



## EMERGING RESETTLEMENT COUNTRIES JOINT SUPPORT MECHANISM (ERCM)

### INTRODUCTION

In light of the recent and rapid expansion in the number of emerging resettlement countries willing to develop resettlement programmes, a need has been identified to set up a platform specifically designed to facilitate and channel in a strategic and coordinated manner, the support needed by new and emerging resettlement countries to start these programmes. The **Emerging Resettlement Countries Joint Support Mechanism (ERCM)** will be operated as a joint venture that aims to enhance resettlement activities undertaken by new and emerging resettlement countries including through harnessing the expertise of experienced resettlement countries and other actors. Within the overarching goal of enabling more resettlement opportunities for those refugees in need, as well as fostering responsibility sharing towards finding durable solutions for refugees, the ERCM will have three main objectives:

1. Providing a mechanism for governments, private sponsors and donors to harness their expertise and contribute both financially and technically to supporting refugee resettlement around the world in a strategic and coordinated manner;
2. Assisting new and emerging resettlement countries in assessing the sustainability of their resettlement programme, helping to identify vulnerable areas in need of support and providing, accordingly, targeted financial and/or technical assistance;
3. Channeling and supporting the sharing of technical expertise and good practices among experienced resettlement countries, international organizations, international NGOs and governmental and non-governmental actors in new and emerging resettlement countries.

The Mechanism will achieve its objective through channeling and managing resources and support provided to the Mechanism by interested actors to new and emerging resettlement countries that are in need of assistance. Resources and support provided to the Mechanism will take two forms:

- ☑ **Financial support:** Direct funding will be limited to supporting best practice pre-departure and travel arrangements, including health assessments, cultural orientation and movement operations through IOM to ensure refugees are empowered and well-prepared for third-country resettlement;
- ☑ **Technical support:** Technical support will include capacity building and sharing of expertise by UNHCR, IOM, or other relevant stakeholder such as NGOs, or experienced resettlement countries with new or emerging resettlement countries. Technical support from UNHCR will focus on resettlement programme design, adjudication and selection of refugees as well as on reception and integration of resettled refugees. IOM's technical support will cover end-to-end programme planning from the onset, focusing on best practice in movement operations and pre-departure services, including but not limited to the development of health protocols with concerned authorities in resettlement countries and the designing of pre-departure orientation curriculum based on key messages of the destination country.

Photo caption: The first Syrian Refugees settle in Penela, Portugal. The three brothers Abdul Rahman, Hamza, and Samir get their hats and coats on ready for school in the small town of Penela, in central Portugal. The family, originally from Homs Syria, arrived in Portugal in November 2015. They were one of the first Syrian refugees to be resettled in Portugal, with the help of UNHCR. © UNHCR/Bruno Galan Ruiz

## WHY IS THERE A NEED FOR A SUPPORT MECHANISM?

As resettlement needs continue to vastly outweigh available places<sup>1</sup>, the international community has been advocating for an expansion of the resettlement base, including by encouraging more countries to establish robust and sustainable resettlement programmes. Sustained efforts over the years along with an increased interest in resettlement have led to a significant growth in the number of resettlement countries recently. Currently over 20 countries, mostly in Europe but also in Latin America, find themselves at different stages of developing new resettlement programmes. Informally, these are known as ‘emerging’ resettlement countries.

Establishing a new resettlement programme may be, however, a challenging activity for a country. Experience by UNHCR and IOM has shown that poorly designed, or insufficiently resourced resettlement programmes may result in refugees facing, upon arrival to their destination country, a number of legal, administrative or social challenges that jeopardize the protection and the durable solution that resettlement is meant to provide.

To this end, UNHCR and IOM have developed a number of policies and good practices with regards to the essential elements, in terms of structure and processes, a country should have in place before receiving resettled refugees. Such elements include adequate and thorough selection and preparation of refugees prior to their departure from countries of first asylum; legislation and policy instruments to ensure a secure legal status and access to rights within the resettlement country; conducting relevant stakeholder consultations and collaboration; and having a reception and integration programme that delivers support and access to essential services and ensures an effective enjoyment of all rights<sup>2</sup>.

