COUNCIL

114th Session

PROGRAMME AND BUDGET FOR 2024

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ACRONYMS

COVID-19	Coronavirus disease 2019
CSO	Civil society organization
ECOWAS	Economic Community of West African States
ERP	Enterprise resource planning system
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	Information and communications technology
IDM	International Dialogue on Migration
IDP	Internally displaced person
IGF	Internal Governance Framework
MiMOSA	Migration Management and Operational Systems Application
MIRAC	Migration Resource Allocation Committee
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
OSI	Operational Support Income
PRIMA	Project Information and Management Application
PSEAH	Prevention of Sexual Exploitation and Abuse and Sexual Harassment
RCPs	Regional consultative processes on migration
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNJSPF	United Nations Joint Staff Pension Fund
UNSMS	United Nations Security Management System
WHO	World Health Organization

GLOSSARY

The following are brief definitions of the technical and financial terms used in the Programme and Budget.

Budget reform – This is the process by which the Organization's core budget is being strengthened to keep pace with growth. The Working Group on Budget Reform was created by the Standing Committee on Programmes and Finance in 2010 to address this issue and continues to work on proposals to strengthen the core budget.

Budgeted resources – This refers to the anticipated funding in the financial year for reimbursement of services provided, and to funding commitments made by donors to provide funds for new and/or ongoing activities. It relates to funding received in the current year or brought forward from previous years.

Core staff and services – Staff positions and office support costs required for overall management and administration and which are not directly linked to a specific activity.

Earmarked contributions – Contributions made or reimbursed for specific services or operational activities. Such contributions may not be used for purposes other than those for which they were provided without prior authorization by the donor. A significant portion of contributions to the Operational Part of the Budget is earmarked.

Endowment fund – A fund in which the principal must remain permanently intact and only the income (usually in the form of interest) can be used for projects and activities.

Income brought forward from previous years – The excess of income over expenditure of a previous financial year and earmarked contributions received in advance of the current financial year.

Loan fund – A fund that permits the financing, in part or in whole, of the cost of transport for refugees and related services by giving loans to those who require financial assistance to migrate to areas of resettlement. Repayment of such loans is secured by promissory notes signed by the refugee or his or her sponsor.

Miscellaneous income – This income is composed of "unearmarked contributions" from governments/donors, interest and other income.

Operational Support Income – This income is composed of "project-related overhead" and "miscellaneous income", as described in this glossary.

Projectization – The practice of allocating staff and office costs to the operational activities/projects to which they relate. This concept, and its related tools and procedures, is referred to as projectization.

Project-related overhead – This is an overhead charge applied to all operational projects to cover indirect costs which are not directly linked to specific projects.

Unearmarked contributions – Contributions to the Operational Part of the Budget are unearmarked if they are given as general support and their use is not in any way restricted.

FOREWORD

As I take up my new role as the Director General of IOM, I am pleased to present to you the Programme and Budget for 2024. I would also like to take this opportunity to express my heartfelt gratitude to each of our Member States for your support and commitment to the critical work of IOM.

In these challenging times, marked by an unprecedented number of people on the move, IOM continues to respond to global and complex challenges. We have been at the front line of responses to crises across the world. As the war in Ukraine enters its second year, with millions displaced, providing life-saving humanitarian assistance within Ukraine and across Europe remains a priority. We see newly emerging challenges in Africa, with crises in the Democratic Republic of the Congo, the Niger and the Sudan having devastating impacts on local populations. Historically high numbers of people remain on the move across the Western hemisphere. We see another surge in irregular migration flows from Africa to Europe, which has caused the tragic deaths of over 2,300 migrants since the beginning of the year. We see millions forced out of their homes by sudden disasters, such as the earthquake in Türkiye and floods in Libya.

Beyond this and other headline emergencies, millions of Afghans remain in desperate need of humanitarian assistance, while IOM remains engaged in numerous other protracted crises, such as the response to the ongoing drought in the Horn of Africa that has displaced 3.5 million people in Somalia to date. Two months ahead of the Twenty-eighth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP28), we are keenly aware that climate change threatens the resilience of communities daily, and is reshaping durably mobility patterns across the world, especially for those living in small island developing States and least developed countries.

As one of the few agencies working across the humanitarian-development-peace nexus, IOM remains at the forefront of programming to respond to emerging needs. However, this increasing demand for support from IOM continues to place a strain on the Organization's existing structures. Over the past year, the budget and staffing levels of the Organization have continued to grow. IOM's projected total expenditure at the end of 2023 is estimated at USD 3.5 billion. The number of IOM staff is projected to reach 20,500 by the end of 2023, with 2024 staffing levels expected to reach approximately 21,500.

IOM welcomes the strengthening of the core structure of the Organization as part of the budget reforms agreed upon in Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM. As we enter the second year of implementing the budget reforms outlined in Resolution No. 31, we have made great progress in strengthening our internal accountability and oversight systems. We have launched new initiatives on ensuring compliance, through the adoption of stronger monitoring, evaluation and results-based management approaches. IOM remains steadfast in its commitment to embed risk management practices and processes throughout the Organization and remains proactive in addressing potential risks that could impact our mission and operations. We are also playing our part in the fight against climate change and have taken significant steps to ensure that our operations and facilities are increasingly environmentally sustainable.

However, our work is not done. We must continue to strengthen our core oversight and delivery functions. I have full confidence that, with your unwavering support, IOM will retain its prized flexibility and agility while also creating the budgetary foresight needed to face an uncertain future. Thus, in 2024, I propose to use Operational Support Income (OSI) to ensure that IOM remains a delivery-focused organization, able to respond better and faster to complex challenges through a more decentralized structure. To this end, we will focus on four key management-related areas in 2024:

- **Further strengthening legal capacity to ensure oversight and compliance**. We are creating an additional legal affairs hub in Panama, building upon existing structures pioneered in the Regional Offices in Nairobi and Bangkok. This will bring key support closer to the country offices.

- **Reinforcing our human resources to support IOM's workforce**. We need the right people in the right job at the right time. Without a strong and stable workforce, we cannot reach our full potential. This means committing to increasing geographical diversity and gender equality in staffing, and investing further in training for all levels of leadership, so that we work better with, and for, our people.

- **Strengthening our information and communications technology (ICT) functions**. We need fit-for-purpose corporate systems that seamlessly support delivery of our services. We are consolidating our ICT resources and creating additional decentralized support closer to our field operations.

- **Bolstering our finance functions**. Full financial oversight is key to our accountability and credibility as a continuously growing organization. We are creating several positions to support oversight of financial management and ensure that our Business Transformation process is transparent and compliant.

Looking forward, our focus is on achieving operational and policy excellence where it matters most. To do this, we immediately need to strengthen IOM's current programming in three key areas: climate mobility, legal pathways and solutions for displacement. This will be done through stronger internal structures and improved partnerships.

First, climate mobility. The climate emergency is raging, and we are witnessing its immediate impact daily. We also know that future long-term impacts on populations are inevitable. It is our responsibility to ensure that climate action cuts across all of our operational, policy and data work so that the migration community does its part to fight the climate emergency. Expanding partnerships in climate finance, including with the private sector, is a key part of our strategy to respond to what might be the greatest challenge of our time.

Second, solutions for legal pathways. We have decades of experience of supporting labour mobility, social inclusion and border and immigration governance. We know that many countries are currently facing – or will face – debilitating labour gaps. We can deliver on the promise of migration by strengthening our work on skills development and recognition across the Organization. Regional free movement of persons, family reunification and circular migration all have a role to play in development of a comprehensive blueprint for development and better protection of the most vulnerable.

Third, finding solutions for displacement. We want to move beyond simply responding to current displacement situations and help the international community to anticipate and mitigate future risks. Data and research are vital to this endeavour. This is why we are strengthening our Global Data Institute and creating new positions with a focus on data and analysis. This will allow us to better use – and share – the data we collect. Only then will we be able to offer truly durable solutions to communities.

Improving our strategic communication underpins all of our efforts. We want to convey the nuances of what we do now, and of what we intend to do in the future. Ultimately, we want to help shape a more balanced and objective narrative on migration at a time of increased polarization.

Internal justice is another key priority. We are strengthening the Office of the Inspector General and the Department of Legal Affairs to ensure full compliance with our internal legal frameworks, including in terms of addressing every single case of sexual exploitation, abuse and harassment.

As we transition to the use of the Oracle enterprise resource planning system, we are entering a critical period of the Business Transformation initiative, by moving towards increased digitization. Roll-out of this considerable organizational undertaking will take place in 2024.

Our first line of defence remains our country offices and that's where some of our biggest investments should be made. We are progressively incorporating key field positions into our core structure and a minimum of 50 per cent of the costs of Chiefs of Mission and Resources Management Officer positions in relevant countries covered by Resolution No. 31 are now covered by core funding. This boosts our capacity to deliver in countries where needs are greatest, notably in sub-Saharan Africa.

We have great ambitions for the future. Although the Organization's funding structure continues to be highly projectized, we will continue to diversify our funding sources. Let me thank those Member States who offer unearmarked or softly earmarked funding. We need your generous voluntary contributions to help us to be even more agile and flexible. In addition, we will prioritize the development of impactful partnerships with the private sector, in line with our mandate.

In 2024, IOM will enter a new strategic planning cycle. Our new strategic plan will chart a course for a growing organization to ensure relevance, agility and delivery over the next five years, striking a balance between continuity and innovation. We will also redouble our efforts to ensure full accountability to our donors, including through transparent and evidence-based responses to quality assurance assessments, particularly those carried out by the Multilateral Organisation Performance Assessment Network (MOPAN). We are committed to developing specific actions that address the shortcomings identified and amplify the positive results we already produce.

Finally, we will continue to prioritize efficient delivery across every segment of the Organization. As you know, I am taking office at the same time that this budget is being released to Member States. I have asked for an independent analysis of our organizational structure to ensure that IOM continues to deliver its work efficiently and effectively. As part of this analysis, we are consulting IOM personnel, Member States and peer international organizations about the most effective structure. Changes to the organizational structure will be progressively implemented during the coming months, and I will inform Member States on our progress and decisions as a result of this assessment. My goal is to continue to strengthen our Headquarters, regional and field structures to address our current limitations linked to overstretched structures and reach our full potential. Adjusting our strategic approaches and our structures will expand our horizons and create better opportunities for us, our Member States and the people we serve.

Once again, I thank you for your trust, your support and your partnership. I am excited to work with all of you over the coming years to advance the work of IOM in harnessing the promise of migration while serving the most vulnerable.

Amy E. Pope
Director General

KEY DECISIONS FOR 2024

DECISIONS REQUIRED ON THE PROGRAMME AND BUDGET FOR 2024

BUDGET LEVEL

Administrative Part of the Budget

1.   The Administrative Part of the Budget is presented at CHF 77,113,216, and reflects an increase of CHF 11,760,976 compared with the 2023 revised budget.

Operational Part of the Budget

2.   The Operational Part of the Budget is based on anticipated funding and is estimated at USD 1.8 billion, which is USD 573.9 million higher than the level at the same time last year.

Operational Support Income

3.   The budget level established anticipates income that will be generated in line with the established institutional policies relating to the overhead rate applicable to projects implemented by the Organization. The OSI budget level projected for 2024 is USD 210 million.

OVERVIEW

INTRODUCTION TO THE BUDGET

4.   The services provided by the Organization to address global migration have increased significantly in recent years, requiring the Administration to develop policies and establish structures that are able to implement its growing budget and number of projects in the most effective and efficient manner. The activities presented in this document reflect the partnerships and collaboration that have been developed and enhanced with Member States, international organizations, civil society and other partners in addressing global migration challenges.

5.   Through the application of Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM, appropriate core structures are being established to facilitate prompt responses to the needs of constituents.

BUDGET FORMAT

6.   The Programme and Budget for 2024 is presented in two main parts in accordance with the Organization's Financial Regulations. Separate sections are included for further clarity and ease of reference.

7.   Part I covers the Administrative Part of the Budget, which is denominated in Swiss francs and funded by the assessed contributions of Member States. The details of the Administrative Part of the Budget are presented in the object of expenditure table (pages 66, 67 and 68).

8.   The Operational Part of the Budget, presented in Part II, is denominated in US dollars and outlines the activities for which budgeted resources could be reasonably estimated when the document was prepared. Any additional financial resources received for new and ongoing activities in the course of the financial year will be reported in future revisions of this document.

BUDGET LEVELS

9.   The Administrative Part of the Budget is presented at CHF 77,113,216 and reflects an increase of CHF 11,760,976 compared with the 2023 revised budget.

10.   The Operational Part of the Budget is based on anticipated funding and is estimated at USD 1.8 billion, which is USD 573.9 million higher than the level at the same time last year. It should be noted that the Organization prepares its budget based on anticipated funding, and this figure represents the funding for 2024 confirmed at the time of finalizing this document. The OSI budget has been increased from the 2023 revised budget of USD 174.9 million to USD 210 million in 2024, which represents a 20 per cent increase. In line with Council Resolution No. 1390 on budget regulations and practices, adopted on 24 November 2020, the OSI projection has been established based on the actual results derived from the latest Financial Report of the Organization and taking into consideration current and expected trends.

11.   In addition to funding the core structure including the cost of IOM staff security structures, a portion of OSI is allocated to the IOM Development Fund and to cover the fees for IOM participation in the UNDSS mechanism. The projects financed by the IOM Development Fund are not described by activity in this document, as they are presented in a separate report.

12.   The table on pages 54 and 55 presents the application of combined resources under both the Administrative Part of the Budget and OSI.

GENERAL FINANCE AND BUDGET PRINCIPLES FOR FINANCIAL MANAGEMENT AT IOM

13.   The following key principles provide the policy framework for IOM's financial management, in particular with regard to project budgets under the Operational Part of the Budget. These key principles are explained in greater detail in the document entitled IOM's financial and administrative policies applicable to operational projects funded by voluntary contributions (IC/2009/7).

14.   **Direct costs** are costs that are incurred for, and can be attributed directly to, specific project activities. Direct costs are included in project budgets and are charged to the project. These include project personnel, equipment, project premises, travel and any other input necessary to achieve the project's objectives.

15.   **Indirect costs** are costs that are incurred by IOM for administrative support services which cannot be attributed to specific projects. The indirect costs cover mostly administrative services, general oversight functions at Headquarters and in the field, and staff security structures that allow the Organization to implement its activities across the globe efficiently and in a coherent manner.

16.   **Projectization** is the practice adopted by IOM to allocate costs to project activities based on the staff time spent working on that activity. Every activity in IOM is assigned a project code used to record all funding and expenditure relating to that activity. Each project is managed by a project manager, who is accountable for the efficient use of resources to achieve the project's objectives.

17.   **Project-related overhead** is a percentage charged on all project-related direct costs and is used as supplementary funding for the Organization's core structure and to cover the Organization's fees for participation in the UNDSS mechanism and other staff security costs. The current project-related overhead rate is 7 per cent on total costs.

18.   **Terminal emoluments:** This is the sum of entitlements due to a staff member upon separation from the Organization in line with the employment contract or the Staff Regulations and Rules. For staff covered by the Administrative Part of the Budget, a budgetary method is used to pay separation entitlements to those who leave the Organization. However, the majority of staff are covered by the Operational Part of the Budget and a reserve is maintained equal to the total estimated terminal emoluments. This is currently covered by charging 4 per cent on the staff costs of all projects. The percentage is regularly reviewed to determine its appropriateness. Terminal emoluments include: (a) severance pay or termination indemnity; (b) unused annual leave; (c) other entitlements such as repatriation grants and travel costs for Professional category staff; and (d) after-service health insurance coverage.

SUMMARY TABLES

Administrative Part of the Budget
### (funded by assessed contributions of Member States)

	2023 (S/32/6) CHF	2024 Estimates CHF
Administration	65 352 240	77 113 216

Operational Part of the Budget
(funded by voluntary contributions)

	SERVICES/SUPPORT	2023 (C/113/7) USD	2024 Estimates USD
I.	Movement, Emergency and Post-crisis Programming	720 513 000	1 005 793 200
II.	Migration Health	225 058 300	276 286 100
III.	Migration and Sustainable Development	38 953 500	40 308 800
IV.	Regulating Migration	194 446 400	332 411 900
V.	Facilitating Migration	57 334 900	104 793 400
VI.	Migration Policy, Research and Communications	4 962 600	13 237 400
VII.	Land, Property and Reparation Programmes	206 500	18 866 200
VIII.	General Programme Support	23 491 800	47 183 000
	TOTAL	1 264 967 000	1 838 880 000

STRENGTHENED ORGANIZATIONAL STRUCTURE

19.   The objective of the Administration is to maximize the Organization's limited budget allocations to enhance its effectiveness and impact, and thereby ensure that IOM is fit for purpose to serve migrants and Member States

20.   Taking into account the staggered implementation over five years of the increase in the Administrative Part of the Budget approved by Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM, the allocation of the second-year increase has continued to be guided by the proportionate distribution covering the broad budget reform areas of delivery (53%), oversight (30%) and advancement (17%).

21.   The allocation of the overall core budget increase, consisting of the increase in the Administrative Part of the Budget and in Operational Support Income, has been guided by a set of priorities of the Director General covering: (a) climate change and human mobility; (b) legal pathways – labour mobility; (c) investing in partnerships; and (d) making tangible progress in the implementation of the delivery component of budget reform decisions.

22.   Therefore, the allocation of the overall budget increase foresees prioritization of funding for Chief of Mission and Resource Management Officer positions in the remaining country offices envisaged in Standing Committee Resolution No. 31. To ensure a broad allocation of the additional funds, 50 per cent of the cost of the Chief of Mission and Resource Management Officer posts in the relevant country offices are funded in year two. Since the proportionate allocation from the Administrative Part of the Budget is insufficient to cover these costs, a portion of funding required to meet these needs is covered by OSI. As the first line of defence for the Organization, Chiefs of Mission and Resource Management Officers are primarily responsible for managing, monitoring, providing oversight for and ensuring sound administration of activities related to finance, budget, treasury, human resources, procurement and logistics and IT. These roles are essential for the delivery of services to migrants and Member States and to ensure compliance with policies and internal control measures related to the management of financial resources entrusted to the Organization.

23.   In the regional offices the focus remains on standardization and strengthening of structures through the establishment of, among others, Regional Finance and Budget Officer, Human Resources Officer, ICT Officer, Media and Communications Officer, Project Development Officer and Sustainable Development Specialist positions. These positions are devoted to providing oversight functions and guidance to field offices in compliance with internal policies, processes and controls in areas such as project development, enhancing media and communication capacity and sustainable development.

24.   Strategic emphasis is also placed on strengthening internal structures, particularly with regard to private sector engagement; media and communications; enhancing partnerships; and establishment of the required structures in relation to the Business Transformation initiative and the related new enterprise resource planning system. It is also aimed to foster internal accountability through reinforcement of legal, administrative, human resources and financial oversight functions.
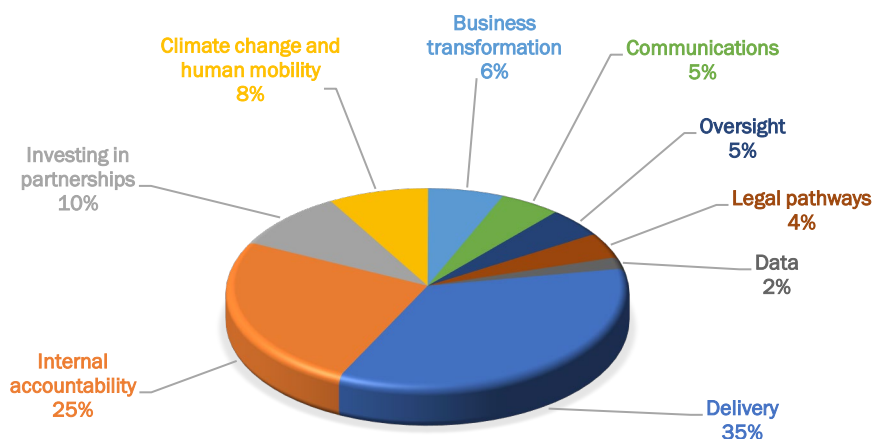
25.   The following section outlines the changes, including newly created positions, that will be included in the existing structure using the increase under the Administrative Part of the Budget in line with Standing Committee Resolution No. 31 and complemented by the increase in the OSI budget.

HEADQUARTERS

26.   Headquarters is responsible for the formulation of institutional policy, the development of guidelines and strategy, setting standards and quality control procedures, and for knowledge management. Headquarters is composed of an Executive Office and ten Headquarters departments.

27.   Staff structures at Headquarters to strengthen key functions and align with structural changes are listed below.

I. Director General

- Establishment of the following Professional category positions:
  – Three positions to strengthen internal audit, data analytics, reporting and quality control in the Office of the Inspector General
  – Two positions for investigations in the Office of the Inspector General
  – One position to support legal functions related to the We Are All In platform, focusing on governance and accountability, in the Office of Inspector General
- Transfer of one Professional category position of Senior Internal Auditor from the Manila Administrative Centre to the Office of Inspector General

II. Executive Office

- Establishment of five Professional category positions to strengthen communications strategy, digital solutions, and social media and photography capacity in the Media and Communications Unit
- Establishment of one General Service category position for enhancing/supporting public communications functions in the Media and Communications Unit
- Transfer of the Professional category position of Spokesperson from the Office of the Chief of Staff to the Media and Communications Unit

Department of External Relations

- Establishment of the following Professional category positions:
  – One position to coordinate resource mobilization in the Donor Relations Division
  – Three positions to enhance donor liaison, fundraising campaigns and diaspora liaison in the Donor Relations Division
  – One position on migration policy matters in the United Nations Partnerships Division

Department of Strategic Planning and Organizational Performance

- Establishment of a Professional category position to strengthen the Business Transformation and PRIMA business processes in the PRIMA Unit
- Establishment of two General Service category positions to support the Business Transformation and PRIMA business processes in the PRIMA Unit

III. Deputy Director General for Operations

- Establishment of a Professional category position to strengthen the capacity of the Cash-based Initiatives Unit

Department of Peace and Development Coordination

- Establishment of the following Professional category positions:

    – Three positions to strengthen technical capacity to design and implement projects globally in the Migration, Environment, Climate Change and Risk Reduction Division

    – One position to support human rights issues in the Transition and Recovery Division

    – One position to strengthen community development functions in the Sustainable Development Unit

Department of Programme Support and Migration Management

- Establishment of the following Professional category positions:

    – One position to enhance the Essentials of Migration Management programme in the Coordination and Capacity Development Support Unit

    – Two positions to oversee activities related to border and identity solutions and readmission in the Immigration and Border Governance Division

    – Three positions to support diaspora engagement and labour migration management in the Labour Mobility and Social Inclusion Division

    – One position to enhance counter-trafficking initiatives in the Protection Division

- Transfer of the following Professional category positions from the Regional Office in Brussels:

    – Head, Mental Health, Psychosocial Response and Intercultural Communication Unit

    – Mental Health and Psychosocial Support Officer

Department of Operations and Emergencies

- Establishment of the following Professional category positions:

    – Four positions to support operations, and emergency and global crisis responses in the Director's Office

    – Six positions to ensure support for preparedness and response, camp coordination and camp management, shelter, global stock management and information management activities in the Preparedness and Response Division

    – One position to enhance compliance in the Resettlement and Movement Management Division

Department of Policy and Research

- Establishment of the following Professional category positions:

    – One position for coordination support in the Director's Office

    – Two positions to strengthen policy support in the Policy Coordination Unit

    – One position to support the mainstreaming of international migration law considerations in the International Migration Law Unit

    – One position for knowledge management and innovation in the Innovation and Knowledge Management Unit

- Establishment of following General Service category positions:

    – One position to provide administrative support in the Director's Office

    – One position for quality review of publications in the Migration Research and Publications Division

IV. Deputy Director General for Management and Reform

- Establishment of the following Professional category positions:

    – One position to strengthen the Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment Unit

– One position to strengthen the Gender and Diversity Unit

– One position to support environmental sustainability initiatives in the Environmental Sustainability Unit

– One position in the Occupational Health Unit to support staff health, safety and well-being

– One position in the Office of Ethics and Conduct to support initiatives in the area of ethics and integrity and to implement training programmes.

– One position to ensure security advisory support in the Office of Staff Security

Department of Financial and Administrative Management

- Establishment of the following Professional category positions:

– Four positions to support Business Transformation processes in the Finance and Accounting Division

– Three positions to further strengthen global statutory accounts management, oversight and policy in the Finance and Accounting Division

– One position to support Business Transformation functions in the Headquarters Resources Management Advisory Unit

– Three positions to support oversight functions in resources management and financial oversight in the Headquarters Resources Management Advisory Unit

– One position to strengthen budget oversight and analysis functions in the Budget Division

– Three positions to strengthen Business Transformation processes in the Budget Division

– One partially funded position to deliver resources management services in the Emergency Support Unit

– Two positions to support Business Transformation processes in the Supply Chain Division

– Three positions to support global procurement, policy development and supply chain management in the Supply Chain Division

– One position to support banking solutions in the Treasury Division

- Establishment of following General Service category positions:

– Two positions for general accounting support and reporting in relation to Business Transformation functions in the Finance and Accounting Division

– One position for budgetary support functions in the Budget Division

– One position to support the process and reporting functions in the Headquarters Resources Management Advisory Unit

Department of Human Resources Management

- Establishment of the following Professional category positions:

– One position to enhance human resources-related reporting in Director's Office

– Three positions to address human resources policy and legal aspects in the Human Resources Policy Unit

– Four positions for diversity and inclusion, workforce analytics and strategic talent acquisition in the Integrated Talent Management Unit

- Establishment of following General Service category positions:

– One position to support staffing and mobility activities in the Human Resources Policy Unit

– One position to support Business Transformation processes in relation to performance management in the Integrated Talent Management Unit

– Four positions to support talent management, learning solutions and performance management in the Integrated Talent Management Unit

– One position to support staff well-being and staff counselling in the Staff Welfare Unit

Department of Information and Communications Technology

- Establishment of the following Professional category positions based in Valencia, Spain:

    – Three positions for network and global cybersecurity support

    – Ten positions to support the implementation of ERP solutions

- Establishment of two National Officer category positions based in Valencia, Spain to provide ERP training support

- Transfer of a Professional category position of Senior ICT Officer from the Manila Administrative Centre to the Enterprise Architecture and Technology Unit in Valencia, Spain

Department of Legal Affairs

- Establishment of the following Professional category positions:

    – One position for strengthening/enhancing overall capacity to provide global legal support in the Director's Office

    – Two positions to manage Business Transformation processes in the Director's Office

    – One position to strengthen the capacity of the Contract Law Division

    – Two positions to provide advice on a broad range of general legal questions and on matters of administrative law in the General and Administrative Law Division

    – Two positions to support/facilitate data protection in the Institutional Law and Programme Support Division

- Establishment of a General Service category position to provide administrative support to the General and Administrative Law Division

ADMINISTRATIVE CENTRES

28.   The Manila and Panama Administrative Centres serve as administrative hubs providing extensive support to the Organization's global network of offices.

Manila Administrative Centre

- Establishment of a Professional category position to support ERP solutions

- Establishment of the following National Officer category positions:

    – One position in the Occupational Health Unit to support staff health, safety and well-being

    – Two positions to support ERP solutions

- Establishment of the following General Service category positions:

    – Thirty positions to support global support services

    – Two positions to support talent management, learning solutions and performance management

    – Three positions to strengthen pension administration

- Transfer of the following Professional category positions:

    – One Senior Internal Auditor to the Office of Inspector General at Headquarters

    – One Global Migration Health Research and Epidemiology Coordinator to the Global Data Institute in Berlin, Germany

    – One Senior ICT Officer to the Enterprise Architecture and Technology Unit in Valencia, Spain

Panama Administrative Centre

- Establishment of the following Professional category positions:
  - One position to provide support to the Head of the Panama Administrative Centre in coordination functions, both internally and externally
  - One Senior Legal Officer position to lead the legal hub for the Americas region
  - One Legal Officer position to provide general and contract law support in the legal hub
  - One position in the Occupational Health Unit to support staff health, safety and well-being
  - One position to support the Ombudsperson
  - One position to facilitate staff counselling functions
- Establishment of the following National Officer category positions:
  - One position to provide legal services globally
  - One position to support donor relations functions
- Establishment of the following General Service category positions:
  - Three positions to provide administrative support to the Occupational Health Unit
  - Two positions to support legal functions and to provide administrative support
  - Two positions for enhancing/supporting public communications functions
- Abolishment of one Associate Auditor National Officer category position

GLOBAL DATA INSTITUTE

29.   The Global Data Institute, under the administrative oversight of the Deputy Director General for Operations, established in Berlin, Germany, provides timely, evidence-based analysis of data on global migration issues.

- Establishment of the following Professional category positions:
  - One position to produce timely, high-quality and data-driven global analysis about mobility patterns in the Displacement Tracking Matrix Unit
  - Three positions to strengthen data management, horizon scanning and data science support in the Displacement Tracking Matrix Unit
- Establishment of a General Service category position to provide administrative support to the Director's Office
- Transfer of the Professional category position of Global Migration Health Research and Epidemiology Coordinator from Manila Administrative Centre

REGIONAL, COUNTRY AND SPECIAL LIAISON OFFICES

30.   The regional offices have oversight responsibilities for the country offices under their areas of coverage. Their configuration is designed to support and oversee migration activities globally and enhance effective use of core resources and expertise within and across regions. The special liaison offices are responsible for liaison with multilateral bodies. To strengthen the capacity of the regional offices and the special liaison offices, the following changes are proposed in line with the objective of having a strong presence in the field closer to the beneficiaries of the Organization's services.

Regional Office – Bangkok

- Establishment of the following Professional category positions:
  - One position to strengthen implementation of the Institutional Strategy on Migration and Sustainable Development
  - One position to support regional ICT functions

- One position to enhance staff counselling functions

- Establishment of the following National Officer category positions to support donor relations functions:
    - One position in Tokyo, Japan
    - One position in Seoul, Republic of Korea

- Establishment of the following General Service category positions:
    - One position to assist regional thematic specialists
    - Two positions to enhance/support public communication functions

- Transfer of one Project Development Officer position from Australia to Fiji

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover Chief of Mission and Resources Management Officer positions in the following country offices (in addition to the country offices that received partial core funding in 2023): Afghanistan, Australia, Fiji, India, Indonesia, Islamic Republic of Iran, Malaysia, Federated States of Micronesia, Pakistan, Philippines, Sri Lanka, Thailand, Viet Nam

Regional Office – Brussels

- Establishment of the following Professional category positions:
    - One position to support regional resources management functions
    - One Legal Pathways Officer position

- Conversion of one National Officer category position of European Union Compliance Officer to the Professional category

- Establishment of two National Officer category positions to support donor relations functions in Berlin, Germany

- Establishment of a General Service category position to support donor relations functions in London, United Kingdom

- Conversion of one National Officer category position of Liaison Officer to the Professional category in London, United Kingdon

- Transfer of the following Professional category positions to the Department of Programme Support and Migration Management at Headquarters:
    - Head, Mental Health, Psychosocial Response and Intercultural Communication Unit
    - Mental Health and Psychosocial Support Officer

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover Chief of Mission and Resources Management Officer positions in the following country offices: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Denmark, France, Germany, Greece, Hungary, Ireland, Italy, Kingdom of the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Switzerland

Regional Office – Vienna

- Establishment of the following Professional category positions:
    - One position of Budget and Finance Officer to enhance regional financial oversight and budgeting functions
    - One position to enhance staff counselling functions
    - Three positions to ensure support for preparedness and response, global stock management in Türkiye

- Establishment of the following General Service category positions:
    - One position to assist regional thematic specialists
    - Two positions to enhance/support public communications functions

- Conversion of one position for operations and emergencies from the General Service category to the Professional category

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover Chief of Mission and Resources Management Officer positions in the following country offices: Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Republic of Moldova, Russian Federation, Türkiye, Ukraine

Regional Office – San José

- Establishment of the following Professional category positions in the IOM Office in Washington, D.C.:
  - One partially covered position to strengthen resource management functions
  - One Legal Pathways Officer position
  - One Project Monitoring Officer position
- Establishment of the following National Officer category positions in the IOM Office in Washington, D.C.:
  - One position to maintain coordination and liaison functions
  - One National Congressional Liaison Officer position
  - One position to enhance/support public communications functions
  - One Multilateral Partnerships Officer position
- Establishment of the following General Service category positions in the IOM Office in Washington, D.C.:
  - Two partially covered positions to support resource management functions
  - One position to deliver financial management services
  - One partially funded position to support public communications functions
- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover the Chief of Mission and Resources Management Officer positions in the following country offices (in addition to the country offices that received partial core funding in 2023): Belize, Canada, Costa Rica, Dominican Republic, El Salvador, Guatemala, Mexico, Nicaragua, Panama, United States of America

Regional Office – Buenos Aires

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover the Chief of Mission and Resources Management Officer in the following country offices: Argentina, Plurinational State of Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Bolivarian Republic of Venezuela

Regional Office – Cairo

- Establishment of one Professional category position of Budget and Finance Officer to enhance regional financial oversight and budgeting functions
- Establishment of one Professional category position in Qatar to lead fundraising initiatives and activities in the Gulf countries in coordination with the Donor Relations Division at Headquarters
- Establishment of two General Service category positions to enhance/support public communications functions
- Abolishment of a Professional category position of Research Officer
- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover the Chief of Mission and Resources Management Officer positions in the following country offices (in addition to the country offices that received partial core funding in 2023): Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Qatar, Tunisia, Yemen

Regional Office – Dakar

- Establishment of the following Professional category positions:
  - One position to support media and communications functions

- One position to support ICT functions

- One position to enhance staff counselling functions

- Establishment of the following General Service category positions:

  - Two positions for enhancing/supporting public communications functions

  - One position to assist regional thematic specialists

- Abolishment of a Professional category position of Regional Policy and Liaison Officer

- Conversion of one National Officer category position of Project Development Officer to the Professional category

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover the Chief of Mission and Resources Management Officer positions in the following country offices (in addition to the country offices that received partial core funding in 2023): Cameroon, Côte d'Ivoire, Ghana, Nigeria

Regional Office – Nairobi

- Establishment of the following Professional category positions:

  - One position of Budget and Finance Officer to enhance regional financial oversight and budgeting functions

  - One position of Regional Human Resources Officer to strengthen regional human resources-related functions

  - One position to strengthen implementation of the Institutional Strategy on Migration and Sustainable Development

  - One position to support ICT functions

  - One position to support the Ombudsperson

  - One position to provide global security surge advisory support

  - One position to enhance staff counselling functions

- Establishment of one National Officer category position to support donor relations functions

- Establishment of two General Service category positions for enhancing/supporting public communications functions

- Abolishment of a Professional category position of Regional Policy and Liaison Officer

- Abolishment of a National Officer category position of Regional Emergency and Post-crisis Support Officer

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover the Chief of Mission and Resources Management Officer positions in Kenya (in addition to the country offices that received partial core funding in 2023)

Regional Office – Pretoria

- Establishment of one General Service category position for staff security

- In the implementation of Standing Committee Resolution No. 31, partial funding has been allocated to cover the Chief of Mission and Resources Management Officer positions in the following country offices ((in addition to the country offices that received partial core funding in 2023): Angola, Democratic Republic of the Congo, Mauritius, South Africa, Zimbabwe

IOM Office to the United Nations in New York, United States of America

- Establishment of two professional positions to build corporate partnerships and to deal with grant documents in coordination with the Donor Relations Division at Headquarters

- Establishment of a General Service category position to support donor relations functions

DESCRIPTION OF THE ORGANIZATION

CONSTITUTION AND GOVERNANCE

31.   The Organization was established in December 1951 and began its operations in early 1952 as the Intergovernmental Committee for European Migration. Its Constitution was adopted on 19 October 1953 and came into force on 30 November 1954. The Constitution was amended, effective 14 November 1989, and the Organization was renamed the International Organization for Migration. The Constitution was amended again, effective 21 November 2013; these amendments led to the current governance structures and did not contain any new obligations for Member States.

32.   With these amendments to the Constitution, the organs of the Organization are the Council, the Standing Committee on Programmes and Finance and the Administration. The Council, on which each Member State has one representative and one vote, is the highest authority and determines IOM policies. The Standing Committee, which is open to the entire membership, meets twice a year to examine and review policies, programmes and activities and to discuss budgetary and financial matters. Between sessions of the Council, the Standing Committee makes urgent decisions on matters falling within the competence of the Council.

33.   Over the past decade, the Organization has undergone considerable change, including a more than 140 per cent increase in its operational expenditure, a continued rise in membership – which is now approaching universality – and a rapid expansion in its staffing. Institutionally, the Organization's role has broadened, as migration has emerged as a topic of major importance to the international community. The integration of IOM into the United Nations system in 2016, along with the adoption of the Global Compact for Safe, Orderly and Regular Migration in 2018, are symbolic of this more central role and the growing global responsibilities of the Organization.

34.   It was against this backdrop that the Member States adopted Council Resolution No. 1385 of 28 October 2020 on strengthening the senior leadership structure of the Organization, following a proposal by the Director General in that regard. The Administration, which comprises the Director General, the Deputy Directors General and such staff as the Council may determine, is responsible for administering and managing the Organization in accordance with the Constitution and the policies and decisions of the Council and the Standing Committee. The Director General, who is the Organization's highest executive official, is elected by the Council for a period of five years and can be re-elected for only one additional term. The Director General appoints two Deputy Directors General for the duration of their term: the Deputy Director General for Operations and the Deputy Director General for Management and Reform.

35.   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.

36.   In accordance with the Constitution, 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.

ORGANIZATIONAL STRUCTURE

37.   The Administration strives to ensure that the organizational structure keeps pace with the growing complexities of the Organization's wide-ranging activities. IOM has grown exponentially in recent years due to the evolving migration environment. Changing migration dynamics and humanitarian response needs require the Organization to position itself to respond effectively to new challenges in order to deliver its mandate and meet the increasing demands and expectations of its beneficiaries, Member States and other stakeholders. With a dynamic operational budget and activities spread over many countries around the world, it is crucial to maintain appropriate organizational structures that facilitate the implementation of the Organization's activities and, at the same time, safeguard its assets through effective control mechanisms. The core structure is regularly reviewed to ensure that it is effective, and suitable improvements are presented through the yearly budget process for the consideration of Member States.

38.   The organizational structure of IOM includes the following elements, in addition to the Geneva-based Headquarters:

- Administrative centres

- Regional offices

- Country offices

HEADQUARTERS

39.   Headquarters is responsible for the formulation of institutional policy, guidelines and strategy, standard-setting, quality control procedures and oversight and is composed of the following structures under the responsibility of the Director General and Deputy Directors General:

- Executive Office

- Department of External Relations

- Department of Strategic Planning and Organizational Performance

- Department of Operations and Emergencies

- Department of Peace and Development Coordination

- Department of Programme Support and Migration Management

- Department of Policy and Research

- Department of Financial and Administrative Management

- Department of Human Resources Management

- Department of Information and Communications Technology

- Department of Legal Affairs

Director General and Deputy Directors General

40.   The Director General is elected by the Council for a five-year term. The Director General exercises constitutional authority to manage the Organization and carry out activities within its mandate by formulating coherent policies and ensuring that programme development is consistent with strategic priorities. The Director General appoints two Deputy Directors General for the duration of their term: the Deputy Director General for Operations and the Deputy Director General for Management and Reform.

41.   The **Office of the Inspector General** provides independent and objective assurance, and systematic review and advice to add value to and improve programme/project design, delivery and operations. The Office contributes to the oversight and internal control of the Organization through its internal audit and investigation functions. The internal audit function provides risk based and objective assurance, advice and insight while the investigation function examines allegations of misconduct, including fraud, corruption and conflicts of interest.

42.   The **Office of the Ombudsperson and Mediation Services** is the independent entity responsible for the informal dispute resolution process within IOM's internal justice system. The primary duties of the Office are to work with individuals and groups within the Organization to explore and assist them in determining options to help resolve conflicts, problematic issues or concerns related to conditions of employment, including the administration of benefits, managerial practices, and professional and staff relations; and to bring systemic concerns to the attention of the Organization for resolution. In compliance with its Charter, the Office operates in a manner that preserves the confidentiality of those seeking its services, maintains a neutral/impartial position with respect to the concerns raised, and is independent of formal organizational structures. This enables the Office to successfully fulfil its functions in a manner consistent with the International Ombuds Association Code of Ethics; IOM's policies, regulations, and rules; and other inter-agency agreements to ensure procedural fairness and due process.

43.   The **United Nations Network on Migration Secretariat** has the following key functions: provide support to all constituent parts of the Network to enhance collaboration among partners (United Nations system, Member States and other stakeholders) in the implementation of the Global Compact for Safe, Orderly and Regular Migration; oversee the United Nations General Assembly-mandated capacity-building mechanism, including the Migration Network Hub and Migration Multi-Partner Trust Fund; support Member States in their follow-up and review of Global Compact implementation, including through regional reviews and the International Migration Review Forum; and coordinate preparation of the biennial report of the United Nations Secretary-General on the Global Compact.

Executive Office

44.   The Executive Office manages the Organization and has overall responsibility for the formulation of policies and oversight of activities to ensure coherence with strategic priorities. The Office comprises those units and functions that report directly to the Director General and provide advisory services and/or direct support to the whole Organization.

45.   The Executive Office, led by the Chief of Staff, assists the Director General and Deputy Directors General in the fulfilment of the Organization's mandate and provides strategic planning and coordination for the Director General's organization and management objectives; facilitates the development and strengthening of management capacity and ensures that both Headquarters and field structures respond adequately to organizational challenges; coordinates the Organization's complex activities; ensures accountability, follow-up and implementation of organizational policies and procedures; and facilitates coordination between Headquarters and the field. The Office also serves as a focal point for all matters that require direct intervention, such as staffing, financial issues and reporting matters, and includes the Senior Regional Advisers.

46.   The **Media and Communications Unit** oversees all aspects of public communications in the Organization. It is responsible for the Organization's media engagement, media crisis management, social media, institutional branding and global campaigns, and manages IOM's global website to improve public understanding of migration, promote awareness of IOM's policies and programmes, and position IOM at the centre of the broader ongoing debate surrounding migration in all its aspects.

47.   The **Governing Bodies Secretariat** is the institutional focal point for relations with Member and observer States on governing body matters. As such, it is responsible for preparing and coordinating the sessions of the Council, the Standing Committee on Programmes and Finance and its Working Groups and informal consultations. It is the focal point for information concerning meetings, for the preparation and editing of governing body documents in English and for the translation of IOM's official documents and publications in the three official languages, and others as requested. The Secretariat is also responsible for conceptualizing and organizing the IDM, the Organization's global forum for migration policy dialogue.

48.   The **Special Envoys of the Director General** are appointed on a temporary basis by the Director General to represent the Organization at the senior level on areas of critical importance to the Organization, related to either a specific geographic area or topic.

Department of External Relations

49.   The Department of External Relations is responsible for supporting and coordinating the Organization's relations with its Member States, intergovernmental organizations and civil society. The Department leads and coordinates IOM's external engagements, including IOM's support for global and

regional consultative processes. The Department coordinates the Organization's participation in multilateral mechanisms, conferences and processes and follow-up to major international initiatives, including the Global Compact. The Department also provides guidance on and support for institutional cooperation with governmental, multilateral and private sector donors, and is responsible for the development of fundraising policies, strategies and tools.

50.   The **International Partnerships Division** is responsible for developing and monitoring IOM's partnerships with non-United Nations intergovernmental organizations, civil society and other multilateral and regional institutions. The Division coordinates IOM's contributions to inter-State consultation mechanisms on migration and works as global focal point for IOM's participation in such mechanisms as a member, partner, observer or service provider. It is the institutional focal point for IOM's partnership with civil society and multilateral development banks.

51.   The **United Nations Partnerships Division** is the focal point for IOM's institutional relationship and overarching liaison within the United Nations system, coordinating institutional participation in United Nations mechanisms and processes, follow-up to United Nations initiatives and partnerships with United Nations agencies. The Division provides guidance to IOM staff on engagement with United Nations coordination mechanisms, including United Nations country teams. It is also responsible for developing and maintaining relationships with key platforms and actors, including parliaments, cities and local authorities. Moreover, the Division is the institutional focal point for IOM's engagement with youth.

52.   The **Donor Relations Division** is the institutional focal point for donor liaison, private sector partnership-building, mobilization of unearmarked funds, fundraising campaigns and guidance on donor reporting. Specifically, the Division's functions include strengthening and diversifying IOM's resources and collaboration with traditional and non-traditional donors; developing and coordinating implementation of IOM's institutional resource mobilization strategy; acting as secretariat for the Migration Resource Allocation Committee; and maintaining – in collaboration with the Department of Operations and Emergencies – the Global Crisis Response Platform.

53.   The **Global Compact on Migration Unit** is the institutional focal point for the coordination of IOM support for implementation, follow-up and review of the Global Compact, as well as all matters related to IOM's contribution to the United Nations Network on Migration. Its main responsibilities include coordinating IOM's institutional contributions to the activities of the Network; and coordinating IOM's support to Member States and stakeholders for Global Compact implementation, follow-up and review and relevant internal capacity-building.

