

MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA

INTERNATIONAL DEVELOPMENT
COOPERATION



**Intermediate Strategy for Denmark's Development
Cooperation with the International Organization for
Migration
2018-2019/2020**

December 2018

1. Objective

This Strategy for the partnership between Denmark and the International Organization for Migration (IOM) forms the basis for the Danish annual core contribution to IOM 2018-2020. It sets up Danish priorities for IOM's performance. In addition, it outlines specific goals that Denmark will pursue vis-à-vis IOM. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities in relation to IOM's work.

The provision of Danish core funding for IOM is a new initiative prompted by IOM's entry into the UN system in 2016 and the new roles and responsibilities envisaged for IOM in the new UN Migration Network. IOM is new to the UN system. Moreover, IOM has traditionally been a highly decentralized field-based organization with a relatively broad mandate in the area of migration broadly defined. IOM's 'business model' is primarily based on project funding with 97% of the Organization's funding stemming from voluntary contributions for projects. This is not conducive to the new roles and responsibilities in the UN system and the expectations of IOM's member states in this regard. Moreover, the Organization will have to adapt to its new roles and responsibilities while not losing the essential characteristics of the organization valued by its member states. As such the Danish core funding is meant to help enhance the core structure and capacities of the organization.

Against this background, Denmark joins a handful of donors *inter alia* Sweden, UK and Belgium in providing core founding for IOM with a view to ensuring that the organization is 'fit for purpose'. This early engagement means that Denmark is taking responsibility and will ensure that Denmark can assert its influence in a transformative period for the organization in accordance with Danish strategic priorities.

The Strategy is guided by the *Danish Foreign and Security Policy Strategy 2019-20* and: *The World 2030 – Denmark's Strategy for Development Cooperation and Humanitarian Assistance* (January 2017), particularly those parts related to migration and development, the goals of contributing to countering irregular economic migration and addressing the drivers of irregular migration, and increasing cooperation on returns.

This strategy will undergo a mid-term review in the fall of 2019.

2. The organization

IOM is the leading inter-governmental organization in the field of migration. IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need by providing services and advice to governments and migrants as well as working closely with governmental, intergovernmental and non-governmental partners. IOM works to address humanitarian, development and human mobility challenges. According to the Organization's mission statement, IOM is committed to the principle that humane and orderly migration benefits migrants and society. It acts to help meet the operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration, and work towards effective respect for the human rights and well-being of migrants. IOM is the lead of the Global Camp Coordination and Camp Management (CCCM) Cluster for Natural Disasters in which it co-chairs with UNHCR¹.

¹ IOM also actively participates in the Logistics, Early Recovery, Health, Emergency Shelter and Protection Clusters

IOM has its Headquarters in Geneva. It currently has 172 member states and it is a stated goal of the organization to strive for universal membership. IOM has offices in over 107 countries and its programmes and interventions are primarily funded via support for concrete operational projects. IOM has regional offices in *inter alia* Dakar, Nairobi and Cairo and country offices in *inter alia* Mali, Mauritania, Burkina Faso, Algeria, Niger, Nigeria, Senegal, Eritrea, South Sudan, Chad, CAR and Cameroon and is thus very much present and operational in the Sahel region which is a priority region for Denmark. An organizational chart for the Organization with full overview of country offices is attached to this Organization Strategy as an annex.

The Organization is highly decentralized enabling it to acquire the capacity to deliver on the ever-increasing number and diversity of projects at the request of its Member States. Staff and office costs associated with implementing a project are charged to projects through a time allocation concept referred to as projectization (similar to activity-based costing). To cover its indirect costs, IOM charges a standard 7 per cent on total costs of projects for administrative support. IOM has had a Country Office² in Denmark since 2009³. The office receives project funding for specific programmes on return assistance to migrants, resettlement assistance, counter trafficking, migration policy activities, technical cooperation on migration etc⁴.

2.1 The mandate of IOM

IOM was established in December 1951⁵ to assist persons displaced in Europe after the Second World War. According to its Constitution⁶, the purposes and functions of the Organization are:

- To make arrangements for the organized transfer of migrants for whom existing facilities are inadequate, or who would not otherwise be able to move without special assistance, to countries offering opportunities for orderly migration.
- To concern itself with the organized transfer of refugees, displaced persons and other individuals in need of international migration services, for whom arrangements may be made between the Organization and the States concerned, including those States undertaking to receive them.
- To provide, at the request of and in agreement with the States concerned, migration services such as recruitment, selection, processing, language training, cultural orientation activities, medical examination, placement, activities facilitating reception and integration, advisory services on migration questions, and other assistance as is in accord with the aims of the Organization.
- To provide similar services as requested by States, or in cooperation with other interested international organizations, for voluntary return migration, including voluntary repatriation.
- To provide a forum to States as well as international and other organizations for the exchange of views and experiences, and the promotion of cooperation and coordination of efforts on international migration issues, including studies on such issues in order to develop practical solutions.

² 5-10 staff

³ Located in the UN city since 2013

⁴ The IOM Country office also assists other IOM missions with liaison towards Danish donors.

⁵ IOM began its operations in early 1952 as the Intergovernmental Committee for European Migration.

⁶ The 2nd edition text of the IOM Constitution incorporates into the Constitution of 19 October 1953 of the Intergovernmental Committee for European Migration, which entered into force on 30 November 1954, the amendments adopted on 20 May 1987 by the 55th Session of the Council (Resolution no. 724), which entered into force on 14 November 1989, and the amendments adopted on 24 November 1998 by the 76th Session of the Council (Resolution No. 997), which entered into force on 21 November 2013:

http://publications.iom.int/system/files/pdf/iom_constitution_en.pdf

On 25 July 2016, the UN General Assembly unanimously adopted a resolution⁷ approving the Agreement⁸ to make IOM a Related Organization of the UN. The Agreement⁹ outlines a closer relationship between IOM and the UN to strengthen the cooperation and enhance their ability to fulfil their respective mandates in the interest of migrants and Member States. On 19 September 2016, the UN General Assembly made IOM a related agency to the UN and part of the UN system. This decision was based on *inter alia* resolution 1309 of 4 December 2015¹⁰ whereby the IOM Council mandated IOM to formally approach the UN in view of strengthening the legal basis of the relationship between IOM and the UN. In that connection, the Council stressed *inter alia* that IOM remain a **non-normative** organization with its own constitution and governance system, featuring a **predominantly projectized budgetary model and a decentralized organizational structure**. The Council further stressed that **the Organization must retain the following attributes to which its Member States attach importance: responsiveness, efficiency, cost-effectiveness and independence**.

In light of the conclusion of the negotiations on Global Compact on Migration (GCM) in New York in July 2018 whereby a new international framework on migration was established and in response to the request of UN Member States, the UN Secretary General decided to establish a UN Network on Migration to ensure effective and coherent system-wide support to implementation, including the capacity-building mechanism, follow-up and review of the GCM. **IOM is designated to serve as the coordinator and secretariat of this Network**. The Network¹¹, which succeeds the Global Migration Group will draw from the technical expertise and experience of relevant entities within the UN system and be fully aligned with existing coordination mechanisms and the repositioning of the UN Development System. These new responsibilities in the UN system are fully in line with IOM's existing mandate and core tasks as well as with resolution 1309.

2.2 Governance of IOM

IOM's governing body is the Council, in which each Member State has one representative and one vote. The Standing Committee on Programmes and Finance (SCPF) is a subcommittee of the Council. It is open to the entire membership and normally meets twice a year to examine and review policies, programmes and activities, to discuss administrative, financial and budgetary matters and to consider any matter specifically referred to it by the Council.

The Administration, which comprises a Director General, a Deputy Director General and such staff as the Council may determine, is responsible for administering and managing the Organization in accordance with its Constitution and the policies and decisions of the Council and the SCPF. The Director General, who is the Organization's highest executive official, and the Deputy Director General are independently elected by the Council for a period of five years. On 29 June 2018, António Vitorino (Portugal) was elected as the new Director General of the Organization from 1 October 2018.