Acknowledging those challenges, UNHCR, IOM and experienced resettlement countries have embarked in the past, under the umbrella of the Annual Tripartite Consultations on Resettlement (ATCR) and the Working Group on Resettlement (WGR), on a number of initiatives that aim at assisting those countries that have shown political willingness to resettle refugees but lack the necessary technical or financial capacity to do so. Such initiatives have included bilateral twinning arrangements, provision of specific technical support and advice, as well as financial assistance. Areas of focus of such initiatives have included capacitation of government officials on relevant policy, procedures and practices related to resettlement and helping with the establishment of integration programmes that transition from initial reception mechanisms to permanent support arrangements.

Through leveraging the long-standing partnership between UNHCR and IOM in supporting resettlement activities, the Support Mechanism will provide emerging countries with support and assistance that spans the continuum of the resettlement process. The entity providing the support and assistance as well as the nature of support provided will depend on the phase of the resettlement process.

## WHAT ACTIVITIES WILL THE MECHANISM SUPPORT?

Areas of focus that will benefit from the resources and expertise provided by the Support Mechanism will be in line with the different phases of any standard resettlement operation and will include the following activities:

- ☑ **Resettlement Policy and Programme design (UNHCR):** This phase involves the provision of technical support by UNHCR in the form of policy advice to ensure that resettlement is entrenched in relevant legislative and policy instruments and that all relevant stakeholders are consulted. To undertake these activities, UNHCR will deploy resources both at Headquarters and in the field and develop the necessary tools (including a resource kit and training modules) to support this process.

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<sup>1</sup> See UNHCR’s Projected Global Resettlement Needs for 2017, UNHCR 2017.

<http://www.unhcr.org/protection/resettlement/575836267/unhcr-projected-global-resettlement-needs-2017.html>

<sup>2</sup> “The Integration of Resettled Refugees: Essentials for Establishing a Resettlement Programme and Fundamentals for Sustainable Resettlement Programmes”, UNHCR 2013.

<http://www.unhcr.org/protection/resettlement/52a6d85b6/integration-resettled-refugees-essentials-establishing-resettlement-programme.html>

- ☑ **Referral of cases (UNHCR):** This phase involves the identification, processing and referral of refugees in need of resettlement to the emerging country. To be able to deliver on those additional referrals, UNHCR will boost its capacity to identify, process and refer refugees for resettlement in the emerging countries.
- ☑ **Adjudication and selection of cases referred to the resettlement country (UNHCR):** This phase involves the provision of technical support by UNHCR in the form of capacity building and training to governments on conducting selection missions, including conducting in-depth interviews and gathering required bio-data, and adjudicating refugee cases for resettlement. To undertake these activities, UNHCR will deploy resources both at Headquarters and in the field and develop the necessary tools to support these activities.
- ☑ **Preparing refugees through comprehensive pre-departure resettlement services (IOM):** This phase includes both financial and technical support related to: facilitating logistical arrangements for selection missions and visa processing; conducting health assessments to ensure that people travel in a safe and dignified manner, are fit to travel, receive appropriate assistance when required, and do not pose a potential health hazard to other travelers or receiving communities; and carrying out pre-departure orientation activities which prepares refugees by providing practical information on the country of destination, and helps them to set realistic goals and develop the skills and attitudes required to succeed in their new environment.

Managing the expectations of both refugees and the governments undertaking to receive them requires close consultation with all stakeholders. While the majority of IOM's work takes place in countries of first asylum, IOM sees the need for strong, informed partnerships between overseas resettlement operations and domestic settlement/integration services and works actively to promote and strengthen such ties. For example, IOM coordinates with governments and other resettlement actors in receiving countries to ensure proper reception handover to relevant authorities and the continuity of health care upon arrival, to help settlement service providers better understand and plan for potential integration challenges, and to improve refugees' prospects for labour market integration.