Department of Strategic Planning and Organizational Performance

54.   The Department of Strategic Planning and Organizational Performance is responsible for consolidating IOM's efforts to strengthen planning and reporting, including supporting the Deputy Director General for Management and Reform to deliver on the reforms under the Internal Governance Framework, such as the Business Transformation initiative. The Department brings together the organizational units tasked with the implementation of risk management, monitoring and evaluation, results-based management and operational compliance.

55.   The **Internal Governance Framework Unit** is responsible for leading the IGF reform agenda and for overseeing, monitoring and coordinating the broad-ranging initiatives under the Framework, in collaboration with relevant Departments. Through the established governance structures, including the IGF Board and the IGF Steering Committee, the Unit promotes ownership and accountability across the Organization for reforms under the auspices of the IGF. The Unit is responsible for the development and application of a change management strategy for the IGF and for supporting the Organization-wide framework governing delegation of authority.

56.   The **Risk Management Unit** oversees the development and implementation of the institutional risk management framework, including the adoption of risk appetite statements and protocols for reporting risk exposures to the Director General and across the Organization. The Unit is responsible for enhancing methodologies, tools and competencies to support risk-informed decision-making and assist IOM's management, staff and partners to manage risks and seize opportunities in a more dynamic, consistent and integrated manner.

57.   The **Results-based Management Unit** leads results-based management at the institutional level. The Unit provides guidance to staff across the Organization on results-based management and

strategic planning in line with institutional priorities and as outlined in the Strategic Results Framework. The Unit promotes consistency in the reporting of institutional results at global, regional and country level, including through staff training and a dedicated results-based management community of practice.

58.   The **Central Evaluation Unit** actively contributes to the oversight, accountability, transparency, strategic guidance and organizational leadership and learning of the Organization. The Unit also coordinates its activities with the other units in the Department – namely Results-based Management, Risk Management, Operational Compliance, Internal Governance Framework and PRIMA – to benefit from increased synergies.

59.   The **Operational Compliance Unit** oversees institutional compliance with IOM rules, regulations and policies through regular cross-functional reporting on compliance-related issues of concern to address recommendations made in external and internal audits and other internal and external Organization-wide reviews. The Unit aims to integrate structured, evidence-based and action-oriented information on internal governance matters, internal controls and compliance gaps through dedicated proactive management reviews of processes and systems in order to strengthen the Organization's preventive response to emerging risks.

60.   The **PRIMA Unit** facilitates the ongoing maintenance and enhancement of the PRIMA system and provides support and guidance to users of the system (in conjunction with the Department of Information and Communications Technology). The Unit improves processes pertaining to the project life cycle and provides analytical reporting capabilities which enhance the ability of IOM management to make data-driven decisions in their management of the IOM project portfolio.

DEPUTY DIRECTOR GENERAL FOR OPERATIONS

61.   The Deputy Director General for Operations directly supervises the IOM Development Fund Unit and the Cash-based Initiatives Unit, as well as the following organizational structures: the Department of Operations and Emergencies; the Department of Peace and Development Coordination; the Department of Programme Support and Migration Management; the Global Data Institute (based in Berlin, Germany); and the Department of Policy and Research.

62.   The **IOM Development Fund Unit** provides support to developing Member States, Member States with economies in transition and, in coordination with the regional offices, to the relevant country offices in the development and implementation of joint government–IOM capacity-development projects to address specific areas of migration management and governance.

63.   The **Cash-based Initiatives Unit** leads IOM's effort to increase, coordinate and standardize the Organization's use of cash-based modalities. This includes designing relevant tools and reviewing internal processes in coordination with all stakeholders, while also providing technical support and capacity-building to IOM country and regional offices to make sure they are well-equipped to efficiently implement cash-based initiatives.

Department of Operations and Emergencies

64.   The Department of Operations and Emergencies directs, oversees and coordinates IOM's resettlement work and transport programmes and oversees IOM's preparedness and response activities in relation to humanitarian crises and emergencies. It coordinates IOM's participation in humanitarian responses and provides migration services in emergencies to address the needs of individuals and uprooted communities, thereby contributing to their protection. The Department provides technical support to efforts in the field, particularly in responding to forced migration and mass population movements, including protracted internal and cross-border displacement and refugee situations. It provides strategic policy and operational recommendations, guidance on project development and implementation, and inter-agency coordination. This contributes to improving the conditions of crisis-affected populations and leads to life-saving interventions. The Department represents the Organization in the IASC up to the Director level.

65.   The Department also supports the development of principled approaches and strategic documents, and ensures that IOM's crisis-related priorities are aptly reflected in internal and external systems and processes. Moreover, it provides advice on operational policy and advocacy and facilitates IOM's participation in global and country-level inter-agency humanitarian coordination forums,

mechanisms and processes, including following up on institutional humanitarian commitments, such as those made under the Grand Bargain.

66.   The **Preparedness and Response Division** serves as the institutional focal point for humanitarian preparedness and response to sudden-onset and protracted crises. Working in close coordination with other IOM departments and regional thematic specialists, the Division provides technical expertise, operational support and policy guidance to country offices on emergency preparedness and response planning and implementation, and ensures that country offices are engaging at country, regional and global levels on relevant humanitarian programming. The Division maintains an operational overview of humanitarian crisis responses, providing support across a broad range of sectors, to ensure that IOM policies and operations are in line with those set by inter-agency humanitarian coordination frameworks and mechanisms, including the IASC and the Grand Bargain. In this context, the Division also coordinates the implementation of IOM's institutional emergency procedures, supports humanitarian resource mobilization efforts, and supports global and country alignment within the humanitarian programme cycle. The Division is composed of the following units/functions: (a) Preparedness; (b) Emergency Response; (c) Camp Coordination and Camp Management; (d) Shelter and Settlements; (e) Water, Sanitation and Hygiene; and (f) Division Support.

67.   The **Resettlement and Movement Management Division** directs, oversees and coordinates IOM's resettlement work and transport programmes, which include humanitarian evacuations. The Division coordinates the policy, programmatic and resource management aspects of IOM's work in these areas and provides direction, guidance and support to managers of resettlement and movement programmes. It also negotiates, oversees and maintains the Organization's global agreements with air carriers and other transport providers and is the focal point for managing movements of IOM-assisted passengers travelling by air, land or sea.

Department of Peace and Development Coordination

68.   The Department of Peace and Development Coordination oversees and coordinates IOM's policy, programmatic and operational work to empower migrants, displaced persons and communities and facilitate progress towards the establishment of peaceful, inclusive and resilient societies and the achievement of the 2030 Agenda for Sustainable Development. The Department contributes directly to fulfilling IOM's commitment to the United Nations development system and its peace and security reform efforts. Drawing on integrated and complimentary approaches, the Department ensures that support for policy processes, governance and operations are mutually reinforcing, coherent and comprehensive, and adapted to risks and opportunities associated with different migration and displacement contexts.

69.   The Department provides knowledge management, policy and programmatic support to regional and country offices related to the 2030 Agenda for Sustainable Development and IOM activities related to transition, recovery, peacebuilding, transitional justice, disaster risk reduction, climate change adaptation and governance. In addition, the Department promotes integrated approaches that help to reinforce IOM's commitment to the humanitarian-development-peace nexus.

70.   Given the cross-cutting nature of sustainable development, displacement solutions, peacebuilding and climate action, the Department works in close partnership with other Departments under the Deputy Director General for Operations to support transition programming, while also mainstreaming peace- and development-related work throughout IOM's portfolio and integrating climate change and environmental considerations into the different thematic areas of work covered by the Organization. The Department also engages in global and regional inter-agency coordination mechanisms, supporting, inter alia, the implementation of the 2030 Agenda, the Global Compact, the Sendai Framework for Disaster Risk Reduction, the Paris Agreement on climate change, the IASC Framework on Durable Solutions for Internally Displaced Persons and the twin resolutions of the United Nations General Assembly and the United Nations Security Council related to restoring and sustaining peace.

71.   The **Transition and Recovery Division** is the institutional focal point on prevention, resilience and solutions within crisis settings and fragile contexts. It addresses socioeconomic, peace, security and development challenges found in natural, human-induced and protracted crises as a way to prevent and resolve migration crises and assist governments, communities and vulnerable populations to cope with migration-related pressures. The Division promotes sustainable transition from relief to recovery and development; addresses drivers of migration and root causes of complex migration crises; promotes human mobility as a means to reduce vulnerability and to progressively transition towards durable solutions to displacement; and invests in conflict analysis, stabilization and development-oriented

solutions. During the crisis and post-crisis phase of a response, the Division is responsible for providing policy advice, technical assistance, capacity-building and operational support to resolve land disputes and mobility-related land issues, and for providing reparations and other transitional justice measures to victims of systemic and widespread human rights violations. The Division is also the focal point for global partnerships on elections support, and is composed of two units: the Peacebuilding and Transitional Justice Unit, focused on supporting conflict prevention and resolution activities; and the Recovery, Durable Solutions and Community Development Unit, which supports organizational efforts related to the sustainable resolution of displacement and advancing interventions and policies on community-driven recovery and development in crisis-affected and fragile contexts.

72.   The **Migration, Environment, Climate Change and Risk Reduction Division** is the institutional focal point for the integration of considerations related to human mobility and climate change, disasters and environmental degradation in all relevant governance instruments and policy processes, at global, regional, national and local levels. The Division leads the implementation of IOM's Institutional Strategy on Migration, Environment and Climate Change 2021–2030, in coordination with all relevant entities across the Organization. The Division has the institutional responsibility to oversee, support and coordinate the development of policy guidance for activities with a migration, environment and climate change dimension. It formulates global strategies that address the long-term impacts on human mobility in the context of environmental change, land degradation, natural hazards leading to disasters, and climate change impacts on livelihoods; integrates environmental and climatic factors in other migration management sectors; and maintains the IOM Environmental Migration Portal.

73.   The Division reinforces operational efforts to address the longer-term environmental drivers of migration and displacement, and to undertake disaster risk reduction activities, in conjunction with IOM's preparedness and risk analysis measures for rapid-onset events, and to leverage the resilience and adaptation value of mobility in the face of disasters and environmental change. Its functions include policy support; capacity-building; research and knowledge-sharing; and programme support on disaster risk reduction and climate change adaptation, including risk assessments, hazard prevention and long-term mitigation, community-based risk reduction activities and nature-based solutions.

74.   The **Sustainable Development Unit** is the institutional focal point for mainstreaming and maximizing the impact of IOM's contribution to achievement of the 2030 Agenda. The Unit leads the implementation of the IOM Institutional Strategy on Migration and Sustainable Development through a whole-of-organization approach in support of the United Nations Decade of Action for achievement of the Sustainable Development Goals. Key areas of work include promoting integrated governance mechanisms and policy approaches for social and economic development to maximize the impact of IOM programmes to empower and enable migrants and displaced populations to contribute and benefit from development processes; advancing inclusive policy and financing approaches to enable migrants, displaced persons and transnational communities to contribute to sustainable development; and addressing the drivers of migration and displacement in fragile and development contexts.

Department of Programme Support and Migration Management

75.   The Department of Programme Support and Migration Management contributes to good governance of migration and human mobility by informing coherent policy development and implementation, advancing migration management and strengthening institutional capacities, as well as ensuring migrant protection, empowerment, inclusion and health through equity and social cohesion. The Department works towards strengthening complementarities among key areas of work and supports the implementation of the Global Compact, the 2030 Agenda and other relevant international frameworks and approaches, such as the humanitarian-development-peace nexus. In addition to relying on its internal expertise, the Department also draws on knowledge from strategic partnerships and multi-stakeholder initiatives within its various thematic areas, comprising a wide range of stakeholders, such as other United Nations agencies and international institutions, the private sector, academia, migrant and diaspora associations and civil society. The Department provides thematic expertise and support to field offices to generate new thematic knowledge based on experiences and evidence at field level, as well as leveraging the thematic expertise from different areas to identify solutions in an integrated manner, Capacity-development support to governments and partners is the overarching approach to all thematic areas.

76.   The **Coordination and Capacity Development Support Unit** provides methodological guidance, initiatives and resources in the area of capacity-building, including the Capacity Development For Migration Management Guidance Note and Toolbox for IOM staff and the Essentials of Migration Management 2.0 (EMM2.0) programme, and works in close coordination with the African Capacity

Building Centre on Migration Management, which provides Africa-wide technical assistance in matters pertaining to migration management.

77.   The **Immigration and Border Governance Division** has the institutional responsibility for overseeing activities related to border and identity solutions, and immigration and visa policy and programming, designed to assist governments in the development, testing and implementation of innovative approaches to address migration management challenges. The Division provides capacity enhancement and technical assistance to address core capacity development needs regarding border and identity management, ranging from policy advice to operational solutions, including automated processing systems. Moreover, the Division supports immigration and consular authorities in managing visa application processes through a wide range of tailored, technology-driven and cost-effective operational solutions. These include comprehensive assistance for family reunification processes, the management of visa application centres, the facilitation of verification services on behalf of Member States and implementation of consular services.

78.   The **Labour Mobility and Social Inclusion Division** supports the development of innovative and collaborative solutions to address challenges related to the lack of safe, orderly and regular mobility channels. By working in collaboration with United Nations partners, civil society, diaspora communities and private sector partners, the Division promotes innovation, knowledge management, cross-thematic collaboration and interdisciplinary approaches in programming areas such as migrant inclusion and social cohesion; facilitation of human and economic mobility; support for skills-based and talent mobility schemes; collaboration with transnational communities and diasporas; and labour migration and ethical recruitment. The Division also aims to leverage and scale up global initiatives, such as the International Recruitment Integrity System (IRIS); the iDiaspora.org platform; and the Joint Global Initiative on Diversity Inclusion and Social Cohesion (DISC Initiative).

79.   The **Migration Health Division** oversees migration health services globally, ensuring that its services and programming are integrated throughout the work of the Organization, are in line with public health and human rights principles, and enable migrants to contribute to the socioeconomic development of their home and host communities. The services, support and guidance provided by the Division aim to meet the needs of States in managing health-related aspects of migration by promoting evidence-based policies, sharing practices and providing a platform for multisectoral and multi-country collaboration. The Division provides technical guidance and policy advice and establishes partnerships with relevant governmental, multilateral, civil society and private entities in the area of migration health to establish migrant-inclusive, people-centred health systems and provide capacity-building for the health and relevant non-health sector workforce. The Division addresses the health needs of migrants and the public health of host communities through several units, namely: the Migration Health Policy Advice and Partnerships Unit; the Migration Health Assessments and Travel Health Assistance Unit; the Health Promotion and Assistance for Migrants Unit; the Migration Health Assistance for Crisis-affected Populations Unit; the Migration and Vaccination Unit; the Global Migration Health Support Unit; the Migration Health Informatics Unit; and the Mental Health and Psychosocial Support Unit.

80.   The **Protection Division** works to realize IOM's commitment to address the needs of, and promote and uphold the rights of, migrants, displaced persons, communities and affected populations in accordance with the letter and spirit of the relevant bodies of law. It also offers support to governments in carrying out their duties to respect, protect and fulfil these rights, thus contributing to managing migration and addressing internal displacement in line with international standards and practices. The Division has three workstreams: humanitarian protection; assistance to migrants in situations of vulnerability; and return and reintegration. Working in partnership with other stakeholders, the Division responds both in humanitarian and non-humanitarian settings through the following six intervention pillars: direct assistance; training and capacity development; data, research and learning; convening and dialogue; advocacy and communications; and the provision of thematic guidance. Specifically, protection involves activities that seek to directly secure individual or group rights, as well as activities that aim to create a society in which individual and group rights are recognized and upheld. Assistance includes all direct support activities that target individuals, their families and their communities, as well as broader structural level interventions and support to governments as duty bearers. Individual and family assistance can include support to meet immediate, medium- or long-term needs, including food, shelter and accommodation, health care, education and training, employment and/or income generation, family assessments and reunification, counselling, referrals, and safe and dignified voluntary return and/or sustainable reintegration across the economic, social and psychosocial dimensions.

Department of Policy and Research

81.   The Department of Policy and Research supports IOM's work in the areas of migration policy, migration research and international migration law, and acts as a catalyst for learning and innovation. This is achieved by fostering and strengthening the interlinkages between, and promoting systemic approaches to, institutional policy coordination and development, migration research, knowledge creation and management, and innovation and learning across the Organization, as well as the delivery of advice to internal and external stakeholders on migration policy, research and international migration law. The Department works in close coordination with all relevant organizational units.

82.   The Department coordinates and supports the development of evidence and rights-based institutional migration policies and positions, while also providing guidance, technical assistance and quality assurance to other Departments and regional and country offices on their research, publication, international migration law and migration policy activities. The Department also works to develop IOM's institutional capacity and learning on innovation, learning and knowledge management to empower IOM staff in their work. Externally, the Department works to enhance the Organization's ability to deliver high quality support, advice, and capacity development activities to external stakeholders. It does so through targeted support and training to IOM regional and country offices and external engagement on migration policy and legislation development, migration research, international migration law and knowledge management. The Department also participates in and partners with key global migration policy, law and research institutions and initiatives within and beyond the United Nations system.

83.   The **Policy Coordination Unit** serves as the institutional focal point for the strengthening of migration policy capacity within the Organization and helps to address the long-standing institutional priority of enhancing IOM's role as a policy actor, and as a credible adviser to governments and other stakeholders on migration policy. As part of this work, the Unit develops and delivers training, tools and guidance to IOM staff on how to support governments in the development and revision of evidence- and rights-based migration policy and legislation, building on IOM's vast migration policy knowledge and programmatic experience. Through the Migration Governance Indicators, IOM's flagship migration policy programme, the Unit also plays a direct role in the provision of such support to governments. The Unit also assists with the coordination and development of reports, briefs and other migration policy knowledge products for external stakeholders, and curates knowledge management tools and platforms relevant to migration policy.

84.   The **Migration Research and Publications Division** is responsible for supporting IOM's efforts to develop and conduct policy-oriented migration research and analysis and implement migration research and analysis initiatives and projects in order to inform programme delivery and policy development. It also provides online and physical library services to the Organization. The Division consists of the Research Unit, the Publications Unit and the Library. The Division promotes a deeper understanding of international migration within and outside IOM and is responsible for preparing the Organization's biennial flagship report series, the World Migration Report, and its accompanying interactive tools. The Division partners with applied and academic migration researchers from around the world and is the focal point for academic research collaborations, including managing IOM's contribution to the *International Migration* journal*,* and IOM's Research Partners Panel. The Publications Unit is responsible for developing and coordinating the Organization's overall publishing standards and manages IOM's Publications Platform, and the Research Unit provides support for the production of IOM research publications (including those related to specific migration topics, migration law, and country migration profiles), as well as editing the Migration Research Series and the *Migration Policy Practice* journal. The Research Unit also acts as technical reviewer for migration research projects and is responsible for the development and provision of research-related capacity-building initiatives to IOM staff worldwide.

85.   The **International Migration Law Unit** is the institutional focal point for promoting awareness on and understanding of international migration law and standards applicable to migrants and migration. A key objective of the Unit is – in collaboration with United Nations, civil society and academic partners – to disseminate and increase knowledge both within IOM and among governments and other actors of the international legal standards that govern migration and protect the rights of individuals involved in migration. The Unit develops the capacity of governments and other actors, and promotes and supports the development of migration governance systems that respect human rights and other international law. Furthermore, the Unit assists governments in the elaboration, reform and implementation of migration legislation, policies and procedures consistent with applicable international and regional frameworks and rights-based approaches. It also provides legal guidance, expert advice and technical support to Headquarters and country and regional offices on related projects, thematic issues and policy questions.

86.   The **Innovation and Knowledge Management Unit** is the organizational focal point on knowledge management and innovation in relation to migration policy and programming. The Unit develops strategic directions on knowledge management and innovation in line with IOM's institutional priorities and seeks to strengthen IOM's capacities to innovate and to learn from its programmatic expertise and that of its partners, by analysing and ensuring accessibility of lessons learned, good practices and innovative initiatives. The Unit also provides technical advice to field offices and other divisions to pilot and scale up innovative approaches.

DEPUTY DIRECTOR GENERAL FOR MANAGEMENT AND REFORM

87.   The Deputy Director General for Management and Reform directly supervises the Gender and Diversity Unit; the Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment Unit; the Office of Staff Security; the Office of Ethics and Conduct; the Environmental Sustainability Unit; the Headquarters Building Unit; and the Occupational Health Unit. The Deputy Director General for Management and Reform also oversees the following organizational structures: the Department of Financial and Administrative Management; the Department of Human Resources Management; the Department of Information and Communications Technology; the Department of Legal Affairs; and the Manila and Panama Administrative Centres.

88.   The **Gender and Diversity Unit** provides coordination and support to ensure an inclusive institutional environment where every IOM employee's dignity and worth are respected at all times, including preventing any structural discrimination and incorporating diversity into the Organization's decision-making processes. This is ensured by working with the organizational structure to create a workplace culture that is inclusive at all levels, and ensuring that the same principles are reflected in IOM programming.

89.   The **Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment Unit** is responsible for strengthening and coordinating IOM's global PSEAH response, ensuring the delivery of PSEAH commitments across the Organization, at Headquarters, within regional and country offices, throughout IOM field operations and with partners.

90.   The **Office of Staff Security** is responsible for coordinating IOM's response to UNSMS matters and providing the Director General and all relevant IOM actors with advice on the implementation of security policies and guidelines. It monitors and reports on the Organization's compliance with UNSMS guidance and approved security risk management measures; and assists and supports the IOM leadership in the identification of resource needs for the implementation of security requirements. It also oversees its operations centres in the Manila and Panama Administrative Centres and works with a network of regional and field-based security personnel and focal points. As the representative of IOM within the Inter-Agency Security Management Network and other senior-level security forums, the Director of the Office actively represents the security needs of IOM and collaborates with the UNSMS to develop and support policies and procedures.

91.   The **Office of Ethics and Conduct** handles administrative procedures and policies in line with the IOM Standards of Conduct and provides counsel to the Administration and staff members about ethics and standards of conduct. The Office promotes ethical awareness and behaviour at IOM through training, communication, policy development and liaison. It is responsible for reviewing allegations of retaliation and making recommendations on protection measures, and also provides advice on conflicts of interest, including gifts, close relatives and involvement in outside activities.

92.   The **Environmental Sustainability Unit** is responsible for encouraging the mainstreaming of environmental sustainability principles into the Organization's policies, strategies, programmes and projects, and facility and operations management. The mission of the Unit is to accelerate the sustainability transition in IOM and improve the Organization's environmental performance. The Unit aims to build on already available good practices and policies and strengthen internal governance related to environmental sustainability. In line with United Nations system-wide requirements, the Unit promotes continuous improvement as the institutional focal point for IOM's environmental management systems and sustainability innovation. It also acts as the institutional focal point for global coordination mechanisms and partnerships related to environmental sustainability and clean energy transition.

93.   The **Headquarters Building Unit** is responsible for the overall planning, design and execution of the IOM Headquarters building project and is accountable for the oversight and management of

resources, the efficient implementation of the project, and the provision of technical knowledge and advice on areas relating to quality, costs and deadlines, from the conceptualization stage through to the completion of the project. The Unit works in close consultation and coordination with the Headquarters Building Steering Committee and the authorities of the host State.

94.   The **Occupational Health Unit** is responsible for the implementation of a comprehensive system to ensure that the Organization has effective tools to minimize preventable staff harm, and to optimize the occupational safety and health conditions and working environments for the IOM workforce, for example using the Occupational Health and Safety Framework. The Unit deals with the prevention of work-related injuries and diseases and with the protection and promotion of the health of workers both at work and at home. The Unit designs, coordinates and implements occupational health and well-being programmes. It also sets standards and provides medical policy guidance, quality assurance and medical services to staff worldwide, including preventive actions such as medical clearances and periodic medical examinations. Moreover, the Unit responds to critical events affecting the health and well-being of staff members and their dependents, such as epidemics and environmental disasters; provides advice to IOM management on the development, implementation and maintenance of policies to reduce stress at the workplace; and works closely with other stakeholders to manage complex medical cases, long-term sick leave cases, disability cases and occupational injury and illness cases.

Department of Financial and Administrative Management

95.   The Department of Financial and Administrative Management is responsible for establishing and implementing the financial and administrative policies required by the Organization to carry out its activities efficiently. The Department establishes and executes policies to ensure sound financial and administrative management; formulates financial and budgetary proposals for dissemination to internal and external stakeholders; and assists the Director General in making overall management decisions.

96.   The Department's objectives are to: (a) be responsive to the needs of operations and field offices, with a focus on cash flow management, financial planning, financial reporting, procurement and supply chain management, and internal controls to ensure that financial resources are applied in an economical, effective and efficient manner consistent with the Organization's mandate, strategy and programme objectives; (b) establish appropriate and relevant policies, instructions and guidelines; and (c) maintain regular dialogue to ensure Member States are informed of and kept up to date on key administrative, budget and financial issues and the Organization's financial performance and financial position.

97.   The Department is active in a number of working groups within the United Nations system on diverse topics related to financial and administrative matters. These working groups, which cover many specialized areas related to financial and management matters, support ongoing efforts to bring coherence to the work of United Nations agencies in order to facilitate comparability and also to achieve efficiencies through joint initiatives.

98.   The **Finance and Accounting Division** is responsible for monitoring, analysing and reporting on the financial position and financial performance of the Organization. The Division oversees the accounting, financial controlling and financial reporting processes of IOM. The Division prepares key financial statements and reports on the financial position and performance of the Organization in compliance with IOM's statutory financial reporting regulations, including the IOM Financial Regulations and the International Public Sector Accounting Standards (IPSAS), and reports on IOM's annual financial results to the United Nations following the applicable United Nations standards. The Division also develops and regularly updates IOM's financial management rules and procedures; provides financial advisory services to IOM management and country and regional offices on financial controls, financial risks, financial conditions in legal agreements, donor financial reporting and other related topics; and develops new financial and accounting approaches in response to emerging operational needs. The Division is also in charge of the financial master data structures, data flows and financial processes within IOM's enterprise resource planning system; is the institutional focal point for the IOM External Auditor and for financial matters with the United Nations; and hosts the team managing the IOM data publishing process on the IATI platform.

99.   The **Budget Division** is responsible for preparing the Organization's annual Programme and Budget and related documents, provides advice on budgetary matters and establishes guidelines and procedures for preparing field office and project budgets. The Division provides guidance in ensuring that all institutional requirements are incorporated in budgets and prepares the assessment scale used to

calculate Member State contributions to the Administrative Part of the Budget. It also ensures that all costs are appropriately budgeted to meet the objectives of the Organization's activities within the limits of available resources. The Division also undertakes initiatives to enhance budget processes through technology enhancements and developments.

100.   The **Treasury Division** is responsible for providing effective cash management for the Organization's funds to ensure optimum yield and operational liquidity. This is achieved by managing the short-term investment of funds according to anticipated incomes and expenditures and financial market conditions. The Division develops strategies to effectively manage cash and to ensure that foreign exchange risk is measured, monitored and controlled by suitable hedging policies. It also formulates and recommends policies concerning disbursements, foreign exchange and investments; strengthens and incorporates appropriate treasury controls; and establishes and maintains effective banking relationships across the Organization in order to ensure local liquidity that will facilitate effective implementation of IOM operations. The Division also leads technology-driven initiatives to improve the automation, security and efficiency of treasury processes across IOM.

101.   The **Supply Chain Division** is responsible for the global development, oversight and update of all procurement and supply policies and related activities, including planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials as well as related information. The Division also works in collaboration with channel partners, which can be United Nations clusters, the Humanitarian Logistics Association, suppliers, intermediaries, third-party service providers and customers. It develops procurement and supply strategies, drives improvements to processes and system solutions, and ensures the implementation of best practices to achieve best value for money, operational excellence and compliance with procurement and supply chain procedures.

102.   The **Emergency Support Unit** provides resources management support for emergency response operations for Level 3 emergencies – thereby contributing to oversight of such responses – and generally to the Department of Operations and Emergencies

103.   The **Common Services Unit** is responsible for establishing guidelines for the purchase and maintenance of office supplies and equipment for Headquarters and for specific programmes; safeguarding IOM Headquarters inventory; ensuring the general maintenance of the Headquarters building; providing printing, mailing and shipping services; and handling office space and security matters at Headquarters.

104.   The **Staff Travel Coordination Unit** is responsible for ensuring proper application of rules and directives pertaining to official travel. It analyses and interprets rules and guidelines regarding official travel and entitlements and provides solutions on a wide spectrum of travel-related issues. The Unit is responsible for the global coordination of travel arrangements and the issuance of tickets to ensure that these are done in the most economical and efficient manner under the terms of agreements drawn up between IOM and airline companies worldwide. The Unit is also the focal point on the processing the United Nations laissez-passer for IOM.

105.   The **Headquarters Resources Management Advisory Unit** provides oversight and advice to global projects managed from Headquarters for strategic reasons and facilitates related administrative processes. The Unit aims to enhance cross-functional compliance on procedures and adherence to institutional processes and provide analytical guidance. The Unit will also examine options to consolidate the different resource management services for Headquarters-based projects under one unit with a view to achieving more efficiencies.

Department of Human Resources Management

106.   The Department of Human Resources Management is responsible for: (a) developing and implementing human resources management policies to support IOM's strategic focus and organizational structure, as well as its operational activities, through the selection, recruitment, performance management, mobility, retention, evaluation, and professional development of competent and motivated staff, together with workforce analytics; (b) establishing and maintaining conditions of service, benefits and entitlements, job classification and social security with reference to the United Nations common system; (c) ensuring adherence to the established Staff Regulations and Rules and related policy instructions and guidelines; (d) gathering, analysing and reporting on staffing-related data; (e) advising on optimal organization typology, nomenclature and change management processes; and (f) developing and implementing strategies aimed at strengthening staff well-being and general welfare across the

Organization. The Department also supervises delocalized human resources units at the Manila and Panama Administrative Centres.

107.   The Department also reviews misconduct cases and the implementation of corrective measures, and reviews and responds to various internal and external reports and multilateral reviews providing strategic advice and guidance to organizational leadership.

108.   The **Human Resources Operations and Advisory Services Unit** oversees the consistent application of human resources policies and other administrative instructions and guidelines; manages insurance schemes, including the relationship with IOM's insurance providers; oversees upscaling and downsizing initiatives; and ensures oversight of Manila Human Resources Operations, and the Panama Human Resources Advisory Services. The Unit is also actively involved in the implementation of the Oracle enterprise resource planning system.

109.   The **Human Resources Policy Unit** is responsible for the design and monitoring of human resources policies in line with organizational priorities and human resources strategies. The Unit continually reviews the IOM human resources policy framework, identifying the need for new policies and recommending changes to existing ones, as necessary, also taking into account any change in the United Nations common system of benefits and entitlements. This includes leading the human resources policy design and review process and coordinating the consultation process with senior management, staff representatives, human resources practitioners across IOM, and other relevant stakeholders through appropriate channels. The Unit also supports the Director of the Department of Human Resources Management in inter-agency discussions within the HR Network, serves as the IOM focal point for United Nations inter-agency collaboration on human resources policy matters, and represents IOM in the HR Network Field Group and other working groups related to human resources policy. Furthermore, the Unit provides advice on matters relating to appeals, grievances and misconduct, in collaboration with the Department of Legal Affairs and the Office of Ethics and Conduct, and gives guidance and policy interpretation to managers and staff regarding benefits, entitlements and complex cases. In addition, the Unit manages the issuance of *cartes de légitimation* for staff members serving in Switzerland, liaising with the Swiss authorities as necessary.

110.   The **Organizational Design and Classification Unit** advises senior management on optimal organization typology and nomenclature and configures organizational structures to create an effective and logical structure capable of achieving IOM's mandate and objectives. The Unit works to achieve harmony between the Organization's strategy, processes, integrated systems, budget/finance, technology, culture and people. Further, the Unit classifies positions in the Professional, National Officer and General Service categories, approves promotion calculations and interim allowances for local staff and maintains a repository of generic position descriptions.

111.   The **Integrated Talent Management Unit** oversees the functional areas of performance management, strategic staffing and recruitment, mobility (including the annual rotation exercise for staff in the Professional category), succession planning, career development, workforce analytics, diversity and inclusion activities and initiatives, and staff development and learning. The Unit provides guidance to managers and staff, ensuring that IOM staff members are in appropriate posts, have their performance assessed objectively and are given the opportunity to further develop their skills and careers. The Unit comprises five distinct functions: staff development and learning; staffing and recruitment; diversity and inclusion; workforce analytics; and career development and performance management. The Unit actively supports staff in transition, especially those in abolished posts.

112.   The **Staff Welfare Unit** supports the mental health and well-being of IOM staff globally, providing psychological support and tools so that staff are better equipped to deal with a fluid and often stressful operating environment, and implementing the IOM's mental health strategy. In addition, the Unit promotes self-care, offers generic and specialist services (assessment, intervention and coordination) to all staff, responding to varying mental health needs, with particular attention afforded to high-risk duty stations.

Department of Information and Communications Technology

113.　　The Department of Information and Communications Technology focuses on enabling the Organization through new and innovative digital technologies, while also focusing on the traditional IT responsibilities that support the infrastructure and worldwide operations of the Organization. The Department also supports implementation of the Organization's digital strategy, business transformation efforts and data-driven decision-making; facilitates simplified working practices; and enhances global response capabilities.

114.　　The **Enterprise Architecture and Technology Unit** supports and maintains IOM's innovative technology solutions and digital transformation efforts, including responding to the evolving needs of the organizational business model. The Unit is responsible for articulating the vision, standards and overall technology road map for IOM's enterprise architecture; delivering and maintaining enterprise infrastructure, platforms, and operations; and providing support to all users worldwide. The Unit is composed of the following teams: Enterprise Architecture; Infrastructure; Platforms and Operations; and Global User Support.

115.　　The **ICT Security Unit** is responsible for maintaining the Organization's IT security posture through the identification, evaluation, and management of cybersecurity risks to IOM's information assets while supporting and advancing the Organization's strategic objectives. At the core of its objectives lies the protection of the organizational technologies, applications, systems and network infrastructure that form part of IOM's operating digital ecosystem. The Unit is composed of the following teams: Security Architecture; Security Operations Centre; and Identity and Access Management.

116.　　The **Applications and Solutions Delivery Services Unit** – which includes the ICT digital centre of excellence – provides IOM with modern and reliable corporate applications and solutions, so that staff have the necessary information to make the right decisions at the right time. This includes a robust end-to-end migrant processing solution and the enterprise resource planning system, and related capabilities, as well as the development of advanced analytics, business intelligence and data-driven reporting. The Unit is composed of the following teams: Migrant Solutions; Enterprise and Resource Planning Solutions; and Data Analytics and Business Intelligence.

117.　　The **ICT Strategy, Risk Management and Governance Unit** is responsible for translating business strategy into effective enterprise change and an architecture technology road map. The Unit also provides effective leadership on ICT sourcing strategies, management of ICT resources (staff and budget) and the development and enforcement of governance procedures for ICT strategic initiatives. The Unit comprises the following teams: ICT Strategy, Policy, and Governance; ICT Change Management; and ICT Procurement and Contract Management.

Department of Legal Affairs

118.　　The **Department of Legal Affairs**, headed by the Legal Counsel, is responsible for ensuring that the Organization's activities are carried out in accordance with the constitutional and other relevant provisions adopted by its governing bodies, and that its relations with governments, organizations, private institutions and individuals have a sound legal basis. It provides advice on constitutional issues, the privileges and immunities of the Organization and its staff, contractual issues and staffing matters, among others. It also provides advice to field offices and Headquarters to ensure that personal data of IOM beneficiaries are collected, used, transferred and stored in accordance with the IOM data protection legal framework. The Department comprises three divisions at Headquarters and a number of regional legal hubs.

119.　　The **Institutional Law and Programme Support Division** provides formal legal advice on the structure and functions of the Organization, based on the IOM Constitution; the Organization's mandate; other basic texts, such as the Rules of Procedure of the Council and Standing Committee on Programmes and Finance; relevant Council decisions; and international law. The Division deals with core questions of IOM's legal status and privileges and immunities. As regards institutional law, it is the Division's role to ensure a sound legal base for the Organization's corporate legal relationship with the United Nations, States and organizations, including judicial ones, and to support the work of the governing bodies, including subsidiary organs and working groups, by providing legal advice and interpretation.

120.　　The **General and Administrative Law Division** provides advice on a broad range of general legal questions and on all matters of administrative law, including the handling of misconduct cases;

represents and advises the Organization in all litigation cases throughout the internal justice process; reviews and develops policies to ensure compliance with the internal legal framework; assists with the roll-out of the Unified Staff Rules to local staff members in IOM field offices worldwide and the update of the Staff Regulations; advises on and upholds the privileges and immunities afforded to staff members and the Organization, including in staff litigation cases brought before national courts; provides legal advisory services to senior management and field offices on complex administrative law matters; and reviews the legal compliance of agreements and templates for staff and non-staff personnel.

121.   The **Contract Law Division** provides legal advice on all types of contracts necessary for IOM's operations and activities, including public and private donor funding agreements, contracts for the purchase of goods and services, project implementation agreements and cooperation agreements with partners. The Division supports country offices and units at Headquarters to structure agreements. It also gives legal advice on contractual issues, including in relation to termination and disputes. The Division has a unit in both the Manila and Panama Administrative Centres and the Division Head is based in Geneva.

ADMINISTRATIVE CENTRES

122.   The focus of the administrative centres, under the authority of the Deputy Director General for Management and Reform, is to provide labour-intensive functions that support the Organization's global network of field offices.

Manila Administrative Centre

123.   The Manila Administrative Centre is IOM's global administrative hub, based in the Philippines, which provides a range of administrative services mainly covering human resources, finance, legal affairs, procurement and supply, staff safety and security, audit, publications and research, migration health, project monitoring, movement systems support, online communications and IT.

124.   The **Manila Supply Chain Unit** provides supply chain management assistance to meet operational and office needs relating to procurement processes and the purchase and delivery of goods and services in a timely, efficient, convenient and transparent manner. The Unit also manages assets and maintains agreements with vendors. The Unit keeps track of and promotes best practices in procurement in keeping with established policies. It is also tasked with ensuring the quality and safety of the goods and services procured through adequate controls and documentation.

125.   The **Global Migration Health Support Unit** provides global support services to field offices, Headquarters, partners and IOM donors on administrative and financial matters, statistics, reports, research, health informatics, teleradiology and knowledge management to facilitate the monitoring, standardization and increased efficiency and quality of migration health programmes worldwide.

126.   The **Information and Communications Technology Operations Centre** facilitates the implementation of the ICT Strategy and translates functional and operational requirements into the effective and efficient implementation of information and communications technology solutions, focusing on improving the management of information and resources, identifying business requirements and establishing effective service delivery and support. The Centre is composed of the following units: Global User Support; Project Management Practice; Knowledge Systems and Data Analytics; ERP Product Management; and Migrant Solutions.

127.   The **Manila Unit of Contract Law** is an integral part of the Department of Legal Affairs and is the global focal point responsible for reviewing contracts, agreements and memorandums of understanding, declarations, and consent and waiver forms, among others. It also provides legal advice on disputes related to contractual relationships with external entities and on terminating contractual relationships.

128.   The **Office of the Inspector General Unit** conducts internal audits, including compliance, performance and management audits, and undertakes investigations of IOM's activities worldwide.

129.   The **Manila Financial Services** is responsible for providing financial services to IOM field offices worldwide and consists of the following eight units: ERP Central Support Team; Central Accounting Support; Regional Accounting Support; Manila Budget Support; Manila Treasury Services; IDF Project

Monitoring and Finance Support; Manila Emergency Support; and Business Process Improvement and Quality Assurance.

130.   The **Manila Human Resources Operations** provides human resources administration support for all Professional staff worldwide and General Service staff at Headquarters. It is responsible for the recruitment process, personnel administration, pension administration and payroll of all Professional and Headquarters General Service staff and for the provision of administrative services relating to staff health and staff development and learning.

131.   The **Resettlement and Movement Management Unit**, composed of the Airline Invoice Settlement Section, the Movement Systems Support Unit and the Data Monitoring Section, is responsible for maintaining the Movement Support Site – which is the point of reference for all operations personnel worldwide, expediting the settlement of airline invoices, monitoring refunds, identifying discrepancies related to unused tickets, and so on. It also collates field movement statistics and reviews the suitability of existing movement and migration-related systems.

132.   The **Resources Management Unit** is composed of eight sections - Project Monitoring, Business Transformation Project Support, Common Services, Local Procurement and Logistics, Staff Travel, Local Information and Communications Technology, Local Human Resources and Accounts Payable. The Project Monitoring Unit provides budgeting, financial analysis and reporting support for specific global projects and programmes, such as resettlement to the United States of America, the Junior Professional Officer Programme, visa application centres for Canada and the United Kingdom, the Family Assistance Programme of Germany, counter-trafficking and other programmes. Other resources management sections mainly provide administrative support to all Manila Administrative Centre Units.

133.   The **Research and Publications Unit** supports the production of IOM's main publications by providing editing, layout and cover design services, coordinating with printers, distributing publications to field offices, sending electronic alerts on new publications and managing the publications page on the intranet and the IOM Publications Platform.

134.   The **Manila Staff Security Unit** collaborates closely with UNDSS, UNSMS and other security stakeholders. It directly monitors and provides advice on issues that affect the safety and security of IOM staff and offices worldwide, the protection of assets or any matter in that regard which may have a negative impact on the reputation of the Organization.

135.   The **Online Communications Unit** is responsible for developing online communication strategies and managing the editorial content and design of IOM's external websites and online communication channels.

Panama Administrative Centre

136.   The Panama Administrative Centre offers a range of administrative services as outlined below.

137.   The **ICT Service Centre** in Panama provides different services and functions to offices worldwide. The Global User Support Unit provides bilingual technical support to all field offices.

138.   The **Panama Financial Services** has two main areas under its responsibility: Regional Accounting Support and ERP Support Team. The Regional Accounting Support team performs advisory, review and support functions for country offices in the Americas region, the Manila Administrative Centre and Headquarters, as well as for projects related to Level 3 emergencies. It is also responsible for the validation of the accounts from country offices, the review and reconciliation of accounts, the monitoring and payment of outstanding accounts, bank reconciliations and support with the monthly closures and year-end processes. The ERP Support Team in Panama manages and maintains data in the ERP accounting system, namely general ledger, donor and vendor information; bank accounts; project codes; and general project information, among others. It works in close coordination with the ERP Central Support Team in Manila. It also guarantees the consistency and accuracy of centralized data, in order to facilitate the presentation of financial reports.

139.   The **Human Resources Advisory Services**, which includes the Organizational Design Unit, provides support to IOM field offices worldwide in the administration of locally recruited personnel. It also provides guidance and advice on the interpretation and application of policies and procedures, by analysing feedback from offices and recommending improvements to policies, reviewing a number of

administrative processes, such as structure reviews, human resources policy compliance, classifications, promotion calculations and salary scales, analysing and preparing statistical data for various reports, and providing support in handling cases of poor performance.

140.	The **Staff Development and Learning Unit** provides support in developing training materials and facilitating training sessions for career development and technical training courses.

141.	The **Occupational Health Unit** undertakes occupational health assessments for local and international staff in the Americas and Africa, including for operations related to Level 3 emergencies. Activities include the promotion, assessment and follow-up of all IOM mandatory examinations for entry-on-duty clearance, the annual examination of drivers, and periodical medical examinations supporting enrolment into the Medical Service Plan for staff and their dependants.

142.	The **Panama Unit of the Office of Staff Security** provides security advice and support to offices in the region to ensure the safety and security of all IOM staff and to safeguard the Organization's assets through extensive collaboration with UNDSS.

143.	The **Panama Unit of Contract Review** is responsible for timely and accurate review – in the three official languages – of contracts and agreements necessary for the development and implementation of IOM projects.

144.	The **Procurement Unit** provides support on procurement processes to small offices and missions in the region and to cover the needs of the Panama Administrative Centre for the acquisition of goods and services and asset management. It is also responsible for managing non-food item stocks at the United Nations Humanitarian Response Depot in Panama for covering emergencies and contingencies in the region.

145.	The **Resources Management Unit** supervises administrative issues in the Panama Administrative Centre, ensuring support, guidance and training on and compliance with the Organization's regulations, rules, policies and procedures. It is responsible for regularly updating the business continuity plan. In addition, as a part of the effort to achieve effectiveness, the Administration is consolidating some regional resources management functions in Panama to support the entire region.

146.	**The Office of the Ombudsperson and Mediation Services** provides technical support to the Ombudsperson, particularly for country offices in the Americas and for country offices in francophone countries in the Middle East and North Africa, and West Africa regions, including case management, research, and preparation of statistics, reports and presentations.