⁷ UNGA resolution 70/263

⁸ Signed 19 September 2016

⁹ A/70/976 : http://www.un.org/ga/search/view_doc.asp?symbol=A/70/976

¹⁰ C/106/RES/1309: <https://governingbodies.iom.int/system/files/en/council/106/C-106-RES-1309%20IOM-UN%20Relations.pdf>

¹¹ http://www.un.org/en/conf/migration/assets/pdf/UN-Network-on-Migration_TOR.pdf

2.3 IOM's budget

The Programme and Budget of the Organization consists of two main parts.¹² Part I covers the Administrative Part of the Budget¹³ funded by the assessed contributions of Member States. Part II covers the Operational Part of the Budget¹⁴ which is funded by voluntary contributions.

Contributions to the Operational Part of the Budget primarily include earmarked contributions for specific programmes/projects, but also reimbursements from governments, migrants and sponsors, voluntary agencies and others as well as miscellaneous income composed of un-earmarked contributions from governments/donors and interest income¹⁵. The Organization prepares its operational budget based on confirmed funding. The operational budget level anticipates a cost-recovery mechanism to the Organization's core structure that is generated via applying the IOM standard overhead rate of 7 per cent for new projects creating an Operational Support income budget¹⁶.

As 97% percent of IOM's funding stems from voluntary contributions for projects, the organization is heavily projectized making it dependent on overheads from projects to finance its core structure.

2.4. IOM's Anti-fraud/corruption policy and policy on SEA/SHA

The Organization has a zero tolerance policy towards fraud and any type of misconduct. IOM regularly publishes the Director General's decisions on the matters of misconduct, including fraud and sexual misconduct. All persons employed by or working for IOM must abide by the IOM Standards of Conduct and all instructions issued by the Organization. All IOM staff have to read and sign a copy of the IOM Standards of Conduct which clearly prohibits any involvement in fraud, harassment or misconduct. IOM also has a zero tolerance policy on SEA of beneficiaries. The IOM Policy for a Respectful Working Environment¹⁷ stipulates that all staff members have the right to a workplace free of harassment, which IOM has a duty to provide. All IOM staff have access to the IOM Policy on Respectful Working Environment and IOM Policy on Reporting Irregular Practices, Wrongdoing and Misconducts and IOM Policy on Fraud Awareness and Prevention. The IOM's Ethics and Conduct Office (ECO) receives and addresses any complaints of harassment including sexual harassment. All IOM staff, offices and missions have an obligation to report any breach of Organization rules and policies to ECO. IOM Staff, beneficiaries and any entities can file a report for breach of IOM standards of conduct through various means (email, on-line form, mobile application). IOM ECO has developed an on-line training on IOM Standards of Conduct. The training, called: 'The Values that We Share', is mandatory for all IOM staff. IOM is a member of the CEB working group on addressing sexual harassment at workplace, now working closely with other UN Agencies on developing unified policies and guidelines for the UN staff on preventing and addressing sexual harassment at workplace.

¹² Adopted in 1954 and last amended by the Council in 2008, the Financial Regulations govern the financial administration of IOM:

https://www.iom.int/jahia/webdav/site/myjahiasite/shared/shared/mainsite/about_iom/financial_regulations_dec08_en.pdf

¹³ Denominated in Swiss francs

¹⁴ Denominated in US dollars

¹⁵ For 2018, the Administrative Part of the Budget was presented on the basis of zero nominal growth at the level of CHF 50,690,324. For the same year, the Operational Part of the Budget was estimated at USD 956.5 million¹⁵ and subsequently updated through the Revision at USD 1.491 billion. The total funding ultimately received and the total actual expenditure for 2018 is now expected to be higher and to exceed the previous year's total.

¹⁶ Projected at USD 86.8 million for 2018

¹⁷ https://www.iom.md/sites/default/files/publications/docs/IN%2090_Policy%20for%20a%20Respectful%20Working%20Environment_22%20Aug%202007.pdf

3. Key Strategic Challenges and Opportunities

3.1. Relevance and Justification of Future Danish Support

Denmark joined IOM as a member state in 1954. IOM has a key role in the area of human mobility, including response to migration challenges. IOM carries out tasks such as assisted voluntary return and reintegration. Moreover, IOM plays a key role in the handling of mixed migration flows, such as from Libya towards Europe as well as more long-term solutions in the area of migration. IOM supports its member states in capacity building of migration management systems, including border management, and IOM focuses on the link between migration and development. As such, IOM contributes directly to key priority areas in Denmark's Strategy for Development Cooperation and Humanitarian Assistance, particularly by helping manage migration, including countering irregular migration, promoting return, capacity building of national authorities to ensure safer and more orderly migration as well as addressing drivers of irregular migration.

IOM recognizes the Agenda 2030's commitment to "leave no one behind" which requires that the most vulnerable, including those affected by crises and forced displacement, are included in the achievement of the Sustainable Development Goals. Out of the 17 Sustainable Development Goals, 9 are deemed to be of either direct or indirect relevance for IOM's work, namely SDG 1, 3, 4, 5, 8, 10, 11, 13, 16 and 17. IOM works actively with the Sustainable Development Goals¹⁸ and has made a commitment to help Governments to achieve the Sustainable Development Goals (SDGs). Similarly, IOM is also committed to implementing the *Grand Bargain*^{19,20} and *the New Way of Working*. As regards Gender IOM is via its Gender Equality Policy for 2015-2019 committed to gender mainstreaming and gender equality results, including strengthening accountability, strategic planning, capacity development and resource tracking and allocation vis-à-vis gender. The policy covers both gender mainstreaming in programming as well as gender balance in staffing and a gender-sensitive organizational culture.

With the expected adoption of the Global Compact on Migration in December 2018 and the envisaged role for IOM as the lead coordinator of the UN Network on Migration, the Organization will solidify its position as an important strategic partner on the issue of migration, including as regards efforts to stem drivers of irregular migration.

3.2 IOM's Strategic Focus

The primary goal of IOM is to facilitate the orderly and humane management of migration. The organization's **strategy** dates back to 2007²¹. According to this strategy IOM continues to act as the leading global organization for migration. The Organization addresses the migratory phenomenon from a comprehensive perspective, taking into account the links to development, in order to

¹⁸ https://www.iom.int/sites/default/files/our_work/ICP/MProcesses/IOM-and-SDGs-brochure.pdf

¹⁹ The Grand Bargain: A Shared Commitment to Better Serve People in Need" is an agreement between more than 30 of the biggest donors and aid providers, which aims to get more means into the hands of people in need. <https://consultations.worldhumanitariansummit.org/bitcache/075d4c18b82e0853e3d393e90af18acf734baf29?vid=580250&disposition=inline&op=view>

²⁰ This includes, increasing collaboration focused at "collective results"; working with others to achieve a comprehensive, cross-sectoral, methodologically sound, and impartial overall assessment of needs; increasing the investment in national first responders; and through the donor commitment to decrease earmarking where possible and accept more streamlined reporting requirements as outlined in the *Grand Bargain*, including to joint multi-year planning and programming in response to protracted crises, flexibility in line with changes in operational contexts, and reduction of management costs and strengthen harmonised results reporting.

²¹ At the Ninety-third (Special) Session of the Council in June 2007, Member States adopted the **IOM Strategy**, which defined the Organization's mission and strategic focus for the coming years. The Strategy is reviewed every three years and was also the subject of the deliberations of the Working Group on IOM-UN Relations and the IOM Strategy, established by Member States at the Thirteenth Session of the SCPF in 2013: http://governingbodies.iom.int/system/files/jahia/webdav/shared/shared/mainsite/about_iom/en/council/94/MC_INF_287.pdf - annex I

maximize its benefits and minimize its negative effects. In addition to the strategy from 2007, IOM has developed a Migration Governance Framework (MIGOF)²² which seeks to present, in a consolidated, coherent and comprehensive way, a set of three principles and three objectives to ensure that migration is humane, orderly, and benefits migrants and society.

It is expected that IOM's strategic focus in the years to come will revolve around the implementation, follow-up and review process of the Global Compact on Migration and leveraging its role as lead coordinator of the UN Network for Migration.

3.2. Key challenges

The organization's strategy stems from 2007. There is no results framework attached to the current strategy. It is expected that the organization's new Director General will elaborate a new organization strategy in addition to a functional review of the organization. A MOPAN assessment is currently being undertaken for the first time. The report is expected in 2019. This strategy will undergo a midterm review in fall 2019 to take the MOPAN assessment as well as the expected changes in the organization due to new roles in the UN system into account. As the MOPAN assessment is imminent, no separate review of the organization will be carried out.

