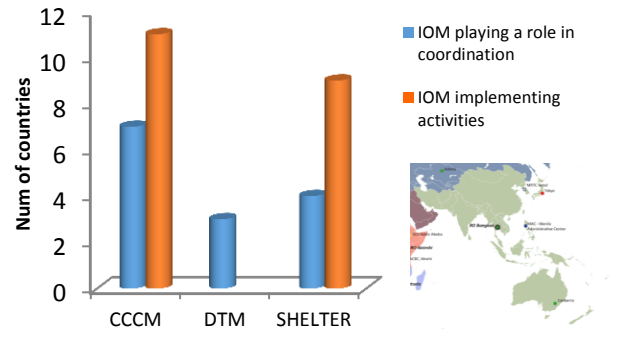
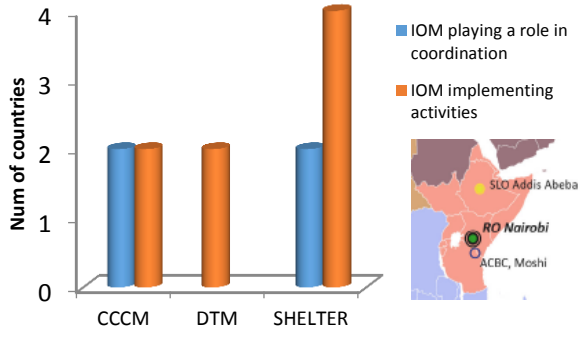


SOUTH AMERICA



EAST AFRICA

ASIA & THE PACIFIC





International Organization for Migration (IOM)
Organisation Internationale pour les Migrations (OIM)
Organización Internacional para las Migraciones (OIM)