GLOBAL DATA INSTITUTE

147.	The Global Data Institute, under the administrative oversight of the Deputy Director General for Operations, enhances the availability and use of data to deliver on the promise of migration, while supporting the world's most vulnerable populations. The Institute produces and manages data for action, analyses data for insight and understanding of migration corridors, and employs analytical techniques and modelling for foresight, including regarding climate change impacts on human mobility. It capitalizes on synergies between its two units – the Displacement Tracking Matrix and the Global Migration Data Analysis Center – and collaborates with regional data specialists and migration data hubs to illuminate the global data story of human mobility. The Institute is home to a large and growing team of data specialists and engineers based across Headquarters, the Global Data Institute office in Berlin, and regional locations.

148.	The **Displacement Tracking Matrix** is a system to track and monitor displacement and population mobility. It is designed to regularly and systematically capture, process and disseminate information to provide a better understanding of the movements and evolving needs of displaced populations. The Displacement Tracking Matrix provides primary data and information on displacement at country and global level. It is comprised of four distinct components: mobility tracking; flow monitoring; registration; and surveys.

149.	The **Global Migration Data Analysis Centre** strengthens the global evidence base on migration and displacement by providing relevant migration and displacement data analysis to support policy development and programming by IOM and its Member States. Since its establishment in Berlin, Germany

in 2015, the Centre facilitates public access to, and self-service, data through web portals, and contributes to data fluency across the Organization. It also fosters IOM's position as the authoritative source of analysis of migration and displacement data, including through strategic partnerships.

REGIONAL OFFICES

150. The regional offices oversee, plan, coordinate and support IOM activities within their region. They are responsible for project review and endorsement and provide technical support to country offices, particularly in the area of project development, project implementation, monitoring and evaluation, resource mobilization, resource management, and liaison coordination with regional and subregional governments, United Nations agencies and other key partners. Where requested, the regional offices also provide support for regional and national United Nations networks on migration, thereby supporting implementation of the Global Compact. They also support United Nations reform efforts, ensuring that migration is mainstreamed common country analyses and United Nations Sustainable Development Cooperation Frameworks. A brief description of the nine regional offices is outlined below.

151. The **Regional Office in Bangkok, Thailand**, provides support to IOM offices in Asia and the Pacific; plans and coordinates IOM activities and maintains liaison and partnerships with governments, development partners and civil society within the region; provides technical support to governments to develop national migration frameworks and strengthen migration management systems that facilitate regular migration pathways, including the establishment of labour mobility regimes and skills recognition processes; supports emergency and post-crisis response activities, including supporting global Displacement Tracking Matrix operations and activities related to disaster risk reduction and climate change-induced migration, such as leading an inter-agency programme to protect and empower communities adversely affected by climate change and disasters in the Pacific region; and manages the Asia-Pacific Regional Data Hub guided by the IOM Migration Data Strategy. The Office works closely with the United Nations Economic and Social Commission for Asia and the Pacific, regional offices of United Nations agencies, Red Cross societies, stakeholder networks and other regional multilateral bodies, such as the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation, the Pacific Islands Forum and the Asian Development Bank; and provides programme and secretariat support for regional initiatives, including the Colombo Process and the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime and its Regional Support Office. Additionally, the Office represents IOM as an observer in the Abu Dhabi Dialogue. Within the United Nations system reform process, the Regional Office actively engages with initiatives of the Regional Collaborative Platform for Asia and the Pacific and is co-lead – with UN-Habitat – of the Issue-Based Coalition on Human Mobility and Urbanization. It also works closely with the United Nations Economic and Social Commission for Asia and the Pacific and the United Nations Network on Migration to ensure appropriate stakeholder engagement in the Global Compact regional review process.

152. The **Regional Office in Brussels, Belgium**, provides support to IOM offices within the European Economic Area, and in Switzerland and the United Kingdom; maintains liaison and partnerships with governments, development partners and civil society within the region; and provides technical support to governments to develop national migration frameworks and strengthen migration governance systems. In addition to its regional functions, the Office provides, by virtue of its liaison role with the European Union institutions and agencies, a range of functions benefiting IOM offices worldwide. These include the Office's coordination function in IOM's institutional approaches to policies and activities in relation to the European Union; negotiations and an advisory role for the Organization as a whole and for IOM offices worldwide on European Union policies, programming and funding; liaison, on behalf of the Organization and its offices worldwide, with European Union institutions and agencies on matters of a political and financial nature; support for European Union dialogue with third countries on migration issues and liaison with regional bodies; and assistance in strengthening IOM's relations and liaison with European Union institutions and agencies, including through the advancement of strategic cooperation on migration and the administrative and financial Framework Agreement. Furthermore, the Office coordinates IOM's relations and liaison with NATO, the Organisation of African, Caribbean and Pacific States, the World Customs Organization and other multilateral bodies with headquarters in the region.

153. The **Regional Office in Vienna, Austria**, provides practical, technical and administrative support to IOM offices in South-Eastern Europe, Eastern Europe and Central Asia; works to implement projects in those countries where IOM presence is limited; provides technical support to governments to develop national migration frameworks and strengthen migration management systems; leads the implementation of migration governance strategies and policy frameworks, coordinates IOM activities and

maintains liaison and partnerships with governments, development and humanitarian partners, and civil society within the region. Under the direction of Headquarters, the Regional Office liaises with United Nations agencies and other international organizations based in the city. Regarding the inter-State consultation mechanisms on migration that are active in the region and are important for shaping migration policy, IOM and UNHCR provide the technical secretariat for the Almaty Process, and IOM participates in meetings of the Budapest Process, the Prague Process and the European Union Eastern Partnership. As a member of the regional United Nations Sustainable Development Group and a core member of the Regional United Nations System Meeting for Europe and Central Asia, the Office engages with and informs partners about developments in the area of migration. The Office is an active participant in the issue-based coalitions and similar United Nations coordination mechanisms, acting as co-chair of the Issue-Based Coalition on Large Movements of People, Displacement and Resilience, together with UNHCR and UNDP.

154.   The **Regional Office in Buenos Aires, Argentina**, provides support to IOM offices in South America, plans and coordinates activities and maintains liaison and partnerships with governments, development partners and civil society within the region; conducts research and publishes studies on migration issues in the region; provides technical support to governments to develop national migration frameworks and strengthen migration management systems; acts as the technical secretariat for the South American Conference on Migration – which is currently focused on creating regional strategic vision to strengthen regional partnerships and promote regular, orderly and safe migration – and for the Ibero-American Network of Immigration Authorities; works with and provides technical support to subregional integration processes like the Southern Common Market (MERCOSUR) and its specialized body on migrations issues, the Specialized Forum on Migration; and liaises with multilateral institutions based in the region, such as the Economic Commission for Latin America and the Caribbean (ECLAC) and its Latin American and Caribbean Demographic Centre (CELADE). The Regional Office also works with Member States and different stakeholders to integrate migration into the regional environmental and climate change agenda, and, within the framework of the United Nations system reform, actively participates in the Regional Collaborative Platform and co-leads the Issue-Based Coalition on Human Mobility together with UNHCR, ECLAC and UNICEF. The United Nations Regional Network on Migration for Latin America and the Caribbean operates under the auspices of the Issue-Based Coalition, and is led by ECLAC and IOM. The Office also coordinates and provides administrative support to the Office of the Special Envoy for the Regional Response to the Venezuela Situation, located in Panama.

155.   The **Regional Office in San José, Costa Rica**, provides support to IOM offices in Central America, North America and the Caribbean; plans and coordinates strategies and activities within the region and maintains liaison and partnerships with governments, development partners and civil society; provides technical support to governments to develop national migration frameworks and strengthen migration management systems; works with the Regional Conference on Migration and other relevant subregional and regional processes, such as the Central American Integration System (SICA), the Central American Commission of Directors of Migration, and the Caribbean Community; and liaises with regional multilateral institutions, such as the Organization of American States, the Inter-American Development Bank and the Pan American Health Organization.

156.   The **Regional Office in Cairo, Egypt**, provides support to IOM offices in the Middle East and North Africa through technical advice, training and the formulation of strategies, processes, projects and programmes; and promotes and facilitates international dialogue, partnerships and coordinated migration policy development and programming between States, international organizations, NGOs and civil society among other key stakeholders. The Regional Office further supports regional consultative processes such as the Abu Dhabi Dialogue and the Arab Regional Consultative Process on Migration and Refugee Affairs; and maintains liaison and partnerships with regional organizations, in particular the League of Arab States and the Economic and Social Commission for Western Asia – with which, and along with the International Labour Organization, IOM co-convenes the Issue Based Coalition on Migration in the Arab Region. The Office also works with other regional entities, such as the Arab Labour Organization, and the Arab Parliament; seeks to shape a common platform of response and preparedness for migration crises in the region; and promotes and undertakes information-sharing and research to help national, regional and international partners carry out evidence-based advocacy, policy development and programming, including by hosting the North Africa Mixed Migration Hub on behalf of the North Africa Mixed Migration Task Force. It furthermore undertakes regional public information activities to contribute to IOM's visibility and to promote its activities at the regional and global levels.

157.   The **Regional Office in Dakar, Senegal**, provides support to IOM offices in West and Central Africa; plans and coordinates activities and maintains liaison and partnerships with governments, development partners and civil society within the region; provides governments with technical support to

develop national migration frameworks and strengthen migration management systems; liaises with and provides capacity-building support to ECOWAS and the Economic Community of Central African States; and promotes and supports regional dialogue processes, such as the Migration Dialogue for West Africa and the Migration Dialogue for Central African States. It also liaises with other United Nations system organizations, including the United Nations Office for West Africa and the Sahel and the United Nations Regional Office for Central Africa, and represents IOM in the United Nations Sustainable Development Group for Western and Central Africa.

158.   The **Regional Office in Nairobi, Kenya**, provides technical and thematic support to IOM offices in East Africa and the Horn of Africa; maintains liaison and partnerships with governments, regional economic communities, development partners and civil society within the region; maintains and strengthens IOM's relations with the WHO Regional Office for Africa, the East African Community, the Intergovernmental Authority on Development and the Eastern Africa Regional Collaborative Centre of the Africa Centres for Disease Control and Prevention to enhance regional cooperation and dialogue on migration and contributing to their enhanced understanding of migration issues; works to implement regional programmes, as approved by the Director General; supports evidence-based migration policies, practices and dialogues as well as humanitarian operations through the collection, harmonization, analysis and dissemination of migration- and displacement-related data sets; provides technical support to governments to develop national migration frameworks and strengthen migration management systems; promotes the regional consultative platforms on migration for States in East and the Horn of Africa; maintains liaison with the United Nations Office in Nairobi, the United Nations Environment Programme, UN-Habitat and other United nations agencies; promotes inter-agency cooperation through the formation of a migration group for regional United Nations partners; and maintains relationships with development partners. The Office also undertakes regional and global public information activities to contribute to IOM's visibility and to promote its activities with counterparts and development partners at the regional and global levels and promotes building institutional memory through knowledge-sharing and knowledge management within the region.

159.   The **Regional Office in Pretoria, South Africa**, provides support to 15 IOM offices in the Southern African Development Community member countries; plans and coordinates activities and maintains liaison and partnerships with governments, development partners and civil society within the region; provides technical support to governments and the regional economic communities to develop national and regional migration frameworks and strengthen migration management systems; promotes the regional consultative platforms on migration for Southern African States; serves as a link between migration and development and the Secretariats of the Pan-African Parliament and the African Union New Partnership for Africa's Development; and works with the Secretariats of the Southern African Development Community, the Common Market for Eastern and Southern Africa and the Indian Ocean Commission to enhance regional cooperation and dialogue on migration. It also serves as the Secretariat for the Migration Dialogue for Southern Africa to facilitate inter-State dialogue and intra-regional cooperation on migration. The Office also hosts the Regional Migration Data Hub for Southern Africa to provide technical and capacity-building support to Member States in migration data collection, analysis and dissemination for evidence-based policies at the national and regional level.

SPECIAL LIAISON OFFICES

160.   IOM has two special liaison offices, one in **Addis Ababa, Ethiopia**, and one in **New York, United States of America**, which are responsible for liaison with multilateral bodies. A brief description of their functions is outlined below.

161.   The **Special Liaison Office in Addis Ababa, Ethiopia**, maintains and strengthens IOM's relations with the African Union, the Economic Commission for Africa and other United Nations liaison offices, diplomatic missions and relevant actors by contributing to their enhanced understanding of migration issues and mainstreaming migration governance into development policies. The Office works to enhance IOM's strategic engagement with these bodies, by ensuring the appropriate inclusion of migration in development-related, political, social, humanitarian and peace and security policy agendas. This relationship enables IOM to assist in translating political decisions into practical programmatic and policy responses at continental, regional and national levels. The Office plays a strategic coordination function to support a whole-of-United Nations contribution to the African Union agenda on migration in line with Agenda 2063: The Africa We Want. The Office is accredited to and works closely with the Economic Commission for Africa to mainstream migration into multilateral initiatives focusing on Africa. It also works

to ensure that IOM Headquarters and regional and country offices in Africa are kept abreast of key decisions and new policy directions relating to migration by relevant bodies.

162.   The **IOM Office to the United Nations in New York, United States of America**, is responsible for representing IOM within the United Nations system and performing strategic liaison functions with diplomatic missions, non-United Nations partners and NGOs in New York. The Office contributes to increasing the understanding of migration issues among United Nations and other stakeholders, including with respect to the Global Compact for Safe, Orderly and Regular Migration and the Migration Multi-Partner Trust Fund, by facilitating international policy dialogue on migration and promoting the inclusion of migration and displacement in frameworks and agendas on peace and security, human and sustainable development and humanitarian responses. The Office also ensures that IOM's internal policies, practices, and capacities are well positioned in various New York PSEAH-related forums. With much of the United Nations decision-making, multi-partner trust funds and coordination mechanisms based at United Nations Headquarters in New York, the Office works closely with United Nations secretariat departments/offices and agencies, funds and programmes headquartered and with presence in New York to enhance this collaboration.

COUNTRY OFFICES

163.   IOM has a global network of country offices and sub-offices which implement a wide range of projects addressing specific migration needs. These offices keep abreast of and analyse migration issues and emerging trends in the country in order to develop appropriate responses and contribute to regional strategies and planning. On the basis of the regional strategies, they develop a country strategy and a national plan of action in coordination and consultation with their respective regional office. They are financed predominantly by the projects implemented in the respective locations.

Country offices with resource mobilization functions

164.   To ensure effective fundraising and liaison with donors, five country offices that coordinate substantial funding for IOM's activities worldwide (**Berlin, Germany; London, United Kingdom; Tokyo, Japan; Seoul, Republic of Korea;** and **Washington, D.C., United States of America**) have additional responsibilities for resource mobilization. They support the development of funding policies, establish priorities and procedures, and prepare proposals and develop fundraising strategies and mechanisms for national programmes and projects in line with the Organization's strategic focus and priorities.

Country offices with coordinating functions

165.   Within the large geographical areas covered by each regional office, there are subregional migratory realities for which seven country offices are assigned coordinating functions to deal with such specific migration dynamics. These offices help address specific subregional migration issues and emerging trends and promote increased IOM membership in the subregion. They establish priorities for project development and resource mobilization, and stimulate, direct and support project development in the cluster of offices in the context of subregional strategies, policies and consultative processes. The country offices with coordinating functions are in the following locations: **Nur-Sultan, Kazakhstan**, for Central Asia; **Canberra, Australia**, for the Pacific; **Bridgetown, Barbados**, for the Caribbean; **Rome, Italy**, for the Mediterranean; **Copenhagen, Denmark** for the Nordic countries; and **Beijing, China**. A coordinating function to cover South Asia is located in the Regional Office in **Bangkok, Thailand**.

COORDINATING COMMITTEES

166.   Although not part of the core structure, two coordinating committees, one for policy and one for management matters, facilitate communication and cooperation between Headquarters and the field and enhance the quality of decision-making and compliance throughout the Organization.

167.   The **Policy Coordinating Committee**, consisting of the Director General, Deputy Directors General, Chief of Staff, Regional Directors, Department Directors and Senior Regional Advisers, reviews IOM's activities from a policy and programmatic perspective; identifies opportunities for innovation and growth, as well as potential obstacles; and sets the broad priorities of action for the Organization.

168.	A similar committee is established in each of the regions and is composed of the Regional Director, the relevant Senior Regional Adviser and Chiefs of Mission. These regional policy coordinating committees review IOM's activities in the regions, identify opportunities for growth, establish priorities, identify potential obstacles and develop regional strategies.

169.	The **Management Coordinating Committee**, consisting of the Director General, Deputy Directors General, Chief of Staff, Department Directors, Senior Regional Advisers and Regional Directors, ensures coordination between departments, regional offices and the administrative centres and provides guidance on major or complex management, resource allocation and utilization issues.

AUDIT AND OVERSIGHT ADVISORY COMMITTEE

170.	The **Audit and Oversight Advisory Committee** acts in an advisory, non-executive capacity to assist the Director General in fulfilling his oversight responsibilities, including on the effectiveness of audit and oversight, risk management and internal controls concerning the Organization's operation.

171.	The Committee is an independent, expert advisory and oversight body that reports to Member States on the appropriateness and effectiveness of internal oversight, risk management and internal controls at IOM. The Committee reports annually to the Standing Committee on Programmes and Finance. It does not infringe on the functions and responsibilities of any existing oversight entities of the Organization or those of the Organization's External Auditors.

IOM ORGANIZATION CHART

Director General

Deputy Director General for Management and Reform

Deputy Director General for Operations

Executive Office

Office of the Inspector General

Office of the Ombudsperson and Mediation Services

United Nations Network on Migration Secretariat

Department of External Relations

Department of Strategic Planning and Organizational Performance

Media and Communications Unit

Governing Bodies Secretariat

Special Envoys of the Director General

IOM Office to the United Nations in New York

Special Liaison Office in Addis Ababa, Ethiopia

Regional offices

Department of Financial and Administrative Management

Department of Human Resources Management

Department of Information and Communications Technology

Department of Legal Affairs

Gender and Diversity Unit

Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment Unit

Office of Staff Security

Office of Ethics and Conduct

Environmental Sustainability Unit

Headquarters Building Unit

Occupational Health Unit

Administrative centres

Department of Operations and Emergencies

Department of Peace and Development Coordination

Department of Programme Support and Migration Management

Department of Policy and Research

IOM Development Fund Unit

Cash-based Initiatives Unit

Global Data Institute

FUNDING OF THE CORE STRUCTURE

DEFINITION OF THE CORE STRUCTURE

172.   On 28 June 2022, the Standing Committee on Programmes and Finance adopted Resolution No. 31 on investing in the core structure of IOM, which outlines the definition of the core structure.

The core structure of IOM is defined as the minimum structure necessary at Headquarters and in the field for the Organization to deliver its mandate. The core structure comprises functions needed to exercise basic management responsibilities, including policy formulation, financial and budgetary control, staff security, staff support, risk management, activity planning and development, and liaison with governments and multilateral partners. In the field, the core structure includes, inter alia, the regional offices, the administrative centres, the Global Data Institute, country offices with resource mobilization functions, country offices with coordinating functions, special liaison offices, Chiefs of Mission, Heads of Office and the Resources Management Officers in the country offices;

173.   Resolution No. 31 furthermore clarifies that the core structure costs not otherwise covered by the Administrative Part of the Budget or OSI may also be funded by other alternative means, such as:

(a)   Voluntary contributions;

(b)   Increases in project-related overhead, if agreed by individual Member States;

(c)   Private sector donations;

(d)   Secondment of personnel to the Organization in support of its reform objectives;

(e)   Operational Support Income reserve.

SOURCES OF FUNDING FOR THE CORE STRUCTURE

BACKGROUND

174.   IOM's core structure is funded from two sources: Member State assessed contributions and OSI. The Administrative Part of the Budget (CHF 77,113,216) is funded from assessed contributions and is used to cover administrative costs of the Organization. OSI is derived principally from the overhead rate on projects, plus miscellaneous income (unearmarked contributions plus interest income). As shown in the chart below, OSI (USD 210 million) covers more than two thirds of the core budget for 2024.

Funding sources of the core budget for 2024

Operational Support Income 73%

Administrative Part of the Budget 27%
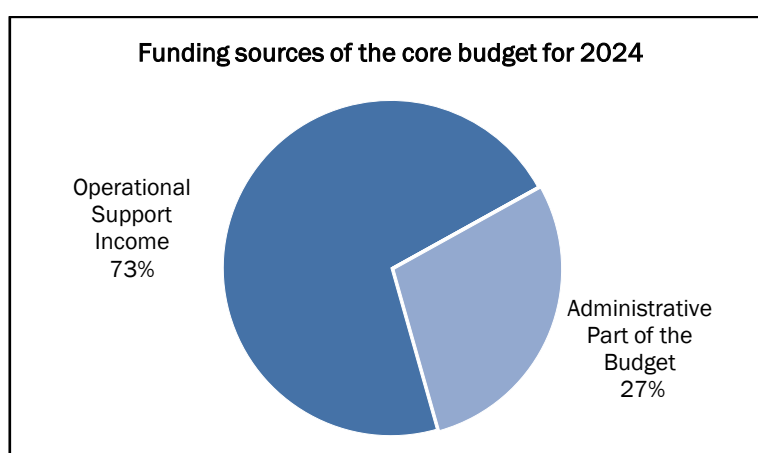
175.   The proportion of the core structure in relation to the Organization's total budget represents one of the lowest ratios when compared with any public sector organization. The chart below illustrates the level of the core structure as a proportion of the currently projected total expenditure of the Organization for 2024. This proportion will reduce in subsequent revisions to the budget document when new projects are reported.

Core structure as a proportion of total projected expenditure for 2024

- Operational Part of the Budget 93%
- Core structure 7%
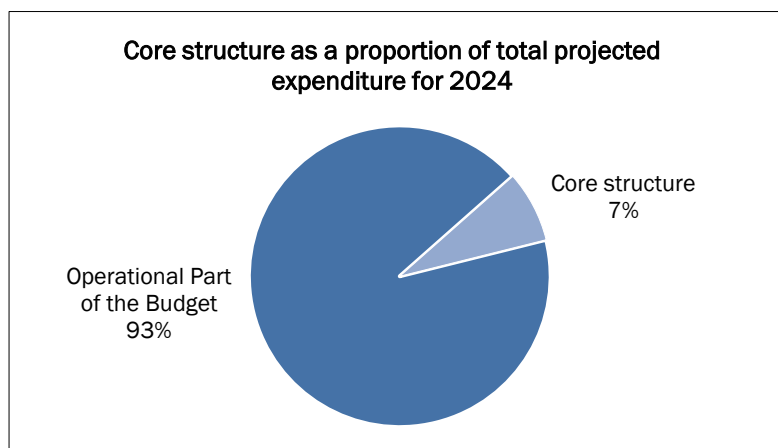
BUDGET REFORM

176.   In order to find a solution to the limitations in funding for the core structure, the Working Group on Budget Reform reviewed options to strengthen core structure funding and submitted various recommendations to the membership. Following a series of consultations and negotiations, the Standing Committee on Programmes and Finance adopted Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM.

177.   Resolution No. 31 foresees a staggered approach for the implementation of the budget reforms outlined therein and the Administration has thus decided on priority areas for funding, with the allocations guided by the proportionate distribution between the three core areas of reform, namely delivery, oversight and advancement.

178.   Providing services to migrants and Members States is critically important and thus priority has been given to covering at least 50 per cent of the funding for Chief of Mission and Resources Management Officer posts in the remaining country offices envisaged by Resolution No. 31. In the regional offices, the focus has been on progressing towards standardization of structures, while at Headquarters, the focus of additional funding is on further strengthening internal accountability, investing in partnerships and private sector engagement, reinforcing communication capacity, and increasing technical support capacity in, inter alia, the areas of preparedness and response and climate change and human mobility.

179.   In view of the staggered approach of the budget reform implementation, these measures are also supported through OSI in 2024.

180.   The Organization seeks to broaden the funding base and intends to expand its private sector engagement beyond the budget reform commitments and increase outreach to non-traditional donors.

181.   In adopting Resolution No. 31, Member States also committed to discussing the policy of zero nominal growth of the Administrative Part of the Budget by 2025, and to reviewing the Administrative Part of the Budget in 2027 and considering a further increase of the Administrative Part of the Budget to ensure a sustainable financial model for the Organization.

182.   The Administration will produce a biennial organizational efficiency report on the progress of budget reform implementation, outlining the reform measures undertaken by the Organization and presenting concrete proposals to enhance oversight, transparency, cost-effectiveness and Member State ownership of programme priorities.

BUDGET LEVEL

183.   The table on pages 54 and 55 presents an overview of core structure funding under the Administrative Part of the Budget and OSI for 2024. In line with Council Resolution No. 1390 of 24 November 2020, section II, the core structure is funded from two sources: Member State assessed contributions and OSI.

184.   The core structure under both sources of funding is subject to statutory increases every year which have to be absorbed within the approved budget. The budget allocations cover both staff and associated office costs. The budget level under the Administrative Part of the Budget is approximately USD 78.7 million and projected OSI is USD 210 million. The combined resources of the Administrative Part of the Budget and OSI to cover the core structure and other non-staff items in 2024 amount to approximately USD 288.7 million.

2024 CONSOLIDATED ADMINISTRATIVE PART OF THE BUDGET AND OPERATIONAL SUPPORT INCOME

Staff and non-staff items covered by the Administrative Part of the Budget and Operational Support Income										
	Administrative Budget		OSI		Total		Admin. (CHF)	Total (USD)		Grand total (USD)	% of total Admin. and OSI
	P	NO/GS	P	NO/GS	P	NO/GS		Admin.[a]	OSI	Admin.[a] and OSI	
Headquarters											
Director General and Deputy Directors General	3				3		1 271 000	1 296 900	569 000	1 865 900	
Inspector General	6	1	22		28	1	1 550 000	1 581 600	4 700 000	6 281 600	
Ombudsperson and Mediation Services	1				1		288 000	293 900	107 500	401 400	
Executive Office	12	3	4	2	16	5	3 785 000	3 862 200	1 112 000	4 974 200	
Media and Communications	4		11	4	15	4	764 000	779 600	2 750 000	3 529 600	
Governing Bodies	3	5	8		11	5	1 574 000	1 606 100	1 434 000	3 040 100	
External Relations	7	2	14	1	21	3	2 159 000	2 203 100	2 934 300	5 137 400	
Strategic Planning and Organizational Performance	2		19	1	21	1	551 000	562 200	4 215 000	4 777 200	
Operations	1		3		4		235 000	239 800	744 000	983 800	
Operations and Emergencies	10	3	21	1	31	4	2 867 000	2 925 500	4 604 200	7 529 700	
Peace and Development Coordination	5		16	1	21	1	1 073 000	1 094 900	3 526 000	4 620 900	
Programme Support and Migration Management	12	2	26	1	38	3	3 475 000	3 545 900	5 572 000	9 117 900	
Policy and Research	5	2	16	4	21	6	1 643 000	1 676 500	3 397 000	5 073 500	
Management and Reform											
Gender and Diversity	2		3		5		365 000	372 400	577 000	949 400	
Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrasment	3				3		670 000	683 700	15 000	698 700	
Ethics and Conduct	1		2		3		313 000	319 400	394 000	713 400	
Environmental Sustainability	1		2		3		166 000	169 400	337 000	506 400	
Headquarters Building			1	1	1	1			505 000	505 000	
Occupational Health	1		2	1	3	1	271 000	276 500	548 100	824 600	
Financial and Administrative Management	13	8	39	16	52	24	4 681 000	4 776 500	10 245 600	15 022 100	
Human Resources Management	5	2	15	10	20	12	1 601 000	1 633 700	5 260 100	6 893 800	
Information and Communications Technology	2	3	9	1	11	4	1 027 000	1 048 000	2 300 200	3 348 200	
Legal Affairs	7	1	14	1	21	2	2 055 000	2 096 900	2 574 000	4 670 900	
Global Staff Association Committee		1	1		1	1	181 000	184 700	320 000	504 700	
Total - Headquarters	**106**	**33**	**247**	**45**	**353**	**78**	**32 565 000**	**33 229 400**	**58 741 000**	**91 970 400**	**32%**
Administrative centres											
Manila, Philippines											
Inspector General			4	4	4	4			911 700	911 700	
Legal Affairs			1	6	1	6			503 400	503 400	
Resources Management, Human Resources and Information and Communication Technology	2	6	8	217	10	223	617 000	629 600	6 594 000	7 223 600	
Procurement			1	20	1	20			704 700	704 700	
Other	1	2	3	25	4	27	434 000	442 900	3 901 300	4 344 200	
Subtotal - Manila Administrative Centre	*3*	*8*	*17*	*272*	*20*	*280*	*1 051 000*	*1 072 500*	*12 615 100*	*13 687 600*	
Panama City, Panama											
Legal Affairs			3	6	3	6			947 700	947 700	
Resources Management, Human Resources and Information and Communication Technology	3	1	6	36	9	37	1 364 000	1 391 800	2 386 100	3 777 900	
Procurement			1		1				48 500	48 500	
Other	4	1	5	10	9	11	56 000	57 100	1 875 400	1 932 500	
Subtotal - Panama Administrative Centre	*7*	*2*	*14*	*53*	*21*	*55*	*1 420 000*	*1 448 900*	*5 257 700*	*6 706 600*	
Total - Administrative centres	**10**	**10**	**31**	**325**	**41**	**335**	**2 471 000**	**2 521 400**	**17 872 800**	**20 394 200**	**7%**
Field											
Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix)	1		15	1	16	1	233 000	237 800	3 004 000	3 241 800	
Regional offices											
Bangkok, Thailand	7	4	16	8	23	12	1 616 000	1 649 000	4 443 800	6 092 800	
Brussels, Belgium	6	2	14	26	20	28	1 580 000	1 612 200	6 814 200	8 426 400	
Vienna, Austria	5	3	13	8	18	11	1 475 000	1 505 100	3 956 000	5 461 100	
Buenos Aires, Argentina	3	1	6	7	9	8	696 000	710 200	1 933 300	2 643 500	
San José, Costa Rica	4	2	8	11	12	13	1 030 000	1 051 000	2 454 100	3 505 100	
Cairo, Egypt	5	2	14	4	19	6	1 201 000	1 225 500	2 969 400	4 194 900	
Dakar, Senegal	6	3	14	10	20	13	1 300 000	1 326 500	3 684 600	5 011 100	
Nairobi, Kenya	7	2	16	10	23	12	1 592 000	1 624 500	3 837 100	5 461 600	
Pretoria, South Africa	3	2	9	3	12	5	711 000	725 500	2 190 300	2 915 800	
Special liaison offices											
Addis Ababa, Ethiopia	2		1	2	3	2	418 000	426 500	405 300	831 800	
New York, United States of America	4		14	4	18	4	1 019 000	1 039 800	3 388 300	4 428 100	
African Capacity Building Centre on Migration Management in the United Republic of Tanzania			2	2	2	2			621 700	621 700	
Country offices with resource mobilization functions	2		8	27	10	27	449 000	458 200	7 483 100	7 941 300	
Country offices with coordinating functions	2	1	8	6	10	7	458 000	467 300	2 856 900	3 324 200	
Country offices	54	4	39	21	93	25	11 869 000	12 111 200	13 859 700	25 970 900	
Total - Field	**111**	**26**	**196**	**148**	**307**	**174**	**25 647 000**	**26 170 300**	**63 901 800**	**90 072 100**	**31%**
Total - Headquarters, administrative centres and field	**227**	**69**	**474**	**518**	**701**	**587**	**60 683 000**	**61 921 100**	**140 515 600**	**202 436 700**	**70%**
Other staff benefits:											
Travel on appointment or transfer							350 000	357 100	1 255 100	1 612 200	
Installation grant							440 000	449 000	204 100	653 100	
Terminal emoluments							700 000	714 300	306 100	1 020 400	
Parental leave and extended sick leave									3 850 000	3 850 000	
TOTAL OTHER STAFF BENEFITS							**1 490 000**	**1 520 400**	**5 615 300**	**7 135 700**	**3%**

2024 CONSOLIDATED ADMINISTRATIVE PART OF THE BUDGET AND OPERATIONAL SUPPORT INCOME (continued)

Staff and non-staff items covered by the Administrative Part of the Budget and Operational Support Income					
Other costs	**Admin. (CHF)**	**Total (USD)**		**Grand total (USD)**	**% of total Admin. and OSI**
		Admin.[a]	**OSI**	**Admin.[a] and OSI**	
General office	3 726 000	3 802 000	1 100 000	4 902 000	
Communications	985 000	1 005 100	50 000	1 055 100	
Contractual services	2 265 216	2 311 400	1 282 800	3 594 200	
Governing body sessions	435 000	443 900		443 900	
Duty travel	1 170 000	1 193 900		1 193 900	
United Nations membership cost-sharing fees	4 477 000	4 568 400		4 568 400	
United Nations system reform at field level	1 882 000	1 920 400		1 920 400	
Global activities			2 040 000	2 040 000	
Information and communications technology			13 337 600	13 337 600	
PRIMA			1 488 200	1 488 200	
Staff security			21 047 500	21 047 500	
Unbudgeted activities and structures			8 000 000	8 000 000	
Projects					
Humanitarian Assistance for Stranded Migrants			300 000	300 000	
Centre for Information on Migration in Latin America (CIMAL)			30 000	30 000	
Inter-American Course on Migration			63 000	63 000	
Technical Cooperation Project to Strengthen the Puebla Process			20 000	20 000	
Support to Strengthen the Central American Commission of Directors of Migration (OCAM)			10 000	10 000	
South American Conference on Migration process			20 000	20 000	
Annual support for African Union migration policy formulation and dialogues			80 000	80 000	
TOTAL OTHER COSTS	**14 940 216**	**15 245 100**	**48 869 100**	**64 114 200**	**22%**
TOTAL STAFF AND OTHER COSTS	**77 113 216**	**78 686 600**	**195 000 000**	**273 686 600**	**95%**

IOM Development Fund covered by Operational Support Income					
	Admin. (CHF)	**Total (USD)**		**Grand total (USD)**	**% of total Admin. and OSI**
		Admin.[a]	**OSI**	**Admin.[a] and OSI**	
IOM Development Fund - Line 1			1 400 000	1 400 000	
IOM Development Fund - Line 2			13 600 000	13 600 000	
Total IOM Development Fund			**15 000 000**	**15 000 000**	**5%**
TOTAL IOM DEVELOPMENT FUND			**15 000 000**	**15 000 000**	**5%**
	(CHF)	(USD)	(USD)	(USD)	
GRAND TOTAL ADMINISTRATIVE BUDGET AND OPERATIONAL SUPPORT INCOME	**77 113 216**	**78 686 700**	**210 000 000**	**288 686 700**	**100%**

[a]   Administrative Part of the Budget converted at CHF 0.98 to USD 1.

P – Professional and higher categories; NO – National Officer category (Total: 83); GS – General Service category (Total: 504).

PART I:
ADMINISTRATIVE PART
OF THE BUDGET
(in Swiss francs)

ADMINISTRATIVE PART OF THE BUDGET

BACKGROUND

185.   With the increase in the level and expansion in the scope of activities, the Administration – through the application of Standing Committee Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM – continues to strengthen the core structure required to provide oversight and develop policies to guide the Organization's work. The diversity of IOM activities and the global reach of projects and programmes, which are interlinked between countries, require the maintenance of adequate administrative and management structures to ensure that project objectives are appropriately delivered and accountability requirements achieved. Conscious of the need to achieve efficiencies, the Administration continues to undertake various reform measures through consolidation of resource management functions in the regional offices, streamlining process flows and decentralizing functions from Headquarters to the field.

186.   As envisaged in the Internal Governance Framework workplan, existing business processes are being strengthened in all areas, particularly focusing on the design and automation of controls and streamlining related procedures. New policies and digital solutions introduced in the areas of procurement, finance and human resources management have shown results in the form of quality improvements, reduced processing times, and increased compliance, transparency, risk management, knowledge management and client satisfaction. IOM also launched a comprehensive Business Transformation process, focusing on long-term sustainable technological modernization, end-to-end process redesigns, and the development of a new enterprise resource planning system with an emphasis on cross-functional integration, automation and digitization for a range of processes. These processes include plan to report; fundraising to agreement; finance to manage; supply chain management; hire to retire; general services; legal services; travel; and risk management. Partnerships with United Nations entities also allow IOM to harness some of the solutions that have been developed by service providers for these entities.

BUDGET LEVEL

187.   The Administrative Part of the Budget is presented at CHF 77,113,216 and reflects an increase of CHF 11,760,976 compared with the 2023 revised budget. The increase is in line with the provisions of Standing Committee on Programmes and Finance Resolution No. 31, and of Council Resolution No. 1390 of 24 November 2020 on budget regulations and practices, which states that contributions of Member States that join IOM shall constitute an increase in the level of the Administrative Part of the Budget.

188.   The Administrative Part of the Budget is financed by contributions from the Organization's current 175 Member States. Inflation and cost-of-living adjustments which affect salaries and other staff entitlements established in line with the conditions of service of the United Nations common system have been absorbed in the proposed budget.

APPLICATION OF THE ADMINISTRATIVE PART OF THE BUDGET

189.   The allocation of funds under the Administrative Part of the Budget is consistent with the definition of core functions as set out in Standing Committee on Programmes and Finance Resolution No. 31. The Administrative Part of the Budget partly covers the core structure needed to exercise management functions, including policy formulation, financial and budgetary controls, activity planning and development, and liaison with governments and multilateral partners.

STAFFING LEVELS AT HEADQUARTERS AND IN THE FIELD

190.   The overall staffing levels under the Administrative Part of the Budget in 2024 compared with 2023 are as follows:

  –   Headquarters – 106 Professional category staff and 33 General Service staff (2023: 94 P staff and 33 GS staff)

- Manila Administrative Centre – 3 Professional category staff and 8 General Service staff (2023: 4 P staff and 8 GS staff)

- Panama Administrative Centre –7 Professional category staff and 2 General Service staff (2023: 7 P staff and 3 GS staff)

- Global Data Institute (Displacement Tracking Matrix) – 1 Professional category staff (2023: 1 P staff)

- Regional offices – 46 Professional category staff and 21 General Service staff (2023: 38 P staff and 19 GS staff)

- Special liaison offices – 6 Professional category staff (2023: 6 P staff)

- Country offices – 58 Professional category staff and 5 General Service staff (2023: 29 P staff and 3 GS staff)

Headquarters

191.   Headquarters is responsible for the formulation of institutional policy, the development of guidelines and strategy, setting standards and quality control procedures, and for knowledge management. As per the realigned institutional structure, Headquarters is composed of an Executive Office and ten Headquarters departments.

Administrative centres

192.   The Manila and Panama Administrative Centres serve as administrative hubs providing extensive support to the Organization's global network of offices. They have proven to be successful in further enhancing IOM's cost-efficiency and responsiveness.

Field

193.   The nine regional offices, which have oversight responsibilities for the country offices under their coverage, and the two special liaison offices, which are responsible for liaison with multilateral bodies, are funded under this part of the budget. This structure is designed to enhance effective use of limited core resources and expertise within and across regions. In addition, as part of the implementation of Standing Committee Resolution No. 31, country offices will progressively receive funding under this part of the budget.

194.   The details of all positions funded by the Administrative Part of the Budget can be seen in the staffing table on pages 69 and 70.

Staff costs

195.   Following implementation of Resolution No. 31, the presentation in the Object of Expenditure table on pages 66 to 68 has been revised to reflect the full staff costs. The separate presentation of the cost of post adjustment, health and accident insurances, contributions to the UNJSPF, mobility and hardship allowance, family allowance, rental subsidy, and education grant is discontinued as these elements are included under the staff costs for the respective offices.

Other staff benefits

196.   The terminal emoluments, travel on appointment or transfer and installation grant costs are straight-lined compared with the allocation made in Programme and Budget for 2023.

Non-staff costs

197.   Non-staff costs, including general office, communications, governing body sessions, and United Nations-related cost-sharing fees are straight-lined. Following implementation of Resolution No. 31, the allocation for United Nations reform at field level is increased by CHF 941,200.

ASSESSMENT SCALE

198.   The Administrative Part of the Budget is financed by assessed contributions from Member States in line with Council resolutions.

199.   Through Resolution No. 1401 of 29 November 2022, the Council authorized the Standing Committee on Programmes and Finance to adopt in 2023 a scale of assessment for IOM Member States for the year 2024, on the basis of an assessment scale fully equated to that of the United Nations and updated with the addition of new Member States. The IOM assessment scale for 2024 is fully equated to the larger membership of the United Nations through the application of an equation factor.

200.   As determined by Standing Committee on Programmes and Finance Resolution No. 31, arrears in the payments of assessed contributions in relation to the increases in the Administrative Part of the Budget for 2023, 2024 and 2025 will not be reported to the Council pursuant to Article 4 of the IOM Constitution until 2026, and any loss of voting rights due to such arrears will not become effective until 2027.

201.   The contributions of Member States to the Administrative Part of the Budget, as presented on pages 62 to 65, have therefore been calculated in accordance with the scale of assessment for 2024 (document S/32/3), approved by the Standing Committee in June 2023.