IOM is both a relative newcomer to the UN system having become a related agency in 2016 and will be entrusted with new roles and responsibilities in the future UN migration architecture. IOM will have to at the same time find its place in the UN system – this entails full respect for other organizations mandates – and assert itself in the role as the lead UN agency on migration with the responsibility of the secretariat role in the UN Migration Network and ensure the proper collaboration with all other UN agencies with mandates related to migration.

Given the Organization's recent entry into the UN system, the new role as the lead coordinator of the UN Migration Network and the rolling out of the GCM, IOM's heavily projectized funding model will increasingly come under pressure. While it is recognized that a key strength of IOM is the focus on implementation which enables the organization to be responsive, efficient and cost-effective, a reform of the funding model will most likely be needed to allow the organization to fully live up to its new tasks while at the same time preserving the essential characteristics of the organization. Going forward, this requires a careful balance between keeping the project-based nature of the organization on the one hand and on the other hand strengthening IOM's core structure and building up its policy-making, analysis and coordination capacity through either a higher degree of assessed contributions as well as of un-earmarked/core funding making the organization less dependent on project funding. The core funding provided by a few countries, including Denmark, will hopefully help to facilitate this endeavor, but core funding from more member states seems crucial to attain these goals. At the same time, it is not deemed relevant for IOM to completely change from being an implementer of projects at the request of member states, but rather that IOM will need to enhance its core structure to respond to the growth the organization has undergone and to make it fit to take on its new responsibilities, without losing the very attributes valued by its member states, including its cost efficiency and agility. Moreover, with an administrative budget of 50 million CHF, IOM's assessed funding is far below the level of other similar UN agencies. While it is fully recognized that higher assessed contributions are bound to be met with resistance, a gradual increase in the administrative budget (i.e. amendments to the assessment scale) would need to be explored at some point.

²² https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf

IOM's new role in the UN Migration Network, necessitates a continued focus on good collaboration and partnership with other relevant UN agencies working on migration-related issues. It is crucial that this be done in full respect of existing mandates.

3.4. Danish strategic priorities in the area of migration and development

Denmark recognizes that irregular migration is a global challenge and will increase its activities with a view to prevent irregular migration. Within the broader objective to stabilise fragile countries and situations and create favourable, sustainable economic and political development, which is closely related to managing future migration flows, it is of particular Danish priority²³ to improve migration management, including cooperation on return and readmission, address drivers of irregular migration, and enhance international and regional cooperation on migration.

The Danish overall strategic priorities in the area of migration and development correspond to IOM's objective of ensuring that migration takes place in a safe and regular manner. Denmark recognizes the link between economic growth and sustainable development as essential for prevention, preparedness and resilience and that emergency assistance should be provided in ways that support long-term development to ensure smooth transition from relief to rehabilitation. Denmark works through a human rights based approach to development and stresses the need for principles of adherence to international standards and human rights norms and UN standards in all operations, evidence-based policy formulation and a whole-of-society approach as well as engagement with all relevant partners, including UN agencies and civil society organizations, development actors and the private sector. In collaboration with and between UN agencies, the respect for each organization's mandate is paramount. Denmark particularly values a good collaboration between IOM and UNHCR. Women, girls and youth can be in particularly vulnerable situations when on the move and therefore need special protection.

Denmark sees IOM as the global lead agency on migration, also in light of the GCM and IOM's new role as coordinator and secretariat of the UN Network for Migration. IOM helps to ensure orderly migration globally, not least by providing States with technical and policy support in the area of migration management, including capacity building, as well as facilitating political dialogue on migration at the national, regional and global levels thus helping enhance international cooperation in the area of migration. In this context, a role for IOM in helping to curb irregular migration, strengthening return and helping with capacity building of national authorities for them to be better able to handle and foster more regular migration, could also be foreseen. Importance is attached to the essential characteristics of IOM, not least IOM's character as a responsive, efficient, cost-effective, non-normative and independent agency and as an agency with an effective field presence.

4. Priority areas and results to be achieved

4.1. Funding, reporting and monitoring

Having joined IOM in 1954, Denmark has a long-standing relationship with IOM. Denmark takes active part in the annual sessions of the IOM Council and meetings in SCPF as well as other formal and informal meetings during the year such as relevant working groups and the International Dialogue on Migration. Denmark joined the IOM bureau (of four countries) in 2016 as Rapporteur and currently serves as the First Vice-Chair. According to the traditional rotational order of the bureau, Denmark expects to service as the Chair of the Council in 2019/2020.

In both 2017 and 2018, Denmark's assessed contribution to IOM stood at approx. 319.000 CHF according to the assessed contribution scale.²⁴ The assessed contribution is paid by the Danish Ministry of

²³ "The World 2030 – Denmark's strategy for development cooperation and humanitarian assistance", January 2017.

²⁴ According to the assessment scale, DK percentage is 0,6293

Immigration and Integration. The present organization strategy has been consulted with the Danish Ministry of Immigration and Integration. In addition, Denmark has over the years provided earmarked funding for IOM through various projects. These projects are of a highly decentralized nature (as is IOM's structure) and have thus been funded by *inter alia* Danish embassies in Afghanistan, Ethiopia and Bangladesh as well as by the Danish Immigration Service, Defence Command Denmark etc. for various projects incl. in relation to assisted voluntary return and reintegration, enhancing migration management in specific countries and promoting voluntary return and reintegration, building resilience of returning migrants through economic reintegration and community empowerment etc. This funding has not traditionally been coordinated and the present strategy does not aim to change this, as funding for various IOM projects and appeals by decentralized units remains relevant. One project of specific relevance can be highlighted as it is closely linked with the objectives and priorities for the present organization strategy. In 2016 Denmark entered into an agreement with IOM in order to provide funding for IOM's support to the development of the GCM and the intergovernmental conference on international migration in 2018. This commitment paved the way for the core funding and the present organization strategy.

For a full overview of Danish funding provided for projects carried out by IOM an annex is attached to this Organization strategy providing an overview of Danish voluntary funding for the period 2013-2017 provided by IOM. Moreover, reference can be made to www.openaid.um.dk.

In 2018, Denmark will enter into a Strategic Partnership Agreement further strengthening Denmark's relationship with IOM and making it one of only a handful of donors²⁵ providing un-earmarked funding for IOM at present. In doing so, Denmark will provide IOM with improved funding predictability and operational flexibility and support for organizational and budget reform paired with an enhanced structured dialogue between Denmark and IOM on priorities, performance and results.

The Strategic Partnership Agreement covers a period of 3 years (2018-2020) and will be subject to an intermediate review in 2019. Subject to parliamentary approval, it provides predictable funding from Denmark in the amount of DKK 25 million per year in accordance with the Finance Bill for 2018 which stipulates that in 2018 a core contribution of 25 mill. DKK will be allocated to IOM of which the 10 mill. DKK will be allocated as a thematic contribution in accordance with Denmark's Strategy for Development Cooperation and Humanitarian Action.

On this basis the Danish core funding will be constituted as follows:

- A **core contribution** of DKK 25 million per year to support IOM in fulfilling its mandate and its new role in the UN architecture on migration. The contribution supports all of IOM's work but is limited to countries, which are on the OECD/DAC list of developing countries.
- Of the core contribution it is expected that in line with the Finance Bill;
 - DKK 4 million per year is used for Priority area 1: 'Strengthening organizational effectiveness in light of new role in the UN System'.
 - DKK 4 million per year is used for Priority area 2: 'Supporting capacity building for better migration management and addressing drivers of irregular migration in order to ensure safe, regular and orderly migration'.

²⁵ According to the Annual Financial Report 2017 (C/109/3) – appendix 7 the following provided un-earmarked funding for IOM in 2017 (amounts in USD): Austria (39.600), Belgium (1.201.923), Sweden (6.306.761). UK (5.174.644) and US (2.157.566).

- DKK 2 million per year is used for personnel support in the form of secondments for IOM (excluding the funding of JPO's which are governed by a separate agreement between Denmark and IOM).

The Partnership Agreement includes general stipulations on the use of these thematically earmarked funds, including with regard to the need to inform Denmark about allocations.