- ☑ **Movement Operations (IOM):** This phase includes both financial and technical support related to obtaining travel documents, transport to and passenger handling at embarkation points, arrangement of flights and tickets, provision of operational and medical escorts, assistance in transit and upon arrival, etc. IOM's worldwide network of experienced movement operations staff, supported by global agreements with major airlines offering preferential fares and priority service to IOM passengers, along with proprietary movement management applications and operations protocols, all serve to ensure that refugees are transported smoothly to their final destinations.
- ☑ **Reception and integration activities (UNHCR):** This phase includes technical support by UNHCR in the form of capacity building and training to manage reception-related issues such as provision of documentation, initial housing and urgent health care as well as integration-related issues including provision of adequate social support, employment and housing support, language and education training, education services for children, etc. To undertake these activities, UNHCR will deploy resources both at Headquarters and in the field and develop the necessary tools to support these activities.



IOM tuberculosis lab in Nepal. © IOM/Kari Collins 2009



Bhutanese refugees attend a pre-departure orientation class conducted by IOM © IOM/Kari Collins 2009

## HOW WILL THE SUPPORT MECHANISM OPERATE?

Resettlement is recognized today as a vital protection tool that plays a crucial role within wider comprehensive solutions and protection strategies. Resettlement is by definition a partnership activity, traditionally between countries willing to admit refugees into their territories and provide resettlement places, as well as the international agencies that facilitate it, namely UNHCR and IOM.

As part of its ongoing activities to promote resettlement and expand the base of resettlement countries, UNHCR will engage with emerging resettlement countries that have the interest and the required political will to start, continue or expand a resettlement programme. Where it is evident that emerging countries require technical or financial support, UNHCR will refer them to the Mechanism and its processes. The Support Mechanism will primarily support resettlement programme proposals that involve UNHCR resettlement referrals with other pathways being explored as appropriate.

Once a country has been referred to the Support Mechanism, UNHCR and IOM will undertake a comprehensive assessment of the emerging country's capacity and preparedness in the different areas of focus set out in the graphic overview (Table I) in order to determine the suitability of the envisaged resettlement programme and the type of support that is being required for its implementation.

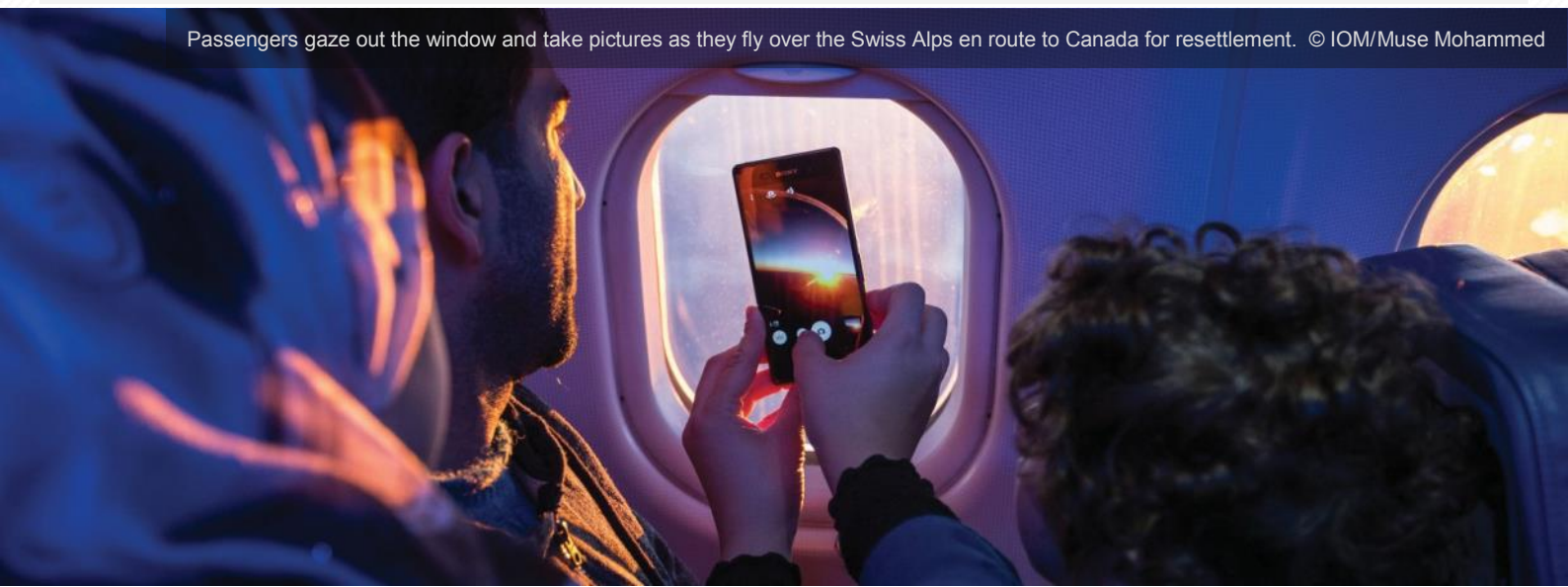
Following the assessment by UNHCR and IOM, the new or emerging resettlement country, in conjunction with UNHCR and IOM, will develop an implementation plan for its new or expanded resettlement programme. Based on the implementation plan, UNHCR and IOM will then use the Support Mechanism to mobilize and deploy the necessary resources needed to cover the identified needs within an agreed delivery framework. UNHCR and IOM will each manage the resources put at their disposal through the Support Mechanism based on a mutual understanding of roles and responsibilities as outlined in Table I.