SCALE OF ASSESSMENT AND CONTRIBUTIONS
Financing of the Administrative Part of the Budget (in Swiss francs)

MEMBER STATES	2023 Assessment scale %	2023 Contributions	2024 Assessment scale %	2024 Contributions (ZNG)	2024 Contributions (Budget reform)	2024 Contributions (Total)
	(1)	(2)	(3)	(4)	(5)	(6) = (4) + (5)
Afghanistan	0.0063	4 117	0.0063	4 117	741	4 858
Albania	0.0083	5 424	0.0083	5 424	976	6 400
Algeria	0.1137	74 299	0.1137	74 305	13 373	87 678
Angola	0.0104	6 796	0.0104	6 797	1 223	8 020
Antigua and Barbuda	0.0021	1 372	0.0021	1 372	247	1 619
Argentina	0.7500	490 101	0.7499	490 076	88 196	578 272
Armenia	0.0073	4 770	0.0073	4 771	858	5 629
Australia	2.2020	1 438 937	2.2019	1 438 991	258 965	1 697 956
Austria	0.7083	462 851	0.7082	462 825	83 291	546 116
Azerbaijan	0.0313	20 454	0.0313	20 455	3 681	24 136
Bahamas	0.0198	12 939	0.0198	12 940	2 328	15 268
Bangladesh	0.0104	6 796	0.0104	6 797	1 223	8 020
Barbados	0.0083	5 424	0.0083	5 424	976	6 400
Belarus	0.0428	27 968	0.0428	27 971	5 033	33 004
Belgium	0.8637	564 400	0.8636	564 382	101 568	665 950
Belize	0.0010	653	0.0010	654	117	771
Benin	0.0052	3 398	0.0052	3 398	612	4 010
Bolivia (Plurinational State of)	0.0198	12 939	0.0198	12 940	2 328	15 268
Bosnia and Herzegovina	0.0125	8 168	0.0125	8 169	1 470	9 639
Botswana	0.0156	10 194	0.0156	10 195	1 835	12 030
Brazil	2.0998	1 372 152	2.0996	1 372 136	246 933	1 619 069
Bulgaria	0.0584	38 163	0.0584	38 166	6 868	45 034
Burkina Faso	0.0042	2 745	0.0042	2 745	494	3 239
Burundi	0.0010	653	0.0010	654	117	771
Cabo Verde	0.0010	653	0.0010	654	117	771
Cambodia	0.0073	4 770	0.0073	4 771	858	5 629
Cameroon	0.0136	8 887	0.0136	8 888	1 599	10 487
Canada	2.7413	1 791 352	2.7411	1 791 370	322 380	2 113 750
Central African Republic	0.0010	653	0.0010	654	117	771
Chad	0.0031	2 026	0.0031	2 026	365	2 391
Chile	0.4381	286 284	0.4381	286 308	51 525	337 833
China	15.9126	10 398 380	15.9112	10 398 321	1 871 319	12 269 640
Colombia	0.2566	167 680	0.2566	167 694	30 179	197 873
Comoros	0.0010	653	0.0010	654	117	771
Congo	0.0052	3 398	0.0052	3 398	612	4 010
Cook Islands	0.0010	653	0.0010	654	117	771
Costa Rica	0.0720	47 050	0.0720	47 054	8 468	55 522
Côte d'Ivoire	0.0229	14 964	0.0229	14 966	2 693	17 659
Croatia	0.0949	62 014	0.0949	62 019	11 161	73 180
Cuba	0.0991	64 759	0.0991	64 764	11 655	76 419
Cyprus	0.0376	24 570	0.0375	24 507	4 410	28 917
Czechia	0.3547	231 785	0.3546	231 739	41 704	273 443
Democratic Republic of the Congo	0.0104	6 796	0.0104	6 797	1 223	8 020
Denmark	0.5768	376 920	0.5768	376 952	67 837	444 789
Djibouti	0.0010	653	0.0010	654	117	771
Dominica	0.0010	653	0.0010	654	117	771
Dominican Republic	0.0699	45 677	0.0699	45 681	8 221	53 902

SCALE OF ASSESSMENT AND CONTRIBUTIONS (continued)
Financing of the Administrative Part of the Budget (in Swiss francs)

MEMBER STATES	2023 Assessment scale %	2023 Contributions	2024 Assessment scale %	2024 Contributions (ZNG)	2024 Contributions (Budget reform)	2024 Contributions (Total)
	(1)	(2)	(3)	(4)	(5)	(6) = (4) + (5)
Ecuador	0.0803	52 473	0.0803	52 478	9 444	61 922
Egypt	0.1450	94 753	0.1450	94 761	17 053	111 814
El Salvador	0.0136	8 887	0.0136	8 888	1 599	10 487
Eritrea	0.0010	653	0.0010	654	117	771
Estonia	0.0459	29 994	0.0459	29 997	5 398	35 395
Eswatini	0.0021	1 372	0.0021	1 372	247	1 619
Ethiopia	0.0104	6 796	0.0104	6 797	1 223	8 020
Fiji	0.0042	2 745	0.0042	2 745	494	3 239
Finland	0.4350	284 259	0.4349	284 217	51 148	335 365
France	4.5042	2 943 352	4.5038	2 943 333	529 693	3 473 026
Gabon	0.0136	8 887	0.0136	8 888	1 599	10 487
Gambia	0.0010	653	0.0010	654	117	771
Georgia	0.0083	5 424	0.0083	5 424	976	6 400
Germany	6.3745	4 165 534	6.3740	4 165 550	749 647	4 915 197
Ghana	0.0250	16 337	0.0250	16 338	2 940	19 278
Greece	0.3390	221 526	0.3390	221 544	39 870	261 414
Grenada	0.0010	653	0.0010	654	117	771
Guatemala	0.0428	27 968	0.0428	27 971	5 033	33 004
Guinea	0.0031	2 026	0.0031	2 026	365	2 391
Guinea-Bissau	0.0010	653	0.0010	654	117	771
Guyana	0.0042	2 745	0.0042	2 745	494	3 239
Haiti	0.0063	4 117	0.0063	4 117	741	4 858
Holy See	0.0010	653	0.0010	654	117	771
Honduras	0.0094	6 143	0.0094	6 143	1 106	7 249
Hungary	0.2378	155 395	0.2378	155 408	27 967	183 375
Iceland	0.0376	24 570	0.0375	24 507	4 410	28 917
India	1.0890	711 627	1.0889	711 621	128 065	839 686
Iran (Islamic Republic of)	0.3870	252 892	0.3870	252 913	45 515	298 428
Ireland	0.4579	299 223	0.4579	299 248	53 853	353 101
Israel	0.5852	382 410	0.5851	382 376	68 813	451 189
Italy	3.3265	2 173 763	3.3263	2 173 811	391 207	2 565 018
Jamaica	0.0083	5 424	0.0083	5 424	976	6 400
Japan	8.3794	5 475 673	8.3787	5 475 665	985 421	6 461 086
Jordan	0.0229	14 964	0.0229	14 966	2 693	17 659
Kazakhstan	0.1387	90 636	0.1387	90 644	16 312	106 956
Kenya	0.0313	20 454	0.0313	20 455	3 681	24 136
Kiribati	0.0010	653	0.0010	654	117	771
Kyrgyzstan	0.0021	1 372	0.0021	1 372	247	1 619
Lao People's Democratic Republic	0.0073	4 770	0.0073	4 771	858	5 629
Latvia	0.0522	34 111	0.0522	34 114	6 139	40 253
Lesotho	0.0010	653	0.0010	654	117	771
Liberia	0.0010	653	0.0010	654	117	771
Libya	0.0188	12 285	0.0188	12 286	2 211	14 497
Lithuania	0.0803	52 473	0.0803	52 478	9 444	61 922
Luxembourg	0.0709	46 331	0.0709	46 335	8 338	54 673
Madagascar	0.0042	2 745	0.0042	2 745	494	3 239
Malawi	0.0021	1 372	0.0021	1 372	247	1 619

SCALE OF ASSESSMENT AND CONTRIBUTIONS (continued)
Financing of the Administrative Part of the Budget (in Swiss francs)

MEMBER STATES	2023 Assessment scale %	2023 Contributions	2024 Assessment scale %	2024 Contributions (ZNG)	2024 Contributions (Budget reform)	2024 Contributions (Total)
	(1)	(2)	(3)	(4)	(5)	(6) = (4) + (5)
Maldives	0.0042	2 745	0.0042	2 745	494	3 239
Mali	0.0052	3 398	0.0052	3 398	612	4 010
Malta	0.0198	12 939	0.0198	12 940	2 328	15 268
Marshall Islands	0.0010	653	0.0010	654	117	771
Mauritania	0.0021	1 372	0.0021	1 372	247	1 619
Mauritius	0.0198	12 939	0.0198	12 940	2 328	15 268
Mexico	1.2736	832 257	1.2736	832 326	149 788	982 114
Micronesia (Federated States of)	0.0010	653	0.0010	654	117	771
Mongolia	0.0042	2 745	0.0042	2 745	494	3 239
Montenegro	0.0042	2 745	0.0042	2 745	494	3 239
Morocco	0.0574	37 509	0.0574	37 512	6 751	44 263
Mozambique	0.0042	2 745	0.0042	2 745	494	3 239
Myanmar	0.0104	6 796	0.0104	6 797	1 223	8 020
Namibia	0.0094	6 143	0.0094	6 143	1 106	7 249
Nauru	0.0010	653	0.0010	654	117	771
Nepal	0.0104	6 796	0.0104	6 797	1 223	8 020
Netherlands (Kingdom of the)	1.4364	938 642	1.4363	938 654	168 923	1 107 577
New Zealand	0.3223	210 613	0.3223	210 630	37 906	248 536
Nicaragua	0.0052	3 398	0.0052	3 398	612	4 010
Niger	0.0031	2 026	0.0031	2 026	365	2 391
Nigeria	0.1898	124 028	0.1898	124 039	22 322	146 361
North Macedonia	0.0073	4 770	0.0073	4 771	858	5 629
Norway	0.7083	462 851	0.7082	462 825	83 291	546 116
Pakistan	0.1189	77 697	0.1189	77 704	13 984	91 688
Palau	0.0010	653	0.0010	654	117	771
Panama	0.0939	61 361	0.0939	61 366	11 043	72 409
Papua New Guinea	0.0104	6 796	0.0104	6 797	1 223	8 020
Paraguay	0.0271	17 709	0.0271	17 710	3 188	20 898
Peru	0.1700	111 090	0.1700	111 099	19 993	131 092
Philippines	0.2211	144 482	0.2211	144 494	26 003	170 497
Poland	0.8731	570 543	0.8730	570 525	102 673	673 198
Portugal	0.3682	240 607	0.3682	240 627	43 304	283 931
Republic of Korea	2.6850	1 754 562	2.6848	1 754 577	315 759	2 070 336
Republic of Moldova	0.0052	3 398	0.0052	3 398	612	4 010
Romania	0.3255	212 704	0.3254	212 656	38 270	250 926
Russian Federation	1.9465	1 271 976	1.9463	1 271 951	228 904	1 500 855
Rwanda	0.0031	2 026	0.0031	2 026	365	2 391
Saint Kitts and Nevis	0.0021	1 372	0.0021	1 372	247	1 619
Saint Lucia	0.0021	1 372	0.0021	1 372	247	1 619
Saint Vincent and the Grenadines	0.0010	653	0.0010	654	117	771
Samoa	0.0010	653	0.0010	654	117	771
Sao Tome and Principe	0.0010	653	0.0010	654	117	771
Senegal	0.0073	4 770	0.0073	4 771	858	5 629
Serbia	0.0334	21 826	0.0334	21 828	3 928	25 756
Seychelles	0.0021	1 372	0.0021	1 372	247	1 619
Sierra Leone	0.0010	653	0.0010	654	117	771
Slovakia	0.1617	105 666	0.1617	105 675	19 017	124 692

SCALE OF ASSESSMENT AND CONTRIBUTIONS (continued)
Financing of the Administrative Part of the Budget (in Swiss francs)

MEMBER STATES	2023 Assessment scale %	2023 Contributions	2024 Assessment scale %	2024 Contributions (ZNG)	2024 Contributions (Budget reform)	2024 Contributions (Total)
	(1)	(2)	(3)	(4)	(5)	(6) = (4) + (5)
Slovenia	0.0824	53 846	0.0824	53 850	9 691	63 541
Solomon Islands	0.0010	653	0.0010	654	117	771
Somalia	0.0010	653	0.0010	654	117	771
South Africa	0.2545	166 308	0.2545	166 321	29 932	196 253
South Sudan	0.0021	1 372	0.0021	1 372	247	1 619
Spain	2.2260	1 454 620	2.2258	1 454 610	261 776	1 716 386
Sri Lanka	0.0469	30 648	0.0469	30 650	5 516	36 166
Sudan	0.0104	6 796	0.0104	6 797	1 223	8 020
Suriname	0.0031	2 026	0.0031	2 026	365	2 391
Sweden	0.9086	593 741	0.9085	593 725	106 849	700 574
Switzerland	1.1829	772 987	1.1828	772 986	139 109	912 095
Tajikistan	0.0031	2 026	0.0031	2 026	365	2 391
Thailand	0.3839	250 866	0.3838	250 822	45 139	295 961
Timor-Leste	0.0010	653	0.0010	654	117	771
Togo	0.0021	1 372	0.0021	1 372	247	1 619
Tonga	0.0010	653	0.0010	654	117	771
Trinidad and Tobago	0.0386	25 224	0.0386	25 226	4 540	29 766
Tunisia	0.0198	12 939	0.0198	12 940	2 328	15 268
Türkiye	0.8814	575 967	0.8814	576 015	103 661	679 676
Turkmenistan	0.0355	23 198	0.0355	23 200	4 175	27 375
Tuvalu	0.0010	653	0.0010	654	117	771
Uganda	0.0104	6 796	0.0104	6 797	1 223	8 020
Ukraine	0.0584	38 163	0.0584	38 166	6 868	45 034
United Kingdom	4.5637	2 982 234	4.5633	2 982 218	536 690	3 518 908
United Republic of Tanzania	0.0104	6 796	0.0104	6 797	1 223	8 020
United States of America	22.9498	14 996 969	22.9478	14 996 894	2 698 896	17 695 790
Uruguay	0.0960	62 733	0.0960	62 738	11 291	74 029
Uzbekistan	0.0282	18 428	0.0282	18 429	3 317	21 746
Vanuatu	0.0010	653	0.0010	654	117	771
Venezuela (Bolivarian Republic of)	0.1825	119 258	0.1825	119 268	21 464	140 732
Viet Nam	0.0970	63 386	0.0970	63 392	11 408	74 800
Yemen	0.0083	5 424	0.0083	5 424	976	6 400
Zambia	0.0083	5 424	0.0083	5 424	976	6 400
Zimbabwe	0.0073	4 770	0.0073	4 771	858	5 629
Grand total	**100.0083**	**65 352 240**	**100.0000**	**65 352 240**	**11 760 976**	**77 113 216**

The total number of Member States is 175.

OBJECT OF EXPENDITURE
(Administrative Part of the Budget (in Swiss francs))

	2023			2024 estimates		
	Staff positions		Total amount	Staff positions		Total amount
	P	NO/GS		P	NO/GS	
A-1: STAFF COSTS (statutory)						
Headquarters						
Director General						
Director General and Deputy Directors General	3		1 224 000	3		1 271 000
Office of the Inspector General	5	1	1 245 000	6	1	1 550 000
Office of the Ombudsperson and Mediation Services	1		278 000	1		288 000
Executive Office						
Office of the Chief of Staff	12	3	3 628 000	12	3	3 785 000
Media and Communications	3		643 000	4		764 000
Governing Bodies	4	5	1 773 000	3	5	1 574 000
External Relations	1	1	462 000	1	1	490 000
International Partnerships	1		259 000	1		238 000
United Nations Partnerships	2		501 000	3		697 000
Donor Relations	2	1	737 000	2	1	734 000
Strategic Planning and Organizational Performance						
Risk Management	1		244 000	1		261 000
Results-based Management						
Central Evaluation	1		288 000	1		290 000
Operations	1		222 000	1		235 000
Operations and Emergencies	4	1	1 313 000	4	1	1 217 000
Preparedness and Response	1		279 000	3		635 000
Resettlement and Movement Management	2	2	778 000	3	2	1 015 000
Peace and Development Coordination						
Transition and Recovery	2		525 000	2		500 000
Migration, Environment and Climate Change and Risk Reduction	1		226 000	2		359 000
Sustainable Development	1		222 000	1		214 000
Programme Support and Migration Management	1	1	480 000	1	1	519 000
Immigration and Border Governance	3		788 000	3		802 000
Labour Mobility and Social Inclusion	3		695 000	3		715 000
Migration Health	2	1	712 000	2	1	699 000
Protection	3		725 000	3		740 000
Policy and Research	1		273 000	2		409 000
Migration Research and Publications	2	2	908 000	2	2	946 000
International Migration Law	1		273 000	1		288 000
Management and Reform						
Gender and Diversity	2		347 000	2		365 000
Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrasment	2		394 000	3		670 000
Ethics and Conduct	1		308 000	1		313 000
Environmental Sustainability	1		161 000	1		166 000
Occupational Health	1		262 000	1		271 000
Financial and Administrative Management	1	1	477 000	1	1	506 000
Finance and Accounting	2	2	916 000	2	2	898 000
Budget	4	1	1 170 000	4	1	1 304 000
Treasury	3	1	737 000	4	1	984 000
Supply Chain	1		276 000	1		290 000
Common Services		3	493 000		3	551 000
Staff Travel Coordination	1		142 000	1		148 000
Human Resources Management	1		391 000	1		401 000
Human Resources Operations and Advisory Services	2		487 000	2		473 000
Human Resources Policy		1	206 000	1	1	382 000
Integrated Talent Management	1	1	320 000	1	1	345 000
Information and Communication Technology	1		392 000	1		393 000
Enterprise Architecture and Technology	1	3	633 000	1	3	634 000
Legal Affairs	1	1	472 000	2	1	721 000
Institutional Law and Programme Support	1		284 000	1		269 000
General and Administrative Law	2		433 000	2		539 000
Contract Law	1		308 000	2		526 000
Global Staff Association Committee		1	162 000		1	181 000
Total - Headquarters	**94**	**33**	**29 472 000**	**106**	**33**	**32 565 000**

OBJECT OF EXPENDITURE (continued)
(Administrative Part of the Budget (in Swiss francs))

	2023			2024 estimates		
	Staff positions		Total amount	Staff positions		Total amount
	P	NO/GS		P	NO/GS	
Administrative centres						
Manila, Philippines	4	8	1 245 000	3	8	1 051 000
Panama City, Panama	7	3	1 544 000	7	2	1 420 000
Total - Administrative centres	**11**	**11**	**2 789 000**	**10**	**10**	**2 471 000**
Field						
Global Data Institute (Displacement Tracking Matrix)	1		**262 000**	1		**233 000**
Regional offices						
Bangkok, Thailand*	5	3	1 281 000	7	4	1 616 000
Brussels, Belgium	5	3	1 530 000	6	2	1 580 000
Vienna, Austria	4	2	1 114 000	5	3	1 475 000
Buenos Aires, Argentina	3	1	715 000	3	1	696 000
San José, Costa Rica	4	2	975 000	4	2	1 030 000
Cairo, Egypt	4	2	1 028 000	5	2	1 201 000
Dakar, Senegal	4	2	953 000	6	3	1 300 000
Nairobi, Kenya	5	2	1 276 900	7	2	1 592 000
Pretoria, South Africa	4	2	873 000	3	2	711 000
Subtotal - Regional offices	**38**	**19**	**9 745 900**	**46**	**21**	**11 201 000**
Special liaison offices						
Addis Ababa, Ethiopia	2		420 000	2		418 000
New York, United States of America	4		860 000	4		1 019 000
Subtotal - Special liaison offices	**6**		**1 280 000**	**6**		**1 437 000**
Country offices						
Afghanistan				1		334 000
Angola				1		160 000
Bangladesh	1		279 300	1		252 000
Bolivia (Plurinational State of)					1	63 000
Brazil				1	1	156 000
Burkina Faso	1		179 800	1		196 000
Burundi	1		227 300	1		209 000
Cambodia	1	1	50 000	1	1	143 000
Cameroon				1		191 000
Central African Republic	1		272 900	1		268 000
Chad	1		199 500	1		196 000
Côte d'Ivoire				1		188 000
Democratic Republic of the Congo				1		241 000
Denmark*	1	1	336 000	2	1	395 000
Djibouti	1		187 200	1		181 000
Dominican Republic				1		139 000
Egypt				1		163 000
El Salvador				1		208 000
Eritrea	1		55 900	1		61 000
Ethiopia	1		253 300	1		268 000
Ghana				1		241 000
Guatemala				1		71 000
Guinea	1		238 700	1		238 000
Haiti	1		301 300	1		326 000
India				1	1	121 000
Indonesia				1		292 000
Iran (Islamic Republic of)				1		168 000
Kazakhstan*				1		63 000
Kenya				1		226 000
Lebanon				1		257 000
Malawi	1		109 300	1	1	124 000
Mali	1		179 900	1		207 000
Mauritania	1		183 200	1		204 000
Mexico				1		85 000
Micronesia (Federated States of)				1		182 000
Morocco				1		171 000
Mozambique	1		177 400	1		194 000
Myanmar	1		102 700	1		223 000
Nepal	1		156 800	1		183 000
Nicaragua				1		138 000
Niger	1		227 400	1		206 000
Nigeria				1		257 000
Pakistan				1		219 000
Papua New Guinea	1		213 700	1		231 000
Philippines				1		221 000
Rwanda	1		178 400	1		167 000
Senegal	1		197 000	1		178 000
Somalia	1		276 800	1		293 000

OBJECT OF EXPENDITURE (continued)
(Administrative Part of the Budget (in Swiss francs))

	2023			2024 estimates		
	Staff positions		**Total amount**	**Staff positions**		**Total amount**
	P	**NO/GS**		**P**	**NO/GS**	
Country offices (continued)						
South Sudan	1		315 600	1		256 000
Sri Lanka				1		200 000
Sudan	1		267 600	1		269 000
Switzerland					1	88 000
Timor-Leste	1	1	134 800	1	1	115 000
Tunisia				1		182 000
Uganda	1		196 500	1		201 000
Ukraine				1		197 000
United Kingdom	1	1	362 200	2		449 000
United Republic of Tanzania	1		180 300	1		271 000
Venezuela (Bolivarian Republic of)				1		235 000
Viet Nam				1		161 000
Yemen				1		255 000
Zambia	1		96 500	1		154 000
Zimbabwe				1		245 000
Subtotal - Country offices	**29**	**3**	**6 137 300**	**58**	**5**	**12 776 000**
Total - Field	**73**	**22**	**17 425 200**	**111**	**26**	**25 647 000**
Total - Headquarters, administrative centres and field	**178**	**66**	**49 686 200**	**227**	**69**	**60 683 000**
A-2: STAFF - OTHER STAFF BENEFITS (statutory)						
Terminal emoluments			700 000			700 000
Travel on appointment or transfer			350 000			350 000
Installation grant			440 000			440 000
A-2: Subtotal - Other Staff Benefits (statutory)			**1 490 000**			**1 490 000**
Total - Staff salaries and benefits	**178**	**66**	**51 176 200**	**227**	**69**	**62 173 000**
B-1: NON-STAFF - FIXED COSTS (statutory)						
Amortization, rental and maintenance of premises			1 353 760			1 353 800
B-2: NON-STAFF - VARIABLE COSTS						
General office						
Purchase and maintenance of office equipment and furniture			325 000			325 000
Hardware, software and maintenance services			1 837 200			1 837 200
Office supplies, printing and other services			210 000			210 000
Total - General office			**3 725 960**			**3 726 000**
Communications						
Email			514 000			514 000
Telephone			245 000			245 000
Facsimile			50 000			50 000
Postage			176 000			176 000
Total - Communications			**985 000**			**985 000**
Contractual services						
External audit			120 000			120 000
Staff development and learning			1 576 400			1 458 216
Consultants			55 000			55 000
Insurance, bank charges, security, etc.			631 978			632 000
Total - Contractual services			**2 383 378**			**2 265 216**
Governing body sessions						
Salaries			335 000			335 000
Documentation			35 000			35 000
Rental of space, equipment, etc.			65 000			65 000
Total - Governing body sessions			**435 000**			**435 000**
Travel and representation			**1 169 000**			**1 170 000**
United Nations-related cost-sharing fees			**4 476 902**			**4 477 000**
United Nations reform at field level			**940 800**			**1 882 000**
B-2: Subtotal - Non-staff - Variable costs			**12 762 280**			**13 586 456**
Total - Non-staff costs			**14 116 040**			**14 940 216**
GRAND TOTAL	**179**	**66**	**65 292 240**	**227**	**69**	**77 113 216**

*Country office with coordinating functions

** Country office with resource mobilization functions

P – Professional and higher categories; NO – National Officer category (Total: 8.5);
GS – General Service category (Total: 60.5).

STAFFING TABLE
Administrative Part of Budget

	2023										2024									
	DG/DDG	D-2	D-1	P-5	P-4	P-3	P-2	P	NO/GS	Total	DG/DDG	D-2	D-1	P-5	P-4	P-3	P-2	P	NO/GS	Total
CORE STAFF STRUCTURE																				
Headquarters																				
Director General																				
Director General and Deputy Directors General	3							3		3	3							3		3
Office of the Inspector General		1	1	1		1	1	5	1	6		1	1	1	1	1	1	6	1	7
Office of the Ombudsperson and Mediation Services			1					1		1			1					1		1
Executive Office																				
Office of the Chief of Staff		1	6	2		1	2	12	3	15		1	6	2		1	2	12	3	15
Media and Communications			1		1		1	3		3			1		1		2	4		4
Governing Bodies				2	2			4	5	9				1	2			3	5	8
External Relations		1						1	1	2		1						1	1	2
International Partnerships				1				1		1				1				1		1
United Nations Partnerships				1	1			2		2				1	1	1		3		3
Donor Relations			1		1			2	1	3			1		1			2	1	3
Strategic Planning and Organizational Performance																				
Risk Management				1				1		1				1				1		1
Results-based Management																				
Central Evaluation			1					1		1			1					1		1
Operations				1				1		1					1			1		1
Operations and Emergencies		1	1		2			4	1	5		1	1		2			4	1	5
Preparedness and Response				1				1		1				1		2		3		3
Resettlement and Movement Management			1		1			2	2	4			1		2			3	2	5
Peace and Development Coordination																				
Transition and Recovery				1	1			2		2				1	1			2		2
Migration, Environment, Climate Change and Risk Reduction				1				1		1				1			1	2		2
Sustainable Development					1			1		1					1			1		1
Programme Support and Migration Management		1						1	1	2		1						1	1	2
Immigration and Border Governance				1	2			3		3				1	2			3		3
Labour Mobility and Social Inclusion				1	2			3		3				1	2			3		3
Migration Health			1	1				2	1	3			1	1				2	1	3
Protection				1	2			3		3				1	2			3		3
Policy and Research			1					1		1			1				1	2		2
Migration Research and Publications				1			1	2	2	4				1			1	2	2	4
International Migration Law				1				1		1					1			1		1
Management and Reform																				
Gender and Diversity				1			1	2		2				1			1	2		2
Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrasment			1				1	2		2			1	1			1	3		3
Ethics and Conduct			1					1		1			1					1		1
Environmental Sustainability					1			1		1						1		1		1
Occupational Health				1				1		1				1				1		1
Financial and Administrative Management		1						1	1	2		1						1	1	2
Finance and Accounting			1		1			2	2	4			1		1			2	2	4
Budget				1	2		1	4	1	5				1	2	1		4	1	5
Treasury				1		2		3	1	4				1	1	2		4	1	5
Supply Chain			1					1		1			1					1		1
Common Services									3	3									3	3
Staff Travel Coordination							1	1		1							1	1		1
Human Resources Management		1						1		1		1						1		1
Human Resources Operations and Advisory Services				1	1			2		2				1	1			2		2
Human Resources Policy							1	1		1						1		1	1	2
Integrated Talent Management				1				1	1	2				1				1	1	2
Information and Communication Technology		1						1		1		1						1		1
Enterprise Architecture and Technology					1			1	3	4						1		1	3	4
Legal Affairs		1						1	1	2		1			1			2	1	3
Institutional Law and Programme Support			1					1		1			1					1		1
General and Administrative Law				1	1			2		2				1	1			2		2
Contract Law				1				1		1				1	1			2		2
Global Staff Association Committee									1	1									1	1
Total - Headquarters	3	9	19	24	24	6	9	94	33	127	3	9	19	25	28	11	11	106	33	139
Administrative centres																				
Manila, Philippines			1	1	2			4	8	12			1	1	1			3	8	11
Panama City, Panama				2	3	2		7	3	10			1	1	3	2		7	2	9
Total - Administrative centres			1	3	5	2		11	11	22			2	2	4	2	0	10	10	20

STAFFING TABLE (continued)
Administrative Part of Budget

	2023										2024									
	DG/DDG	D-2	D-1	P-5	P-4	P-3	P-2	P	NO/GS	Total	DG/DDG	D-2	D-1	P-5	P-4	P-3	P-2	P	NO/GS	Total
Field																				
Global Data Institute																				
(Displacement Tracking Matrix)				1				1		1				1				1		1
Regional offices*																				
Bangkok, Thailand*		1	1	1		1	1	5	3	8		1	1	1	2	2		7	4	11
Brussels, Belgium		1		2	2			5	3	8		1		2	3			6	2	8
Vienna, Austria		1		2	1			4	2	6		1		2	2			5	3	8
Buenos Aires, Argentina		1			2			3	1	4		1			2			3	1	4
San José, Costa Rica		1			3			4	2	6		1			3			4	2	6
Cairo, Egypt		1		2	1			4	2	6		1		2	2			5	2	7
Dakar, Senegal			1	1	2			4	2	6		1		1	3	1		6	3	9
Nairobi, Kenya		1		1	2	1		5	2	7		1		1	5			7	2	9
Pretoria, South Africa		1		1	1		1	4	2	6		1			1		1	3	2	5
Special liaison offices																				
Addis Ababa, Ethiopia			1		1			2		2			1			1		2		2
New York, United States of America			1		1	2		4		4	1				2	1		4		4
Country offices																				
Afghanistan													0.5		0.5			1		1
Angola													0.5				0.5	1		1
Bangladesh			0.5		0.5			1		1			0.5		0.5			1		1
Bolivia (Plurinational State of)																			1	1
Brazil													0.5					0.50	0.50	1
Burkina Faso					0.5	0.5		1		1			0.5			0.5		1		1
Burundi					0.5	0.5		1		1			0.5			0.5		1		1
Cambodia					0.5			0.50	0.50	1					0.5			0.50	0.50	1
Cameroon													0.5		0.5			1		1
Central African Republic			0.5		0.5			1		1			0.5		0.5			1		1
Chad			0.5		0.5			1		1			0.5		0.5			1		1
Côte d'Ivoire													0.5		0.5			1		1
Democratic Republic of the Congo													0.5		0.5			1		1
Denmark*			1					1	1	2			1		0.5			2	1	3
Djibouti					0.5	0.5		1		1			0.5		0.5			1		1
Dominican Republic															0.5		0.5	1		1
Egypt													0.5		0.5			1		1
El Salvador													0.5		0.5			1		1
Eritrea							0.5	0.50		0.50							0.5	0.50		0.50
Ethiopia			0.5		0.5			1		1			0.5		0.5			1		1
Ghana													0.5		0.5			1		1
Guatemala															0.5			0.50		0.50
Guinea					0.5	0.5		1		1			0.5		0.5			1		1
Haiti				0.5	0.5			1		1			0.5		0.5			1		1
India															0.5			0.50	0.50	1
Indonesia												0.5			0.5			1		1
Iran (Islamic Republic of)															0.5		0.5	1		1
Kazakhstan*															0.5			0.50		0.50
Kenya													0.5		0.5			1		1
Lebanon													0.5		0.5			1		1
Malawi					0.5	0.5		1		1					0.5			0.50	0.50	1
Mali					0.5	0.5		1		1			0.5		0.5			1		1
Mauritania					0.5	0.5		1		1					0.5	0.5		1		1
Mexico															0.5			0.50		0.50
Micronesia (Federated States of)													0.5		0.5			1		1
Morocco													0.5		0.5			1		1
Mozambique				0.5		0.5		1		1			0.5		0.5			1		1
Myanmar				0.5		0.5		1		1			0.5		0.5			1		1
Nepal					0.5	0.5		1		1					0.5	0.5		1		1
Nicaragua															0.5		0.5	1		1
Niger				0.5	0.5			1		1			0.5		0.5			1		1
Nigeria													0.5		0.5			1		1
Pakistan													0.5		0.5			1		1
Papua New Guinea					0.5	0.5		1		1					0.5	0.5		1		1
Philippines													0.5			0.5		1		1
Rwanda					0.5	0.5		1		1			0.5			0.5		1		1
Senegal				0.5		0.5		1		1			0.5			0.5		1		1
Somalia			0.5		0.5			1		1			0.5		0.5			1		1
South Sudan			0.5		0.5			1		1			0.5		0.5			1		1
Sri Lanka													0.5			0.5		1		1
Sudan					0.5	0.5		1		1			0.5		0.5			1		1
Switzerland																			0.50	0.50
Timor-Leste						0.5		0.50	0.50	1					0.5			0.50	0.50	1
Tunisia													0.5			0.5		1		1
Uganda			0.5		0.5			1		1			0.5		0.5			1		1
Ukraine													0.5			0.5		1		1
United Kingdom**			1					1	1	2			1			1		2		2
United Republic of Tanzania				0.5		0.5		1		1			0.5		0.5			1		1
Venezuela (Bolivarian Republic of)													0.5		0.5			1		1
Viet Nam													0.5		0.5			1		1
Yemen													0.5		0.5			1		1
Zambia					0.5	0.5		1		1			0.5		0.5		0.5	1		1
Zimbabwe													0.5		0.5			1		1
Total - Field		8	8.5	15.5	23.5	14.5	3.5	73.5	22	95.5		10.5	10	25	40.5	21	4	111	26	137
Total - Headquarters, administrative centres and field	3	17	28.5	42.5	52.5	22.5	12.5	179	66	244.5	3	19.5	31	52	72.5	34	15	227	69	296

P – Professional and higher categories; NO – National Officer category (Total: 8.5); GS – General Service category (Total: 60.5).

*   Country office with coordinating functions
**   Country office with resource mobilization functions

PART II:
OPERATIONAL PART
OF THE BUDGET
(in US dollars)

OPERATIONAL PART OF THE BUDGET

INTRODUCTION

202. The Operational Part of the Budget is funded by voluntary contributions.

203. Funding for the Organization's activities is mostly earmarked for specific projects or reimbursements for services provided. The Operational Part of the Budget consists of funding that IOM expects to receive from donors for new and ongoing activities based on formal contractual agreements. The Operational Part of the Budget for 2024 is estimated at USD 1.8 billion.

204. The budgeted resources for 2024 have been established using current information on projects and programmes which are expected to continue or commence during the budget year. These do not always reflect the total cost of implementing the projects, as only activities for which funding is currently available for the budget year are shown. The budgeted resources for staff, office and programme costs are therefore based on reasonable estimates made when the present document was being prepared.

205. In certain cases, not all the funds earmarked by donors for specific projects are utilized or committed to activities in the budget year. The unused funds are carried over to the following year for continued project implementation. Funds expected to be carried over have been reflected as budgeted resources for the specific activities or projects for which they are intended.

206. Funding earmarked for specific programmes under the Operational Part of the Budget cannot be used for purposes other than those specified by the donor, and this limits IOM's ability to invest in new initiatives without firm pledges. Except for a limited amount of OSI which offers some flexibility, the Organization does not have its own funds from which to make allocations to specific programmes or to support its field structures. The Administration appeals to Member States to consider making unearmarked voluntary contributions towards the Organization's work.

207. Projected OSI for 2024 is USD 210 million and more information on its sources and application is provided in the section on pages 74 to 86.

208. The geographical breakdown of the Operational Part of the Budget on pages 171 to 190 provides a regional perspective on IOM programmes.

209. Annex II (Funds in special accounts) presents details of the funds and the criteria for their use.

210. Staff and office costs are shown in the table in Annex IV. The staffing levels and related costs attributable to specific operational projects are based on the projections for staff and office structures, which depend on the level of activity and funding, and are therefore adjusted on an ongoing basis. Annex IV also reflects staff positions, office structures and other costs funded by OSI.

211. Movement estimates are given in Annex V. This table presents a breakdown of the projected number of movements based on the anticipated level of activities.

OPERATIONAL SUPPORT INCOME

212.	In line with Council Resolution No. 1390 on budget regulations and practices, adopted on 24 November 2020, part of OSI is earmarked as complementary funding to cover the Organization's core structures. The chart below, which is based on the annual Financial Reports, shows that the actual OSI generated has increased over the years as the Organization's activities have expanded.

Trend of Operational Support Income
(in millions of USD)
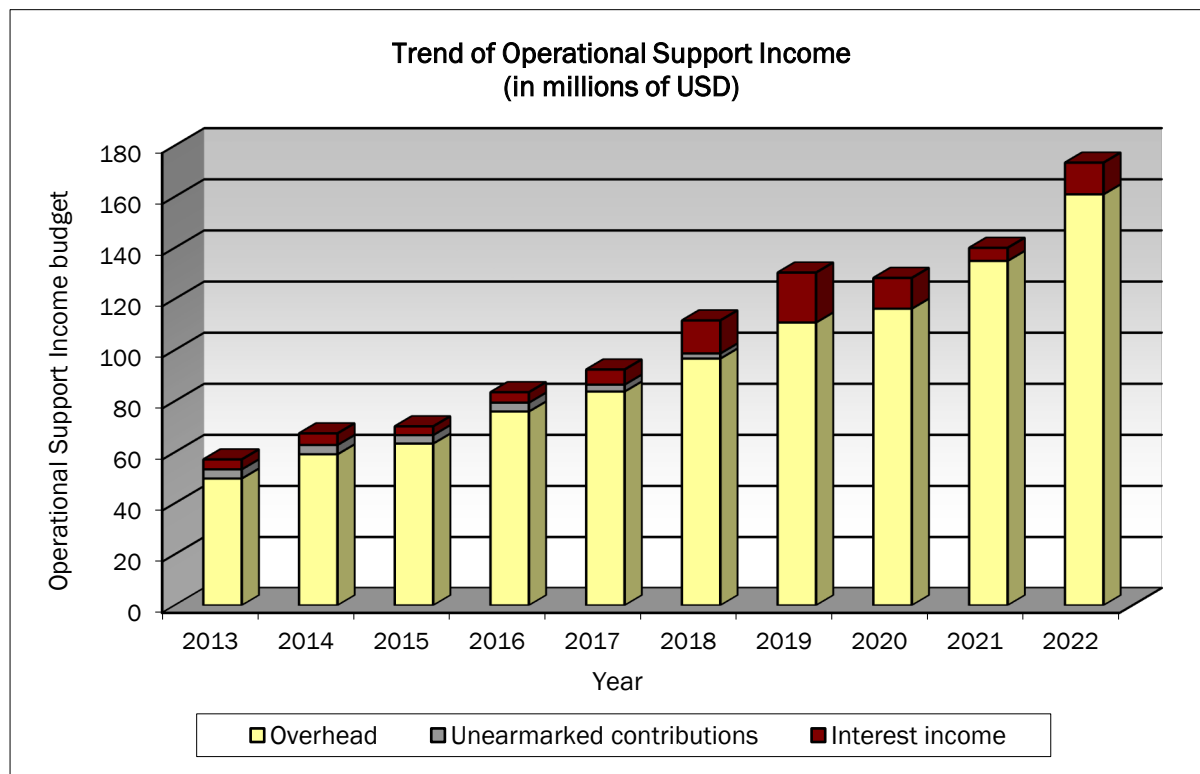
213.	The OSI budget estimate for 2024 is projected at USD 210 million. In 2024, the OSI projection has increased by 20 per cent compared with the Revision of the Programme and Budget for 2023 (S/32/6). This increase in projected OSI level is also reflective of Member States calls for the Organization to plan for higher OSI income in view of the growing expenditure levels of the past years.

214.	Should actual OSI be higher than the expenditure levels at the end of the year, the difference will be applied towards covering unforeseen shortfalls; any balance remaining thereafter will be credited to the OSI reserve. On the other hand, funds will be drawn from the reserve should the amount of OSI available at the end of the financial year be less than the amount projected. This approach helps address concerns about fluctuations in the OSI level and ensures a sustainable level of funding to cover the core structure of the Organization.

PROJECT-RELATED OVERHEAD PROJECTION

215.   The project-related overhead for 2024 is projected at USD 178 million. The following table illustrates the overhead that is expected to be generated from the different overhead rates of projects and programmes included in the present document under the Operational Part of the Budget.

Project-related overhead summary

Overhead rate	2024 Total budget in millions of USD	% of total 2024 budget	2024 Staff and office costs out of the total budget in millions of USD	2024 Overhead in millions of USD
12% on staff/office costs	494.2	26.9%	246.2	29.5
5% on total costs	117.8	6.4%	73.2	5.6
7% on total costs	1,013.2	55.1%	359.6	65.3
0 to 4%	213.7	11.6%	51.2	3.4
TOTAL	**1,838.9**	**100%**	**730.2**	**103.8**
Difference needed to bring overhead income to the projected level in 2024				74.2
TOTAL	**1,838.9**	**100%**	**730.2**	**178.0**

Note: USD 74.2 million must be realized from new and additional projects/funding over the course of 2024 in order to realize the projected overhead income of USD 178 million. The overhead funding of USD 103.8 million is derived from ongoing projects with confirmed funding.

216.   As mentioned in the previous section, project-related overhead is a percentage charged on projects to cover indirect costs and the Organization's fees for participation in the UNDSS mechanism. The current project-related overhead rate is 7 per cent on total project costs, but a lower rate may be applied to bilateral funds from developing Member States requesting technical assistance from IOM for the implementation of national development projects and to projects involving "pass-through" funds where IOM's involvement is limited to merely transferring funds to another entity.

217.   The functions, services and projects funded by OSI are outlined below. With the increased funds, certain functions and services have either been strengthened or established in line with the areas identified through the budget reform discussions. Part of OSI is earmarked to cover the fees for IOM's participation in the UNDSS mechanism, the cost of IOM staff security structures and the IOM Development Fund. The projects financed by the IOM Development Fund are presented in a separate report and are not described by activity in this document.

SOURCES AND APPLICATION OF OPERATIONAL SUPPORT INCOME
(in US dollars)

Sources	2024
PROJECT-RELATED OVERHEAD INCOME	
General overhead	178 000 000
Total project-related overhead income	**178 000 000**
MISCELLANEOUS INCOME	
Unearmarked contributions	10 000 000
Interest income	22 000 000
Total miscellaneous income	**32 000 000**
Total	**210 000 000**

Application	2024
Staff and services for Headquarters	56 728 000
Staff and services for Headquarters relating to the Internal Governance Framework	2 013 000
Staff and services for the administrative centres	17 872 800
Staff and services for the regional offices	32 282 800
Staff and services for the special liaison offices	3 793 600
Staff and services for country offices with resource mobilization functions	7 483 100
Staff and services for country offices with coordinating functions	2 856 900
Staff and services for country offices	13 859 700
African Capacity Building Centre on Migration Management	621 700
Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix)	3 004 000
Global activity/support	5 334 000
Information and communications technology	13 387 600
Staff security	21 047 500
Unbudgeted activities and structures	8 000 000
Maintenance of office premises	1 100 000
Other staff benefits	5 615 300
IOM Development Fund – Line 1	1 400 000
IOM Development Fund – Line 2	13 600 000
Total	**210 000 000**

STAFF AND SERVICES COVERED BY OPERATIONAL SUPPORT INCOME
(in US dollars)

	Activity	Staff and office costs	Other costs	Total costs
1	Headquarters	56 728 000		56 728 000
2	Headquarters – Internal Governance Framework	2 013 000		2 013 000
3	Field – Administrative centres	17 872 800		17 872 800
4	Field – Regional offices	32 282 800		32 282 800
5	Field – Special liaison offices	3 793 600		3 793 600
6	Field – Country offices with resource mobilization functions	7 483 100		7 483 100
7	Field – Country offices with coordinating functions	2 856 900		2 856 900
8	Field – Country offices	13 859 700		13 859 700
9	African Capacity Building Centre for Migration Management	621 700		621 700
10	Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix)	3 004 000		3 004 000
11	Staff development and learning	1 282 800		1 282 800
12	Research and Publications	255 000		255 000
13	Gender mainstreaming activities	100 000		100 000
14	Course on International Migration Law	20 000		20 000
15	Leadership, diversity and inclusion initiatives		300 000	300 000
16	Private sector outreach	200 000		200 000
17	Regional consultative processes on migration	25 000		25 000
18	Support for consultations with civil society organizations	10 000		10 000
19	Humanitarian Assistance for Stranded Migrants	300 000		300 000
20	Centre for Information on Migration in Latin America (CIMAL)	30 000		30 000
21	Inter-American Course on Migration		63 000	63 000
22	Technical Cooperation Project to Strengthen the Puebla Process	20 000		20 000
23	Support to Strengthen the Central American Commission of Migration Directors (OCAM)	10 000		10 000
24	South American Conference on Migration Process	20 000		20 000
25	Annual support for African Union migration policy formulation and dialogues	80 000		80 000
26	PRIMA	1 488 200		1 488 200
27	Institutional initiatives	1 000 000		1 000 000
28	External audit	130 000		130 000
29	Information and communications technology	13 387 600		13 387 600
30	Staff security	4 634 100	16 413 400	21 047 500
31	Unbudgeted activities and structures	8 000 000		8 000 000
32	Maintenance of office premises	1 100 000		1 100 000
33	Other staff benefits	5 615 300		5 615 300
34	IOM Development Fund	832 700	14 167 300	15 000 000
	Grand total	179 056 300	30 943 700	210 000 000

APPLICATION OF OPERATIONAL SUPPORT INCOME

218.   This section of the document presents an overview of the sources and application of OSI.

219.   Details of staff positions, office costs and other line items funded by OSI are provided in Annex IV.

1.   Headquarters

220.   The core staff at Headquarters are those who serve as advisers and/or who plan, organize, supervise and monitor the overall activity of the Organization, within regional and functional contexts, and whose work is not tied to the implementation of a single identifiable programme or project. Part of the core structure which is not funded under the Administrative Part of the Budget is covered by OSI.

Budgeted resources: 56 728 000

2.   Headquarters – Internal Governance Framework

221.   IOM has grown significantly in terms of budget, staffing and scope of activity and is recognized as an institution of extraordinary scope and delivery, characterized by the positive impact it has across the world. This rapid growth and transformation within a short time frame has placed a strain on the Organization's internal governance system. The Administration has launched an ambitious action plan to enhance the Organization's overall functioning by driving continual improvement to support the delivery of its mandate, strategic vision, objectives and goals, meeting donor expectations and requirements. The Organization is in need of consolidation, coherence and structural development to continue to be a reliable and effective partner to Member States and donors and to continue to provide high-quality assistance to beneficiaries. To address this, the Internal Governance Framework, outlining the essential requirements for a modern and fit-for-purpose internal governance system, has been developed.

Budgeted resources: 2 013 000

3.   Field – Administrative centres

222.   The Manila and Panama Administrative Centres are considered extensions of Headquarters and provide administrative support throughout the Organization. Most of the functions in the centres provide general administrative support and are therefore covered by OSI. The role of the administrative centres continues to be invaluable as the Organization continues to grow, with the services they provide costing less than if they were provided in Geneva.

Budgeted resources: 17 872 800

4.   Field – Regional offices

223.   The regional offices oversee, plan, coordinate and support IOM activities within their region. This budget allocation is directed towards covering the core functions of the regional offices which include, among others, undertaking liaison duties; managing relations with other multilateral bodies; planning, organizing or implementing activities of the Organization at the regional or subregional level or in a functional capacity; overseeing and supporting the operations of the Organization in the areas of project development, providing thematic specialized support, endorsement and implementation; procuring services; controlling project expenditures; undertaking receipt and disbursement of funds; negotiating agreements; providing recruitment and human resources services; performing financial reporting; supporting external/internal audits; and providing administrative support to country offices.

Budgeted resources: 32 282 800

5.   Field – Special liaison offices

224.   The special liaison offices in Addis Ababa and New York have the responsibility of maintaining liaison with multilateral bodies. These offices strengthen the relations with diplomatic missions, the United Nations system and NGOs. In line with institutional policies, they are part of the core structure. Most of the services and support they provide are organization-wide and therefore covered by OSI.

Budgeted resources: 3 793 600

6. Field - Country offices with resource mobilization functions

225. To ensure effective fundraising and liaison with donors, five country offices that coordinate substantial funding for IOM's activities worldwide (Berlin, Germany; London, United Kingdom; Tokyo, Japan; Seoul, Republic of Korea, and Washington, D.C., United States of America) have additional responsibilities for resource mobilization. They support the development of funding policies, establish priorities and procedures, and prepare proposals and develop fundraising strategies and mechanisms for national programmes and projects in line with the Organization's strategic focus and priorities.