As per the agreement, **annual consultations** will be held in order to discuss:

- i) IOM's utilization of the Danish contribution for priority area 1 and 2;
- ii) Plans for use of Danish contributions for the upcoming year;
- iii) Danish policy priorities in the area of migration and development;
- iv) Developments as regards IOM's participation in the UN system and in the implementation of the GCM;
- v) Possibilities for strengthening thematic coherence and synergy between multilateral and bilateral assistance;
- vi) Possible concerns of Denmark in relation to IOM's performance;
- vii) Key issues emanating from IOM's strategies;
- viii) Employment of Danish nationals in IOM (both regular, seconded staff and JPO's); as well as
- ix) any other topic considered relevant.

Moreover, the annual consultations are an opportunity for Denmark to raise issues such as continually working on efficiency improvement within the organization and the fight against corruption and misconduct, including sexual exploitation, abuse and harassment, and transparency in this regard.

In general, Denmark bases its monitoring on IOM's own monitoring and reporting framework and does not require specific progress reports covering the Danish contribution. Denmark will assess and discuss policy priorities through participation in formal and informal meetings, engaging in thematic briefings as well as in connection with the annual consultations in line with the Partnership Agreement. Denmark will base its monitoring of results on the following reports: **IOM's Annual Report and IOM's annual financial report and audited financial statements and audit report.** As Danish support for IOM constitutes core funding and is directed at general capacity building of the organization, including to strengthen its role in supporting capacity building for better migration management and addressing drivers of irregular migration in order to ensure safe, regular and orderly migration, IOM's annual reports are deemed to constitute the sufficient reporting for monitoring Danish support. No separate results framework will be elaborated as part of this organization strategy, as the results framework of the organizations are used when it comes to core funding. It is however recognized that IOM's own strategy dates back to 2007 and does not include a results framework. As such one of the Danish priorities for collaborating with IOM under the present strategy, will be the development of a new IOM strategy and a results framework – as stipulated below. In the meantime the overall goals against which the impact of Danish support will be measured are outlined below.

A **mid-term review** of the present strategy will be carried out in the fall of 2019. The purpose of the mid-term review will be to assess progress against the **overall goals** for the present organization strategy. Moreover, the purpose of the mid-term review will be to take into account the MOPAN assessment which is due to be presented in the first half of 2019 and to be able to assess the expected new strategy of the organization as well as the expected results framework.

Within this framework, the Danish Mission to the UN in Geneva will report on

developments under IOM's Strategy in accordance with the new multilateral guidelines.

Moreover, Denmark will actively participate in the newly established IOM donor group which encompasses all large donors for IOM (not just those providing core funding) and is a good forum to discuss matters related to funding for IOM, including the need for a new organization strategy, budget reform etc. Moreover, Denmark will actively pursue informal collaboration with other donors of core funding for IOM so as to strengthen messaging to the organization.

4.2. Priorities for Cooperation Related to Core Funding

This section sets out the priorities for Denmark's development cooperation with IOM within the overall framework established by IOM's Strategy and the overall Danish strategic priorities in the area of migration and development. Two overarching thematic priority areas have been identified that highlight the most important agendas from a Danish perspective. These thematic priorities also correspond to/underpin the thematically ear-marked parts of the core contribution.

Denmark has the following **overall goals** for the duration of this strategy:

- IOM's incoming Director General will undertake a functional review of the Organization
- The Organization will undergo the MOPAN assessment
- The Organization will elaborate a new organization strategy/strategic priorities in consultation with member states as well as accompanying impact indicators/a results framework.
- More member states will provide core funding for IOM
- IOM will establish stronger internal governing, accountability and oversight mechanisms ensuring cross-cutting system wide quality control and coherence
- IOM will institute system wide results-based management
- IOM will continuously focus on strengthening anti-corruption efforts and efforts to combat sexual exploitation and abuse and sexual harassment.
- IOM will ensure communication of Danish support for IOM as appropriate.
- A mid-term review of the present strategy will be carried out in the fall of 2019

Priority area 1: Strengthening organizational effectiveness in light of IOM's new role in the UN system/Making IOM 'fit for purpose'

In light of IOM's recent entry into the UN system and its envisaged role in the global UN architecture on migration, particularly in the implementation of and follow-up to the GCM and its coordinating role of the UN Migration Network, Denmark wishes to solidify IOM as the lead agency on migration by supporting its quest to improve and strengthen organizational and policy-making effectiveness and overall performance.

Moreover, Denmark wishes to support IOM in performing more efficiently and transparently, in line with Grand Bargain commitments and secure overall stronger performance through enhanced internal capacities by *inter alia* establishing strong internal governance and accountability and oversight mechanisms, ensuring cross-cutting system wide quality control and coherence and eliminating silos, ensure budget reform, strengthening evidence-based programming and instituting system wide results-based management as well as strengthening anti-corruption efforts and efforts to combat sexual exploitation and abuse and sexual harassment.

Priority area 2: Supporting capacity building of governments and relevant authorities for better migration management and addressing drivers of irregular migration in order to ensure safe, regular and orderly migration

IOM works in response to both humanitarian and development challenges related to migration challenges. The latter will be the main focus of Danish support under this strategy. Operating on a broad mandate and with the new role in the UN Migration Network, Denmark sees IOM as uniquely placed to connect the various dimensions of promoting safe, orderly and regular migration. Developing countries are faced with a wide array of intersecting challenges including in relation to migration that can only be effectively addressed by working across the humanitarian-development-peace nexus and at the same time addressing the drivers of irregular migration and safeguarding the human rights of all as well as ensuring a strong evidence base including on migration and climate change.

With this contribution Denmark wishes to support IOM's work in capacity building of governments and relevant authorities in managing migration, with a link to return and readmission and addressing drivers of irregular migration, while safeguarding the human rights of all with a particular focus on women, girls and youth. Denmark sees a central role for IOM in supporting developing countries to this end, including through *inter alia* the IOM Development Fund²⁶. Denmark's contribution will be earmarked/limited to countries, which are on the OECD/DAC list of developing countries.

5. Budget - Denmark's Contributions to IOM

Danish contribution	2018	2019*	2020*
Core funds (un-earmarked)	15	15	15
Priority area 1 (thematically earmarked)	4	4	4
Priority area 2 (thematically earmarked)	4	4	4
Personnel component, i.e. secondments, not including JPO's	2	2	2
Total	25	25	25

*Subject to parliamentary approval.

(Contribution in DKK million).

In addition to the contributions provided under the partnership agreement, IOM can also receive extraordinary contributions during the financial year and/or funding for specific projects and/or appeals.

6. Risks and assumptions

IOM is faced with several challenges – some are primarily externally driven, while others are internal. Among the most important at present are the below.

Risk no. 1: New role within new UN architecture on migration/new responsibilities: With IOM's entry into the UN system, the envisaged new role as the coordinator and secretariat of the UN Migration Network as well as in the implementation, follow-up and review of the GCM, UN member states have placed renewed trust in IOM. In order to fulfill these new roles and to solidify its role as the global lead agency on migration, a number of risks and assumptions must be born in mind. IOM is a heavily projectized and decentralized organization. These very attributes which make the organization effective, efficient and agile and which are prized by its member states, also means that the Organization faces a number of challenges, incl. being able to secure more predictable funding

²⁶ <https://developmentfund.iom.int/sites/default/files/document/IDF%20Info%20Sheet%20EN.pdf>

and continuously focus on organizational effectiveness. These also include working towards implementing overall results-based management, overall quality control and policy coherence across the whole of the organization, a focus on continuous documentation of lessons learned and evidence-based policy and improved policy, analysis and coordination capacity. Moreover, the organization will have to adapt to the new role of coordination in the area of migration within the UN in full respect of other organization's established mandates and with a strong focus on partnerships both within the UN system, with UN member states and regional organizations, civil society organizations, and the private sector. This is a delicate balance to strike. Denmark will support IOM in this, including through the core funding's focus in the present organization strategy.

Risk no. 2: Financing structure of the organization: IOM's heavily projectized funding model will increasingly come under pressure. Going forward, a careful balance between keeping the project-based nature of the organization on the one hand and on the other hand strengthening IOM's core structure and building up its policy-making, analysis and coordination capacity will be necessary. This necessitates either a higher degree of assessed contributions and/or more core funding. At present more donors, incl. Denmark, are stepping up with core funding for the Organization. A higher degree of assessed contributions, would probably prove more difficult due to known opposition from some member states, including large donors.