Progress reports at key milestones for each emerging country programme will be provided by UNHCR and IOM and shared with both emerging resettlement countries and donors. Once a country programme has been concluded, UNHCR and IOM will develop and undertake, in conjunction with the emerging country, an evaluation to assess the use of deployed resources under the Support Mechanism. Furthermore, the effectiveness of the Support Mechanism against its objectives will be measured and evaluated throughout its initial 3-year project cycle. IOM and UNHCR will submit annual reports to donors on how the funds and resources provided to the Support Mechanism have been used in line with each agency's standard reporting practices. A presentation on the Support Mechanism will take place at the Annual Tripartite Consultations on Resettlement (ATCR) held annually in Geneva, Switzerland, where both the donor countries and the emerging resettlement countries are in attendance.

## BUDGET

In order to carry out these activities for up to 30,000 beneficiaries over three years IOM and UNHCR will require a total of 114.68 million USD. Please see the attached annexes for each agency's budgetary requirements.

Passengers gaze out the window and take pictures as they fly over the Swiss Alps en route to Canada for resettlement. © IOM/Muse Mohammed



**TABLE 1: OVERVIEW OF THE EMERGING RESETTLEMENT COUNTRIES JOINT SUPPORT MECHANISM**

## Emerging Resettlement Countries Joint Support Mechanism



Technical support

### Programme Design

Provision of policy advice to ensure that:

1. resettlement is entrenched in relevant legislative and policy instruments
2. relevant stakeholders are consulted
3. the programme is sustainable and is in line with UNHCR's policies

### Referral of cases

The identification, processing and referral of refugees in need of resettlement to the emerging resettlement country.

### Case Selection and Adjudication

Building the capacity of emerging countries on relevant UNHCR's policies and procedures related to resettlement and training on conducting selection missions and selection of cases for resettlement.

### Reception and Integration

Capacity building and advice on provision of documentation, food, initial housing, urgent health care, adequate social support, employment and housing support, language and education training and education services for children.



Financial and technical support

### Management of Mechanism and Programme Design

1. Receive and manage funds going to the Mechanism
2. Ensure that pre-departure services including transportation and travel assistance are designed and implemented to support refugees and counterparts across the resettlement continuum.

### Health Assessment and Assistance

Pre-departure health assessments ensure that beneficiaries can travel in safety and that public health and safety concerns of both host and receiving communities are addressed.

### Pre-departure Orientation

Cultural orientation prepares refugees by providing practical information on country of destination, assists them in setting realistic goals and developing the skills and attitudes needed to succeed in their new environment.

### Movement Operations

IOM transportation and travel assistance ensures that refugees travel safely and in a dignified manner for resettlement. Services include: obtaining travel documents, transport to and passenger handling at embarkation airports, arrangement of flights and tickets, provision of operational and medical escorts, assistance in transit and upon arrival.