Budgeted resources: 7 483 100

7. Field - Country offices with coordinating functions

226. Within the large geographical areas covered by each regional office, there are subregional migratory realities for which seven country offices are assigned coordinating functions to deal with such specific migration dynamics. These offices help address specific subregional migration issues and emerging trends and promote increased IOM membership in the subregion. They establish priorities for project development and resource mobilization, and stimulate, direct and support project development in the cluster of offices in the context of subregional strategies, policies and consultative processes. The country offices with coordinating functions are in the following locations: Nur-Sultan, Kazakhstan, for Central Asia; Canberra, Australia, for the Pacific; Bridgetown, Barbados, for the Caribbean; Rome, Italy, for the Mediterranean; Copenhagen, Denmark for the Nordic countries, and Beijing, China. A coordinating function to cover South Asia is located in the Regional Office in Bangkok, Thailand.

Budgeted resources: 2 856 900

8. Field – Country offices

227. In line with the Organization's projectization policy, most of the staff and office costs in the country offices are directly attributed to the projects under which they are incurred. In some cases, however, the Administration supports country offices where project funds do not fully cover the costs of office structures, particularly for liaison activities or establishing and maintaining a presence as an investment for potential project opportunities. Moreover, with the continuation of the gradual implementation of the budget reforms outlined in Standing Committee Resolution No. 31 of 28 June 2022, a portion of funding to cover part of the cost for the Chief of Mission and Resources Management Officer posts in country offices envisaged by Resolution No. 31 is covered by OSI.

Budgeted resources: 13 859 700

9. African Capacity Building Centre on Migration Management

228. The objectives of the African Capacity Building Centre on Migration Management, established in Moshi, United Republic of Tanzania, in collaboration with the Government, are to: (a) help promote international understanding of migrants and migration issues; (b) promote sound migration governance in Africa; (c) develop, institutionalize and deliver on-site and off-site migration management training programmes; and (d) build the migration management capacity of African States. In meeting these objectives, IOM works closely with all governments, regional bodies and other stakeholders across the continent.

Budgeted resources: 621 700

10. Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix)

229. The objective of the Global Data Institute is to effectively leverage IOM's role as a key contributor in the international community's efforts to broaden and strengthen the evidence base on the movement of people at the global level, including in terms of migration and displacement. The Institute, under the administrative oversight of the Deputy Director General for Operations, consists of the Displacement Tracking Matrix Unit and the Global Migration Data Analysis Centre.

Budgeted resources: 3 004 000

11. Staff development and learning

230. The Administration remains committed to supporting the implementation of existing human resources strategies and policies and developing new policies and tools to address the Organization's need for a holistic and integrated approach to talent management, staff development and learning, performance management and succession planning.

Budgeted resources: 1 282 800

12. Research and Publications

231. The work of the Migration Research and Publications Division continues to grow and the online current publications platform lists over 3,100 titles. In order to cope with the increase in publications support requests from the field, more should be invested in the publications production process, including reducing the resource gap, bolstering quality assurance capacity, and enhancing online tools to support delivery of content and further access by Member States and the public in general. The IOM Publications Platform provides a large range of IOM publications in the three official languages, as well as some other languages. Most publications can be downloaded free of charge.

- IOM's academic journal: *International Migration*

232. The journal is edited by Koç University and published by Wiley. Six issues of the journal are published per year and are available online only. Hard copies can be requested through the Wiley portal. IOM established the scientific journal in 1961, and 2021 saw the journal's 60th anniversary. Key achievements of the journal include an increase in its impact factor and citations for 2022, as well as an increase in free-to-access articles.

- *Migration Policy Practice*

233. *Migration Policy Practice* is a journal published by IOM and edited in partnership with the University of Ghana and the German Agency for International Cooperation (GIZ). Following open global calls, contributions are received from senior officials, international organizations and civil society worldwide who work in the field of migration policy and practice. By 15 September 2023, 49 issues of the journal had been published, with a renewed emphasis on publishing content from developing countries.

- Migration Research Series

234. The Migration Research Series focuses on policy-oriented and empirical research and analysis with the aim to contribute to a better understanding of the multidimensional aspects of migration and inform migration policies at the national, regional and international levels. By 15 September 2023, over 80 titles had been published in this series, some of which have also been published in French and Spanish. Recent article topics have included the displacement from Ukraine, data innovation in displacement contexts, the nexus between climate change, conflict and mobility, and top issues for policymakers on displacement in Afghanistan. All articles are freely available online on the IOM Publications Platform, to ensure a wide reach and impact among policymakers, practitioners, scholars, researchers and students interested in issues related to migration.

- World Migration Report

235. The World Migration Reports explore and discuss the latest trends in international migration and are published in all six official languages of the United Nations. The English version of the 2022 edition of the report was launched by the Director General at 112th Session of the IOM Council and is currently available in Arabic, Chinese, English, French, Russian, and Spanish. Selected chapters from 2022 edition are also available in German, Portuguese and Swahili, with more to come. The World Migration Report series now has a new interactive platform to enable readers to explore key migration data and analysis, and is now a multi-award-winning flagship report, having won several international design and web platform awards in 2021, 2022 and 2023. The World Migration Report has three objectives: (a) to provide key information on migration and migrants, globally and regionally; (b) to provide analyses of complex and emerging issues in the field of migration; and (c) to present policy-relevant findings based on sound research and analysis, and practical suggestions for a range of different stakeholders. The World Migration Report is co-financed through donations/grants from the private sector, philanthropic foundations, Member States, and intergovernmental organizations. OSI covers only a small proportion of the costs (USD 80,000).

- Other publications

236.   The Organization also produces a substantial number of publications (studies, reports, books, handbooks and manuals) through its field offices around the world as a direct result of IOM projects, and at Headquarters, either directly or through co-publishing arrangements with other organizations. IOM also works in partnership with United Nations Publications.

Budgeted resources: 255 000

13.   Gender mainstreaming activities

237.   Through its Gender Equality Policy – the new version of which is currently under development – IOM strives to respond to the practical needs and strategic interests of all migrants in all its activities, ensuring that migrants – regardless of gender and age – can experience safe migration and are provided with equal opportunities for social and economic empowerment, as well as timely and appropriate access to adequate assistance. Technical guidance and capacity-building activities are provided throughout the Organization to strengthen understanding and competency on gender and diversity issues among IOM staff at all levels and to facilitate active collaboration with partners at the inter-agency level.

238.   Specific efforts will be directed at strengthening the Organization's capacity to deliver and report on gender equality and diversity issues based on a review of the use of IOM Gender Marker and a knowledge, attitudes and practice study to assess perceptions, awareness, understanding and behaviour in relation to various dimensions of gender and diversity across IOM. This is in line with its participation in the second United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0), the United Nations Disability Inclusion Strategy, and other initiatives, such as the Diversity, Inclusion and Social Cohesion (DISC) Initiative.

Budgeted resources: 100 000

14.   Course on International Migration Law

239.   In response to the interest expressed by governments, IOM organizes an annual course open to officials from various government ministries that formulate and implement migration law and policy. The course provides a broad overview of international migration law, focusing on migration issues of specific interest. Dialogue and cooperation between government departments in the same country are also encouraged.

Budgeted resources: 20 000

15.   Leadership, diversity and inclusion initiatives

240.   The purpose of these initiatives is twofold: (a) to address shortages in managerial and leadership skills by identifying and preparing a talent pool of emerging IOM leaders to secure effective succession planning for middle and upper management positions; and (b) to maximize the benefits of employing a wide range of people of different genders, backgrounds, cultures and ethnicities, with a view to serving IOM beneficiaries and Member States effectively and with sensitivity.

Budgeted resources: 300 000

16.   Private sector outreach

241.   IOM recognizes the private sector as both a partner and an important stakeholder that offers unique skills, knowledge and expertise for tackling today's pressing migration challenges. To establish effective private sector partnerships, the Donor Relations Division will provide Headquarters and the regional and country offices with assistance and expertise relating to initiating, establishing and maintaining partnerships with the private sector, in order to fully utilize the benefits of such partnerships. It will do so by leading and supporting the Organization's overall efforts to build partnerships with the private sector; identifying opportunities for strategic engagement; coordinating structured outreach to potential private sector partners; and developing and implementing fundraising campaigns.

Budgeted resources: 200 000

17. Regional consultative processes on migration

242. In response to the growing complexity and diversity of international migration, a number of RCPs have been established in recent years. Periodic consultation offers participants the opportunity to share and exchange information on migration issues of topical interest. Such consultations facilitate and deepen cross-fertilization among RCPs and explore ways to harness future opportunities for greater collaboration. Building on IOM's past involvement in organizing and supporting a number of RCPs, the Administration considers it important to strengthen structures in order to enhance engagement in the processes.

Budgeted resources: 25 000

18. Support for consultations with civil society organizations

243. IOM constantly develops and nurtures relationships with CSOs that work in the field of migration as part of its mandate to strengthen cooperation with non-governmental actors on migration and related areas. Annual IOM–CSO consultations continue to foster partnerships on migration-related topics. Consultations cover a range of increasingly topical issues, including mixed migration flows, migrants in countries in crisis and climate adaptation. These annual consultations will benefit from having a broader range of relevant CSOs participate by sponsoring a small select number of them, as dictated by the topics on the agenda.

Budgeted resources: 10 000

19. Humanitarian Assistance for Stranded Migrants

244. Although home country governments are responsible for assisting stranded migrants, they are often unable to respond to immediate needs. IOM is therefore frequently asked by governments and international agencies to provide humanitarian emergency assistance, at very short notice, to migrants, particularly those who find themselves in difficult migratory circumstances for which funding is not readily available.

245. The Humanitarian Assistance for Stranded Migrants programme, which serves as a funding mechanism to provide global, timely and effective responses, seeks to: (a) provide flexible and quick humanitarian assistance to stranded migrants in difficult circumstances for whom support is not readily available from existing programmes; and (b) derive, from the information collected in providing such assistance, a clearer picture of changing trends in irregular migration in order to help the international community formulate countermeasures that can be included in future IOM programming.

Budgeted resources: 300 000

20. Centre for Information on Migration in Latin America (CIMAL)

246. As a service to States and the general public, IOM will continue to provide information on international migration and related matters in Latin America, the Caribbean and other geographical areas. This information has been compiled over the years from reliable sources, such as academic institutions, migration specialists and projects and information units working on migration in the region, and enables the characteristics and magnitude of migration movements within the region to be understood and monitored. The Centre has published and updated a bibliographic registry of publications on migration, reverse technology transfer, human resources and related matters in Latin America and the Caribbean. It also plays a major role in the promotion and use of modern information dissemination tools and methodologies in order to make regional systems more compatible.

Budgeted resources: 30 000

21. Inter-American Course on Migration

247. This initiative will support the organization of the annual Inter-American Course on International Migration with the Government of Argentina. This course aims to provide specific training to representatives from different areas in the region and encompasses theoretical and applied knowledge that will facilitate mechanisms to improve States' migration management capacities, including in areas such as administration and the regularization of migration processes. It also facilitates the exchange of expertise, experience, and methodologies to develop activities in the field of international migration, taking into account global and regional frameworks, including the Global Compact and RCPs.

Budgeted resources: 63 000

22.   Technical Cooperation Project to Strengthen the Puebla Process

248.   The Puebla Process, as an RCP, provides a space for respectful, frank and honest discussions among member countries on regional and international migration, ensuring greater coordination, transparency, and cooperation. This works to foster regional efforts to strengthen migration governance; protect the human rights of migrants, especially those in situations of vulnerability; promote appropriate linkages between migration and sustainable development; define strategic priorities; address the main migration-related challenges the region faces; and strengthen and modernize border management.

Budgeted resources: 20 000

23.   Support to Strengthen the Central American Commission of Directors of Migration (OCAM)

249.   The general objective of the project is to strengthen the role of OCAM as a mechanism for consultation, coordination and cooperation on migration issues within the framework of the regional integration process. The project is based on the development of cooperation activities through the OCAM electronic communications network and the modernization of migration administrative systems. An allocation from OSI is provided in recognition of the importance of this mechanism in achieving regional integration.

Budgeted resources: 10 000

24.   South American Conference on Migration process

250.   The general objective of the project is to support the South American Conference on Migration process, in line with the regional strategy. IOM acts as the technical secretariat for the Conference. An allocation from OSI is provided in recognition of the importance of this mechanism in achieving regional cooperation.

Budgeted resources: 20 000

25.   Annual support for African Union migration policy formulation and dialogues

251.   The general objective of the project is to support migration dialogues in Africa to ensure inclusive and coherent policy formulation and implementation. This support will provide a platform for advisory and technical assistance to ensure the complementarity of engagement and work in line with the African migration and development agenda. This annual support will also align with IOM's Continental Strategy for Africa 2020–2024 for greater collaboration with the African Union Commission, its regional economic communities and other relevant entities on safe, orderly and regular migration. IOM acts as the main partner of relevant migration dialogues in Africa, notably the Pan-African Forum on Migration. An allocation from OSI is provided in recognition of the importance of this support mechanism in achieving regional cooperation and integration.

Budgeted resources: 80 000

26.   PRIMA

252.   PRIMA – the Project Information Management Application – was rolled out globally in 2019 and continues to be enhanced. PRIMA sits at the heart of many IOM processes and is integral to many of the reforms planned under the IGF, such as ensuring that all IOM projects are developed using a results-based management approach; ensuring that approval workflows, including project endorsement, activation, implementation and reporting, are based on the guidance provided in the IOM Project Handbook; ensuring a risk-based approach to project management in line with internal instructions on the management of risk; allowing for institutionalizing results monitoring against the Strategic Results Framework; and ensuring that the Organization meets external and internal reporting requirements.

Budgeted resources: 1 488 200

27.   Institutional initiatives

253.   There are various strategically important institutional initiatives that require sustained funding which include supporting IOM's engagement in the Twenty-ninth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29), and strengthening institutional capacity to provide technical assistance to Member States. IOM also contributes to the Capacity for Disaster Reduction Initiative (CADRI), which focuses on building capacities of governments to prevent disaster displacement, and is required to pay membership fees to participate in the following networks and

platforms: the Standby Partnership (SBP) Network; the Humanitarian Standards Partnership; the United Nations Humanitarian Booking Hub; the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP); the Cash Learning Partnership (CALP) Network; and the United Nations Partner Portal. Twice a year, IOM also organizes the International Dialogue on Migration (IDM), which is an important forum for migration policy discussions at ministerial level.

Budgeted resources: 1 000 000

28.   External audit

254.   Due to the growth of the Organization, an additional allocation is made to expand the scope of external audit activities.

Budgeted resources: 130 000

29.   Information and communications technology

255.   Efforts will be continued to update and enhance existing technology, IT security and organization-wide information and communications systems through several ongoing and planned initiatives that will enable the Organization to continue providing effective and efficient support to administrative and operational structures and services. This is in line with the objective to maximize the benefits of ICT systems in advancing the mandate of the Organization, while mitigating cybersecurity risks. The priority projects in 2024 are described below:

- Ongoing upgrades and maintenance of the enterprise resource planning system (PRISM and Oracle) are critical to keep pace with demands from IOM offices and departments for improved business processes and to keep up to date on technical upgrades, functional enhancements and change management.

- IOM has embarked on a revised programme to strengthen its core infrastructure technologies and cybersecurity posture. The implementation of cloud tools and applications to mitigate the Organization's cybersecurity risks and vulnerabilities especially at mission level, while protecting the Organization's information and data assets from malicious attacks, will be realigned with changing needs and continued.

- A technology rebuild of the next generation of MiMOSA is required to further enhance the automation and integration of facilitated migration services. MigApp and other complementary systems allow IOM to engage with beneficiaries, providing information on regular migration and resettlement services to beneficiaries. They also allow staff to leverage mobile technology to conduct business and provide services as they interact with migrants in remote areas.

- IOM has embarked on a programme to create high availability of key systems (MiMOSA, PRISM SharePoint, and PRIMA) as part of its activities to move to cloud services. In 2024, this initiative will include a period of integrating data sources and aligning data governance and security measures across the Organization, and the decentralization of ICT support to missions and regions to be closer to operations.

Budgeted resources: 13 387 600

30.   Staff security

256.   International organizations have reinforced their efforts to enhance staff and asset security management in response to the mounting threat to staff safety and security. IOM recognizes the potential threat to the lives of its staff in certain hazardous environments, and therefore participates in the UNDSS mechanism.

257.   In line with the budget regulations, a portion of project-related overhead income is earmarked to cover the Organization's fees for participation in the UNDSS mechanism, the cost of staff security structures and, within the limits of the available resources, for compliance with the minimum operating security standards, evacuations and other staff security costs. Established internal procedures have proven effective in identifying safety and security requirements across the Organization, particularly in the field, and these are addressed within reasonable security practices and standards. Security needs are assessed, and

security arrangements inspected on an ongoing basis in all IOM field offices, and staff receive training on security matters.

Budgeted resources: 21 047 500

31. Unbudgeted activities and structures

258. The significant growth in the Organization's activities, with their inherent risks, and changing migration priorities require good management and prudent decisions in implementing projects around the world. The Administration has established internal control measures and policies to limit the risks associated with the complexity of IOM's operations. However, unforeseen developments with a potentially significant financial impact may result in: (a) emerging needs that cannot be realistically anticipated in advance; (b) co-funding requirements, when certain donors finance only a proportion of total project costs and IOM undertakes to implement the project in the expectation that it will be able to raise the outstanding amounts; and (c) a need for bridging funds to fill gaps during the transition from emergency operations to normal migration activities, when it might prove expensive to downsize structures, only to rebuild them again.

259. Taking into account IOM's projectized financial structure, and in the absence of other sources of income, unbudgeted expenditures resulting from unforeseen events are covered at the end of the year by OSI, if available, after all other avenues have been exhausted.

Budgeted resources: 8 000 000

32. Maintenance of office premises

260. With the expansion of the core staff structure, the Organization needs to allocate additional resources for office costs, particularly for rental, maintenance and other office running costs at Headquarters.

Budgeted resources: 1 100 000

33. Other staff benefits

261. In addition to the location-related cost of the core structure, there are some other staff-related costs which are supported through OSI, including the installation grant, parental leave and extended sick leave, and travel on appointment and transfer.

Budgeted resources: 5 615 300

34. IOM Development Fund

262. The IOM Development Fund provides a flexible mechanism to respond rapidly and efficiently to the priorities of eligible Member States to strengthen their migration management and governance capacity. It is a key element of IOM's support to eligible Member States towards achieving the Sustainable Development Goals. Detailed criteria and guidelines on the Fund, which provide practical information on the operation and management of the two funding lines, can be found on the Fund website in the three official languages (http://developmentfund.iom.int/). A five-year strategic plan provides guidance to support the formulation and implementation of effective decisions on the management of the Fund.

263. In summary, the IOM Development Fund operates within the parameters set out below:

- IOM uses the most recent version of the World Bank list of low-income to upper-middle income economies as the primary eligibility guideline. Countries that would otherwise be eligible because of their position on the World Bank list are excluded when they join the European Union.

- Priority is given to innovative capacity development projects in the various IOM areas of activity, including research and feasibility studies related to such activities.

- National and regional projects are eligible for funding.

- Projects with good prospects for future funding and projects that provide co-funding for major donor commitments or bridging funds continue to be supported.

- Certain areas of IOM activity are excluded from consideration for support under the Fund. These include:

- Movements: activities that are overseen by the Resettlement and Movement Management Division, including IOM's traditional refugee and migrant transport and resettlement programmes;

- Emergencies: activities that are overseen by the Preparedness and Response Division;

- Major conferences and similar events including continuations of ongoing dialogues and similar activities that are already well established; however, some events that may be useful in launching new regional processes, opening new geographical coverage or increasing programme planning and implementation between IOM and Member States are not excluded;

- Projects mainly supporting IOM staff and office costs, including projects proposed for the specific purpose of opening or keeping open an IOM office; however, IOM staff and office costs can be included in the budget for project implementation following the usual IOM projectization approach, up to a maximum of 30 per cent of the budget;

- Assisted voluntary return, unless the project has a significant government capacity-development component alongside the return component.

- In the context of regional projects, countries that are not IOM Member States continue to be included among the beneficiaries only where a majority of IOM Member States benefit from the project.

- Non-member States cannot directly apply for support through the Fund.

- All eligible Member States can apply for Line 2 funding excluding those with outstanding assessed contributions to the Administrative Part of the Budget which equal or exceed the amount due from them for the preceding two years (as provided for in Article 4 of the IOM Constitution). This exclusion does not apply to Member States with up-to-date payment plans.

- The following maximum funding levels apply:

  - Line 1: USD 100,000 for national and regional projects. Exceptional increases for regional projects will continue to be considered up to USD 200,000.

  - Line 2: USD 300,000 for national projects and USD 400,000 for regional projects. Funding requests beyond these limits are not considered.

- All projects must be supported by a written endorsement and request for IOM Development Fund funding by the respective beneficiary's capital.

- Distinct tracking and accounting have been introduced for the two funding lines.

- All projects include an ex-post evaluation budget of 5 per cent of the total project budget.

- All projects mainstream gender during the project design and implementation phases to achieve the 2a code of the IOM Gender Marker.

- All projects include indicators which are aligned with the IOM Strategic Results Framework.

- Fundraising and visibility campaigns are ongoing.

- In order to ensure that the Fund is properly administered, the cost of support functions is also covered by the Fund.

Budgeted resources: 15 000 000

FINANCING OF THE OPERATIONAL PART OF THE BUDGET

264.   Contributions to the Operational Part of the Budget comprise the following:

- **Earmarked contributions** for specific programmes/projects and reimbursements from governments, migrants and sponsors, voluntary agencies and others;

- **Unearmarked contributions** from governments/donors;

- **Interest income.**

265.   A summary of anticipated voluntary contributions by source of funds for 2024 is provided in the table below.

	USD	
Total Operational Part of the Budget		**1 838 880 000**
Earmarked contributions		
Anticipated earmarked contributions and reimbursements from governments, intergovernmental agencies, migrants, sponsors, voluntary agencies and others	1 352 625 800	
Refugee Loan Fund (principally the United States Government)	443 000 000	
Total earmarked contributions		**1 795 625 800**
Unearmarked contributions		**21 254 200**
Interest income		**22 000 000**
TOTAL ANTICIPATED RESOURCES		**1 838 880 000**

266.   A breakdown of financing of the Operational Part of the Budget is provided on pages 89 and 90.

ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET

267.	The list of anticipated voluntary contributions from governments and multilateral donors for the implementation of projects under the Operational Part of the Budget for 2024 is shown on pages 89 and 90. Part of the earmarked contributions relates to reimbursable transport-related services for resettlement programmes and the remainder is applied directly to the projects for which the funds have been earmarked. In certain cases, not all the financial resources earmarked by donors in 2023 for specific initiatives will be utilized or committed to activities in the course of the year. The remaining funds will therefore be carried forward into 2024 for continued project implementation.

268.	The amounts in the "unearmarked" column are based on specific discussions, notifications received and agreements concluded with Member States and estimated carry-forward from 2023, or are guided by calculations made in applying the model schedule of voluntary contributions to the Operational Part of the Budget (Council Resolution No. 470 of 23 November 1970: Voluntary financing of operations).

269.	Given that the Organization has no financial resources of its own that can be used in a flexible manner to initiate new projects in response to migration issues of relevance to stakeholders, the Administration appeals to Member States to consider making unearmarked voluntary contributions to the Operational Part of the Budget. Such funds afford the Organization the possibility to adapt its strategies to constantly evolving migration patterns. They also serve as seed money to support IOM structures in critical areas where project funding is not fully developed, and to carry out necessary core functions and strengthen its management systems.

270.	Migration has a far-reaching impact that affects all countries to varying degrees, and a concerted global effort is required to address the associated issues. The growing complexity and scope of the migration phenomenon require a focused approach backed by sufficient resources that enable the Organization to support government efforts to find solutions. The Administration therefore once again appeals to donor governments for unearmarked funds. The Administration will continue to explore, with Member States, the possibilities for general financial contributions that will help IOM meet the numerous challenges migration poses to all countries worldwide.

ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET FOR 2024

	Unearmarked/ interest income USD	Earmarked USD	Total USD
MEMBER STATES			
Argentina		4 795 900	4 795 900
Australia		54 395 500	54 395 500
Austria[a]	39 600	2 195 300	2 234 900
Bangladesh		8 347 500	8 347 500
Belgium[a]	1 095 300	14 172 900	15 268 200
Bulgaria[a]		222 000	222 000
Canada		146 743 700	146 743 700
Chile		53 400	53 400
China		716 500	716 500
Colombia		466 100	466 100
Democratic Republic of the Congo		5 565 700	5 565 700
Denmark[a]	7 059 900	4 043 400	11 103 300
Finland[a]		6 795 100	6 795 100
France[a]		10 090 000	10 090 000
Germany[a]		116 110 800	116 110 800
Greece[a]		13 154 700	13 154 700
Iceland		614 100	614 100
Ireland[a]		1 255 900	1 255 900
Italy[a]		31 609 400	31 609 400
Japan		21 896 100	21 896 100
Kazakhstan		51 600	51 600
Luxembourg[a]		1 484 600	1 484 600
Marshall Islands		364 200	364 200
Mozambique		14 439 700	14 439 700
Netherlands (Kingdom of the)[a]		30 379 700	30 379 700
New Zealand		10 943 000	10 943 000
Norway		11 942 100	11 942 100
Peru		646 400	646 400
Poland[a]		220 100	220 100
Portugal[a]		3 976 000	3 976 000
Republic of Korea		14 459 300	14 459 300
Romania[a]		1 067 000	1 067 000
Slovakia[a]		530 200	530 200
Somalia		21 391 300	21 391 300
South Sudan		20 892 200	20 892 200
Spain[a]		5 849 600	5 849 600
Sweden[a]		15 112 000	15 112 000
Switzerland		13 340 500	13 340 500
Türkiye		1 955 000	1 955 000
United Kingdom		37 611 000	37 611 000
United States of America		699 659 900	699 659 900
Uruguay		49 800	49 800
Total - Member States	**8 194 800**	**1 349 609 200**	**1 357 804 000**

ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET FOR 2024 (continued)

	Unearmarked/ interest income USD	Earmarked USD	Total USD
OTHERS			
Kuwait		3 432 100	3 432 100
Qatar		517 600	517 600
Saudi Arabia		1 030 300	1 030 300
United Nations organizations		42 069 800	42 069 800
European Union[a]		207 079 400	207 079 400
Refugee Loan Fund repayments		28 900 000	28 900 000
Migrants, sponsors, voluntary agencies and others		162 507 100	162 507 100
Carried forward balance of MIRAC funded initiatives	13 059 400		13 059 400
Private sector		384 300	384 300
Sasakawa Endowment Fund interest		96 000	96 000
Interest income	22 000 000		22 000 000
Grand total	**43 254 200**	**1 795 625 800**	**1 838 880 000**

[a] Consolidated contributions from the European Union and IOM Member States of the European Union total USD 473,542,900.

SERVICES/SUPPORT

SUMMARY TABLE

Operations: funded by voluntary contributions

	SERVICES/SUPPORT	USD
I.	Movement, Emergency and Post-crisis Programming	1 005 793 200
II.	Migration Health	276 286 100
III.	Migration and Sustainable Development	40 308 800
IV.	Regulating Migration	332 411 900
V.	Facilitating Migration	104 793 400
VI.	Migration Policy, Research and Communications	13 237 400
VII.	Land, Property and Reparation Programmes	18 866 200
VIII.	General Programme Support	47 183 000
	TOTAL	1 838 880 000

I. MOVEMENT, EMERGENCY AND POST-CRISIS PROGRAMMING

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
I.1	Resettlement Assistance	211 644 500	306 853 500	29 068 900	547 566 900
I.2	Repatriation Assistance	2 865 900	7 870 000	751 500	11 487 400
I.3	Emergency Preparedness and Response Assistance	81 260 400	147 190 700	14 635 300	243 086 400
I.4	Transition and Stabilization Assistance	57 041 200	135 429 700	11 181 600	203 652 500
	Total	352 812 000	597 343 900	55 637 300	1 005 793 200

271.   The total budget for Movement, Emergency and Post-crisis Programming is approximately USD 1,005.8 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

272.   Movement, Emergency and Post-crisis Programming activities, which are the responsibility of the Department of Operations and Emergencies, provide secure, reliable, flexible and cost-effective services to migrants, displaced persons and affected communities during emergency and post-crisis situations, and ensure that the human rights and well-being of migrants are guaranteed in accordance with international law.

273.   The following programme areas are used to classify Movement, Emergency and Post-crisis Programming projects and activities.

274.   **Resettlement Assistance:** IOM will continue to provide a wide range of support to governments and UNHCR in implementing refugee resettlement programmes offering resettlement as a durable solution to meet individual needs for international protection. While IOM support for resettlement is multisectoral and spans the continuum of the resettlement process, the Organization has increased case processing capacity while retaining a fundamental focus on arranging the safe, orderly, flexible and cost-efficient international transport of refugees from countries of first asylum to countries offering resettlement. The movement of people accounts for a significant portion of IOM's operational programmes and IOM maintains a global operational structure to implement ongoing and emerging resettlement and movement activities.

275.   IOM helps resettle people accepted under various programmes by providing case processing, medical assessments, training and transport services as circumstances require. Migration health assessments and treatment form an integral part of IOM's support for resettlement programmes and, while the activity is linked to resettlement assistance, the budgets are primarily reflected under Chapter 2, Migration Health.

276.   Changing economic, health and security environments have had a severe impact on the airline industry and made it more challenging for IOM to negotiate concessionary fares and conditions. IOM has sought and continues to develop additional partnerships in order to maintain a robust, reliable and cost-efficient network of transport options.

277.   To strengthen its capacity to track and manage resettlement operations, IOM has developed and implemented proprietary information management tools such as MiMOSA and iGATOR. These tools enhance the Organization's capacity to manage operational activities, control costs and monitor emerging trends. Ongoing staff training complements these tools with the aim of maintaining a high level of operational readiness across IOM's global network of field offices.

278.   **Repatriation Assistance:** IOM will continue to provide voluntary repatriation assistance to refugees, mainly in support of UNHCR repatriation activities. These returns are carried out in accordance with internationally recognized protection concerns and procedures, which take into account the specific status of returnees. As part of a comprehensive repatriation assistance package provided to ensure the safe and sustainable return of refugees to their countries of origin, transport arrangements made for the beneficiaries are often supplemented with reintegration assistance, including travel health assistance and medical escort services where needed.

279. **Emergency Preparedness and Response Assistance:** IOM continues to provide rapid response, emergency relief and life-saving services, as well as support for preparedness and disaster risk management. The ongoing concurrent large-scale emergency responses will continue to call for increased capacities and resources. Furthermore, many emergency contexts are characterized by severe and protracted conflict and violence, requiring IOM to engage in emergency responses for longer periods than ever before.

280. Emergency responses in humanitarian crises focus on the provision of emergency shelter, the distribution of non-food items, camp management, water, sanitation and hygiene support, profiling and registration, logistics support, transportation, protection, awareness-raising, medical assistance and psychosocial support. These activities will be further bolstered by the Organization's ongoing investment in strengthening core humanitarian capacity, providing operational guidance, ensuring a comprehensive institutional response to crises, and focusing on preparedness efforts at both technical and management levels.

281. IOM has an increasingly large role in coordinated humanitarian responses. In close cooperation with other United Nations system organizations, as a member of the IASC and through its participation in strategic response plans, IOM ensures that its activities and programmes are well coordinated and harmonized with globally agreed standards and contribute to the efforts of the international community. IOM serves as the lead agency for the Global Camp Coordination and Camp Management Cluster in natural disasters; and is also an active partner in the Global Shelter Cluster, co-leading the GBV in Shelter Programming Working Group and leading or co-leading the shelter cluster or its equivalent structure in different emergency contexts. It will strengthen the infrastructure and capacities of its Displacement Tracking Matrix — a core component of the Organization's operational response — in order to ensure the delivery of timely, accurate and actionable data and analysis, which is necessary for targeted humanitarian responses.

282. **Transition and Stabilization Assistance:** IOM's recovery, stabilization and transition operations assist individuals and communities, including communities of return or at risk of displacement, through medium- and longer-term programmes implemented at the local and national levels. Using peace, security and development frameworks, the majority of the portfolio continues to focus on promoting stability through multisectoral efforts and grants to improve social and economic recovery, build peace dividends and address drivers of forced migration. Its grants and project activities, as well as technical assistance to governments, are development-principled and carry particular importance in transitional, complex and protracted crisis environments. Using community-based, participatory approaches, IOM empowers populations to lead their own transition to durable peace, recovery and sustainable development; to assist in the reconstruction and rehabilitation of affected areas; and to address drivers of displacement to prevent forced or irregular migration.

283. Key activities will continue to focus on the return and reintegration of IDPs, refugees and groups of the population in situations of vulnerability, livelihood restoration, promoting stabilization and conflict mitigation, strengthening social cohesion, and community-based reconstruction and rehabilitation of social infrastructure. It will also continue to focus on peacebuilding, and prevention and preparedness in the areas of disaster risk reduction and resilience-building.

284. The Organization is developing new tools and expertise to enhance its continued support for disarmament, demobilization and reintegration processes, with a focus on community-based socioeconomic reintegration and new applications for the IOM information, counselling and referral service approach in contemporary conflict contexts. It equally includes other activities, such as preventing the recruitment into armed groups of at-risk populations, particularly youth; transitional justice for victims in communities of return; reintegration of foreign fighters; and efforts aimed at preventing violent extremism.

285. **Elections Support:** IOM provides assistance to governments and migrants with a view to promoting political rights and expanding access of migrant communities (diasporas, refugees and IDPs) or potential migrants to democratic electoral processes in their countries or territories of origin. It also promotes national and local elections as a fundamental component of democracy, conflict prevention and community stabilization. IOM's activities relating to elections support focus on the different stages of the electoral cycle and are implemented in coordination with partners. This collaborative approach is intended to provide effective electoral assistance to governments requiring such support.

I.1 RESETTLEMENT ASSISTANCE

Programme/Project	Objectives
I.1 Resettlement Assistance	In line with cooperation agreements signed with host countries and in close collaboration with UNHCR and other international agencies, governmental organizations, NGOs and private sponsors, assistance will be provided to resettle approximately 177,000 people to various destinations in North America, Europe and Asia under various resettlement programmes in 2024. These resettlements include international travel assistance from the country of departure, through transit points and on to the final destination, and are organized through the Organization's worldwide network of field offices. The costs relating to people accepted for resettlement are generally covered by the governments concerned on a fully reimbursable basis. Many resettlement programmes include health assessments of their beneficiaries and pre-departure orientation activities. Beneficiaries' health is assessed either by IOM or by a panel of approved doctors at the request of the governments of some resettlement countries. Costs relating to family reunification cases are borne by sponsoring parties. Owing to the financial structure of some of the projects, the costs of health assessments to establish fitness for travel are funded under this programme area too.
IOM Strategy: 1, 2, 3, 5, 8, 9, 10, 11	Budgeted resources: 547 566 900
Resettlement Assistance	**Total budgeted resources: 547 566 900**

I.2 REPATRIATION ASSISTANCE

Programme/Project	Objectives
I.2.1 Protecting Migrants in Situations of Vulnerability and Stabilizing Communities in Libya	To contribute to strengthening resilience and reducing vulnerabilities among affected populations in Libya through a multisectoral response by providing life-saving assistance and strengthening the capacity of national stakeholders, with targeted interventions focusing on direct, specialized assistance for migrants in detention centres. This project will continue supporting voluntary humanitarian return for stranded migrants and foster their sustainable reintegration into their communities.
IOM Strategy: 2, 4, 7	Budgeted resources: 4 722 500
I.2.2 Supporting Protection, Transit, Voluntary and Informed Return and Reintegration during the Conflict in Ukraine	To support effective border and migration management in the context of conflict-induced mass displacement in the Republic of Moldova and neighbouring countries, with the purpose of ensuring effective and dignified first-line processing of border crossing by Ukrainian citizens and third-country nationals in line with internationally accepted humanitarian border management standards.
IOM Strategy: 1, 2, 10	Budgeted resources: 6 764 900
Repatriation Assistance	**Total budgeted resources: 11 487 400**

I.3 EMERGENCY PREPAREDNESS AND RESPONSE ASSISTANCE

	Programme/Project	Objectives
I.3.1	Enhancing Strategic Capacity for Humanitarian and Emergency Response and Recovery	To contribute to the comprehensive efforts of the United Nations to better prevent, reduce and resolve internal displacement by strengthening capacity in targeted thematic areas as part of multi-stakeholder initiatives worldwide; to augment the capacity of country offices responding to crises in line with the structures and capacities of key partners; and to bring coherence across its operations and bring expertise on internal displacement to global humanitarian and development practices and discourse.
IOM Strategy: 9		Budgeted resources: 1 444 100
I.3.2	Developing a Diaspora Humanitarian Response Framework	To develop and pilot a sustainable framework for more coordinated and institutional diaspora engagement in humanitarian assistance at the global and country levels by further exploring concrete examples and evidence of the impact of diasporas' humanitarian interventions. The framework will ensure that engagement takes place in an inclusive, effective and systematic manner to maximize impact and achieve scalability, and increase the capacity of diasporas and institutional humanitarian actors to contribute to humanitarian responses.
IOM Strategy: 8		Budgeted resources: 559 000
I.3.3	Regional Migrant Response for the Horn of Africa and Yemen	To address the needs of migrants in situations of vulnerability and host communities in key countries along the Horn of Africa and Yemen migratory route and ensure continuity of services along the route by establishing a more efficient response to address humanitarian and protection needs, risks and vulnerabilities of migrants and contribute to community stabilization and resilience in the Horn of Africa and Yemen.
IOM Strategy: 9		Budgeted resources: 539 300
I.3.4	Comprehensive Reintegration Programme in Burundi	To provide reintegration assistance to returnees, host communities and other displaced populations through the provision of information on return-related stability in Burundi; access to basic services and livelihood opportunities; and referrals, case management and health support, as well as implementation of Displacement Tracking Matrix activities.
IOM Strategy: 10		Budgeted resources: 609 800
I.3.5	Strengthening Community Resilience and Providing Life-saving Assistance to Displaced Populations in Cameroon	To contribute to the initiative of the Government of Cameroon to improve the well-being and dignity of displaced populations and to save lives through the distribution of emergency and transitional shelter and non-food items in Cameroon. This project will also promote peace and create durable solutions to conflict by building the resilience of conflict-affected communities through enhanced economic empowerment, social cohesion, psychosocial activities and community violence reduction, while responding to immediate life-saving needs.
IOM Strategy: 9		Budgeted resources: 905 800
I.3.6	Emergency Assistance for Conflict-affected People in the Central African Republic	To support implementation of various components of the Displacement Tracking Matrix to inform the humanitarian community and government counterparts of the most pressing multisectoral needs in places hosting the highest concentration of IDPs and returnees in the Central African Republic. This initiative will improve the living conditions of IDPs through the construction and rehabilitation of shelters and the construction of emergency latrines, and will reinforce camp coordination and camp management mechanisms. Furthermore, this project will support returnees with through basic skills training courses and income-generating activities.
IOM Strategy: 6, 9		Budgeted resources: 7 437 900

	Programme/Project	Objectives
I.3.7	Life-saving Multisectoral Assistance in Chad	To enhance the initiative of the Government in providing life-saving multisectoral assistance in Chad. This project will provide support through an integrated approach, including shelter, non-food items and water, sanitation and hygiene support to meet the basic needs of displaced populations and contribute to their protection and dignity. This initiative also aims to strengthen the management of displacement data to support decision-making, planning and direct assistance.
IOM Strategy: 5		Budgeted resources: 399 800
I.3.8	Humanitarian Response through Multisectoral Assistance in the Democratic Republic of the Congo	To address the persisting humanitarian needs and improve the living conditions of displaced populations residing in the Democratic Republic of the Congo through mobility tracking, strengthening accountable service delivery for IDPs, increasing the resilience of affected populations to withstand future humanitarian emergency situations and providing durable solutions
IOM Strategy: 1, 2, 3, 9, 10		Budgeted resources: 9 614 800
I.3.9	Provision of Emergency Support to IDPs and Host Communities in Ethiopia	To contribute to improving the emergency living conditions and well-being of crisis-affected populations, host communities, returnees, refugees and third-country nationals in Ethiopia through the provision of shelter, non-food items, camp coordination and camp management, water, sanitation and hygiene facilities, health care, transportation, protection, and multi-purpose cash assistance, together with Displacement Tracking Matrix activities.
IOM Strategy: 9		Budgeted resources: 12 819 300
I.3.10	Providing Humanitarian Assistance to Drought-affected Communities in Kenya	To provide humanitarian assistance and build resilience among the most vulnerable communities severely affected by drought and resource-based conflict in Kenya. The project is focused on interventions such as capacity-building for related government agencies and humanitarian partners; the reduction of vulnerability to food insecurity among drought-affected populations; the improvement of access to safe water; and the provision of multi-purpose cash assistance to address the most urgent needs.
IOM Strategy: 9		Budgeted resources: 630 400
I.3.11	Enhancing Disaster Risk Management in Libya	To contribute to strengthening the resilience of disaster-affected communities and communities at risk of being affected, and reinforcing the national response to mitigate the impact of natural disasters in Libya. Through this project, IOM intends to build the capacity of the Libyan authorities and provide support to identify and document the related deficiencies, as well as build an evidence baseline to guide further initiatives.
IOM Strategy: 6, 9		Budgeted resources: 88 100
I.3.12	Strengthening the Response to the Humanitarian Crisis in Madagascar	To strengthen the response to protection, nutrition, food security, water, sanitation and hygiene, and emergency shelter needs through the regular collection, analysis and sharing of information on the number of displaced persons, and their profiles, vulnerabilities and needs by using the Displacement Tracking Matrix in Madagascar. This effort also implements "cash for shelter" programme through partners and the rehabilitation of public infrastructure.
IOM Strategy: 9		Budgeted resources: 295 300
I.3.13	Emergency Humanitarian Response in Mali	To provide humanitarian assistance to conflict-affected populations in Mali by reducing vulnerabilities and improving protection and living conditions through the access to shelter, non-food items, and water, sanitation and hygiene in areas with a high concentration of IDPs and returnees.
IOM Strategy: 3, 6, 9		Budgeted resources: 12 600

Programme/Project	Objectives
I.3.14 Humanitarian Assistance for Returnees, Migrants and Host Communities in Mauritania	To provide urgent humanitarian assistance to returnees, refugees, migrants and host community members in the border area of Mauritania by improving access to water and providing emergency livelihood support.
IOM Strategy: 9	Budgeted resources: 18 600
I.3.15 Humanitarian Response in Mozambique	To provide a multisectoral intervention comprising health, mental health and psychosocial support services, camp coordination and camp management, Displacement Tracking Matrix activities, shelter, non-food items and coordination support with the main objective to ensure dignified, safe and secure living conditions and basic services for vulnerable populations affected by disasters driven by climate shocks and conflict, and to contribute to empowered and resilient individuals and communities in Mozambique.
IOM Strategy: 1, 2, 9	Budgeted resources: 2 873 000
I.3.16 Provision of Multisectoral Assistance to Displaced Populations in Nigeria	To reduce vulnerabilities and improve the protection and living conditions of vulnerable populations living in camps, camp-like settings and host communities in Nigeria through multisectoral assistance and implementation of the Displacement Tracking Matrix.
IOM Strategy: 9	Budgeted resources: 4 617 500
I.3.17 Humanitarian Response and Emergency Preparedness in Somalia	To provide support to drought-affected displaced populations in Somalia and to scale up the pre-positioning of water, sanitation and hygiene facilities, and health and nutrition-related emergency supplies. This project supports the improvement of living conditions in IDP sites and facilitates the immediate and targeted delivery of services to displaced populations. Moreover, the project responds to the humanitarian emergency in the country by providing multisectoral direct assistance, including shelter, non-food items, camp coordination and camp management and integrated multisectoral life-saving and stabilization support to improve the human security of affected populations.
IOM Strategy: 6, 7, 9, 10	Budgeted resources: 26 624 700
I.3.18 Integrated Multisectoral Assistance for Crisis-affected populations in South Sudan	To provide multisectoral assistance, such as water, sanitation and hygiene facilities, camp coordination and camp management, shelter, non-food items, heath, mental health and psychosocial support services and protection to conflict-affected households in South Sudan. The actions will further strengthen the capacity of the humanitarian aid system to provide timely and targeted humanitarian assistance through information management and cluster coordination support to logistics and common pipelines and common transport services for humanitarian partners to support planning and prioritization. This project will also provide life-saving multisectoral assistance for South Sudanese affected by the crisis in the Sudan.
IOM Strategy: 4, 9	Budgeted resources: 12 502 500
I.3.19 Humanitarian Assistance for IDPs, Refugees and Conflict-affected Populations in the Sudan	To provide humanitarian assistance, including emergency response interventions, through the provision of shelter, non-food items, water, sanitation and hygiene facilities, health care, protection, humanitarian coordination and information management to IDPs, refugees, returnees, host communities and crisis-affected populations in the Sudan, in addition to deployment of the Displacement Tracking Matrix and activities to improve the efficiency and suitability of targeted humanitarian assistance to address critical humanitarian needs and contribute to building resilience in society by providing integrated support for displaced and vulnerable crisis-affected populations.
IOM Strategy: 3, 6, 9	Budgeted resources: 6 920 500