Risk no. 3: Humanitarian space and staff security: Due to the increasingly complex global political and security situation, there has been a steady and incremental erosion of humanitarian space over the past decade leading to growing insecurity of humanitarian staff. An analysis has shown that more civilian humanitarian aid workers are killed by acts of violence than in accidents and that almost half of the non-accidental deaths of aid workers were the result of ambushes on vehicles and convoys. This risk applies to all humanitarian agencies working in conflict zones and is an on-going challenge.

Risk no. 4: Misuse of funds and misconduct: During recent years, IOM has experienced growth on many parameters, including expansion of its membership, undertaking ever more projects, entry into the UN as a related agency and being designated new roles within the UN migration architecture. IOM is in a transitional period which includes many new tasks for the organization which in turn requires a continued focus on organizational effectiveness. While it is generally assumed that the risk of corruption – in the sense that IOM-staff would take bribes in conducting their work – generally is not high, the growing organization, new tasks and focus on securing more un-earmarked funding which would lead to a growth in budget (and increasing involvement of external partners) do increase the risk of embezzlement of funds. It is noted that IOM applies a zero-tolerance policy on cases of misconduct, including on SEA, which Denmark expects the organization to follow and implement strictly as well as oversee through its independent oversight and third line of defense mechanisms. Denmark will discuss the implementation of this policy with IOM as part of the annual consultations. It is critical that IOM continues its fight against any type of corruption as it is a daily challenge given the circumstances and contexts in which IOM operates. The Ministry of Foreign Affairs of Denmark has a zero-tolerance policy towards corruption, meaning that we put very strong efforts into preventing and following up on every probable suspicion of irregularities promptly. Denmark places great emphasis on transparency in this connection and expects to be kept informed of potential cases of misuse of funds or other types of misconduct and will continue to follow up with IOM on these issues. Denmark will follow these issues closely and will address them during official meetings in the organization's governing bodies, during the annual consultations and when otherwise deemed relevant.

Annex I: IOM's Organization Strategy:

http://governingbodies.iom.int/system/files/jahia/webdav/shared/shared/mainsite/about_iom/en/council/94/MC_INF_287.pdf

Annex II: IOM's Migration Governance Framework:

https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf

Annex III: Organizational Chart

Annex IV: Denmark (2013-2017) - Voluntary Contributions

NINETY-FOURTH SESSION

IOM STRATEGY

IOM STRATEGY

I. INTRODUCTION

1. The purpose of this document is to provide a user-friendly, definitive version of the IOM Strategy adopted by Member States in June 2007, for the information of the full range of stakeholders. Accompanying the strategy is a brief overview of how it was developed.
2. The last formal stocktaking of IOM's strategic priorities was set out in 1995 in document MC/1842 "IOM Strategic Planning: Toward the Twenty-first Century". This was endorsed by Member States through Council Resolution No. 923 (LXXI) of 29 November 1995 on "Future Activities of IOM".
3. At the Eighty-fourth Session of the Council in December 2002, Member States expressed an interest in a renewed strategic discussion on the future directions and priorities of the Organization. A "Note on IOM Strategy: Current and Future Migration Realities and IOM's Role" was prepared by the Administration and issued as document MC/INF/262 of 13 October 2003. This Note was discussed at the Council in November 2003 and, as a result of these discussions, a revised document, entitled "IOM Strategy: Current and Future Migration Realities and IOM's Role" (MC/INF/274) was submitted to the Council in November 2004, complemented by the additional information contained in Conference Room Paper (CRP) No. 15.
4. On the basis of the Council discussions in November 2004, the then Chairman of the IOM Council, Ambassador L. A. de Alba (Mexico), held consultations during 2005. The result of these consultations was Conference Room Paper (CRP) No. 18 "IOM Strategy Document" presented on the occasion of the Ninetieth regular session of the Council in November 2005. Building upon the efforts of Ambassador de Alba, various consultations were held in the course of 2006 under the auspices of his successor as Chairman of the Council, Ambassador M. Khan (Pakistan), as well as of the then Second Vice-Chairperson of the Council, Ambassador M. Whelan (Ireland), on the three elements of CRP No. 18, namely strategy, institutional framework, and programme and budget. As a result of these consultations, and as reported to the Council in November 2006, there was a clear understanding that all three elements were linked and that whereas agreement might be reached on one element, nothing should be formally adopted by the Council until an agreed text covering all three elements was ready for adoption.
5. The Chairperson of the Ninety-second regular Session of the Council, Ambassador N. Al-Hajjaji (Libyan Arab Jamahiriya), was invited to continue the work undertaken by her predecessors. The Chairperson convened an open-ended Working Group to pursue informal consultations, which resulted in agreement on a strategy document for consideration by the Council at its Ninety-third (Special) Session.
6. On 7 June 2007 the Council adopted Resolution No. 1150 (XCIII) which endorsed the aforementioned text. This Council resolution and its annex constitute the IOM Strategy. They appear *in extenso* in Section II of this document.

II. IOM STRATEGY: COUNCIL RESOLUTION No. 1150 (XCIII) AND ANNEX

RESOLUTION No. 1150 (XCIII)

(Adopted by the Council at its 481st meeting on 7 June 2007)

IOM STRATEGY

The Council,

Recalling its Resolution No. 923 (LXXI) of 29 November 1995 on “Future Activities of IOM” defining the contribution IOM makes to meeting the complex challenges posed by changing trends and needs in the migration field,

Mindful of the advisability of reviewing the strategic priorities of IOM,

Recognizing the growing need for the provision by IOM of global migration services, expertise and policy advice to States and migrants,

Having received and examined the report on IOM Strategy submitted by its Chairperson, H.E. Mrs. Najat Al-Hajjaji (MC/2216 and MC/2216/Corr.1/Rev.1),

Resolves:

1. To thank its Chairperson for her untiring efforts and skilful leadership having led to this successful outcome;
2. To approve the IOM strategy, as contained in the Annex to document MC/2216 and MC/2216/Corr.1/Rev.1 attached hereto;
3. To confirm that the strategy shall be implemented within the legal framework provided by the Constitution and resolutions of IOM Governing Bodies, with due regard given to: the flexibility and project-oriented nature of IOM; the need for a balanced view of priorities; and the financial resources made available;
4. To invite the Director General to report, at the next session of the Council, on the Administration’s plan to implement the activities listed in the strategy;
5. To review the strategy in three years.

Annex to Council Resolution No. 1150 (XCIII)

IOM STRATEGY DOCUMENT

Part I: Strategy

The primary goal of IOM is to facilitate the orderly and humane management of international migration. Building on its expertise and experience, and respecting the mandates of and coordinating with other international organizations, IOM should continue its role as a leading global organization focusing on migration management. The Organization will continue to address the migratory phenomenon from an integral and holistic perspective, including links to development, in order to maximize its benefits and minimize its negative effects. To achieve that goal, IOM will focus on the following activities, acting at the request of or in agreement with Member States:

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.
4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.
7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.
8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection¹.
10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.
11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.
12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

Part II: Institutional Framework: Governing Bodies

The Council remains the principal governing body for policy, strategy and governance discussions and decisions. The Executive Committee should not be reinforced or enlarged pending its ultimate disappearance once the 1998 Amendments to the Constitution enter into force, upon ratification by two-thirds of the membership. A streamlined governance structure should be in place until such time as the aforementioned amendments enter into force. Any such governance structure should preserve the Organization's flexibility and responsiveness. Informal consultations have their place in such an institutional framework, as a useful way to facilitate dialogue and understanding. They complement formal governing bodies, which is where formal decisions should be taken.

In order to achieve the objective outlined above, Member States agreed:

1. To set up immediately a Standing Committee on Programmes and Finance (SCPF), by way of Council resolution, which would negate Resolution No. 998. The SCPF would be open to all Member States, would normally meet twice each year, and otherwise as required, to fulfil its responsibilities.
2. To abolish the Subcommittee on Budget and Finance.
3. Terms of reference for the said Standing Committee:
 - (a) to examine and review the policies, programmes and activities of the Organization, the annual reports of the Director General and any special reports;
 - (b) to examine and review any administrative, financial and budgetary questions;

¹ Although IOM has no legal protection mandate, the fact remains that its activities contribute to protecting human rights, having the effect, or consequence, of protecting persons involved in migration.