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# ANNEX I: IOM'S BUDGET FOR 3 YEARS OF OPERATION



Budget line	Unit	Unit Price	# Units	Total USD Year 1	# Units	Total USD Year 2	# Units	Total USD Year 3	Total USD 3 years
Core costs (IOM)									
Project Manager	Months	23,300.00	12	279,600	12	279,600	12	279,600	838,800
Resources Management Officer	Months	16,500.00	12	198,000	12	198,000	12	198,000	594,000
Travel and DSA costs	Trip	3,120.00	4	12,480	3	9,360	3	9,360	31,200
Misc. office costs (IT equipment, rent, communications, et	Months	1,000.00	12	12,000	12	12,000	12	12,000	36,000
<b>TOTAL Core costs</b>				<b>502,080</b>		<b>498,960</b>		<b>498,960</b>	<b>1,500,000</b>
Pre-departure services and transport									
Transportation costs (flights, in-country transportation, transit assistance and assistance upon arrival, operations escorts)	Pax	1,350.00	10,000	13,500,000	10,000	13,500,000	10,000	13,500,000	40,500,000
Medical costs (health assessment, pre-embarkation check, stabilization, treatment, medical escorts)	Pax	405.00	10,000	4,050,000	10,000	4,050,000	10,000	4,050,000	12,150,000
Cultural Orientation costs (trainers, materials, travel & DSA for trainers, venue, catering, child services, etc.)	Pax	189.00	10,000	1,890,000	10,000	1,890,000	10,000	1,890,000	5,670,000
Other Operational costs (accommodation, meals, security, facilitation of selection missions, visa processing, etc.)	Pax	189.00	10,000	1,890,000	10,000	1,890,000	10,000	1,890,000	5,670,000
Staff and office costs for field missions	Pax	567.00	10,000	5,670,000	10,000	5,670,000	10,000	5,670,000	17,010,000
<b>TOTAL Pre-departure services and transport</b>				<b>27,000,000</b>		<b>27,000,000</b>		<b>27,000,000</b>	<b>81,000,000</b>
Technical Assistance									
Technical Assistance (IOM/Others)	Pax	50.00	10,000	500,000	10,000	500,000	10,000	500,000	1,500,000
<b>TOTAL Operational costs</b>				<b>500,000</b>		<b>500,000</b>		<b>500,000</b>	<b>1,500,000</b>
<b>TOTAL Direct costs</b>				<b>28,002,080</b>		<b>27,998,960</b>		<b>27,998,960</b>	<b>84,000,000</b>
Overhead at 7%				1,960,146		1,959,927		1,959,927	5,880,000
<b>Grand total</b>				<b>29,962,226</b>		<b>29,958,887</b>		<b>29,958,887</b>	<b>89,880,000</b>

NOTE: The timing of expenditures will largely depend upon the rate of refugee acceptance by receiving countries

# ANNEX II: UNHCR'S BUDGET FOR 3 YEARS OF OPERATION

Emerging Resettlement Countries Joint Support Mechanism - UNHCR financial requirements									
This will include costs related to the development of a global strategy for supporting new and emerging resettlement countries as well as the start-up costs related to the development of guidance and support tools (including a kit for new and emerging resettlement countries). This component will be independent of how many countries will be assisted by the Support Mechanism. The start-up costs are expected to be needed only for the first year of the Support Mechanism as reflected in the budget below.									
	Occurrence	Qty	Unit	Unit Cost	Total Cost Y1	Y2	Y3	Total 2017-2019	Notes
I. Coordination, Strategy Development and Start-up costs									
P-4 Senior Policy Officer (Resettlement), Geneva (Running cost)	1	12	Months	19,173	230,078	230,078	230,078	690,234	During the first year, the incumbent will be responsible for coordination of the Support Mechanism and spearheading the development of the global strategy and tool kit. The incumbent will also be responsible for monitoring, evaluation and reporting on the UNHCR activities related to the Mechanism. As the Mechanism becomes well-established, the incumbent will also be responsible for liaison and advocacy with the new and emerging resettlement countries at the global level as well as ongoing training and guidance.
Resource kit development (Start-up cost for the first year only)	1	1	Lump sum	84,000	84,000			84,000	A start-up cost during Year 1 for developing a resource kit for new and emerging resettlement countries including an electronic platform or a possibly a community-of-practice mechanism.
Training module content development (Start-up cost for the first year only)	1	1	Lump sum	72,000	72,000			72,000	A start-up cost during Year 1 for developing a training module for new and emerging resettlement countries.
Training and resource kits development and roll out (Start-up cost for the first year only)	1	1	Lump sum	220,000	220,000			220,000	A start-up cost during Year 1 for graphic design and development of a resource kit and training materials, translation, printing, distribution, including roll out of the kit.
One Expert Meeting (Start-up cost for the first year only)	1	1	Lump sum	50,000	50,000			50,000	An expert meeting to be held in Geneva as part of the process of developing the global strategy, the resource kit and training modules.
Travel costs for the Senior Policy Officer (Resettlement) (Running cost)	1	1	Lump sum	20,500	20,500	20,500	20,500	61,500	
Technical support to national policy and programme design for complementary pathways, if relevant (Running Costs)	1	12	Months	12,138	145,656	145,656	145,656	436,969	The incumbent will ensure the roll out of pathways framework and tools, in particular through support to national programme design, information sharing and the establishment of monitoring and evaluation systems. The incumbent will be responsible for coordinating partners' interventions and supporting a consistent approach by all actors.
I. Coordination, Strategy Development and Start-up costs - Total					822,234	396,234	396,234	1,614,703	