	Programme/Project	Objectives
I.3.20	Supporting Migrants in Situations of Vulnerability and Victims of Trafficking in Tunisia	To contribute to the provision of services to migrants in situations of vulnerability and victims of trafficking in Tunisia by enhancing the capacity of the Tunisian authorities and institutions to provide emergency assistance and health security through improved access to emergency shelters, non-food and food items, health and legal services, and assisted voluntary return and reintegration assistance.
IOM Strategy: 1, 2, 4, 10		Budgeted resources: 369 400
I.3.21	Enhancing Preparedness Plans in Zimbabwe	To develop a comprehensive picture of mobility dynamics, as well as to contribute to strengthening health security systems through community event-based surveillance, informing epidemic preparedness, and triggering immediate and effective responses in the event of a health crisis or emergency in targeted areas of Zimbabwe. This project will provide a stronger evidence base for humanitarian response and development planning and operations.
IOM Strategy: 1		Budgeted resources: 929 600
I.3.22	Emergency Response for Displaced Populations in Iraq	To contribute to the improvement of living conditions that meet minimum protection and humanitarian standards for IDPs in conflict-affected areas of Iraq by providing life-saving humanitarian assistance in the form of non-food items; direct legal services, including counselling and representation; and protection case management, including gender-based violence services.
IOM Strategy: 2, 9		Budgeted resources: 735 400
I.3.23	Humanitarian Assistance for Refugees in Jordan	To provide assistance to vulnerable refugees in Jordan through cash assistance to meet their immediate basic needs, and integrated case management to identified vulnerable families to address their basic and protection needs, including health, mental health and psychosocial support services and education.
IOM Strategy: 9		Budgeted resources: 1 794 000
I.3.24	Life-saving Humanitarian Protection and Health-care Assistance for Migrants in Lebanon	To improve access to life-saving protection and health-care services for migrants in Lebanon to mitigate the impact of socioeconomic and humanitarian crises on the protection environment for migrants, including but not limited to unaccompanied and separated children and victims of human trafficking.
IOM Strategy: 9		Budgeted resources: 461 600
I.3.25	Emergency Response to the Crisis in the Syrian Arab Republic	To respond to the immediate needs of IDPs in situations of vulnerability in the north-west Syrian Arab Republic through multisectoral assistance, including shelter, non-food items, water, sanitation and hygiene facilities, protection activities, and food, health, education and transportation services.
IOM Strategy: 9		Budgeted resources: 5 186 300
I.3.26	Humanitarian Assistance for IDPs and Conflict-affected Communities in Yemen	To provide humanitarian assistance to IDPs, host communities and conflict-affected communities in Yemen through multisectoral interventions that meet the most critical needs of conflict-affected populations and migrants. The intervention will not only address these needs in the short term but also simultaneously contribute to a progressive reduction of aid dependency through integrating more sustainable solutions.
IOM Strategy: 2, 9, 12		Budgeted resources: 8 397 500
I.3.27	Strengthening Capacities for Disaster Preparedness in the Caribbean	To support the creation of a regional pre-positioning hub in Barbados for timely and effective disaster response through the provision of emergency items adapted to the region and the enhancement of interaction with international, regional and national disaster management authorities through targeted capacity-building initiatives.
IOM Strategy: 9		Budgeted resources: 105 400

Programme/Project	Objectives
I.3.28 Strengthening Stakeholder Preparedness and Emergency Response Capacities in the Latin America and the Caribbean Region	To strengthen NGOs and CSOs' preparedness capacities and abilities to meet critical humanitarian and protection needs of the most vulnerable migrants and refugees in the Latin America and the Caribbean region through capacity-building, in-kind support and improvement of collective shelters.
IOM Strategy: 9	Budgeted resources: 661 900
I.3.29 Strengthening Emergency Preparedness in Northern Central America	To undertake various preventive actions to prepare for an emergency situation due to a natural or human-induced disaster, including through strengthening collective centres and shelters in El Salvador, Guatemala and Honduras for IDP returnees and their families. This project ensures that adequate protection mechanisms are being developed for women, adolescents and girls, and other vulnerable groups.
IOM Strategy: 5, 6, 9	Budgeted resources: 258 500
I.3.30 Regional Refugee and Migrant Response Plan for the Situation in the Bolivarian Republic of Venezuela	To contribute to the implementation of a programme in Latin America and the Caribbean within the parameters of the regional response plan for refugees and migrants from the Bolivarian Republic of Venezuela through the implementation of inclusive and comprehensive gender-sensitive initiatives to eliminate barriers to accessing goods, services and opportunities and empower all affected persons and groups through a principled and rights-based approach, upholding key standards related to protection, accountability to affected populations, gender equality and data protection.
IOM Strategy: 1, 5, 9, 10	Budgeted resources: 38 844 100
I.3.31 Boosting the Emergency Response in Haiti	To enhance the living conditions of the most vulnerable people affected by gang violence through the provision of integrated protection services in Haiti. This project will deliver holistic assistance, including psychosocial support, medical equipment, documentation assistance and the provision of adequate housing through a cash-for-rent modality, among other interventions. Moreover, this initiative will increase support to the government authorities to provide direct assistance to returning and repatriated migrants.
IOM Strategy: 4, 6, 9	Budgeted resources: 7 934 000
I.3.32 Multisectoral Response for IDPs and Migrants in Honduras	To respond to the essential needs of IDPs, returnees and migrants in Honduras through a multisectoral response, including camp coordination and camp management, shelter and non-food items, and multi-purpose cash assistance.
IOM Strategy: 2, 3, 9	Budgeted resources: 1 869 800
I.3.33 Strengthening the Protection and Resilience of Rohingya Refugees in Indonesia, Malaysia and Thailand	To contribute to strengthening the protection and resilience of Rohingya refugees and migrants through direct humanitarian assistance in Indonesia, Malaysia and Thailand. Actions will include the provision of health, mental health and psychosocial support; food and supplemental nutrition; cash-based assistance; non-food items; water, sanitation and hygiene support; and accommodation.
IOM Strategy: 1	Budgeted resources: 152 800
I.3.34 Addressing Protection Risks in Humanitarian Settings in Papua New Guinea and Timor-Leste	To improve mechanisms and capacities to address protection risks in humanitarian settings, placing particular emphasis on women, children and migrants through strengthening community resilience, systems capacity, emergency coordination and protection monitoring throughout humanitarian response cycles in Papua New Guinea and Timor-Leste.
IOM Strategy: 9	Budgeted resources: 141 300

	Programme/Project	Objectives
I.3.35	Multisectoral Humanitarian Assistance for Populations Affected by the Crisis in Afghanistan	To provide and inform humanitarian assistance for undocumented Afghans returning from the Islamic Republic of Iran and Pakistan through four main border crossings and for vulnerable mobile populations in these provinces. This project aims to meet the immediate needs of these populations by providing post-arrival humanitarian assistance at transit and reception centres, such as medical screening, transportation grants, water, sanitation and hygiene services, food assistance and the provision of non-food items. This intervention will also focus on pre-positioning and distribution of emergency shelter and non-food items and supporting Afghans on the move in Afghanistan and neighbouring countries in a manner that limits the negative impact of the crisis on communities.
IOM Strategy: 1, 2, 9, 10		Budgeted resources: 20 724 200
I.3.36	Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh	To contribute to the joint response plan for the Rohingya humanitarian crisis by providing basic assistance, such as temporary shelters; food and nutrition security; livelihood support; site development; and social cohesion, health, mental health and psychosocial support to refugees and host communities in Bangladesh. This project will also contribute to enhancing support for protection mechanisms and approaches in both camps and host communities, as well as livelihood initiatives and women's empowerment, to address the risks of household poverty. Overall, this project will improve the quality of life and reduce the vulnerability of Rohingya refugees and strengthen national coordination and collaboration for more effective disaster risk reduction interventions in Bangladesh.
IOM Strategy: 1, 4, 5, 9, 10, 11		Budgeted resources: 4 232 800
I.3.37	Strengthening the Readiness and Response Capacity of Humanitarian Actors in the Republic of Korea	To strengthen the readiness and response capacity of the civil society and government actors of the Republic of Korea engaged in emergency relief and humanitarian assistance in response to both human-caused crises and disasters in the Korean peninsula, through tailored knowledge and skills development support, the facilitation of coordination and partnership-building, and general awareness-raising and advocacy activities. This project will improve the target beneficiaries' comprehension of, and practical skills for, operating emergency responses at the onset of a disaster.
IOM Strategy: 3		Budgeted resources: 440 300
I.3.38	Emergency Preparedness and Support in the Marshall Islands	To contribute to enhancing the overall capacity of the communities and Government of the Marshall Islands to be better prepared for and more resilient to hazard events and disasters through increasing the capacity of community members to manage disasters; training communities to implement emergency communications protocols through the use of upgraded emergency communications equipment and skills; and increasing opportunities for disaster risk management and emergency communications professionals.
IOM Strategy: 2, 3, 9		Budgeted resources: 364 200
I.3.39	Provision of Rapid and Emergency Support to Displaced and Conflict-affected Populations in Myanmar	To provide increased evidence-based life-saving humanitarian assistance to displaced and conflict-affected communities through improved data on movements and needs; small grants to local partners; and critical health and protection assistance. It will also support cyclone-affected populations in Rakhine state and the north-west part of Myanmar through provision of life-saving cash assistance, non-food items, and health and mental health and psychosocial support services.
IOM Strategy: 9		Budgeted resources: 4 305 900

	Programme/Project	Objectives
I.3.40	Multisectoral Assistance to Flood-affected Populations in Pakistan	To enhance the resilience, safety and well-being of flood-affected populations, Afghan national populations in and host communities in Pakistan through increased access to life-saving assistance and improvement of living conditions.
IOM Strategy: 9		Budgeted resources: 411 100
I.3.41	Multisectoral Humanitarian Response in Papua New Guinea	To scale up the multisectoral humanitarian response to address the immediate and emerging needs of conflict-affected populations in Papua New Guinea by providing emergency assistance, including shelter and non-food items, camp coordination and camp management services and food security, as well as mainstreaming protection into activities.
IOM Strategy: 2, 9		Budgeted resources: 338 700
I.3.42	Emergency Support for Capacity-building in the Philippines	To contribute to the disaster preparedness efforts of the Government of the Philippines through increasing the capacity of the Department of Social Welfare and Development to effectively manage displaced populations in line with international standards and best practices. This project will ensure the ability of local governments to coordinate and address in a timely manner the needs of vulnerable populations affected by disasters to reduce the impact of future events, such as typhoons, by providing them with access to typhoon-resilient shelters and improving their collective awareness on disaster preparedness and management through simulation exercises and training. This initiative to enhance emergency preparedness is grounded in climate change adaptation and mitigation, with a view to scalability across resource-constrained and vulnerable communities.
IOM Strategy: 3, 9		Budgeted resources: 542 900
I.3.43	Addressing the Needs of Migrants in Situations of Vulnerability in Thailand	To ensure that the protection needs and rights of migrants and mobile populations in Thailand are met, and that they are able to live in equitable and inclusive societies with access to essential services and decent work. This project will continue efforts to green humanitarian responses and seek cost-effective ways to meet the most pressing energy and water needs of crisis-affected populations for socially responsible engineering and financial sustainability.
IOM Strategy: 1, 3, 11		Budgeted resources: 673 600
I.3.44	Addressing Mixed Migration Flows in the Western Balkans	To support the migrant response in the Western Balkans by increasing reception, referral and registration capacities; providing access to assisted voluntary return and reintegration; and increasing migration data and knowledge on risks and vulnerability in the subregion.
IOM Strategy: 1, 2, 3		Budgeted resources: 84 700
I.3.45	Response to the Refugee and Migrant Situation in Bosnia and Herzegovina	To support the response to the refugee and migrant situation in Bosnia and Herzegovina, with the aim of transitioning to sustainable, local and State-owned mixed migration response and management through capacity-building and the progressive transfer of responsibilities to the State.
IOM Strategy: 1, 2		Budgeted resources: 14 763 500
I.3.46	Strengthening the Refugee Management System in Bulgaria	To strengthen the Bulgarian reception system and respond to the immediate assistance, early adaptation and integration needs of conflict-affected populations, including Ukrainian asylum-seekers, refugees, as well as third-country nationals who have fled Ukraine.
IOM Strategy: 1, 2, 9		Budgeted resources: 8 700

	Programme/Project	Objectives
I.3.47	Strengthening the Humanitarian Response to Crisis-affected Populations in Czechia	To ensure the dignity, safety and protection of vulnerable conflict-affected populations, including refugees, third-country nationals, and host communities in Czechia. This project will foster a multisectoral humanitarian response, supporting the efforts of central and local authorities, civil society organizations, and humanitarian partners and offering a comprehensive package of quality services to the affected populations.
IOM Strategy: 9		Budgeted resources: 104 900
I.3.48	Capacity-building on Crisis Management for Enhancing Social Integration in Greece	To contribute to fostering migrants' inclusion in host communities in Greece, by building their skills and enhancing their communications and collaboration with local stakeholders, in the area of fire protection response.
IOM Strategy: 9		Budgeted resources: 343 600
I.3.49	Multisectoral Support to Enhance Integration of Third-country Nationals in Poland	To address the priority needs of refugees and to support their socioeconomic inclusion in host countries, prevent protection risks and potentially dangerous coping mechanisms, and contribute to the overall integration into host communities in Poland. This project will provide multisectoral interventions in support of vulnerable displaced and conflict-affected populations from Ukraine, with a focus on humanitarian and protection assistance.
IOM Strategy: 9		Budgeted resources: 328 600
I.3.50	Addressing the Immediate Need of Crisis-affected Ukrainians in Slovakia	To provide timely and evidence-based life-saving shelter and non-food item assistance and mental health and psychosocial support services to refugees fleeing the war in Ukraine. This intervention will support the improvement of the living conditions of a substantial number of conflict-affected people whose lives have been profoundly impacted by war, displacement, and the ensuing struggle for integration and dignity in their new life in Slovakia.
IOM Strategy: 2		Budgeted resources: 173 200
I.3.51	Provision of Life-saving Shelter Assistance to Earthquake-affected Households in Türkiye	To support to the Government of Türkiye in improving access to basic services and temporary living conditions for populations affected by the earthquake through early recovery and livelihood support, shelter, non-food items, health services, protection, temporary settlement support, and water, sanitation and hygiene interventions.
IOM Strategy: 9		Budgeted resources: 3 474 400
I.3.52	Humanitarian Support in Conflict-affected Communities in Ukraine	To support IDPs, refugees and affected communities through the provision of and access to quality services, leveraging active and growing programming across the humanitarian, development and peace nexus. The objectives cover multiple sectors, addressing life-saving and immediate needs as well as providing early recovery and resilience-building support towards durable solutions.
IOM Strategy: 1, 4, 9		Budgeted resources: 35 016 500
Emergency Preparedness and Response Assistance		**Total budgeted resources: 243 086 400**

I.4   TRANSITION AND STABILIZATION ASSISTANCE

	Programme/Project	Objectives
I.4.1	Supporting Prevention of and Responding to Human Rights Violations Against Migrants	To contribute to the respect for international humanitarian, human rights and refugee law by ensuring the capacity of IOM staff members to respond safely and ethically to grave human rights violations disclosed or witnessed by IOM staff, and to support non-United Nations security forces consistent with the purposes and principles set out in the UN Charter and with IOM's obligations under international law.
IOM Strategy: 2		Budgeted resources: 71 400
I.4.2	Supporting Vulnerable Populations Experiencing both Human-induced and Natural Disasters	To provide support for a number of initiatives to assist vulnerable populations experiencing both human-induced and natural disasters. In addition, the project will provide assistance to eligible beneficiaries including refugees, IDPs, victims and potential victims of trafficking and stranded migrants, and may additionally be used to address pressing humanitarian and development needs.
IOM Strategy: 9		Budgeted resources: 14 200
I.4.3	Supporting Peacebuilding Coordination in Sub-Saharan Africa	To build upon previous progress on regional disengagement, disassociation, reintegration and reconciliation approaches through a focus on capacity- and knowledge-building among the target countries – Burkina Faso, Cameroon, Chad and the Niger – by implementing country-specific activities in line with the regional stabilization strategy and other relevant frameworks and initiatives in sub-Saharan Africa. This project will promote multi-stakeholder coordination and information exchange at both the national and international levels, as well as continuous innovation throughout the initiative. Moreover, it will focus on increasing community acceptance of former combatants and strengthening community resilience against recruitment by violent extremist groups.
IOM Strategy: 3		Budgeted resources: 752 000
I.4.4	Stability Mechanism in the Northern Regions of West African Countries	To contribute to the work of governments and community partners under three stabilization outcomes relating to critical civilian security services, essential social services, and social and economic engagements in the northern regions of coastal West African countries. This effort will foster national leadership and unity of effort across civilian, security and community actors through collaborative processes for analysis, planning, prioritization and implementation.
IOM Strategy: 2, 4		Budgeted resources: 316 100
I.4.5	Promoting Community Stabilization in Burkina Faso, Mali and the Niger	To support key actors in Burkina Faso, Mali and the Niger to prevent and effectively manage conflicts related to transhumance in the border areas of the Liptako-Gourma region by strengthening information collection and analysis capacities through an adapted early warning system. This project will also strengthen the resilience of stakeholders and equip actors to better prevent and manage conflicts.
IOM Strategy: 9		Budgeted resources: 188 300
I.4.6	Strengthening Women's Resilience as Peace Actors in Burkina Faso	To strengthen community resilience and promote peace and social cohesion in Burkina Faso through a community stabilization approach that combines adapting approaches and building the capacities of local authorities to meet the specific needs of women in conflict prevention. This initiative will also build women's capacities to promote peace and social cohesion and empower them to strengthen their resilience in conflict situations.
IOM Strategy: 3, 5, 9		Budgeted resources: 1 219 200

	Programme/Project	Objectives
I.4.7	Strengthening Community Stabilization and Recovery in Cameroon	To support the efforts of the Government of Cameroon to improve local governance, economic recovery and socioeconomic reintegration, and to strengthen conflict resolution and community mediation mechanisms. This project will contribute to the strengthening of peaceful cohabitation among the communities and will promote gender equality by empowering women organizations to contribute meaningfully to disarmament, demobilization and reintegration and related processes.
IOM Strategy: 2, 3, 4, 9		Budgeted resources: 632 200
I.4.8	Enhancing Community Stabilization in Chad	To holistically address the needs of survivors of gender-based violence and contribute to strengthening support to the communities in Chad by addressing the root causes of instability through provision of alternative and innovative livelihoods; implementation of community-based and community-led projects; training government and traditional authorities in human rights; mental health support to communities.
IOM Strategy: 5		Budgeted resources: 966 100
I.4.9	Promoting Security and Peace in the Democratic Republic of the Congo	To improve the security and overall stabilization of the intervention zones of the Democratic Republic of the Congo through promoting community stabilization and economic exchanges in border communities and strengthening the socioeconomic resilience of displacement-affected communities while simultaneously addressing existing or potential drivers of instability that could lead to recurrent displacement. This initiative will also support the fight against the illegal trafficking of mineral resources.
IOM Strategy: 2, 3, 4, 5, 8, 11, 12		Budgeted resources: 2 497 600
I.4.10	Provision of Peacebuilding and Recovery Processes in Ethiopia	To contribute to and enhance social cohesion, economic resilience and gender responsiveness among displacement-affected communities in Ethiopia through community-based peacebuilding and recovery processes and increased access to sustainable livelihoods.
IOM Strategy: 9		Budgeted resources: 5 061 200
I.4.11	Promoting a Peaceful Environment and Community Security in Liberia	To create a peaceful electoral environment by supporting interventions on conflict prevention and the mitigation of insecurity, human rights violations and electoral violence in relation to the 2023 general elections in Liberia.
IOM Strategy: 2, 5, 11		Budgeted resources: 249 700
I.4.12	Initiatives for Social Cohesion in Libya	To contribute towards wider social cohesion and to support communities in addressing drivers of community-level instability, which may also foster violent conflict and extremism. This project also contributes to improved social cohesion by creating resilient and sustainable livelihoods, especially for women and youth in the south of Libya.
IOM Strategy: 9, 11		Budgeted resources: 703 400
I.4.13	Internal Migration and Human Security in Madagascar	To extend awareness and usage of the human security approach in addressing unmanaged internal migration trends and its consequences for environment, governance, and health-related issues in Madagascar. This project will enhance the capacity of targeted entities and stakeholders to formulate and implement human security policies and action-oriented initiatives in collaboration with other stakeholders.
IOM Strategy: 3		Budgeted resources: 207 000

Programme/Project	Objectives
I.4.14 Promoting Peacebuilding among Youth in Mali	To encourage and support sustainable intracommunity and intercommunity dialogue around common peacebuilding interests, and joint socioeconomic initiatives to promote community reconciliation and the prospect of living together, particularly targeting young male and female populations in Mali. This project also supports social cohesion in often highly fragmented communities marked by violent extremism, while integrating aspects of adaption to climate change and rural poverty reduction.
IOM Strategy: 9	Budgeted resources: 10 100
I.4.15 Disaster Risk Reduction Initiatives in Mauritania	To strengthen disaster risk reduction measures in Mauritania to prevent climate change-induced internal displacement through building institutional and non-institutional capacities to reform the current operational framework and risk reduction strategy. This project also aims to strengthen the capacities of local authorities and communities in the prevention and management of conflicts that may be caused by the effects of climate change as well as in the preparedness to respond to the impacts of disasters and the management of risks related to climate change.
IOM Strategy: 3, 9	Budgeted resources: 453 400
I.4.16 Building Capacities to Address Violent Extremism and Emergency Recovery in Mozambique	To promote community stabilization and prevent violent extremism in Mozambique, particularly within communities affected by conflict with a specific focus on women, youth and girls and through the implementation of community revitalization projects. This initiative will also promote social cohesion and economic empowerment via community-led conflict prevention activities and support to the Government of Mozambique on mechanisms and frameworks for the reintegration of former combatants. In addition, this intervention will initiate a larger-scale programme of construction of complete permanent core houses and resilient repairs through emphasizing the integration of Build Back Safer materials and improved techniques to deliver the construction and housing solutions, specifically targeting cyclone-affected communities. Finally, the interventions will contribute to pathways to durable solutions for internally displaced persons in urban settings, taking a participatory and gender-sensitive approach to housing solutions in displacement-affected communities.
IOM Strategy: 1, 2, 3, 5, 9, 10	Budgeted resources: 17 312 600
I.4.17 Promoting Community Cohesion and Livelihoods and Preventing Violent Extremism in the Niger	To build social cohesion in the Niger, this project proposes an integrated community approach for peacebuilding in areas of return with a focus on inclusive and participatory dialogue by creating a social force capable of proposing solutions to conflicts and preventing them upstream. This project will also provide support for the implementation of solutions identified by communities in the areas of socioeconomic and infrastructural recovery.
IOM Strategy: 4	Budgeted resources: 869 300

	Programme/Project	Objectives
I.4.18	Support for Disarmament, Demobilization and Reintegration Efforts and Community Stabilization in Nigeria	To enhance community preparedness for reintegration, reduce rejection and stigmatization of former associates and prepare the ground for community-based healing and reconciliation in Nigeria, as well as promote social cohesion. This initiative will contribute to the mitigation of conflict over natural resources between farmer and herder communities through strengthening traditional conflict resolution efforts, improving trust in authorities, enhancing collaboration in managing the use of natural resources, increasing access to sustainable livelihoods and improving intracommunal and intercommunal perceptions. The project will establish and strengthen local peace structures to provide citizens with a space to facilitate inclusive and participatory approaches to finding solutions. It will also enhance the resilience of communities directly affected by conflict through the provision of psychosocial support. Finally, the initiative will aim to strengthen the capacity of the Government of Nigeria in its rehabilitation programming.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 9, 10		Budgeted resources: 4 112 800
I.4.19	Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia	To contribute to increasing stability, peace and addressing urgent humanitarian needs in Somalia, particularly among migrants in situations of vulnerability and mobile populations; to promote the successful rehabilitation and community-based reintegration of at-risk youth, including former fighters and associated women, into their communities; to support stabilization initiatives and enhance confidence in local government administration; and to support pathways to durable solutions for internally displaced persons via engagement with local authorities, communities, and other stakeholders with a focus on urban displacement and tenure security. Another component of this project is to support vulnerable communities in Somalia affected by conflict and disasters related to natural hazards through increased access to health, nutrition, and water, sanitation, and hygiene services and through community resilience to violent extremism to aid in breaking the climate-conflict cycle
IOM Strategy: 1, 2, 3, 9		Budgeted resources: 10 494 300
I.4.20	Strengthening the Peace Process and Rehabilitation Initiative in South Sudan	To mainstream participatory approaches into peacebuilding, rehabilitation, durable solutions, and community infrastructure in South Sudan, particularly among marginalized and vulnerable groups including women, youth and IDPs. More specifically, this initiative will seek to: provide a platform to enable IDPs to express their views about peace and peaceful coexistence and for the analysis of displacement and population flows in South Sudan; address the immediate need for basic services and strengthen local institutions' decision-making capacities, conflict resolution skills and accountability to citizens; implement conflict-sensitive and integrated interventions of secondary school support and functional adult literacy training to contribute to restoring peaceful social coexistence, improving stability and strengthening the resilience of vulnerable communities; support IDPs to make informed decisions about the durable solution they would like to pursue, including local integration, return or relocation to a third location within South Sudan; provide area-based support to local efforts and processes that resolve housing, land, and property disputes peacefully through building consensus; provide technical support on the development and implementation of a road map for state-specific solutions to internal displacement; and reduce the negative impact of climate shocks on existing conflict dynamics.
IOM Strategy: 1, 3, 5, 8, 9, 10		Budgeted resources: 34 116 400

	Programme/Project	Objectives
I.4.21	Community Stabilization in the Sudan	To create an enabling environment for community stabilization and peaceful coexistence among communities in the Sudan through addressing basic infrastructure needs, social services, water, sanitation and hygiene, and livelihoods in villages and along the pastoral corridors. This initiative will also contribute to improving access to life-saving and humanitarian assistance to address urgent and early recovery needs of vulnerable IDPs and returnees while increasing the security and stabilization of communities to facilitate durable solutions through area-based programming that is conflict-sensitive and supports social cohesion in areas of return and integration.
IOM Strategy: 4, 6, 9		Budgeted resources: 1 425 300
I.4.22	Enhancing Resilience and Livelihood of Communities Living in in the United Republic of Tanzania	To provide protection, assistance and accommodation services to victims of trafficking and survivors of violence in in the United Republic of Tanzania. This project will also enable the regional secretariat to provide assistance to victims of trafficking and survivors of violence.
IOM Strategy: 2, 3, 4, 5, 9, 11		Budgeted resources: 59 400
I.4.23	Contributing to Stabilization Efforts in Iraq	To contribute to ongoing stabilization efforts in Iraq by strengthening the capacity of individuals and communities to cope with the ongoing crisis in the country, mitigating tensions between IDPs and host community members, strengthening social cohesion and increasing the understanding of community dynamics, the factors affecting the radicalization of youth and the drivers of violent extremism, including addressing emergency livelihood needs in communities to prevent violent extremism. This initiative will support economic recovery through job creation and the revitalization of local economies and provide support to small and medium-sized enterprises that directly contribute to cultural heritage. Moreover, it will prevent further displacement in areas affected by the adverse effects of climate change. Finally, the programme will contribute to stabilization in Iraq by addressing the acute needs of Yazidi and other minority communities, including by delivering reparations.
IOM Strategy: 1, 4, 5, 9, 10, 12		Budgeted resources: 27 775 900
I.4.24	Life-saving Emergency Assistance for Earthquake-affected Populations in the Syrian Arab Republic	To provide life-saving emergency assistance to earthquake-affected populations in the Syrian Arab Republic in the form of emergency access to livelihoods through business development services and cash-for-work activities; rehabilitating sites; improving food security; and providing child protection services with a focus on unaccompanied and separated children.
IOM Strategy: 9		Budgeted resources: 37 100
I.4.25	Contributing to Stabilization Efforts in Yemen	To improve immediate access to the water supply and the irrigation infrastructure at the watershed level and support community-led resource and conflict management to build the overall resilience of target communities in Yemen.
IOM Strategy: 2		Budgeted resources: 5 102 300

	Programme/Project	Objectives
I.4.26	Community Stabilization in Colombia	To contribute to community stabilization in Colombia by rebuilding infrastructure, including schools; assisting IDPs by providing training and income-generation opportunities; building the capacity of local authorities; promoting participative action to prevent criminal behaviour; advancing the transitional justice and criminal policy for peacebuilding; and fostering institutional and community conditions conducive to the participatory and democratic development of territorial peace and reconciliation. This intervention will strengthen the process of socioeconomic reintegration of ex-combatants and support conflict-affected communities' and survivors' mental health and psychosocial well-being, which is a precondition for the reconciliation of families and rehabilitation of community relations.
IOM Strategy: 3, 4, 8, 10		Budgeted resources: 7 588 300
I.4.27	Addressing Irregular Migration in Guatemala	To reduce irregular migration in Guatemala by connecting potential migrants to opportunities to achieve prosperous, secure and dignified lives. This project reflects IOM's commitments to protect migrants from the multiple dangers brought about by irregular cross-border movements and to facilitate orderly, safe and responsible migration and will also contribute to tailored research, targeted activities, mainstreaming approaches and sensitive programming. The project will partner youth organizations; the diaspora; municipal, community and ancestral authorities; and the private sector, with the aim of creating an inclusive, safe and enabling environment for meaningful participation and the full exercise of human rights, with a focus on young women and indigenous populations.
IOM Strategy: 3, 5, 8		Budgeted resources: 3 558 700
I.4.28	Technical and Administrative Assistance for Infrastructure Development in Peru	To provide technical and administrative assistance in support of the efforts of the Government of Peru to implement projects to expand, improve and rehabilitate basic public services, including the provision of drinking water, sewerage systems and health-care facilities. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Peru to cover activities under special management.
IOM Strategy: 3, 10		Budgeted resources: 324 700
I.4.29	Managing the Global Pandemic in the Marshall Islands and the Federated States of Micronesia	To support national task forces to develop and implement risk communication and community engagement plans related to the COVID-19 response in the Marshall Islands and the Federated States of Micronesia. This initiative includes the provision of technical guidance, production and distribution of national outreach campaigns, and provision of training courses for health workers. It will also support activities at points of entry, and monitoring, evaluation and reporting mechanisms.
IOM Strategy: 3, 9		Budgeted resources: 3 179 600
I.4.30	Community Revitalization Initiatives and a Multisectoral Resilience Programme in Afghanistan to Address Basic Human Needs	To support the initiatives of national authorities in Afghanistan in ensuring that essential services and community infrastructure – including in relation to health, agriculture and energy supply – are functional and expanded to meet the different needs of women and men in Afghanistan as they pertain to durable solutions to internal displacement. These efforts will improve food security and establish a foundation for sustainable livelihoods and businesses through cash-based interventions. The project also aims to protect human rights, promote access to justice and strengthen social cohesion at the local level.
IOM Strategy: 9		Budgeted resources: 3 405 300

Programme/Project	Objectives
I.4.31 Fostering Social Cohesion and Capacity-building for Resilience in Bangladesh	To strengthen social cohesion and civil society capacity by addressing the socioeconomic needs of vulnerable households in selected host communities affected by the influx of Rohingya refugees, strengthening the technical capacity of local organizations to implement socioeconomic activities, improving service delivery and sustaining development gains in Cox's Bazar in Bangladesh.
IOM Strategy: 9	Budgeted resources: 2 932 400
I.4.32 Protection of and Assistance for Migrants in Indonesia	To support the Government of Indonesia to assist refugees and asylum-seekers through several categories of direct assistance in cooperation with governments and partners to ensure refugees have access to services and support including safe accommodation, health services, education, training and assisted voluntary return and reintegration.
IOM Strategy: 5	Budgeted resources: 22 700 000
I.4.33 Community Stabilization through Strengthening Institutional Capacities of Law Enforcement Agencies in Pakistan	To improve living and working conditions of the law enforcement agencies and build their capacity in maintaining peace and combating narcotics activities in Pakistan in the interest of promoting positive migration dynamics, building resilience and attaining the Sustainable Development Goals.
IOM Strategy: 3, 4, 11	Budgeted resources: 843 300
I.4.34 Capacity-building for Preventing Climate-induced Conflict in Papua New Guinea	To address the impact of climate variability and risk of climate-induced conflict for women in Papua New Guinea. This project will also build the capacity of inclusive community facilitation teams in peacebuilding and development planning and ensure the implementation of gender- and climate-responsive community peace for development plans.
IOM Strategy: 5, 9	Budgeted resources: 37 000
I.4.35 Durable Resettlement and Reintegration in Sri Lanka	To enable the sustainable reintegration of migrant and refugee returnees to Sri Lanka. This intervention will improve returnees' access to livelihood options and income-generation opportunities, and provide psychological support by increasing the capacity of community-based organizations and providing refugee returnees with support to access housing and protection services.
IOM Strategy: 10	Budgeted resources: 369 900
I.4.36 Enhancing Social Cohesion, Resilience, and Youth and Community Engagement in Bosnia and Herzegovina	To foster youth and community engagement, exchanges and networking for increased resilience and social cohesion through a small grant mechanism and engagement with civil society, community leaders, at-risk youth, youth leaders, local municipal actors and relevant institutions throughout Bosnia and Herzegovina. This project will strengthen and promote an environment conducive to genuine reconciliation, contributing to improved trust and social cohesion within and between communities and their leaders.
IOM Strategy: 4, 5, 11	Budgeted resources: 1 981 700
I.4.37 Enhancing Resilience in Kosovo*	To contribute to the development of more inclusive policies and legislation in Kosovo* that benefit non-majority communities and therefore improve their resilience to the risk of escalating conflict; and to create linkages between communities, foster cooperation and ultimately contribute to a safe, democratic and developed society for all.
IOM Strategy: 3	Budgeted resources: 375 400

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* References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

	Programme/Project	Objectives
I.4.38	Promoting the Human Security of Ukrainian Refugees in the Republic of Moldova	To enhance the human security of refugees from Ukraine fleeing due to the war and their host communities in the Republic of Moldova. The programme will ensure resources to address the increasing vulnerabilities and support the social and economic integration of conflict-affected populations, as part of a transformative development process in the Republic of Moldova to build resilience to the compounded crisis.
IOM Strategy: 4, 9, 11		Budgeted resources: 38 400
I.4.39	Supporting Migration Management in Serbia	To support lead government institutions engaged in and responsible for migration management in Serbia in the further strengthening of their operational, functional, human and policy capacities, with the objective of increasing effectiveness, efficiency and responsiveness in tackling the basic needs of migrant populations residing in Serbia.
IOM Strategy: 3, 4, 9		Budgeted resources: 3 294 200
I.4.40	Community Revitalization Initiative and Multisectoral Resilience Programme for Syrian Refugees in Türkiye	To develop a strong protection network, strengthen and deepen the resilience approach, enhance self-reliance through economic opportunities and contribute to durable solutions for Syrian refugees by supporting their inclusion into Turkish society
IOM Strategy: 9		Budgeted resources: 1 637 300
I.4.41	Stabilization Support for IDPs and Conflict-affected Populations in Ukraine	To contribute to the efforts of the Government of Ukraine to support the socioeconomic recovery of IDPs and conflict-affected populations through a comprehensive set of targeted activities to enhance employment and networking opportunities; raise awareness about the risks of trafficking and exploitation; improve housing conditions; and provide in-kind support and medical facilities. This project will also contribute to the sustainable reintegration of veterans from the conflict in eastern Ukraine by providing livelihood support, and reliable access to water, sanitation, and mental health and psychosocial support services, and ensuring the safety of school children, educators and the wider community.
IOM Strategy: 4, 6, 9, 10		Budgeted resources: 36 739 000
Transition and Stabilization Assistance		**Total budgeted resources: 203 652 500**

II.   MIGRATION HEALTH

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
II.1	Migration Health Assessments and Travel Health Assistance	144 623 200	82 999 200	14 573 400	242 195 800
II.2	Health Promotion and Assistance for Migrants	3 915 500	9 530 000	941 200	14 386 700
II.3	Migration Health Assistance for Crisis-affected Populations	4 378 500	14 105 000	1 005 000	19 488 500
II.4	Health Services for United Nations Personnel and Other Humanitarian and Diplomatic Actors	104 400	96 700	14 000	215 100
	Total	153 021 600	106 730 900	16 533 600	276 286 100

Note: Health issues affect all migrants and cut across all areas of IOM's work. This section reflects only purely migration health programmes and projects. Migrant health activities which are integrated into other IOM services appear under the relevant parts of this document.

286.   The total budget for Migration Health is approximately USD 276.3 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

287.   Guided by the Seventieth World Health Assembly resolution on promoting the health of refugees and migrants, adopted in May 2017 (WHA70.15), and the related framework (2018) and global action plan (2019), the migration health-related Sustainable Development Goals, the health-related commitments and actions of the Global Compact for Safe, Orderly and Regular Migration and, more recently, the political declaration of the high-level meeting on universal health coverage, the Migration Health Division bridges the needs of both Member States and migrants in addressing the health needs and well-being of migrants, mobile populations and host communities. The Division has been involved in the development of policy and best practices in the area of migration health, along with advocacy for migrant-inclusive health policies and programmes at national, regional and global level and the provision of thematic advice and research to support the development of multisectoral, evidence-based migration health policies. Migration health programmes seek to strengthen health systems through evidence-based policy advocacy, effective service delivery, research, information-sharing, multisectoral coordination and partnerships at national, regional and global levels. These programmes are implemented in partnership with governments, United Nations agencies, other international agencies, academia, NGOs and civil society organizations. In 2022, migration health projects were operational in about 125countries, with a total expenditure of USD 290 million. As health is a cross-cutting issue, the Migration Health Division aims to ensure that the physical and mental health and psychosocial concerns of migrants and their families are appropriately addressed and integrated in the projects and programmes implemented by other divisions and departments in line with IOM's strategic priorities and public health and human rights principles, while building migrants' health resilience to contribute to the socioeconomic development of their home and host communities.

288.   The following programme areas are used to classify Migration Health programmes/projects and activities.

289.   **Migration Health Assessments and Travel Health Assistance:** At the request of migrant- and refugee-receiving States, health assessment services are provided to persons before their departure to destination countries. The main objectives of this global programme are to improve the health of migrants through early detection and management of health conditions and provision of preventive interventions, reduce and better manage the public health impact of population mobility on receiving countries, facilitate the integration of migrants, and ensure continuity of care through timely provision of medical information to health-care providers in the receiving countries. In addition to offering large-scale pre-departure treatment for high-prevalence conditions like malaria and intestinal parasitism, IOM also provides diagnostic and treatment services to migrants with tuberculosis and certain sexually transmitted infections. Migrants are immunized against vaccine-preventable diseases and offered confidential pre- and post-test counselling. Migrants travelling under the Organization's auspices are assessed for fitness to travel before departure and medical escorts are arranged for migrants who need assistance and care en route. In destination countries, migrants with medical conditions are linked to national health

programmes. Other related activities include the provision of DNA sampling services for migrants, primarily in the context of family reunification.

290. **Health Promotion and Assistance for Migrants:** IOM provides and facilitates access to high-quality and comprehensive health services for migrants, including migrant workers and migrants in in irregular and vulnerable situations, such as victims of trafficking, and refugees, mobile and cross-border populations and host communities. Technical support is given to regional economic commissions and governments to develop and strengthen migration-sensitive policies and services. IOM works closely with partner organizations, including other United Nations agencies, national technical agencies such as the US Centers for Disease Control and Prevention, academic partners, international health NGOs, multilateral health funding mechanisms such as the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the Gavi Alliance, civil society and migrant networks and communities. Joint efforts are developed in the areas of health promotion, direct health assistance to migrants, control and management of infectious diseases of public health concern such as tuberculosis, HIV/AIDS, Ebola virus disease and malaria, and non-communicable diseases, sexual and reproductive health, nutrition, health system-building and mental health and psychosocial support. IOM is also working closely with Member States and partners providing technical expertise to advance the governance and coordination of migration health within the health sector and beyond. To support implementation of the Global Compact for Safe, Orderly and Regular Migration, the Migration Health Division is ensuring that health aspects are adequately incorporated into existing migration coordination mechanisms such as the United Nations Network on Migration, regional consultative processes on migration and national coordination mechanisms on migration, including by strengthening government capacity. The regionalization of health systems is critical to address inequality across borders and IOM is advocating for the inclusion of health aspects in regional integration processes and provisions related to the free movement of persons across countries.

291. By providing this support, IOM aims to make national health systems migrant-sensitive and responsive to the health needs of migrants and migrant-hosting communities. IOM undertakes a substantial amount of primary and secondary research on migration health and makes these data available to promote migrant health policies. In addition, IOM works closely with WHO and other key stakeholders to support Member States in facilitating the implementation and monitoring of the WHO Global Code of Practice on the International Recruitment of Health Personnel, adopted by the Sixty-third World Health Assembly in May 2010 (WHA63.16); the 2014 resolution on global strategy and targets for tuberculosis prevention, care and control after 2015 (WHA67.1); the 2015 resolution on global technical strategy and targets for malaria 2016–2030 (WHA68.2); and the International Health Regulations (2005), among others. The Migration Health Division works closely with other divisions within IOM to ensure that this programme area is adequately addressed and integrated; for example, by ensuring that health and psychosocial aspects are included in pre-departure training for labour migrants, providing psychosocial services for victims of trafficking, supporting health assessments for migrants assigned to assisted and voluntary return programmes, or conducting health training for border officials to build their capacity to meet the health needs of migrants. In this area, IOM maintains close engagements with key public health technical partners through working groups and other platforms and with key global health funding mechanisms – such as the Global Fund – that increasingly prioritize support for migrants and mobile populations. Programmatic and technical evidence is generated through research projects and programme evaluations for internal and external audiences.

292. **Migration Health Assistance for Crisis-affected Populations:** IOM is a key player in responses to humanitarian and public health emergencies and in efforts to support health system recovery, resilience and strengthening. In this regard, IOM works in close collaboration with actors in areas such as the water, sanitation and hygiene and the prevention of gender-based violence, which enables IOM to undertake a multisectoral approach to addressing the health needs of populations in crisis settings. IOM's emergency health programming is included as one of fifteen sectors of assistance of the Migration Crisis Operational Framework. IOM's emergency health programming includes both short- and medium-term solutions to reduce avoidable morbidity, mortality and disability, alongside programming that aims to contribute to efforts under the humanitarian-development-peace nexus to support recovery by rebuilding a country's health-care capacity and strengthening existing public health systems. IOM therefore plays a key role in supporting governments and communities to build health systems and migration management systems that are responsive to migrants and mobile populations, and which are equipped to address public health concerns along the mobility continuum. Through this, IOM contributes to attainment of the global health security agenda, pandemic preparedness and response efforts and universal health coverage.

293. IOM's wide-ranging health response interventions in crisis settings include, but are not limited to, the provision of primary health-care services in the domain of general clinical and trauma care; child health; nutrition; management of communicable and non-communicable diseases; sexual and reproductive health and rights; maternal and child health care; immunizations; prevention and response

to gender-based violence; outbreak preparedness, detection and response; risk communication and community engagement; and referrals for specialized care. Emergency health programming also includes the repair and rehabilitation of damaged health-care facilities, provision of essential medicine, medical supplies and equipment, capacity-building and referral mechanisms and international medical evacuations. In addition, the Migration Health Division has continued to expand its work on sexual and reproductive health and rights and gender-based violence, in line with the Organization's commitments to the Call to Action on Protection from Gender-Based Violence in Emergencies. There has also been considerable expansion of the Division's use of the Displacement Tracking Matrix, namely through work on anticipatory action for cholera, at points of entry, and for population mobility mapping. IOM also plays an active role within the Global Health Cluster, and the Global Outbreak Alert and Response Network at the global level and within United Nations country teams. The Organization's emergency health programming is guided by its Framework on Health, Border and Mobility Management. The Framework (revised in 2020) defines IOM's strategic role and expected outcomes in the prevention, detection and response to communicable diseases in the context of widespread human mobility. It also provides core activities and serves as a reference for Member States and partners to understand IOM's role and contributions in this area of work.

294. Building on lessons learned from IOM's response to the 2014 outbreak of Ebola virus disease in West Africa, and the subsequent Ebola outbreaks declared in the Democratic Republic of the Congo in recent years and last year in Uganda, IOM continues to play a key role in supporting cross-border preparedness and response, in line with the International Health Regulations (2005) and in collaboration with ministries of health, the World Health Organization and other partners at national and regional level. Considerable lessons learned from the IOM response to Ebola virus disease were utilized and applied during the COVID-19 pandemic. This has contributed towards increasing recognition both of points of entry as a critical juncture for outbreak preparedness, detection and response and of the role of IOM in that area.