- (c) to consider any matter specifically referred to it by the Council, and to take such action as may be deemed necessary thereon;
 - (d) to advise the Director General on any matters which he or she may refer to it;
 - (e) to present advice or proposals to the Council or to the Director General on its own initiative;
 - (f) to review regularly methods of consultation, feedback, and oversight, with a view to enhancing responsiveness, transparency, and inclusiveness;
 - (g) to consider any other matter falling within its terms of reference;
 - (h) to transmit reports and/or recommendations to the Council on the matters dealt with.
4. The Standing Committee should establish its Rules of Procedure, which shall be subject to approval by Council.

Part III: Programme and Budget

In order to achieve the objective of allocating additional funding to support projects in developing Member States, the following conclusions were agreed:

- 25 per cent of Discretionary Income (excluding security) in excess of the 2007 Programme and Budget Discretionary Income of USD 20.5 million will be allocated to an expanded 1035 Facility starting in 2008.
- The total amount available for the expanded 1035 Facility (excluding direct voluntary contributions) cannot exceed total miscellaneous income (unearmarked contributions and interest income).
- The provisions of Resolution No. 1110 (LXXXVIII) of 3 December 2004, on the “Use of project-related overhead income to cover staff positions and support costs of administrative nature”, should be fully applied in relation to the use of overhead income.
- Member States should consider direct voluntary contributions to the 1035 Facility as well as increased fundraising initiatives.
- The 1035 Facility will have two separate funding lines: (i) the original funding of USD 1.4 million (Line 1) and (ii) a new budget (Line 2) to be established under the Facility with the following criteria:
 - 1. Access to funding under Line 2 will be linked to outstanding contributions and Member States subject to Article 4 will not be eligible for funding.
 - 2. Ceiling for funding of national projects will be USD 200,000 under Line 2.

3. Ceiling for funding of regional projects will be USD 300,000 under Line 2.
4. A follow-up project to a previously funded project under the 1035 Facility (Line 1) will be admissible under Line 2.
5. Distinct tracking and accounting of the two funding lines will be established.



MIGRATION GOVERNANCE FRAMEWORK

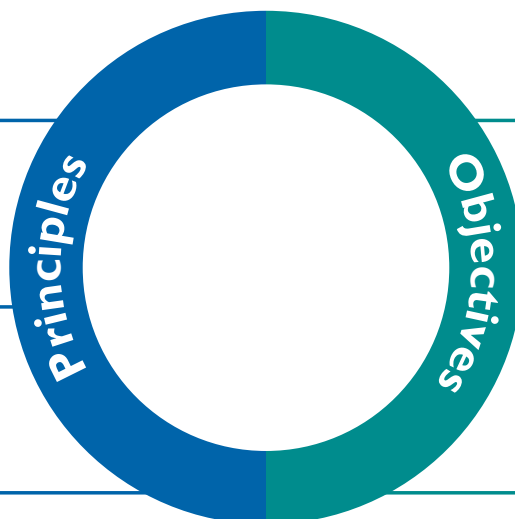
The essential elements for facilitating orderly, safe, regular and responsible migration and mobility of people through planned and well-managed migration policies.

MiGOF Principles and Objectives

1. Adherence to international standards and fulfillment of migrants' rights.

2. Formulates policy using evidence and "whole-of-government" approach.

3. Engages with partners to address migration and related issues.



1. Advance the socioeconomic well-being of migrants and society.

2. Effectively address the mobility dimensions of crises.

3. Ensure that migration takes place in a safe, orderly and dignified manner.

The three principles propose the necessary conditions for migration to be well-managed by creating a more effective environment for maximized results for migration to be beneficial to all. These represent the means through which a State will ensure that the systemic requirements for good migration governance are in place.

The three objectives are specific and do not require any further conventions, laws or practices than the ones that are already existing. Taken together, these objectives ensure that migration is governed in an integrated and holistic way, responding to the need to consider mobile categories of people and address their needs for assistance in the event of an emergency, building resilience of individuals and communities, as well as ensuring opportunities for the economic and social health of the State.

MiGOF Principles

📌 Principle 1: Adherence to international standards and the fulfilment of migrants' rights

Humane and orderly migration requires compliance with international law. The obligation to respect, protect and fulfil the rights of individuals is paramount and applies to all individuals within a State's territory, regardless of nationality or migration status and without discrimination, in order to preserve their safety, physical integrity, well-being and dignity. Protecting the rights of individuals includes combating xenophobia, racism and discrimination, ensuring adherence with the principles of equality and non-discrimination, and ensuring access to protection.

📌 Principle 2: Migration and related policies are best formulated using evidence and whole-of-government approaches

Migration policy is often the subject of intense political debate and can be based on populist sentiments. Migration policy must be based on facts and a well-founded analysis of the benefits and risks the movement of people poses to the State. To govern migration well, a State would collect, analyse and use credible data and information on, among other things, demographics, cross-border movements, internal displacement, diasporas, labour markets, seasonal trends, education and health. Furthermore, a State would seek to understand migration trends and reflect them in policies, including links with environmental degradation, climate change and crises. At the same time, the law and policy affecting the movement of people include travel and temporary mobility, immigration, emigration, nationality, labour markets, economic and social development, industry, commerce, social cohesion, social services, health, education, law enforcement, foreign policy, trade and humanitarian policy. Good migration governance therefore relies on whole-of-government approaches, whereby all ministries with responsibilities touching on the movement of people are implicated. In this way, a State can ensure that migration and mobility policy advances its broader interests.

📌 Principle 3: Good migration governance relies on strong partnerships

By their very nature, migration and mobility implicate multiple actors: States and their neighbours, subnational authorities, local communities, migrants and their families, diasporas, employers and unions. In addition, there are dozens of intergovernmental and non-governmental organizations whose mandates touch on migration and humanitarian action. Governing migration well requires partnerships to broaden the understanding of migration, and to develop comprehensive and effective approaches.

There is a clear and increasingly sought relationship between emergency, rehabilitation and development, and migration is relevant and a key component of all. The international community recognizes that emergency assistance should be provided in ways that support long-term development to ensure smooth transition from relief to rehabilitation. At the same time, economic growth and sustainable development are essential for prevention of, preparedness and resilience against natural disasters and other emergencies.

Migration is a growing trend, yet there has so far not been an agreed document that clearly presents the elements of good governance of human mobility.

IOM's Migration Governance Framework seeks to present, in a consolidated, coherent and comprehensive way, a set of three principles and three objectives which, if respected and fulfilled, would ensure that migration is humane, orderly, and benefits migrants and society.

MiGOF Objectives

📌 Objective 1: Good migration governance and related policy should seek to advance the socioeconomic well-being of migrants and society