## ANNEX II: UNHCR'S BUDGET FOR 3 YEARS OF OPERATION (CONTINUED)

II. New or emerging country-related costs (country-specific component)								
These are annual costs per new or emerging country. The underlying assumption here is that a new or emerging country will resettle a total of 3,000 refugees over a period of three years at a rate of 1,000 refugees/year. The total is based on an estimate of 10 emerging countries engaging in the programme.								
Occurrence	Qty	Unit	Unit Cost	Total Cost Y1	Y2	Y3	Total 2017-2019	Notes
P3 Liaison officer, based in an emerging country	1	12	Months	12,138	145,656	145,656	436,969	The incumbent will be responsible for supporting the emerging country including Civil society organizations throughout the different phases of the resettlement process (from programme planning design to selection, adjudication and finally reception and integration). The incumbent will also be responsible for monitoring and evaluation of the country programme.
NOA Assistant Integration officer, based in an emerging country	1	12	Months	6,631	79,575	79,575	238,724	The incumbent will support the P-3 Liaison officer in building the capacity of the emerging country and will focus on reception and integration components of the programme
Travel and mission costs for some 20 individuals/ per year	20	1	Lump sum	4,180	83,600	41,800	167,200	These funds will be used to support twinning and other activities such as best practice visits involving experts from experienced resettlement countries with a view to support and build the capacity of government authorities and local NGOs in the emerging country. These funds will also be used to support the participation of emerging countries in global resettlement fora such as the ATCR and the Core Groups.
Consultant experts seconded to national authorities	2	12	Months	11,000	264,000	264,000	792,000	These consultants will be embedded within the government authorities of the emerging country in order to build their capacity on reception and integration and provide technical guidance, for example in areas such as labour market integration, language acquisition and specialist support services.
Workshops/year for 20 participants each	3	1	Lump sum	58,000	174,000	174,000	522,000	These workshops will target government authorities and local NGOs with a view to build their capacity, particularly on reception and integration aspects. Some of these funds may also be transferred to experienced actors, including INGOs, who have experience in reception and integration activities. An estimated 20 participants will participate in each workshop
Sub-Total for one emerging country				746,831	705,031	705,031	2,156,893	
II. Country-Specific Component - Total for 10 emerging countries				7,468,309	7,050,309	7,050,309	21,568,926	
Grand Total I+II				8,290,543	7,446,543	7,446,543	23,183,629	
Programme Support Cost (7%)				580,338	521,258	521,258	1,622,854	
Overall Funding Requirements				8,870,881	7,967,801	7,967,801	24,806,483	

This budget does not include the costs associated with the identification, processing and referral of refugees by UNHCR to the emerging resettlement countries that will benefit from this Support Mechanism. It's UNHCR's understanding that these costs will not be covered through the Support Mechanism. Based on the assumption that each new or emerging country will receive 1,000 refugees/year and that a maximum total of 10 countries could sign up to use the support mechanism in its first year, UNHCR would be expected to refer an additional 10,000 refugees per year for resettlement. **The costs associated with the additional identification, processing and referral of 30,000 refugees to resettlement amount to 18.9 Million USD at a rate of 6.3 Million USD per year.**