295. IOM also has a model of mental health and psychosocial support for communities affected by complex emergencies which includes health, protection and community reactivation components that adopt a multidisciplinary and holistic approach. In many settings, interdisciplinary psychosocial mobile teams play a crucial role in providing a wide range of services to affected communities. IOM's emergency psychosocial assistance and programmes for migrants and displaced populations in educational, cultural, community, religious and primary health-care settings continue to expand in countries affected by natural disasters or conflicts. In post-crisis or early recovery settings, psychosocial support interventions also include setting up recreational and counselling centres for families and other community members, executive/professional masters programmes, and training and other capacity-building initiatives, including conflict management and community stabilization training. This model, which is in line with the relevant IASC guidelines and IOM guidance notes, encompasses activities on all levels of the IASC intervention pyramid in emergencies, attaching particular importance to capacity-building for national professionals and strengthening of communities' supportive networks and resilience.

296. **Health Services for United Nations Personnel and Other Humanitarian and Diplomatic Actors:** This project was initially established for provision of COVID-19-related health services, thereby saving lives, supporting staff and making it possible for the United Nations to continue to operate. After the end of COVID-19 pandemic, IOM continues to provide selected health services, such as entry and periodical medical examinations, vaccination and laboratory and radiological testing to United Nations staff upon request of United Nations country teams, and to diplomatic communities and NGOs. Moreover, in selected locations, IOM also supports United Nations clinics.

II.1   MIGRATION HEALTH ASSESSMENTS AND TRAVEL HEALTH ASSISTANCE

Programme/Project		Objectives
II.1	Migration Health Assessments and Travel Health Assistance	To improve the health of refugees and migrants by detecting health conditions and managing them cost-effectively, reduce and manage the public health impact of population mobility and facilitate beneficiaries' integration and continuity of care. IOM provides pre-departure testing and treatment for some infectious diseases and immunizations against certain vaccine-preventable diseases at the request of resettlement countries. The health assessment projects also support related capacity-building initiatives for the governments of the host countries, benefiting migrants.
		IOM also provides travel health assistance for refugees, including medical escorts for beneficiaries requiring assistance during travel. Other related activities include the provision of DNA sampling services for migrants, primarily in the context of family reunification.
IOM Strategy: 1, 9		Budgeted resources: 242 195 800
Migration Health Assessments and Travel Health Assistance		**Total budgeted resources: 242 195 800**

II.2   HEALTH PROMOTION AND ASSISTANCE FOR MIGRANTS

Programme/Project		Objectives
II.2.1	Regional Initiatives on Fostering the Health and Protection of Migrants in Situations of Vulnerability in North Africa	To continue to support national and local actors in Egypt, Libya, Morocco, the Sudan, Tunisia and Yemen in jointly managing migration flows with a focus on improving health and protection services to migrants in situations of vulnerability. This project will support national policies and strategies to ensure that the health rights of migrants and their communities are respected, in line with international, regional and national commitments, and to enhance capacity to develop and implement public health and social protection policies.
IOM Strategy: 1, 2, 3, 6, 7, 8, 9		Budgeted resources: 577 100
II.2.2	Improving Sexual and Reproductive Health and HIV/AIDS-related Outcomes for People in Migration-affected Communities in Southern Africa	To improve sexual and reproductive health and HIV-related outcomes among migrants and others living in migration-affected communities in six countries in the Southern African Development Community, namely Eswatini, Lesotho, Malawi, Mozambique, South Africa and Zambia.
IOM Strategy: 4		Budgeted resources: 4 110 500
II.2.3	Supporting Pandemic Preparedness in Sub-Saharan Africa	To equip point of entry and hotspot areas at borders in Burundi, the Democratic Republic of Congo, Kenya, Rwanda, South Sudan, Uganda and the United Republic of Tanzania with high-quality handwashing facilities and increase access to these facilities to prevent the spread of zoonotic and water-borne infectious diseases including COVID-19, Ebola virus disease and other communicable diseases. This project will be complemented by community engagement and health promotion to enhance health and hygiene protective behaviors and practices among community members.
IOM Strategy: 5		Budgeted resources: 77 300
II.2.4	Emergency Health Response Strengthening and Preparedness in the Democratic Republic of the Congo	To contribute to the improvement of health security at points of entry by strengthening regional disease surveillance systems in Central Africa, including by ensuring better collaboration on disease surveillance and epidemic preparedness, and supporting immediate and effective responses in the event of a health crisis or emergency at borders and along mobility corridors.
IOM Strategy: 2, 3, 6		Budgeted resources: 5 565 700

Programme/Project		Objectives
II.2.5	Supporting Access to Health Care in the Niger	To contribute to the efforts of the Government of the Niger to enhance the delivery of humanitarian and health assistance to populations affected by crisis due to drought, epidemics, floods and armed conflict. The intervention will focus on the provision of transitional and emergency shelters and non-food items, including hygiene materials, and will respond to the need to upgrade health-care facilities.
IOM Strategy: 9		Budgeted resources: 295 500
II.2.6	Strengthening Health Systems in Tunisia	To enhance the knowledge of migrants and communities by empowering them to make informed decisions about their health and engage with the public health system in Tunisia. This project will bolster the capacity of service providers and other relevant actors to strengthen migrant-sensitive health systems.
IOM Strategy: 1, 2, 3		Budgeted resources: 1 244 800
II.2.7	Supporting Capacity-building in Migrant Care in Jordan	To strengthen the capacity of relevant border security agencies to conduct trauma care at the north-east border area in Jordan by providing the training needed to ensure efficient and life-saving medical interventions in remote border areas. This project will also support infrastructure development for basic field trauma facilities.
IOM Strategy: 2		Budgeted resources: 23 900
II.2.8	Regional Initiative on Tuberculosis Elimination among Migrants in the Greater Mekong Subregion	To reduce the burden of tuberculosis among the migrant populations of the Greater Mekong subregion, in particular by targeting missed cases, thereby reducing tuberculosis transmission, incidence, and mortality in the five countries within the subregion. This project will be launched through a series of strategies in line with the migration health operational framework and existing recommendations on addressing tuberculosis among migrants and mobile populations.
IOM Strategy: 3		Budgeted resources: 2 491 900
Health Promotion and Assistance for Migrants		**Total budgeted resources: 14 386 700**

II.3 MIGRATION HEALTH ASSISTANCE FOR CRISIS-AFFECTED POPULATIONS

Programme/Project		Objectives
II.3.1	Increasing Access to Health Care in Nigeria	To strengthen emergency neonatal care in humanitarian settings through the provision of locally adapted, solar-powered, portable neonatal devices fitted into an ambulatory system for emergency evacuation, and the improvement of referral linkage system for crisis-affected populations. The overall goal is to promote the design and implementation of bold, innovative and cost-effective ambulatory systems.
IOM Strategy: 2		Budgeted resources: 192 500
II.3.2	Technical Assistance Support to Routine Immunization in South Sudan	To contribute to increased immunization coverage of children aged between 0 and 23 months by scaling up routine immunization services for internally displaced people, returnees, and conflict-affected host communities in South Sudan. Through this project, IOM will also continue to build upon lessons learned, best practices and relationships developed with key partners.
IOM Strategy: 9		Budgeted resources: 74 900

Programme/Project	Objectives
II.3.3 Emergency Health Response to the Crisis in the Middle East	To deliver a continuum of care in challenging operating environments through the provision of essential HIV, tuberculosis and malaria services. The interventions are intended to address the needs of the general population, with a particular focus on groups in situations of vulnerability, including refugees, migrants, IDPs and people in hard-to-reach areas in Iraq, the Syrian Arab Republic and Yemen, and Syrian refugees, migrants and other vulnerable populations in Jordan and Lebanon.
IOM Strategy: 9	Budgeted resources: 12 382 100
II.3.4 Strengthening Primary and Emergency Health-care Services in Yemen	In order to support populations in situations of vulnerability and ensure their access to the emergency and primary health-care services in Yemen. This intervention will enhance the provision of health services for refugees, displaced populations and conflict-affected host communities, where critical health needs are most prevalent. It will also focus on improving access to high-quality and gender-sensitive health services, particularly for women, children, and other vulnerable groups, and on improving the general health status and health-seeking behaviour of IDPs and conflict-affected communities.
IOM Strategy: 1, 2	Budgeted resources: 296 800
II.3.5 Emergency Assistance for Vulnerable Populations in the Bolivarian Republic of Venezuela	To support the efforts of the Government of the Bolivarian Republic of Venezuela to improve access to high-quality health care and health-related information; raise awareness of protection risks and assistance pathways; and provide direct assistance to those at risk of violence, abuse and exploitation.
IOM Strategy: 1	Budgeted resources: 572 100
II.3.6 Strengthening Health Systems in Afghanistan	To use the vaccination tracking tool to improve the availability of real-time immunization data to support evidence-based decision-making and accurately map, identify and track zero-dose children in highly mobile settings in Afghanistan.
IOM Strategy: 1	Budgeted resources: 12 100
II.3.7 Enhancing Health Services for Rohingya Refugees in Bangladesh	To improve the resilience of Rohingya refugees and adjacent host communities to the negative health and socioeconomic impacts of COVID-19, dengue and other emerging health conditions in Bangladesh through rapid case detection, early treatment and prevention of transmission. The project will also strengthen sexual, reproductive, maternal, neonatal, child and adolescent health services, and mental health and psychosocial support, and support the integration of health, nutrition and population services for host communities and Rohingya refugees.
IOM Strategy: 3, 9	Budgeted resources: 5 618 100
II.3.8 Supporting the COVID-19 Response in the Marshall Islands and the Federated States of Micronesia	To support governmental COVID-19 response activities through improved water, sanitation and hygiene access in public facilities in the Marshall Islands and the Federated States of Micronesia.
IOM Strategy: 9	Budgeted resources: 339 900
Migration Health Assistance for Crisis-affected Populations	**Total budgeted resources: 19 488 500**

II.4 HEALTH SERVICES FOR UNITED NATIONS PERSONNEL AND OTHER HUMANITARIAN AND DIPLOMATIC ACTORS

Programme/Project		Objectives
II.4.1	Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities	To support the operational continuity of humanitarian work of United Nations personnel, NGO staff and diplomatic communities through the provision of health-care services, including examinations, testing and immunizations.
IOM Strategy: 9		Budgeted resources: 215 100
Health Services for United Nations Personnel and Other Humanitarian and Diplomatic Actors		**Total budgeted resources: 215 100**

III.   MIGRATION AND SUSTAINABLE DEVELOPMENT

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
III.1	Policy Coherence and Community Development	4 779 800	9 599 700	736 700	15 116 200
III.2	Migration, Environment, Climate Change and Risk Reduction	7 850 500	13 283 800	1 207 100	22 341 400
III.3	Contribution of Migrants to Development	1 466 500	1 198 200	186 500	2 851 200
	Total	14 096 800	24 081 700	2 130 300	40 308 800

297.   The total budget for Migration and Sustainable Development is approximately USD 40.3 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

298.   As highlighted in the IOM Institutional Strategy on Migration and Sustainable Development, the Organization's work in this area cuts across all thematic areas and projects. The adoption of the Global Compact presented a significant opportunity to leverage the positive relationship between migration and development and, as such, the projects specifically focusing on policy coherence and community development, international cooperation and development and local level development are registered under the category of Migration and Sustainable Development due to their particular focus on accelerating a broader range of goals related to sustainable development.

299.   The Institutional Strategy guides this work by ensuring that IOM programming and policy interventions draw on the 2030 Agenda for Sustainable Development and leverage the positive linkages between migration and development with the understanding that migration can be a powerful driver of sustainable development for migrants themselves, for members of their families and for communities in countries of origin, transit and destination.

300.   Migration and development continues to be a matter of crucial concern to the international community. Capitalizing on the positive relationship between migration and human development has long been a strategic focus of IOM's work on migration governance. With IOM's entry into the United Nations system, IOM's role as Coordinator of the United Nations Network on Migration for the implementation and follow-up of the Global Compact for Safe, Orderly and Regular Migration and the United Nations development system reform, the Organization now has a clear responsibility to articulate its activities and mandate in relation to the 2030 Agenda, to report on its activities to Member States in achieving the commitments therein, and to contribute to the global discussions on migration and sustainable development. The adoption of the Global Compact presented a significant opportunity to leverage the positive relationship between migration and development, given that the Compact is anchored in the 2030 Agenda and serves as a road map to help achieve the migration dimensions of the Sustainable Development Goals.

301.   IOM's work as Secretariat and Coordinator of the United Nations Network on Migration is complemented by its co-leadership of the Network's workstream entitled "supporting Member States and the UN to implement the GCM". This workstream was created as the result of the merging of former Core Working Groups 2.1. – Stronger UN System for GCM Implementation, and 2.2. – GCM National Implementation plans (both of which were also co-led by IOM). Guidance on Global Compact implementation for United Nations country teams and governments has now been piloted and the focus of the workstream is now on operationalizing the tools and delivering them to the target audiences, and promoting/supporting their appropriate use to advance Global Compact planning, implementation, follow-up and review efforts. While institutional efforts are ongoing to ensure that all of IOM's work is geared towards contributing to the 2030 Agenda, the following programme areas are used to classify specific Migration and Sustainable Development programmes, projects and activities.

302.   **Policy Coherence and Community Development:** To achieve policy coherence in migration and development, this type of programming supports the mainstreaming of migration into national and local policy planning and implementation to ensure that the effects of migration and the needs of migrants are considered across all governance areas, such as development, health, education and financial inclusion. This necessitates a whole-of-government approach which implies coordination across all sectors and

levels of government for the refinement of existing policies or development of new policies that are aligned with and respond to the effects of migration and the needs of migrants.

303.   A separate area of work includes mainstreaming migration into bilateral and multilateral development cooperation programmes, plans and processes. To achieve this, IOM: (a) supports capacity-building for all relevant actors including donors and other development partners to enhance their understanding of and abilities to support development cooperation and govern migration for the benefit of all through training, knowledge-sharing and exchanges between countries; (b) assists governments with the establishment and consolidation of coordination mechanisms across governance sectors and between national and local authorities; and (c) provides technical and financial assistance for the implementation of refined or new policies or programmes that integrate migration considerations.

304.   At local level, IOM supports subnational actors in creating environments that support migration-related socioeconomic development and social cohesion in their communities and, hence, provide for development that benefits all of society. IOM achieves this by assisting Member States to enhance the capacities of community leaders and subnational authorities to strengthen the local dimension of migration governance; to address drivers of human mobility, making it an informed and well-planned process, as well as reduce economic, social and environmental challenges that migrants face, with a view to promoting more inclusive human development. This includes providing training tools and training sessions; setting up community-based protection mechanisms that are inclusive of migrants; and contributing to vertical policy coherence by supporting local–national coordination whereby local and regional authorities can feed their expertise and knowledge into national policymaking for more responsive and pertinent policies that can be successfully implemented at local level. IOM also supports the facilitation of migrant and diaspora participation in community development. This can take the form of technical assistance to support diaspora and migrant communities to associate and organize collectively, bargain and advocate for their rights and helping governments establish platforms for consultation and community participation. IOM also promotes a whole-of-society approach, ensuring that any services delivered through projects consider and include the entire community, ensuring that cohesion efforts benefit everyone.

305.   **Migration, Environment, Climate Change and Risk Reduction:** IOM's work in this area is determined by the rationale that human mobility approaches can contribute to better policies addressing climate change, environmental degradation, disasters and risk reduction, and that migration policies cannot ignore environmental and climatic factors. IOM is committed to continuing to address the migration, environment and climate change nexus through research and data analysis, policy dialogue, capacity-building and operational activities.

306.   IOM activities in this area include support for strengthening the evidence base, promoting policy development and establishment of dialogue, and programmes to address human mobility in the context of disasters, climate change and environmental degradation. These activities focus on mobility in relation to environmental degradation, the impacts of climate change on livelihoods and the impacts of migration on the environment, and on disaster risk reduction components, including resilience-building, hazard prevention and mitigation, and community-based preparedness. Activities are related to slow-onset events and processes (climatic and non-climatic), such as sea-level rise, increasing temperatures, ocean acidification, glacial retreat, coastal and marine ecosystem degradation, land salinization, land and forest degradation, loss of biodiversity and desertification, as well as to climate extremes (extreme weather events or climate events), such as change in tropical storm and cyclone frequency and intensity, changes in rainfall regimes, changes in atmospheric chemistry and melting of mountain glaciers.

307.   Another main area of activity is capacity-building, which focuses on developing the capacity of governments and other stakeholders in countries of origin and destination to address migration in relation to environmental degradation, climate change and disasters. The activities in this area aim to train and facilitate dialogue for policymakers and practitioners across ministerial departments with a focus on migration in relation to environmental degradation and climate change, but also on strengthening the capacity of governments and communities to address and manage the risk of disasters, reduce impacts, increase resilience to crisis and save lives. These activities increase policymakers' and practitioners' understanding of the links between migration, climate, the environment, disasters and risk reduction as well as strengthening multi-stakeholder coordination on addressing human mobility-related matters at the local, national, regional and international levels, including in the climate change, disaster risk reduction and migration management frameworks and related negotiations.

308.   **Contribution of Migrants to Development:** This programme area aims to engage, empower and enable migrants and diasporas to contribute to development in their host and home communities. IOM works with Member States to promote the protection of migrants' rights and empower migrants through the provision of the services and support they need to become an integral part of their new society and to

contribute to their home communities. One way IOM does this is through initiatives that support the return of skilled and qualified nationals from abroad on virtual, short-term, repeated or longer-term professional assignments, including the establishment of mechanisms for the return of qualified nationals for knowledge transfer and technical assistance within a broader national policy and/or an international community plan for development, rehabilitation and reconstruction. IOM also supports governments in developing policies and mechanisms to enable transnational communities to support socioeconomic development in their countries of origin through the transfer of financial resources and economic contributions towards specific development projects, such as through investment, philanthropy, support to trade and networking. Other initiatives may aim to improve financial services available to migrants, including reducing the costs of remittance transfers, improving financial literacy, and working to ensure that remittance services are available even in the most remote locations. Projects in this programme area focus on maximizing migrants' contributions to development, expanding economic opportunities, and improving social services and community infrastructure in places that are prone to economic emigration or in need of development to absorb returning migrants in a sustainable manner.

III.1 POLICY COHERENCE AND COMMUNITY DEVELOPMENT

Programme/Project	Objectives
III.1.1 Migration Mainstreaming in the Africa Region	To strengthen engagement in efforts to mainstream migration within national and regional processes by selected Member States in the Africa region. The proposed project aims to strengthen IOM's institutional capacity and performance in the migration and trade space, in line with the IOM Strategic Vision 2019–2023 and relevant continental and regional frameworks.
IOM Strategy: 2, 3, 4, 7, 12	Budgeted resources: 582 600
III.1.2 Strengthening Migration Mainstreaming in Mauritius and Seychelles	To support the initiative of the Governments of Mauritius and Seychelles to strengthen the policy framework, establish financial mechanisms and provide the necessary information for the private and public sectors to invest in the green and blue economy to accelerate the realization of the Sustainable Development Goals.
IOM Strategy: 4, 8	Budgeted resources: 13 500
III.1.3 Strengthening the Economic Empowerment of Youth in Mali	To support the creation of viable livelihoods and skills for youth as an alternative to irregular migration by increasing access to employment opportunities and income-generating activities in high-risk areas in Mali. This initiative promotes skills development and entrepreneurial activities, thus enabling the social and economic empowerment of youth.
IOM Strategy: 2, 5	Budgeted resources: 1 004 100
III.1.4 Supporting Migration and Development in Morocco	To support the Government of Morocco in its efforts to enhance the resilience of vulnerable communities in Morocco by increasing preparedness and promoting responsive, effective governance, thereby preventing community susceptibility to violent extremism. This project will also support the efforts of regional councils to mainstream migration into their local planning.
IOM Strategy: 2, 3, 4, 8	Budgeted resources: 1 668 300
III.1.5 Enhancing Socioeconomic and Reintegration Opportunities and Youth Empowerment in Tunisia	To support the Government of Tunisia in the enhancement of socioeconomic reintegration opportunities for youth at risk of irregular remigration and other vulnerable groups through market-oriented skills training and community development support. This project will provide young people with concrete alternatives to irregular migration and will guide them to develop innovative and viable personal development projects.
IOM Strategy: 3, 4, 5, 12	Budgeted resources: 2 412 000

	Programme/Project	Objectives
III.1.6	Administrative and Technical Assistance for the Government of Argentina	To provide technical, administrative, supervision and monitoring services to support efforts by the Government of Argentina to develop policies that contribute to socioeconomic development by generating employment opportunities and promoting investment as part of ongoing efforts to manage migration. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Argentina to cover activities under special management.
IOM Strategy: 3, 4		Budgeted resources: 4 024 600
III.1.7	Supporting Ibero-American Program for the Strengthening South–South Cooperation in Chile	To provide administrative support to the Chilean Agency for International Cooperation, and Development through the administration of funds from the Ibero-American Program for the Strengthening of South-South Cooperation for the due implementation of the Program.
IOM Strategy: 3		Budgeted resources: 53 400
III.1.8	Educational Opportunities for Migrants and Returnees in El Salvador	To enhance access to formal educational opportunities for potential migrants, returnees and their families in El Salvador, in order to develop sustainable and competitive livelihoods and promote well-being.
IOM Strategy: 4		Budgeted resources: 3 311 000
III.1.9	Improving Governance, Protection and Economic Resilience for Migrants in Haiti	To improve the governance, protection and economic resilience of communities located at the border between Haiti and the Dominican Republic. This project will reinforce government capacities to deliver documentation in border areas; support migrant assistance in collaboration with local authorities; and increase the technical capacities of border community members and migrants in order to strengthen their reintegration into the local economy.
IOM Strategy: 1, 2		Budgeted resources: 610 000
III.1.10	Administrative and Technical Assistance for Migration and Economic Development in Peru	To provide administrative and technical assistance in support of national efforts to stimulate migration and economic development in Peru. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Peru to cover activities under special management.
IOM Strategy: 2, 3		Budgeted resources: 321 700
III.1.11	Strengthening Migration Governance in Bangladesh	To support implementation of the Global Compact for Safe, Orderly and Regular Migration, notably through the continued functionality of the United Nations Network on Migration in Bangladesh and the Bangladesh Migration Compact Taskforce, and to support the Government's efforts related to migration, environment and climate change.
IOM Strategy: 3		Budgeted resources: 24 900
III.1.12	Supporting Returning Migrants in Georgia	To support to the efforts of the Government of Georgia to design, test, synthesize and put forward a comprehensive model of reintegration for returning migrants at the individual, community, and structural levels. The project will analyze different types of interventions and suggest the most effective and targeted model that results in the best reintegration outcomes.
IOM Strategy: 4		Budgeted resources: 99 200

Programme/Project	Objectives
III.1.13 Economic Integration of Internally Displaced People in Ukraine	To complement the emergency actions of the Government of Ukraine and support a robust and targeted response to the long-term implications of the COVID-19 pandemic by contributing to economic adaptation, recovery and growth through targeted support to affected populations, primarily to promote job retention and creation. This project will also directly contribute to stabilization efforts through improved conditions for the sustainable socioeconomic inclusion of internally displaced persons, victims of trafficking and domestic violence, and returnees, through revitalization of local economies.
IOM Strategy: 4, 9, 12	Budgeted resources: 990 900
Policy Coherence and Community Development	**Total budgeted resources: 15 116 200**

III.2 MIGRATION, ENVIRONMENT, CLIMATE CHANGE AND RISK REDUCTION

Programme/Project	Objectives
III.2.1 Implementing the IOM Institutional Strategy on Migration, Environment and Climate Change	To contribute to the implementation of the IOM Institutional Strategy on Migration, Environment and Climate Change 2021–2030, in line with the three strategic objectives and the four priority areas of engagement defined in the Strategy. The project is also informed by the evaluation of IOM's institutional response to address the migration, environment and climate change nexus and looks to address the associated recommendations.
IOM Strategy: 3, 5	Budgeted resources: 56 200
III.2.2 Addressing Human Mobility in the Context of Climate Change in Africa	To contribute to addressing human mobility in the context of climate change in the East and Horn of Africa in response to the Kampala Ministerial Declaration on Migration, Environment and Climate Change. This initiative will promote a joint approach to the challenges and opportunities of human mobility in the context of climate change and environmental degradation, providing an opportunity for African States to bring their priorities to the global forum, including in relation to climate finance, adaptation, loss and damage.
IOM Strategy: 2, 3, 7	Budgeted resources: 10 000
III.2.3 Strengthening Leadership on Human Mobility in Southern Africa	To enhance resources and technical capacity in order to address the impacts of climate change and human mobility in Southern Africa through closer collaboration with other expert stakeholders, with a view to ensuring that human mobility considerations are considered in policy, legislation and programming.
IOM Strategy: 3	Budgeted resources: 41 700
III.2.4 Implementing Global Policies on Environmental Migration and Disaster Displacement in West Africa	To contribute to facilitating regular pathways for migration and to minimizing displacement in the context of disasters, environmental degradation and climate change in West Africa. This project will also contribute to the reduction of forced displacement and environmental threats through informing evidence-based, sensitive programming and promoting the implementation of disaster risk reduction strategies.
IOM Strategy: 3, 9	Budgeted resources: 21 300
III.2.5 Management of Climate Security Risks and Natural Resources in Mali	To contribute to reducing competition between communities over natural resources while strengthening their climate resilience through adaptive capacity-building targeted at environmental preservation, and to better analyse and understand climate-related conflicts in order to enable more effective prevention actions in Mali.
IOM Strategy: 3	Budgeted resources: 739 600

	Programme/Project	Objectives
III.2.6	Strengthening Disaster Preparedness and Response in Mauritania	To strengthen the national and local disaster preparedness and disaster risk reduction capacity through well-informed management and community-based actions, with a special focus on vulnerable communities located in disaster-prone areas of Mauritania.
IOM Strategy: 4		Budgeted resources: 163 800
III.2.7	Strengthening the Disaster Risk Management Initiative in South Sudan	To contribute to better water management, strengthen institutional capacities and enhance knowledge and evidence-based approaches in South Sudan. This project seeks to contribute to increased access to clean drinking water for strengthened resilience of communities in flood-prone areas.
IOM Strategy: 9		Budgeted resources: 1 841 600
III.2.8	Strengthening the Migration, Environment, Climate Change and Risk Reduction Portfolio in the Middle East and North Africa	To strengthen the migration, environment, climate change and risk reduction programme portfolio in the Middle East and North Africa by increasing thematic and programmatic support to the country offices in the region to address the migration, environment and climate change and health nexus, and providing institutional support for IOM's engagement in different working groups within the same thematic area.
IOM Strategy: 3, 6		Budgeted resources: 13 600
III.2.9	Implementing Policies on Environmental Migration and Disaster Displacement in the Caribbean	To support the development of coherent approaches in the Caribbean to address the challenges of migration in the context of sudden-onset and slow-onset disasters, including by taking into consideration relevant recommendations from international frameworks.
IOM Strategy: 2		Budgeted resources: 87 500
III.2.10	Strengthening the Evidence Base on Migration, Environment and Climate Change in South America	To strengthen IOM's role in South America in providing technical assistance and data to governments and other key stakeholders on migration, environment, climate change. This effort will review data and information production and collection systems on human mobility in the context of disasters, environmental degradation and climate change and will initiate national and regional dialogues on data and environmental migration to improve the coordination capacity of key actors.
IOM Strategy: 6		Budgeted resources: 19 900
III.2.11	Supporting Efforts to Avert, Minimize and Address Displacement due to Climate Change in Guatemala	To implement measures which will avert, minimize and address displacement due to climate change and its impacts for vulnerable people and communities in Guatemala. This project will improve the availability of data and knowledge on displacement; integrate displacement into relevant policies and plans; strengthen disaster preparedness; and improve government capacity to access climate finance streams.
IOM Strategy: 3		Budgeted resources: 301 500
III.2.12	Enhancing Disaster Risk Management Capacity and Migrant Reintegration in Haiti	To support a comprehensive approach to strengthening national disaster preparedness capacities through the effective management and maintenance of non-food item stockpiles and capacity-building. This builds on IOM's achievements in warehouse management and maintenance in the field and complements its risk reduction programming. This project will also provide employment opportunities to forcibly returned migrants; offer more economic opportunities locally; and facilitate awareness-raising campaigns regarding sustainable natural resource management practices.
IOM Strategy: 9		Budgeted resources: 2 837 400

Programme/Project	Objectives
III.2.13 Enhancing Capacities and Frameworks to Collect Data and Evidence on Migration, the Environment and Climate Change in Mexico	To build the foundation for evidence-based policymaking on environmental migration in Mexico by building innovative tools and methodologies to collect data and information on the nexus between human mobility and disasters, the adverse effects of climate change and environmental degradation.
IOM Strategy: 5	Budgeted resources: 29 500
III.2.14 Protecting and Empowering Communities Adversely Affected by Climate Change in the Pacific Region	To protect and empower communities adversely affected by climate change and disasters in the Pacific region, focusing on climate change and disaster-related migration, displacement and planned relocation through a regional response to climate mobility. This project will empower communities affected by climate change through training and skills development activities to increase access to labour mobility schemes, with a view to supporting migrants to migrate safely with an understanding of their rights.
IOM Strategy: 2, 3, 4, 7	Budgeted resources: 2 593 500
III.2.15 Disaster Risk Management Efforts in Afghanistan	To support Afghan communities in the area of disaster risk management through the construction of small-scale disaster mitigation infrastructure and water irrigation systems; orientation of communities to mitigate and prepare them for the impacts; and enhancement of the national disaster management information system. This intervention will also focus on capacity-building and technical support to the relevant Afghanistan authorities to result in enhanced and timely information management.
IOM Strategy: 9	Budgeted resources: 3 162 500
III.2.16 Enhancing Management of Disaster Displacement in Bangladesh	To contribute to the resilience of Rohingya refugees and host communities through community-led disaster risk reduction, resilience-building and community empowerment. This project will contribute to the global project objectives of improved knowledge development, risk assessment, preparedness and integrated planning.
IOM Strategy: 3, 5, 9	Budgeted resources: 2 767 500
III.2.17 Strengthening Community Resilience to Disaster and Displacement Risks in Fiji	To strengthen and support the preparedness and capacity of communities and families to break recurrent cycles of displacement in Fiji. Using a humanitarian–development nexus approach, this project will address the systemic drivers of vulnerability resulting from disasters by reducing the adverse impacts of cyclical stresses, and consequently promote sustainable development.
IOM Strategy: 9	Budgeted resources: 3 488 300
III.2.18 Inclusive Mitigation and Preparedness in the Federated States of Micronesia	To contribute to the overall capacity of the Government and communities in the Federated States of Micronesia to demonstrate strengthened resilience and adaptive capacity in the context of climate change and natural hazards through the community-based disaster risk management approach to promote inclusive and local-level disaster preparedness in vulnerable communities.
IOM Strategy: 9	Budgeted resources: 1 005 100
III.2.19 Disaster Risk Governance in Nepal	To support the disaster risk reduction efforts of the Government of Nepal in establishing a robust legal framework at provincial and municipal levels. This project will contribute to strengthening the operational capacity of the national disaster management authority, through training for relevant staff in policy preparation, including regarding emergency preparedness.
IOM Strategy: 9	Budgeted resources: 273 000

Programme/Project		Objectives
III.2.20	Mitigation and Preparedness in Action in Palau	To contribute to the overall capacity of the relevant government agency in Palau to prepare for, mitigate and respond to hazard events. The project will work at the individual community level, national level and State level, with a view to further enhancing coordination.
IOM Strategy: 1		Budgeted resources: 562 400
III.2.21	Strengthening Resilience Against Disaster and Climate Change in Solomon Islands	To contribute to addressing disaster- and climate change-related fragility and improving national and community resilience in Solomon Islands.
IOM Strategy: 9		Budgeted resources: 1 876 200
III.2.22	Enhancing Disaster Risk Reduction in Timor-Leste	To support the Government of Timor-Leste to prevent gender-based violence and improve essential health and justice sector responses for women and children who have experienced violence. This project will also seek to ensure that women and girls are empowered to enjoy their right to live free of sexual harassment and other forms of violence.
IOM Strategy: 3		Budgeted resources: 148 000
III.2.23	Addressing Climate Change in North Macedonia	To help improve air quality levels in North Macedonia by promoting private sector and households' investment in renewable energy and energy efficiency solutions that will support the country in advancing the implementation of the Sustainable Development Goals.
IOM Strategy: 4		Budgeted resources: 301 300
Migration, Environment, Climate Change and Risk Reduction		**Total budgeted resources: 22 341 400**

III.3   CONTRIBUTION OF MIGRANTS TO DEVELOPMENT

Programme/Project		Objectives
III.3.1	Diaspora Contribution to the Economy in the Democratic Republic of the Congo, Morocco and Senegal	To support cost-effective alternatives to remittances and opportunities for savings investment in the Democratic Republic of the Congo, Morocco and Senegal. Through the active participation of the diaspora in Belgium, this project will increase understanding remittance flows and the factors that influence remittance-related behaviour.
IOM Strategy: 3		Budgeted resources: 518 300
III.3.2	Supporting Livelihoods and Mobilizing Resources in Cabo Verde	To contribute to the achievement of the Sustainable Development Goals and the support socioeconomic inclusion of poor coastal communities in Cabo Verde. This project will bring together different stakeholders within the blue economy, including local private sector actors and the diaspora, to provide the skills and equipment needed to enhance socioeconomic inclusion in a thriving, sustainable economy.
IOM Strategy: 4, 8		Budgeted resources: 20 200
III.3.3	Engaging the Diaspora for Institutional Development in Somalia	To contribute to consolidating sustainable development in Somalia, by improving reproductive health and education outcomes through the active engagement of qualified Somali diaspora and by promoting youth empowerment and gender equality. The project builds on lessons learned and outcomes achieved over 15 years of implementation of diaspora engagement projects.
IOM Strategy: 3, 8		Budgeted resources: 1 748 400

	Programme/Project	Objectives
III.3.4	Strengthening the Diaspora Forum in Italy	The overall objective of the project is to contribute to organizing and formalizing the engagement of diaspora associations in the Italian development cooperation system. This project builds on lessons learned and gaps identified in response to the need for a more structured, coordinated and inclusive representation of diaspora actors engaged in development cooperation at the national level, as well as the need for continuous and tailored capacity development for the associations.
IOM Strategy: 8		Budgeted resources: 564 300

Contribution of Migrants to Development	Total budgeted resources: 2 851 200

IV.   REGULATING MIGRATION

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
IV.1	Return Assistance for Migrants and Governments	70 380 700	109 721 700	12 326 900	192 429 300
IV.2	Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking	15 846 800	24 147 500	2 774 500	42 768 800
IV.3	Border and Identity Solutions	21 210 400	55 922 700	4 640 400	81 773 500
IV.4	Migration Management Support	4 743 100	9 695 600	1 001 600	15 440 300
	Total	112 181 000	199 487 500	20 743 400	332 411 900

309.   The total budget for Regulating Migration is approximately USD 332.4 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

310.   While in general migration is a positive force in countries of origin and destination, unregulated migration can pose social, financial and political challenges to individuals, societies and governments alike. Comprehensive, transparent and coherent approaches to migration management, involving all countries along the migration continuum, can help address the negative aspects associated with irregular migration, including migrant smuggling and trafficking in persons, and preserve the integrity of migration as a natural social process. Good governance in migration matters at the national, regional and international levels is increasingly recognized as a key component of orderly and humane population movements.

311.   IOM helps governments develop and implement evidence-based migration policy, legislation and institutional mechanisms that enhance migration management, while also providing specialized support to migrants in accordance with their protection needs and with due regard for their gender- and age-specific requirements and human dignity.

312.   IOM provides technical assistance to government officials and trains them to assess, improve and upgrade their migration management operational systems, for example in the areas of travel document issuance, data systems development and border management technologies, including data capture and the responsible use of biometrics. It implements programmes to facilitate the assisted voluntary return of unsuccessful asylum-seekers, stranded migrants and other migrants in vulnerable circumstances, and to support their reintegration in their countries of origin, with due regard for the needs of the migrants themselves and the concerns of local communities. IOM takes a rights-based approach to implementing a wide range of activities in support of trafficked persons and migrants vulnerable to violence, exploitation, and abuse, including migrant children. It provides technical assistance to governments, the private sector and NGOs, and cooperates with a variety of international, national, and local actors to support migrants, trafficked persons, their families and communities. Several governments turn to IOM to enhance their efforts to find sustainable solutions for the increasing numbers of separated and unaccompanied migrant children crossing their borders. IOM's support includes family tracing, assisted voluntary return and reintegration of children, and capacity-building for relevant State authorities in countries of origin, working together with UNICEF, UNHCR, civil society organizations, and other relevant stakeholders. IOM also implements comprehensive child protection projects addressing the needs of unaccompanied and separated migrant children in border regions.

313.   In addition, IOM focuses on addressing the factors that create demand for the goods and services produced and provided by trafficked and exploited migrants. To further efforts in this area, IOM cooperates with regulators, private sector actors, employment intermediaries, and industry associations, among others, to create and support platforms and tools to address trafficking and exploitation in supply chains.

314.   The following programme areas are used to classify Regulating Migration projects and activities.

315.   **Return Assistance for Migrants and Governments:** Assisted voluntary return and reintegration is one of the key migration management services offered by IOM and includes providing administrative,

logistical, and financial support to migrants unable or unwilling to remain in the host country and who volunteer to return to their countries of origin. Assisted voluntary return and reintegration programmes offer a safe, humane, dignified, and cost-effective alternative to irregular return migration and forced return and, in many cases, are complemented by measures to facilitate sustainable reintegration. The successful implementation of these programmes requires the cooperation and participation of a broad range of actors, including the migrants, civil society, and the governments of origin, host, and transit countries.

316.   In line with the principles outlined in IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration, the main objective of this project type is to provide enhanced support to facilitate the return and reintegration of migrants in their countries of origin, including unsuccessful asylum-seekers, migrants in irregular situations, stranded migrants, and other persons in vulnerable situations wishing to return home but unable to do so by their own means. Assisted voluntary return and reintegration programmes can also benefit migrants in situations of vulnerability, such as victims of trafficking, smuggled migrants with protection needs, unaccompanied and separated migrant children, and migrants with health-related needs. A typical programme consists of three main phases: pre-departure assistance, return assistance and post-arrival assistance. This includes undertaking needs assessments of target groups in the host countries, transit countries and origin countries, in line with IOM's internal return and reintegration due diligence process, and providing return information and counselling to potential returnees, documentation and health assistance, reception-on-arrival services, and longer-term reintegration support for the returnees, and, where relevant, their families and communities, in the countries of origin to enhance the sustainability of reintegration.

317.   Assisted voluntary return and reintegration programmes are particularly effective when they are part of a multi-pronged approach to migration management tailored to specific migration scenarios. When implemented in conjunction with, among other, effective asylum programs and border management in host countries, they can help preserve the integrity of regular migration systems. Within these programmes, IOM provides technical expertise to governments and relevant actors for improved return migration management, conducts research for this purpose, and facilitates dialogue on return migration between origin, transit, and host countries.

318.   In line with IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration, the Organization provides non-movement services to migrants whose return is operated by other actors (forced or voluntary) either prior to or after the movement. These services can include pre-departure counselling, post-arrival assistance, including reintegration assistance. IOM provides assistance with the informed consent of the migrants and ensure it contributes to protecting their rights and well-being. Lastly, IOM also provides policy and technical support to governments to enhance their capacities in the return, readmission and reintegration space, in compliance with applicable international law.

319.   Regarding the provision of reintegration support to returning migrants, IOM advocates the adoption of an integrated approach to reintegration, targeting the economic, social, and psychosocial dimensions at the individual, community, and structural levels. Such an integrated approach is based on strong partnerships with other actors who may provide additional and/or specialized support to returnees. It also requires complementarity between migration management and other interventions such as humanitarian assistance, community stabilization and development cooperation.

320.   In 2022, IOM assisted 69,282 migrants in their safe and dignified return from 135 host countries to 154 countries of origin. Moreover, 131 country offices provided a comprehensive range of reintegration services, resulting in a total of 170,714 reintegration activities being carried out throughout the year.

321.   In addition, IOM focuses on fostering a community of practice on reintegration and knowledge management for the provision of thematic expertise, the development and harmonization of procedures and monitoring and evaluation frameworks, and the improvement of existing data collection and management tools.

322.   IOM – together with UNICEF, UNHCR and Migration Policy Institute – is co-leading the United Nations Network on Migration workstream on promoting safe, dignified and rights-based return and readmission, and sustainable reintegration. Under the United Nations Network on Migration Workplan 2022–2024, the workstream will focus on: operationalization of the Network checklist for safe and dignified return and sustainable reintegration; child protection; legal identity (developing and rolling out guidance with best practices); supporting national and transnational responses for the implementation of Global Compact of those countries which made pledges on return and reintegration focusing on promoting right-based approach to return and reintegration and needs of migrants in vulnerable situations; and support the development of a Global Compact indicator on rights-based returns and sustainable reintegration, in close cooperation with the workstream on indicators.

323.   **Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking:** IOM works with governments, civil society organizations, the private sector, and relevant United Nations agencies in origin, transit, and destination countries to ensure the protection of migrants, including internally displaced populations, who are vulnerable to or have experienced violence, exploitation, and abuse, including human trafficking and associated forms of abuse and exploitation. Increasingly, this includes providing assistance and protection to mobile and displaced populations, as well as affected communities. Programming in this area aims to address the factors and circumstances that contribute to migrants' vulnerability, and to assist those in need of protection. Adhering to the IASC protection policy and Statement on the Centrality of Protection in Humanitarian Action, IOM reaffirms that the protection of all affected and at-risk individuals and communities must be at the heart of humanitarian decision-making and response, and is committed to mainstreaming protection across all sectors of intervention, ensuring that all operations are accessible, do no harm, and empower those we assist.

324.   In cooperation with governments, the United Nations, international and non-governmental organizations, the private sector, and development partners, IOM's anti-trafficking responses encompass all aspects of the United Nations Global Plan of Action to Combat Trafficking in Persons, namely prevention of trafficking, protection of victims and survivors, prosecution of perpetrators, and fostering multistakeholder partnerships.

325.   At the operational level, IOM's protection work spans the crisis continuum, including a variety of activities aimed at ensuring the full respect and enjoyment of the rights of affected individuals and communities. Examples include protection monitoring, efforts to promote alternatives to immigration detention, support for access to legal documentation, advocacy, the mitigation of risks throughout its operations, the provision of safe spaces or safe shelters, cash for protection, and protection case management for individuals who have experienced or are at risk of violence, exploitation, and abuse through the direct provision of information and individualized services and assistance. This work also includes direct assistance to victims of trafficking and associated forms of exploitation and abuse, and to those who are particularly vulnerable to such abuses, such as unaccompanied or separated migrant children. Since the mid-1990s, IOM has assisted over 100,000 trafficked persons. In 2021 and 2022, IOM and its partners provided individualized protection services to 13,019 victims of trafficking identified worldwide, and to 241,571 migrants in vulnerable circumstances, including with safe accommodation, legal, medical, and psychosocial support, assisted voluntary return and reintegration, and other forms of direct assistance. In 2022, 94 people were assisted through the IOM Global Assistance Fund, which provides tailored assistance to victims of trafficking and other migrants vulnerable to violence, exploitation, and abuse, identified in locations where local stakeholders have limited or no resources and capacities to provide the needed support. The Fund has been operating since 2000 providing individualized case management services to vulnerable migrants identified with protection risks worldwide.

326.   IOM implements information, education, and communication initiatives to mitigate protection risks, including human trafficking and the exploitation and abuse of migrants, and to equip vulnerable populations with the information they need to travel safely and access assistance when necessary. IOM's information campaigns also seek to encourage businesses and consumers to check that the products or services they purchase or use are not the result of migrant exploitation or human trafficking.

327.   As part of its direct assistance activities, IOM maintains its case management database (MiMOSA), which contains large amount of data on victims of trafficking and migrants in situations of vulnerability. IOM works to leverage these data in a safe and ethical manner, aligned with the IOM Data Protection Principles, for research, including through the Counter-Trafficking Data Collaborative, and research reports. IOM also participates in global efforts to improve the evidence base on trafficking in persons, in collaboration with other United Nations organizations and agencies and academia.

328.   Technical support activities aim to develop the capacity of governments, private sector entities, and civil society institutions; strengthen policies and procedures to protect migrants' rights and combat human trafficking, smuggling of migrants, and migrant exploitation; and upgrade relevant infrastructure. These activities include training NGOs, businesses, and government officials, including law enforcement officials, and providing technical support for the development of policies, procedures, and programmes to protect and assist individuals who have experienced or are at risk of trafficking, violence, exploitation, and abuse. With the aim of further promoting adherence to protection standards and principles across the Organization, technical support is also provided internally to staff, focusing on strengthening internal capacities on protection and related thematic areas, including protection mainstreaming, disability inclusion, child protection, and counter-trafficking, through training and the development of practical guidance and tools.