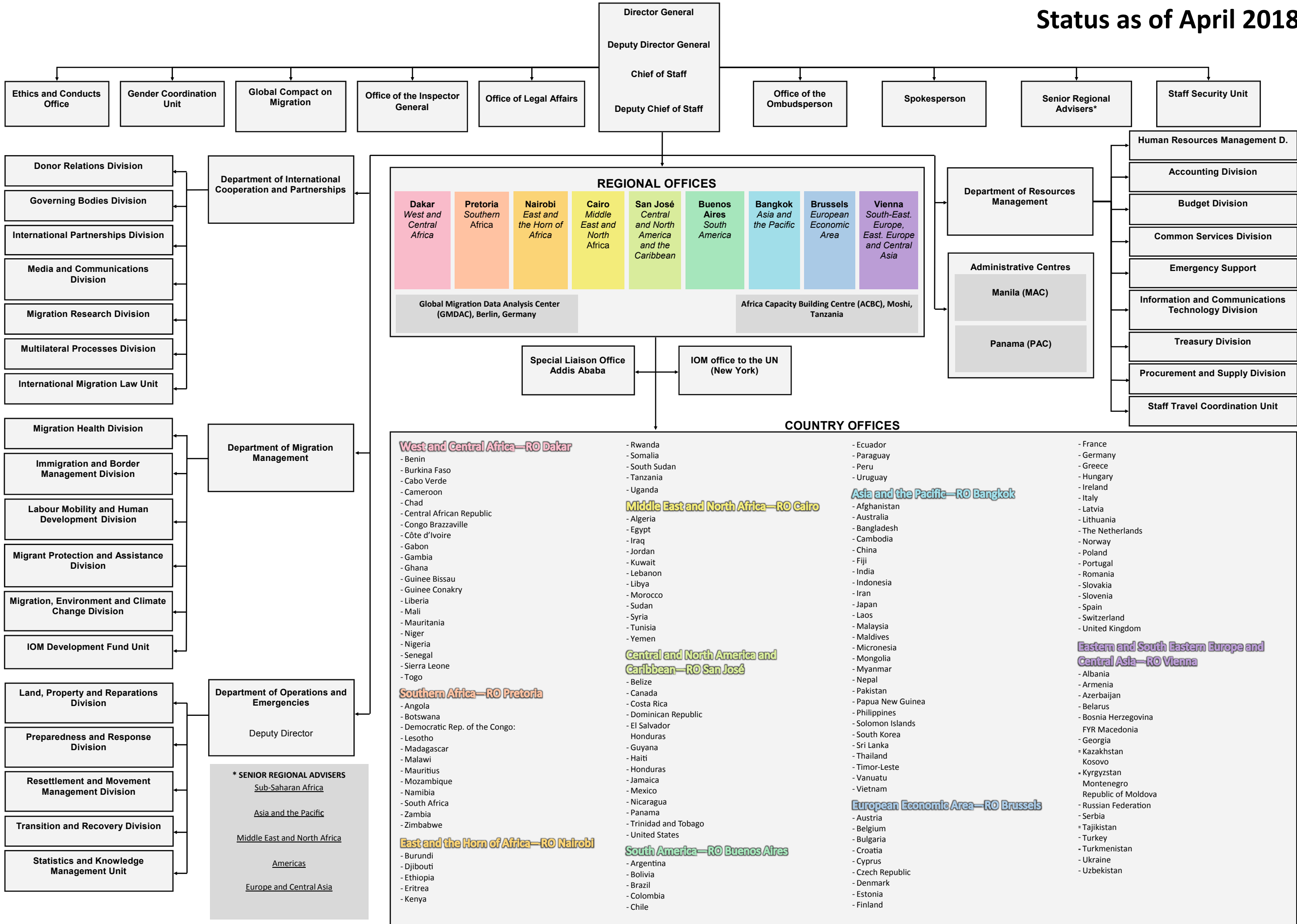
Poverty, instability, lack of access to education or other basic services are only some of the factors that can push individuals to migrate. Those who are pushed to migrate – unlike those who choose to migrate – may be more likely to do so under undesirable or dangerous conditions, including by accessing the services of unethical recruiters, smugglers or traffickers. Governing migration well would therefore mean promoting stability, education and employment opportunities and reducing the drivers of forced migration, including by promoting resilience, thereby enabling individuals to make the choice between staying or migrating. Even if the drivers of forced migration were eliminated, individuals would still choose to move, for example, to seek different or greater opportunities or to reunite with their families. Migration and related law and policy therefore need to be designed to also foster strong socioeconomic outcomes for migrants and communities of origin, transit and destination.

📌 Objective 2: Good migration governance is based on effective responses to the mobility dimensions of crises

In 2015, 60 million individuals were displaced as a result of natural and manmade disasters; a large number of forced migrants remain in protracted displacement situations, including in urban areas. Crises have significant long-term effects on migrants and society. Therefore, concerted action by the international community is required to: prevent and prepare for crisis; support migrants, displaced persons and communities affected by crises in accordance with humanitarian principles; and promote durable solutions to end displacement. Addressing the root causes of crises and associated population movements needs to be part of longer-term approaches towards recovery, transition and sustainable development. In addition, the international community should respond to crises with the understanding that migration is an inevitable consequence, and that recovery and transition efforts require consideration of the needs of migrants and their communities.

📌 Objective 3: Migration should take place in a safe, orderly and dignified manner

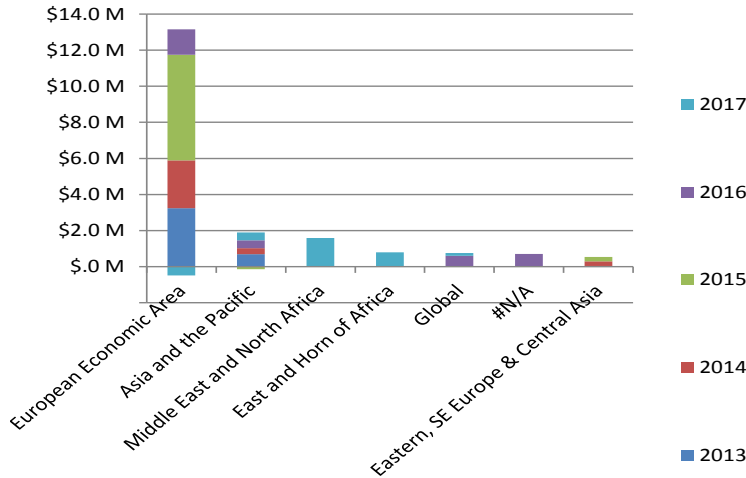
Ensuring migration is safe and orderly would also mean mitigating the risks associated with the movement of people. This includes applying effective cross-border health measures and strengthening public health strategies to prevent the spread of disease and protect the health of migrants and society. Maintaining the integrity of migration and mobility schemes requires an ability to detect irregular migration and to prohibit illegal cross-border activity. Migration and border agencies would work with national and international justice and security agencies to collect, analyse and use information intelligence, including to address terrorism, as well as trafficking in persons, smuggling in migrants and other transborder criminal activity.



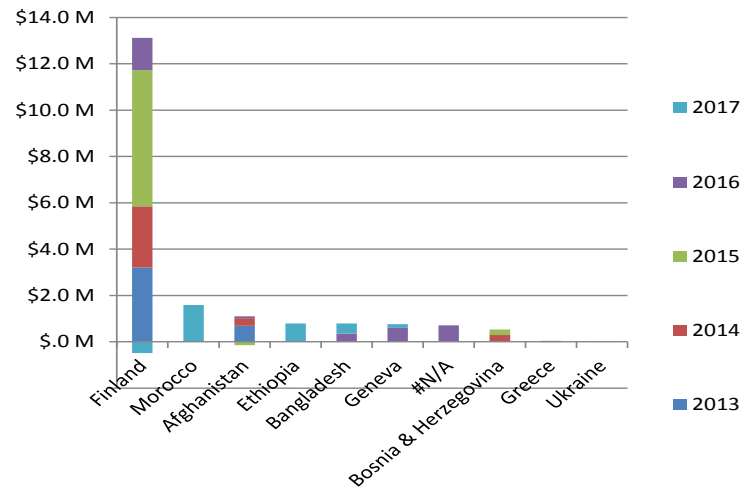
Denmark (2013-2017) - Voluntary Contributions

(status as of 31-Dec-17)

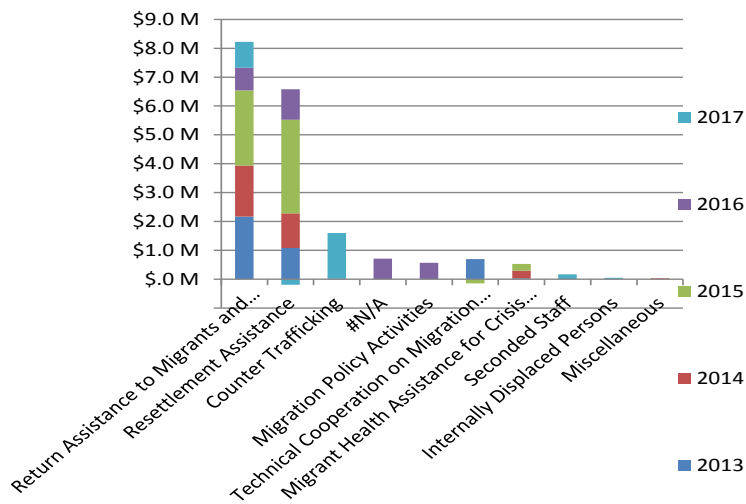
By IOM Regions



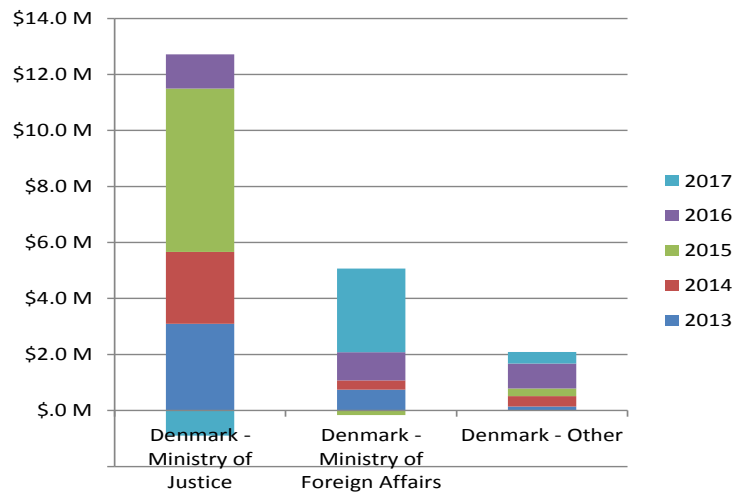
By Top 10 IOM Country Offices



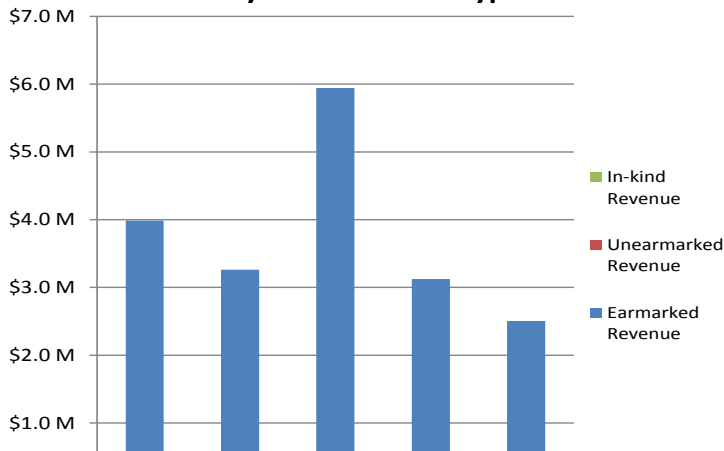
By Top 10 Project Types



Donor Breakdown (Top 10)



Voluntary Contributions Type



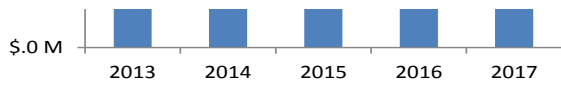
Detailed Donor Breakdown		Total	%
Member States		18,817,691	100%
Denmark		18,817,691	100%
Denmark - Ministry of Justice		11,821,889	63%
MOJ - Danish Immigration Service (DIS)		11,821,889	63%
Denmark - Ministry of Foreign Affairs		4,907,160	26%
Denmark - Ministry of Foreign Affairs		1,865,461	10%
Embassy of Denmark in Afghanistan		880,204	5%
Denmark Embassy in Ethiopia		796,178	4%
Embassy of Denmark in Dhaka		794,540	4%
Permanent Mission of Denmark to the UN In Geneva		570,776	3%
Denmark - Other		2,088,642	11%
Denmark (unspecified)		1,529,474	8%
Defence Command Denmark (FKO)		529,037	3%
Denmark for IGC		30,131	0%
Grand Total		18,817,691	100%

*Data represents voluntary contributions (USD) by managing mission. 2016 and 2017 figures are provisional.

Projects funded in last year selected are circled in red. Negative numbers refer to refunds.

DRD Information Support Series: Funding History

Selected data: Voluntary Contributions (All revenue) data. Year(s): 2013-2017. Project Types: All. Regions: All. Donor: Denmark.



*Data represents voluntary contributions (USD) by managing mission. 2016 and 2017 figures are provisional.
Projects funded in last year selected are circled in red. Negative numbers refer to refunds.

Top 10 Projects

Project Code	Project Title	2013	2014	2015	2016	2017	Total
RE0078	Family reunification in Denmark (FRDK)	393,933	718,277	2,845,704	714,243	-190,640	4,481,517
RT0782	Pilot project: assisted voluntary return and reintegration support for asylum-seekers in Denmark	1,785,300	1,129,646	-	-	-716,622	2,198,324
RE0079	Reimbursable transportation and other costs - Denmark-funded	684,745	481,178	401,218	341,438	-	1,908,579
RT1110	Assisted voluntary return and reintegration support to asylum seekers in Denmark II (AVRR-DKII)	-	-	2,251,295	-	-379,439	1,871,855
CT1129	Assistance and protection of unaccompanied and separated children in Morocco	-	-	-	-	1,592,357	1,592,357
RT0802	Information, assisted voluntary return and reintegration aid for migrants – phase II – Denmark	167,190	167,910	333,657	164,562	-	833,319
RT0037	Voluntary return assistance from Denmark (RADE)	109,925	77,393	38,106	181,705	408,874	816,004
RT1324	Enhancing migration management in Ethiopia and promoting voluntary return and reintegration of Ethiopians – Ethiopia	-	-	-	-	796,178	796,178
RT1304	Building resilience of returning migrants through economic reintegration and community empowerment – Bangladesh	-	-	-	356,735	390,259	746,994
232020	Fund received in (2016) - to be allocated	-	-	-	713,470	-	713,470
Total		3,141,093	2,574,404	5,869,980	2,472,154	1,900,966	15,958,597

All Projects

Region / Country	Donor	Donor (specific)	Project Code	Project Title	2013	2014	2015	2016	2017	Total
Asia and the Pacific					695,000	328,048	-142,844	437,221	437,805	1,755,230
Afghanistan	Denmark	Embassy of Denmark in Afghanistan	TC0691	Technical cooperation for migration and capacity-building: Identity checking unit – Afghanistan	695,000	-	-142,575	-	-	552,425
			RT0998	Reception and Reintegration Assistance for Afghan Returnees from Denmark - Afghanistan	-	328,048	-269	-	-	327,779
		Denmark - Ministry of Foreign Affairs	RT1305	Reception and reintegration assistance for Afghan returnees from Denmark – Afghanistan	-	-	-	80,485	-	80,485
Bangladesh	Denmark	Embassy of Denmark in Dhaka	RT1304	Building resilience of returning migrants through economic reintegration and community empowerment – Bangladesh	-	-	-	356,735	390,259	746,994
			DP1755	Providing critical shelter support to the newly arrived Rohingyas in Cox's Bazaar - Bangladesh	-	-	-	-	47,546	47,546
East and Horn of Africa					-	-	-	-	796,178	796,178
Ethiopia	Denmark	Denmark Embassy in Ethiopia	RT1324	Enhancing migration management in Ethiopia and promoting voluntary return and reintegration of Ethiopians – Ethiopia	-	-	-	-	796,178	796,178
European Economic Area					3,246,935	2,645,100	5,855,410	1,401,948	-485,168	12,664,225
Finland	Denmark	MOJ - Danish Immigration Service (DIS)	RE0078	Family reunification in Denmark (FRDK)	393,933	718,277	2,845,704	714,243	-190,640	4,481,517
			RT0782	Pilot project: assisted voluntary return and reintegration support for asylum-seekers in Denmark	1,785,300	1,129,646	-	-	-716,622	2,198,324
			RE0079	Reimbursable transportation and other costs - Denmark-funded	684,745	481,178	401,218	341,438	-	1,908,579
			RT1110	Assisted voluntary return and reintegration support to asylum seekers in Denmark II (AVRR-DKII)	-	-	2,251,295	-	-379,439	1,871,855
			RT0802	Information, assisted voluntary return and reintegration aid for migrants – phase II – Denmark	167,190	167,910	333,657	164,562	-	833,319
			RT1338	CONSENT: Consolidation and enhancement of assisted voluntary return and reintegration for vulnerable migrants from Denmark – Finland	-	-	-	-	278,806	278,806
			RT0801	Information, assisted voluntary return and reintegration aid for migrants – phase II – Denmark	70,696	70,696	-	-	-	141,392