329.   IOM also works to strengthen legal frameworks and policies, and promote dialogue and cooperation at the local, national, regional and international levels, including through its participation in and contribution to the workstreams of the Global Protection Cluster and related areas of responsibility at both Headquarters and the field level, and its engagement in the initiatives of the IASC. In addition, the Organization facilitates national and regional task forces, develops inter-institutional victim identification and assistance mechanisms, promotes regional protection initiatives under regional consultative processes and participates in international coordination mechanisms, such as the Inter-Agency Coordination Group against Trafficking in Persons and Alliance 8.7.

330.   IOM provides advisory services to private sector entities aiming to eliminate exploitation from their operations and supply chains. This includes support to assess, mitigate and prevent risks, as well as actions to redress violence, abuse and exploitation when it has occurred.

331.   **Border and Identity Solutions**: By engaging in active partnerships and providing information, know-how and resources, IOM's immigration and border governance projects aim to strengthen the capacity of governments and other relevant actors to address immigration and border management issues in a comprehensive, cooperative and ultimately self-reliant manner.

332.   IOM assists States to develop policy and design and implement targeted programmes and projects that focus on strengthening the capacity of governmental services to manage immigration and borders effectively in line with international and human rights law, with the aim of enhancing safe, orderly and regular migration and cross-border mobility, while addressing irregular migration. IOM provides concrete support regarding advisory services, training and capacity enhancement. Upon request, the Organization also provides technical support, including by making operational systems available to relevant national authorities to manage borders and verify travel documents in a comprehensive manner.

333.   IOM projects in this programme area regularly offer assessment and advisory services, technical assistance, and training activities to strengthen the institutional capacity of national authorities. Projects consistently foster collaborative migration management approaches among the relevant national authorities and between States. Key topics often featured in IOM projects include: improving border management and migration data and analysis systems; improving the integrity of travel documents and related systems for document issuance, use and checks; establishing or strengthening national or regional training programmes for immigration officials; programmes on the respect of the human rights of migrants in specific border settings; border management and development/trade; and border security. Other components becoming more prevalent in IOM projects include actions consistent with the Protocol against the Smuggling of Migrants by Land, Sea and Air, and activities regarding regularization, legal identity, border management and gender, community engagement/policing and regional free movement regimes. In particular, IOM can provide technical and operational support at points of entry, including capacity development.

334.   **Migration Management Support**: While many IOM projects focus on specific thematic areas and challenges within the broad migration management spectrum, IOM increasingly provides support to governments in developing and implementing transparent, coherent and comprehensive approaches to migration management addressing the full range of relevant thematic areas.

335.   Key elements included in such IOM projects to date concentrate on the development and delivery of national- and regional-level migration management training programmes aimed at enhancing the capacity of policymakers, practitioners and other stakeholders regarding migration management and governance.

IV.1 RETURN ASSISTANCE FOR MIGRANTS AND GOVERNMENTS

Programme/Project	Objectives
IV.1.1 Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance	To facilitate the assisted voluntary return and reintegration of asylum-seekers not found to be in need of international protection, migrants in irregular situations and other migrants in their countries of origin. It is projected that return assistance will be provided to returnees from various host countries in 2024, including Austria, Belgium, Bulgaria, Finland, Germany, Iceland, Ireland, Italy, Luxembourg, the Kingdom of the Netherlands, Norway, Spain, Sweden and Switzerland.
IOM Strategy: 1, 2, 3, 6, 10	Budgeted resources: 63 471 800
IV.1.2 Global Assistance for Irregular Migrants	To support migrants who ended up stranded while attempting to reach Canada. The project will focus on migrant mapping and screening, humanitarian support and direct assistance for return and reintegration of migrants who were attempting to reach Canada, and awareness raising activities.
IOM Strategy: 2	Budgeted resources: 310 300
IV.1.3 Migrant Protection, Return and Reintegration in North Africa	To facilitate voluntary return and reintegration assistance to ensure that vulnerable and stranded migrants from North Africa are safely and voluntarily returned and sustainably reintegrated into their respective countries of origin and to support migrants facing significant protection risks along the Central Mediterranean and the Western Atlantic routes.
IOM Strategy: 1, 2, 3, 4, 5, 7, 9, 10	Budgeted resources: 89 968 900
IV.1.4 Facilitating the Sustainable Reintegration of Voluntary Returnees in Nigeria	To contribute to enhancing reintegration sustainability though business, vocational and on-the-job training for returning migrants in Nigeria. This project will also deliver comprehensive assistance for reintegration into their community of origin to migrants in need of protection and assistance who have returned to Nigeria and will build the capacity of both State and non-State actors involved in return and reintegration to ensure effective assistance is provided through a sustainable model. Additionally, the project will strengthen the existing evidence base to inform strategies and digital campaigns that aim to prevent human trafficking and irregular migration.
IOM Strategy: 2, 4, 10	Budgeted resources: 804 200
IV.1.5 Voluntary Return Assistance and Promoting Protection of Migrants in Situations of Vulnerability Stranded in the United Republic of Tanzania	To provide Ethiopian migrants stranded in the United Republic of Tanzania with safe and dignified return assistance. The project will seek to contribute to effective migration management in the East and Horn of Africa through safe and dignified return, post-arrival assistance and reintegration of Ethiopian migrants in situations of vulnerability.
IOM Strategy: 1, 2, 8	Budgeted resources: 68 900
IV.1.6 Enhancing Response Mechanisms and Assistance for Migrants in Situations of Vulnerability in Tunisia	To support the Tunisian authorities and local civil society in the continued provision of assistance and protection for stranded migrants, including to further increase the availability of assisted voluntary return and reintegration to those unable or unwilling to remain in Tunisia.
IOM Strategy: 1, 2, 10	Budgeted resources: 279 800
IV.1.7 Assistance for Voluntary Return in Latin America and the Caribbean	To provide administrative, logistic, and financial support to migrants in vulnerable situations in the Western Hemisphere who are unable or do not want to remain in host countries to return to their origin countries in Central and South America and the Caribbean.
IOM Strategy: 2	Budgeted resources: 1 356 300

	Programme/Project	Objectives
IV.1.8	Integrated Responses on Migration from Central America	To address the need for improved and accessible migration information, and improved evidence of reintegration outcomes at the municipal level, as well as evidence-based strategies and frameworks, in order to contribute to strategic, evidence-based policy formation by the countries involved in addressing the factors that contribute to human mobility.
IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12		Budgeted resources: 23 575 300
IV.1.9	Assisting Voluntary Return of Migrants in Situations of Vulnerability in Central America and the Dominican Republic	To provide administrative, logistical and financial support to migrants in situations of vulnerability, who are nationals of Member States of the Regional Conference on Migration and wish to return to their origin countries but lack the means to do so.
IOM Strategy: 1, 10		Budgeted resources: 15 600
IV.1.10	Empowering Women and Girls in El Salvador, Guatemala and Honduras	To reduce the drivers of high-risk migration and forced displacement and facilitate return, reintegration or international protection for women and girls, as part of an integrated humanitarian–development approach, in El Salvador, Honduras and Guatemala.
IOM Strategy: 2, 5, 6		Budgeted resources: 2 372 400
IV.1.11	Reintegration Assistance for Returned Migrant Youth in El Salvador Focused on Training and Entrepreneurship	To improve human security of potential and returning migrant youth from eastern El Salvador through access to quality and affordable education to promote their economic reintegration, as well as to reduce forced irregular migration.
IOM Strategy: 5		Budgeted resources: 247 000
IV.1.12	Assisting Voluntary Return in Guatemala through Economic Reintegration Assistance	To strengthen the capacity of potential and returned migrant youths to improve their livelihoods by providing market-driven technical and vocational training and upgrading government facilities to provide effective environments for the provision of humanitarian services to ensure a comprehensive and lasting response.
IOM Strategy: 5, 6		Budgeted resources: 40 400
IV.1.13	Assisting Voluntary Return and Reintegration in Australia	To facilitate the assisted voluntary return and reintegration into their countries of origin of asylum-seekers not found to be in need of international protection, migrants in irregular situations and other migrants in Australia.
IOM Strategy: 1, 2, 3, 5, 10		Budgeted resources: 803 200
IV.1.14	Strengthening Operational Management Capacity in Bangladesh	To strengthen the capacity of the Government of Bangladesh to deliver gender-responsive integrated services for safe and regular migration, and to improve and ensure the welfare of migrants, returnees and communities and their ability to access appropriate services and assistance is the primary consideration. The project will also support awareness-raising on safe migration and the risks of irregular migration.
IOM Strategy: 1, 2, 3, 5, 10		Budgeted resources: 4 289 200
IV.1.15	Assisted Return and Reintegration Assistance for Victims of Trafficking in Japan	To strengthen the existing IOM voluntary return mechanism in Japan through the continued facilitation of safe and humane returns for victims of trafficking, as part of efforts by the Government of Japan to improve the protection and sustainable reintegration of victims of trafficking, and migration management.
IOM Strategy: 1, 10		Budgeted resources: 56 800

Programme/Project		Objectives
IV.1.16	Reintegration support to migrant women in Viet Nam	To support Vietnamese migrant women and children after returning from Republic of Korea and other countries to get access to healthcare assistance for their sustainable reintegration, through operating one-stop service offices in multiple provinces. The project will also provide technical coordination support to the Korea International Cooperation Agency to maintain their partnership in Viet Nam.
IOM Strategy: 1, 2, 3, 8		Budgeted resources: 197 500
IV.1.17	Western Balkans Return and Reintegration Programme	To support sustainable return and reintegration of migrants located in the Western Balkans, both through direct assistance in return and/or reintegration, as well as through capacity-building of partners engaged in return and reintegration.
IOM Strategy: 10		Budgeted resources: 755 000
IV.1.18	Regional Support for Protection-sensitive Migration Management Systems in the Western Balkans	To contribute to effective protection-sensitive migration and asylum management in the region, in line with European Union and international standards. Ultimately, the project will contribute to the effective rights-based management of migrants and persons in need of international protection in the Western Balkans.
IOM Strategy: 2, 3, 10		Budgeted resources: 1 765 200
IV.1.19	Enhancing Reintegration Assistance Mechanisms in Austria	To support the Austrian Ministry of the Interior to make well-informed assessments regarding the individual reintegration perspectives of migrants in their country of return. The project will also focus on quality assurance measures and thereby supports central stakeholders of the system with training and exchange opportunities as well as provide information in the form of outreach and communication activities, including the development of a website on assisted voluntary return and reintegration.
IOM Strategy: 2, 4, 8, 10		Budgeted resources: 1 631 700
IV.1.20	Enhancing Capacity in Return and Sustainable Reintegration in Belgium	To strengthen the capacity of NGOs from the Belgian assisted voluntary return and reintegration partner network in delivering support and information to migrants benefiting from assisted voluntary return and reintegration.
IOM Strategy: 2, 10		Budgeted resources: 211 600
IV.1.21	Enhancing Effectiveness of Assisted Voluntary Return and Reintegration in Poland	To provide support to the functioning of the Polish national asylum and migration management systems by enhancing the effectiveness of the assisted voluntary return mechanism.
IOM Strategy: 2, 3		Budgeted resources: 208 200
Return Assistance for Migrants and Governments		**Total budgeted resources: 192 429 300**

IV.2   PROTECTION AND ASSISTANCE FOR MIGRANTS IN SITUATIONS OF VULNERABILITY AND COUNTER-TRAFFICKING

Programme/Project	Objectives
IV.2.1 Cooperation on Migration and Partnerships to Achieve Sustainable Solutions	To ensure that all migrants, regardless of gender, have access to protection-sensitive pathways and are empowered to contribute to the sustainable development of their communities.
IOM Strategy: 1, 2, 3, 5, 10, 11	Budgeted resources: 6 456 000
IV.2.2 Standard Tools for Measuring Trafficking in Persons	To develop operational definitions, tools, methodologies and uniform guidance for the measurement of trafficking in persons, including trafficking for the purpose of forced labour.
IOM Strategy: 3, 6, 11	Budgeted resources: 171 900
IV.2.3 Climate Resilience to Combat Trafficking and Exploitation	To reduce risks of trafficking by supporting the communities to be more climate resilient and trafficking aware. The project will also contribute to enhancing the evidence base on the ways in which climate change can impact migration and vulnerability to trafficking and generate learning about potential responses.
IOM Strategy: 5	Budgeted resources: 364 500
IV.2.4 Raising Awareness of Socioeconomic Opportunities and Promoting Empowerment in Africa	To contribute to supporting the governments in countries of origin along the main routes from North and West Africa across the desert and the Mediterranean, to promote more informed migration and provide more effective support for the promotion of socioeconomic opportunities.
IOM Strategy: 1, 5	Budgeted resources: 979 500
IV.2.5 Better Migration Management in the Horn of Africa	To enable national authorities and institutions in the Horn of Africa to facilitate safe, orderly and regular migration. The project will improve migration governance, address human trafficking and the smuggling of migrants, and protect migrants in situations of vulnerability and victims of trafficking.
IOM Strategy: 2, 3, 5, 11	Budgeted resources: 3 822 000
IV.2.6 Migration Management in Southern Africa	To improve migration management in Southern African and Indian Ocean countries through evidence-based management strategies and policies to address mixed migration challenges, including by improving protection frameworks for migrants in situations of vulnerability.
IOM Strategy: 4, 7	Budgeted resources: 3 263 300
IV.2.7 Enhancing Reintegration Support in Ghana and the Niger	To provide complementary resources for the existing emergency victim assistance package, strengthen case management and improve monitoring to secure the sustainable economic empowerment and competitiveness of victims of trafficking as they integrate or reintegrate into their communities in Ghana and the Niger.
IOM Strategy: 2, 9, 10	Budgeted resources: 312 500
IV.2.8 Combating Modern Slavery in Mining Sites in the Democratic Republic of the Congo	To build the capacities of local authorities, civil society and artisanal mining operators in the Democratic Republic of the Congo, as well as strengthening coordination mechanisms to effectively combat modern slavery in mining supply chains.
IOM Strategy: 2, 3	Budgeted resources: 316 600
IV.2.9 Assisting and Informing Migrants in Situations of Vulnerability in Djibouti	To protect refugees and migrants and provide sustainable solutions to the issues affecting refugees, migrants and host populations in general in the context of the comprehensive refugee response framework and the commitments made by the Government of Djibouti in these areas.
IOM Strategy: 4, 11	Budgeted resources: 1 451 900

Programme/Project	Objectives
IV.2.10 Using the Human Security Approach to Protect Victims of Trafficking in Guinea	To apply the human security approach to assist the Government of Guinea in the analysis of its areas of insecurity from a comprehensive prevention perspective to facilitate the assistance of victims of trafficking through a human rights-based and gender-sensitive approach.
IOM Strategy: 1, 2, 3, 4, 5	Budgeted resources: 91 300
IV.2.11 Preventing Trafficking in Persons in Kenya	To propose a victim-centred, trauma- and survivor-informed, community-based model by establishing a prevalence measurement model in Kenya. This will involve testing a combination of livelihood support models that include emergency support and long-term measures to promote economic resilience and bring about behavioural change through an awareness-raising and risk communication strategy.
IOM Strategy: 1, 2, 5, 6, 11	Budgeted resources: 540 600
IV.2.12 Youth Empowerment and Human Rights in Mali	To digitalize the civic space, notably through social networks, to give youth in Mali rapid access to information and enable contact between peers for their empowerment, as well as to raise awareness about respect for human rights in the public space, including the human rights of potential irregular migrants and victims of trafficking.
IOM Strategy: 2, 5	Budgeted resources: 159 600
IV.2.13 Social and Economic Reintegration of Migrants in Mauritius	To provide support for the social and economic reintegration of migrants in situations of vulnerability returning to Mauritius, through the provision of technical and financial assistance for permanent resettlement in Mauritius.
IOM Strategy: 10	Budgeted resources: 13 600
IV.2.14 Improving Social Cohesion, Protection and Fair Access to Services for Migrants in Morocco	To address the migration context in Morocco – a country of origin, transit and destination – which involves various types of flows. The project will also improve migration management in Morocco through an enhanced protection system and the socioeconomic integration of migrants.
IOM Strategy: 1, 2, 8	Budgeted resources: 321 200
IV.2.15 Enhancing the Protection of Migrants in Situations of Vulnerability in the Sudan	To reduce vulnerabilities and adverse drivers leading to onward movement by strengthening the resilience of migrants in the Sudan; further improving the protection environment in target states; and expanding existing coordination mechanisms.
IOM Strategy: 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12	Budgeted resources: 880 700
IV.2.16 Strengthening Mechanisms to Combat Human Trafficking in Saudi Arabia	To strategically assess the situation in relation to trafficking in persons in Saudi Arabia through the development of research and the analysis of capabilities to inform policy and increase public awareness and understanding.
IOM Strategy: 9	Budgeted resources: 1 030 300
IV.2.17 Protection of Migrant Women in Central America and the Dominican Republic	To foster the protection and economic empowerment of migrant women, and address their needs in context of climate change through integrating the issues into strategic frameworks in Central America and the Dominican Republic.
IOM Strategy: 4	Budgeted resources: 791 300
IV.2.18 Supporting the Fight against Human Trafficking and Migrant Smuggling in Latin America	To support counter-trafficking and counter-smuggling efforts, and contribute to security, improved respect for and protection of human rights, and social and economic development at the national and regional levels in Latin America.
IOM Strategy: 2, 3, 4, 5	Budgeted resources: 487 300

Programme/Project	Objectives
IV.2.19 Promoting the Rights of Venezuelan Refugees in Latin America	To enhance protection for refugees and migrants in Colombia, Peru, and other Latin American countries, particularly Venezuelan women and girls.
IOM Strategy: 8	Budgeted resources: 158 700
IV.2.20 Reducing Forced Labour in the Fishing Industry in Costa Rica	To conduct a prevalence study in the fishing industry in Costa Rica to obtain a detailed picture of the current state of human trafficking and to participate in a counter-trafficking intervention programme.
IOM Strategy: 6, 11	Budgeted resources: 324 600
IV.2.21 Protecting and Assisting Vulnerable Women and Children in Haiti	To contribute to combating human trafficking and protecting internal and cross-border migrants in situations of vulnerability – especially women and children – from violence, exploitation and abuse.
IOM Strategy: 3, 4, 5	Budgeted resources: 2 566 300
IV.2.22 Combating Human Trafficking in Mexico	To enhance national, state, and local level trafficking in persons responses in Mexico, particularly for migrants, displaced populations, and other vulnerable groups, including children, to support the country's path toward achievement of Tier 1 status.
IOM Strategy: 11	Budgeted resources: 507 300
IV.2.23 Protecting Migrants in Nicaragua	To contribute to the prevention of human trafficking and irregular migration by capacity-building for institutional actors and awareness-raising actions aimed at communities in border areas.
IOM Strategy: 5, 11	Budgeted resources: 10 100
IV.2.24 Supporting Survivors of Human Trafficking in Trinidad and Tobago	To strengthen the capacities of national and community-based partners to care for and empower survivors of human trafficking and improve coordination in response to their needs. The project will also support the national response to victims of trafficking through the enhancement of protection and assistance services and systems to support potential, presumed and confirmed victims.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 399 900
IV.2.25 Preventing Human Trafficking and Gender-based Violence in the Bolivarian Republic of Venezuela	To combat and prevent human trafficking and gender-based violence in the Bolivarian Republic of Venezuela through interventions that focus on increasing awareness among vulnerable groups and people at risk of human trafficking, as well as identified survivors of human trafficking, and enhancing capacities of local authorities and civil society organizations to better prevent and respond to human trafficking.
IOM Strategy: 1	Budgeted resources: 240 800
IV.2.26 Protection of Migrants in Situations of Vulnerability in Central Asia	To contribute to the protection of migrants and increase the resilience of migrants in situations of vulnerability, especially women, in Central Asia, in the context of the COVID-19 pandemic by strengthening the national response to migrants' vulnerabilities through consolidated coordination platforms and cooperation among all relevant actors.
IOM Strategy: 2	Budgeted resources: 1 062 800
IV.2.27 Addressing Human Trafficking in Bangladesh	To enhance the institutional response to trafficking in persons in Bangladesh and promote accountable and effective governance mechanisms. The project will also try to prevent Bangladeshi migrants and vulnerable Rohingya refugees from engaging with traffickers and smugglers.
IOM Strategy: 11	Budgeted resources: 1 321 100

Programme/Project	Objectives
IV.2.28 Strengthening Survivor Protection and Responses in Cambodia	To support the Government of Cambodia by improving survivor protection and responses to all forms of trafficking in persons through enhanced victim identification, demand-driven delivery of services and the provision of reintegration options in provinces along the Thailand–Cambodia border.
IOM Strategy: 11	Budgeted resources: 564 300
IV.2.29 Strengthening Investigation and Prosecution of Trafficking in Persons in Kazakhstan	To focus on increasing identification of victims, and investigation and prosecution of trafficking in persons in Kazakhstan by enhancing the capacity of law enforcement agencies, law enforcement academies and policymakers.
IOM Strategy: 3	Budgeted resources: 372 900
IV.2.30 Strengthening Counter-trafficking Capacity and Fighting Modern Slavery in Solomon Islands	To build the capacity of civil society organizations in Solomon Islands to ensure that women and girls are protected from trafficking and gender-based violence, and to provide protection services to survivors. The project will also strengthen the capacity of Pacific fisheries officers to address modern slavery through the integration of modern slavery training materials into the Pacific Islands Forum Fisheries Agency accredited qualification programme.
IOM Strategy: 2, 3, 11	Budgeted resources: 309 800
IV.2.31 Combating Human Trafficking in Sri Lanka	To strengthen national and community level capacities, scale up community-driven responses to effectively combat and respond to human trafficking and contribute to the effective implementation of the national strategic action plan to monitor and combat human trafficking in Sri Lanka.
IOM Strategy: 1, 11	Budgeted resources: 313 200
IV.2.32 Safe Migration in Tajikistan	To contribute to the reducing vulnerability to trafficking in persons among vulnerable individuals, communities, and populations in Tajikistan, specifically through the promotion of safe migration and increased access to trauma-informed, age-appropriate, and gender- and culturally sensitive services.
IOM Strategy: 2, 5	Budgeted resources: 741 600
IV.2.33 Enhancing Counter-trafficking Measures in Uzbekistan	To promote the victim-centred approach in counter-trafficking and victim support efforts in Uzbekistan by enhancing access to psychosocial services and reintegration means for victims, as well as contributing to increasing the capacities of government entities, government-funded shelters and NGOs.
IOM Strategy: 2 3, 10	Budgeted resources: 237 400
IV.2.34 Protecting and Supporting Migrants in Situations of Vulnerability in Viet Nam	To strengthen the capacities and improve the outreach of reintegration partners and service providers, to support victims of trafficking and returnee migrants in vulnerable situations, especially children, to reintegrate successfully into their communities of return. The project will also strengthen justice for children and improve the experience of children with the legal and justice systems.
IOM Strategy: 3, 11	Budgeted resources: 1 532 600
IV.2.35 Enhancing Protection Capacity in the European Economic Area	To enhance IOM's protection capacity in the European Economic Area with a specific focus on protection of migrant workers subject to labour exploitation by developing the capacity of IOM staff members, and by fostering exchange between multiple stakeholders across the region and supporting the use of promising practices in the field of protection of migrants subject to labour exploitation (including victims of trafficking) in their work.
IOM Strategy: 2, 3, 11, 12	Budgeted resources: 66 500

Programme/Project	Objectives
IV.2.36 Countering Trafficking in Persons in Belarus	To enhance capacity to successfully counter the challenges of trafficking in persons in Belarus by strengthening the counter-trafficking mechanism, supporting the provision of essential services and building the technical and organizational capacity of local civil society organizations.
IOM Strategy: 3	Budgeted resources: 415 100
IV.2.37 Awareness-raising about Migration among Roma in Bulgaria	To assess the information needs of the Roma population with regard to migration in the European Union/European Economic Area and asylum matters in Bulgaria and increase their awareness on the legal aspects, rights and responsibilities of refugees, asylum-seekers and undocumented migrants in Bulgaria.
IOM Strategy: 4, 5, 8, 11	Budgeted resources: 93 600
IV.2.38 Family Assessment of Unaccompanied Minors in Luxembourg	To support the efforts of the Ministry of Foreign and European Affairs to determine the best interests of unaccompanied minors present on Luxembourg territory.
IOM Strategy: 3	Budgeted resources: 31 200
IV.2.39 Strengthening Counter-trafficking Efforts in the Republic of Moldova	To strengthen national capacities and services to ensure that Ukrainian refugees and third-country nationals have access to high-quality protection, education and health services, and greater opportunities for socioeconomic inclusion, as well as to address emerging threats related to trafficking in persons. In addition, it will strengthen the protection response in the Republic of Moldova by providing assistance and building the capacities of local and national authorities to enable them to meet the needs of the most vulnerable, particularly women, children, older persons, minority groups, people living in poverty and persons with disabilities.
IOM Strategy: 2, 3, 5, 6, 9, 11	Budgeted resources: 3 384 600
IV.2.40 Strengthening Assistance for Migrant Empowerment in the Kingdom of the Netherlands	To prevent and combat all levels of sexual and gender-based violence (including harmful practices, online intimidation and sexual harassment) and domestic violence among the target group of adult migrants.
IOM Strategy: 3, 4, 8	Budgeted resources: 256 600
IV.2.41 Combating Human Trafficking in Poland	To improve the capacity of Polish border guard officers to prevent and detect organized crime, in particular human trafficking, through training courses and study visits. The project will also strengthen a rights-based and protection-sensitive approach to the provision of direct assistance, increase the migration management and coordination capacity of the Polish authorities, and improve voluntary return procedures.
IOM Strategy: 1, 3, 5, 10, 11	Budgeted resources: 808 500
IV.2.42 Awareness-raising in Switzerland	To inform the general Swiss public and professionals that human trafficking also occurs in Switzerland and who to contact in case of suspicion. It will be addressed through events and activities organized by various partners throughout Switzerland.
IOM Strategy: 2, 3, 11	Budgeted resources: 75 200
IV.2.43 Counter-trafficking in Türkiye	To strengthen the capacity of officials from temporary protection and residence units in Türkiye to increase the number of internal referrals to the victim identification process.
IOM Strategy: 1, 2, 3, 11	Budgeted resources: 1 972 400

Programme/Project	Objectives
IV.2.44 Countering Trafficking in Persons in Ukraine	To contribute to reducing trafficking in persons trends in Ukraine and sustain the national counter-trafficking response by enabling a fully functioning State-led counter-trafficking response at national and local levels; implementing awareness-raising activities and promoting strategic partnerships; and ensuring access to comprehensive reintegration assistance for victims of trafficking.
IOM Strategy: 1, 9, 11	Budgeted resources: 3 547 600
Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking	**Total budgeted resources: 42 768 800**

IV.3   BORDER AND IDENTITY SOLUTIONS

Programme/Project	Objectives
IV.3.1 European Readmission Capacity-building Facility (EURCAP)	To build the capacity of partner countries – in the context of the European Union return and readmission policy – through support for ongoing negotiations, the implementation of agreements and arrangements, and practical cooperation with selected countries on return, readmission and reintegration.
IOM Strategy: 3, 10	Budgeted resources: 2 959 600
IV.3.2 Canada–India Migration Initiative	To create a safe, orderly, and regular ecosystem for potential migrants from India to reach Canada to study, but also to ensure constant monitoring for better integration into Canadian society.
IOM Strategy: 2, 3, 4, 5, 6, 8	Budgeted resources: 768 200
IV.3.3 European Union–China Dialogue on Migration and Mobility Support	To strengthen the European Union's dialogue on migration and mobility with China. This includes the parallel negotiations on a visa facilitation agreement and an agreement on cooperation in combating irregular migration, smuggling of migrants and human trafficking; addressing legal and irregular migratory flows between the European Union and China; and responding to migration developments in third countries and migration as a global challenge.
IOM Strategy: 3, 5, 10	Budgeted resources: 513 000
IV.3.4 Partnership to Counter Migrant Smuggling and Human Trafficking Along the Central Mediterranean Route	To promote a coherent and multidisciplinary response to migrant smuggling and human trafficking, involving close coordination between relevant stakeholders at the international, regional and national levels, in order to support law enforcement efforts and ensure that appropriate assistance is available to migrants in need.
IOM Strategy: 2, 3, 11	Budgeted resources: 1 007 400
IV.3.5 African Capacity Building Centre for Migration Management Support	To ensure that the African Capacity Building Centre for Migration Management meets the highest possible standards of capacity-building excellence in the field of migration management for the benefit of African States. The project will also improve the quality of the Centre's training facilities, broaden the thematic range covered by the Centre's interventions and develop a strong partnership arrangement with the African Union and individual Member States to better integrate the Centre's expertise into related continental and regional institutions.
IOM Strategy: 3, 5, 6, 7, 9, 11	Budgeted resources: 102 300
IV.3.6 Strengthening Border Security in the East and Southern African Region	To enhance border management systems and capacities to support compliance with international standards and interoperability with commonly used international platforms.
IOM Strategy: 3, 5, 11	Budgeted resources: 297 100

Programme/Project	Objectives
IV.3.7 Promoting Cross-border Cooperation for Crisis Prevention and Strengthening State Structures in West Africa	To establish an integrated border stability mechanism managed by IOM as a multilateral coordinating structure that strengthens cooperative border governance and security in relevant areas for regional stability in West Africa. It will facilitate coherent and integrated donor support to West African governments in the implementation of their strategies and cooperation frameworks in the field of border governance and integrated border management.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 4 355 000
IV.3.8 Securing Cross-border Activities in the Great Lakes Region	To establish a reliable integrated border management model. The project activities comprise infrastructural development, with the construction of a one-stop border post; the provision of a contextualized border management information system; and interventions aimed at enhancing the relations of cross-border communities, creating a safe environment for migrants.
IOM Strategy: 2, 3, 4	Budgeted resources: 775 400
IV.3.9 Enhancing Border Security Capacities around Lake Victoria	To detect and deter transnational organized crime around the Lake Victoria subregion, at the crossroads of Kenya, the United Republic of Tanzania and Uganda, by improving the working environment, tools and knowledge of border management agencies.
IOM Strategy: 2, 11	Budgeted resources: 1 347 600
IV.3.10 Strengthening the Northern Borders of Côte d'Ivoire, Ghana and Togo	To build on past and ongoing national and regional interventions, and to strengthen border management capacities and community resilience in key border areas of the selected countries, through mutually reinforcing outcomes such as strengthening the infrastructure and equipment at the border posts, reinforcing the response mechanism for border-related crises, and improving border-related community engagement and coordination.
IOM Strategy: 2, 3	Budgeted resources: 2 627 000
IV.3.11 Supporting Internally Displaced Persons in Cameroon	To support internally displaced persons and vulnerable mobile populations in Cameroon with obtaining legal identity documents and to carry out further assessments of mobility needs and dynamics to facilitate additional support from other actors.
IOM Strategy: 6	Budgeted resources: 154 300
IV.3.12 Strengthening Operational Capacities in Côte d'Ivoire	To ensure more effective control of cross-border movements in Côte d'Ivoire while strengthening the capacity of border management authorities to address current transnational threats and strengthen international cooperation in migration management.
IOM Strategy: 2, 3	Budgeted resources: 1 465 400
IV.3.13 Restoring Police Authority in the Democratic Republic of the Congo	To contribute to achieving the benchmarks and indicators set out in the MONUSCO Transition Plan and support development in the Democratic Republic of the Congo by building a trustworthy national police institution for the safety and security of its population. This project will also contribute to the restoration of State authority and the stabilization of return areas through the introduction of community policing principles and the consequent professionalization of the police to build a relationship of trust between the police and the population.
IOM Strategy: 1, 2, 5	Budgeted resources: 2 025 500
IV.3.14 Enhancing Border Management in Egypt	To enhance the capacity of the Egyptian Coast Guard and Border Guard to carry out border surveillance and search and rescue operations at land and sea in line with national and international obligations, human rights standards and protection-centered approaches.
IOM Strategy: 2, 3, 11	Budgeted resources: 9 156 000

Programme/Project	Objectives
IV.3.15 Enhancing the Border Management Capacity of the Gambian Authorities	To support the Government of the Gambia in strengthening the operational capability of border management systems and enhancing concerted border management cooperation and integrated border management practices between various stakeholders, thus contributing to better border governance, peace and stability in the key border areas of the Gambia and neighbouring countries. The project will also improve the cross-border environment along the Senegambia bridge by enhancing border posts.
IOM Strategy: 2, 4, 5, 6, 11	Budgeted resources: 1 381 800
IV.3.16 Strengthening the Borders of Ghana	To improve border security along the northern borders of Ghana by reinforcing the efficacy and efficiency of existing border posts through strengthening the infrastructure and equipment.
IOM Strategy: 2, 3	Budgeted resources: 361 700
IV.3.17 Enhancing Border Management in Kenya	To contribute to the Government of Kenya's endeavour to enhance passenger processing and strengthen traveller identification management capacities and advanced passenger information/passenger name records establishment and implementation.
IOM Strategy: 2, 3, 6	Budgeted resources: 58 300
IV.3.18 Strengthening Migration Management in Libya	To promote the protection of the human rights of stranded migrants in Libya through enhanced access to legal identity and strengthened consular assistance and services. The project will also strengthen and enhance the capacity of relevant Libyan authorities to manage national borders and mixed migration efficiently and in a manner compliant with international law, especially human rights law.
IOM Strategy: 1, 2, 3, 4, 8	Budgeted resources: 5 550 600
IV.3.19 Promoting Inclusive Cross-border Governance in Mauritania	To mitigate security risks and promote social cohesion in the border areas of Mauritania and Senegal. The project will focus on complementary strategic axes which ensure coherence by strengthening cross-border governance.
IOM Strategy: 3, 5, 6, 7	Budgeted resources: 549 900
IV.3.20 Strengthening the Capacities of the Legal Entities in Mozambique	To strengthen the capacity of the legal system in Mozambique in different aspects of critical decision-making, promoting the adoption of a common data model. The project will focus on the development, delivery and monitoring of a training package.
IOM Strategy: 2	Budgeted resources: 168 300
IV.3.21 Supporting Border Management in the Niger	To enhance the border management information systems used in the Niger and Nigeria by increasing the capacity of border authorities and data management frameworks to combat human trafficking and avert increased risk and insecurity within the subregion.
IOM Strategy: 2, 3, 5, 9, 11	Budgeted resources: 2 346 700
IV.3.22 Enhancing Air Security in Rwanda	To enhance border security at Rwanda's main points of entry and protect vulnerable travellers and migrants by strengthening the security system and equipment at the Kigali International Airport and the Poids Lourds border post and increasing the capacities of border officers.
IOM Strategy: 3	Budgeted resources: 623 300

Programme/Project	Objectives
IV.3.23 Improving Immigration and Border Management in Somalia	To strengthen the capacity of the Government of Somalia by enhancing the service delivery and migration functions of the authorities through improved human and operational capacities, as well as enhancing the capacity of fraud detection units, upgrading migrant facilities and installing the Migration Information and Data Analysis System. The project will also empower communities and local leadership to identify the drivers of conflict and displacement and implement activities aiming at addressing all dimensions of human insecurity.
IOM Strategy: 1, 2, 3, 4, 5, 11	Budgeted resources: 2 005 000
IV.3.24 Enhancing Border and Mobility Management in Tunisia	To build the capacity of the Tunisian border and mobility management authorities through strengthened operations and the provision of equipment and infrastructural improvements at points of entry based on needs identified jointly with relevant departments from the Ministry of the Interior and the Ministry of Health. This project will also strengthen border security by supporting national guard operations along the Tunisian coast.
IOM Strategy: 2, 3	Budgeted resources: 2 922 000
IV.3.25 Arab Centre for Technical Cooperation in Saudi Arabia	To establish an Arab centre for technical cooperation on migration and border management in Saudi Arabia. The centre will provide technical, legal, operational and policy support on selected migration management topics to relevant ministries and other stakeholders engaged in human mobility in the Arab region.
IOM Strategy: 2, 3	Budgeted resources: 1 636 600
IV.3.26 Enhancing the Capacity of the Jordanian Border Forces and Services	To strengthen border management, security and health practices at points of entry in Jordan and to support border authorities to adhere to international standards and best practices for combating transnational organized crime and terrorism at points of entry. The project will also support the construction and furnishing of two female accommodation buildings at the Jordanian Armed Forces Northern and Central Regional Commands.
IOM Strategy: 2, 11	Budgeted resources: 2 001 400
IV.3.27 Strengthening Border Management in Lebanon	To address irregular migration in Lebanon by improving search and rescue and disembarkation capacity and enhancing mental health and counselling services for search and rescue personnel.
IOM Strategy: 1, 2, 5, 11	Budgeted resources: 447 000
IV.3.28 Support for Integrated Border Management in Latin America	To contribute to security, improved respect for and protection of human rights, and social and economic development at the national and regional levels in Latin America, building on an integrated border management perspective.
IOM Strategy: 2	Budgeted resources: 154 000
IV.3.29 Administrative and Technical Assistance for Migration Management Services in Argentina	To provide administrative and technical assistance in support of national efforts to address governance and migration management challenges in Argentina, including through support for the transfer of specialized staff, international cooperation and targeted capacity-building.
IOM Strategy: 4	Budgeted resources: 385 400
IV.3.30 Strengthening Law Enforcement and Border Management in Costa Rica	To strengthen the capacity of the Costa Rican authorities to identify, investigate and prosecute organized crime affecting people on the move, and reduce the vulnerability of migrants to human trafficking and smuggling through a gender-sensitive and human rights perspective. The project will also decrease the waiting period for eligible asylum-seekers while providing a means for migrants to regularize their status in the country.
IOM Strategy: 1, 11	Budgeted resources: 623 300

Programme/Project	Objectives
IV.3.31 Enhancing Border Management Capacity in Paraguay	To contribute to effective and efficient evidence-based border management in Paraguay by developing the capacity of the Government to sustainably operate and expand the Migration Information and Data Analysis System (MIDAS).
IOM Strategy: 2, 3	Budgeted resources: 321 600
IV.3.32 Supporting Immigration and Border Management Activities in Asia and the Pacific	To provide technical assistance to country offices including field missions to develop/enhance immigration and border management programmes in the Asia and Pacific region.
IOM Strategy: 3	Budgeted resources: 60 800
IV.3.33 Enhancing Border Management Capacity in the Pacific Islands	To support socioeconomic recovery in the Pacific through the safe resumption of border management operations and by enhancing technology, equipment and capacity to ensure seamless border management.
IOM Strategy: 2, 9, 11	Budgeted resources: 2 611 700
IV.3.34 Strengthening Border Control Capacities in Maldives and Sri Lanka	To support improved safety, security and process efficiency at the primary points of entry for international arrivals in Sri Lanka and Maldives. The project will strengthen border measures to prevent the spread of infectious disease in preparation for the resumption of human mobility.
IOM Strategy: 9	Budgeted resources: 4 999 600
IV.3.35 Strengthening Border Management in Member States of the Association of Southeast Asian Nations	To ensure that the human rights of all persons at international borders, including those crossing borders irregularly, particularly women, are respected and protected in member states of the Association of Southeast Asian Nations.
IOM Strategy: 2, 3, 7	Budgeted resources: 229 700
IV.3.36 Strengthening Border Management Capabilities in the Mekong Region	To strengthen border management capabilities of governments to systematically detect and disrupt transnational organized crime, including trafficking in persons and smuggling of migrants, and to effectively manage any cross-border crisis in the Mekong region.
IOM Strategy: 2, 10, 11	Budgeted resources: 56 900
IV.3.37 Administration of the Regional Support Office of the Bali Process	This project supports the administration of the Regional Support Office of the Bali Process, located in Bangkok, which acts as a coordination office for sharing information, building capacity and exchanging best practices among Bali Process Member States, as well as providing administration and coordination support functions for the Bali Process and its activities. The project will also contribute to the work of the Bali Process by providing a user-friendly and informative experience for interested parties on the Bali Process website, including through maintenance and content updates. The Regional Support Office will continue to develop guidelines for immigration officials on analysing, reporting on and disseminating accurate intelligence relating to migrant smuggling, trafficking in persons and associated transnational crime.
IOM Strategy: 3, 6, 7, 11	Budgeted resources: 1 050 300
IV.3.38 Strengthening Border Management Capacities in Bangladesh	To support the Government of Bangladesh in its efforts to strengthen integrated border control and migration management systems by improving the efficiency of operations at border control points, reinforcing regional cooperation and information exchange mechanisms and enhancing the capacity of relevant law enforcement authorities to effectively control borders and prevent cross-border crimes such as human trafficking and migrant smuggling.
IOM Strategy: 11	Budgeted resources: 1 142 500

Programme/Project	Objectives
IV.3.39 Supporting Afghan Refugees and Migrants in the Islamic Republic of Iran	To support the Government of the Islamic Republic of Iran with migration management, including through strengthening border management infrastructure and training local institutions and border officers on protection issues affecting migrants, with a particular focus on counter-trafficking and counter-smuggling.
IOM Strategy: 9	Budgeted resources: 584 100
IV.3.40 Enhancing Border Management in the Lao People's Democratic Republic	To upgrade border management technology and empower women by providing technological solutions to improve the capacity of the Department of Immigration of the Lao People's Democratic Republic to effectively manage migration flows in line with international standards and universal values.
IOM Strategy: 2	Budgeted resources: 193 700
IV.3.41 Strengthening Counter-trafficking Capacities in Pakistan	To strengthen measures taken by the Government of Pakistan to combat trafficking in persons and migrant smuggling by raising awareness about irregular migration and prevention and protection measures, as well as providing victims of trafficking and smuggling with protection, assistance and reintegration services. The project will also contribute to the Government's efforts to facilitate safe, orderly and regular migration, through implementation of efficient and effective border and migration management practices.
IOM Strategy: 3, 5, 7, 11	Budgeted resources: 692 000
IV.3.42 Improving Overall Maritime Border Management Capacity in Sri Lanka	To strengthen capacity to address illegal, unreported and unregulated fishing practices through introduction of an integrated vessel monitoring system and by improving administrative, legal and technical capacity to implement the system in Sri Lanka.
IOM Strategy: 3	Budgeted resources: 1 731 600
IV.3.43 Strengthening Border Security in Tajikistan	To contribute to increased security on the Tajikistan–Afghanistan border with regard to irregular migration and public health threats by improving the capacity of the Tajik border forces.
IOM Strategy: 2	Budgeted resources: 526 500
IV.3.44 Assessing Vulnerabilities and Resilience in Timor-Leste	To enhance the understanding of key policymakers and implementers in Timor-Leste regarding specific needs in remote border regions, with a focus on assessments in border communities, and COVID-19 recovery, as well as enhancing local partnerships and coordination mechanisms to make them more inclusive of communities and all stakeholders.
IOM Strategy: 3	Budgeted resources: 22 900
IV.3.45 Movements Assistance and Providing Information to Migrants in Viet Nam	To facilitate movements by providing detailed information on air travel and offering fairly priced, one-way migrant fares to migrants from Viet Nam. The project will also tackle smuggling of migrants and prevent deaths at sea through the delivery of a strategic public information campaign to deter potential irregular maritime migration from Viet Nam to Australia
IOM Strategy: 1, 2, 5, 11	Budgeted resources: 151 200
IV.3.46 Enhancing Migration Management in the Western Balkans	To enhance national migration management and readmission systems in the Western Balkans and strengthen cooperation with relevant countries of origin and European Union Member States on readmission, through the establishment of a readmission capacity-building facility. The project will also support national authorities to effectively manage their borders and respond to border security challenges, including by strengthening counter-smuggling and counter-trafficking practices, while being mindful of migrant protection principles, through the integrated border management capacity-building facility.
IOM Strategy: 1, 10, 11	Budgeted resources: 3 034 500

Programme/Project	Objectives
IV.3.47 Supporting Integrated Border Management in Georgia	To support the consolidation of integrated border management in Georgia that fully takes into account human rights and integrates a gender perspective. The project will also support the Government of Georgia in sustaining more effective integrated border management and migration governance.
IOM Strategy: 1, 2, 3, 5, 6, 8, 10, 11, 12	Budgeted resources: 1 064 900
IV.3.48 Management Support Unit of the Regional Development and Protection Programme for North Africa in Italy	To provide support to the secretariat through the organization of steering committee meetings, support to the Italian Ministry of the Interior in monitoring the implementation of projects in target countries, and liaison with the implementing partners' offices in the region.
IOM Strategy: 2, 3	Budgeted resources: 101 000
IV.3.49 Enhancing Humanitarian Support in the Republic of Moldova	To support humanitarian border management and community security by strengthening the ability of the national police to maintain front-line border processing, security and stability through material and technical support in border areas and in areas of the Republic of Moldova where large numbers of refugees are hosted.
IOM Strategy: 2	Budgeted resources: 14 800
IV.3.50 Technical Support for Migration Management in Montenegro	To contribute to the existing efforts of the Government of Montenegro to improve its data management system in line with the Law on General Administrative Procedure. The project will also further strengthen border management capacities by addressing critical gaps in human resources and equipment.
IOM Strategy: 2, 3	Budgeted resources: 5 528 900
IV.3.51 Strengthening Border Management Capacities in North Macedonia	To contribute to the efforts of the Government of North Macedonia to address the social vulnerabilities of migrants and refugees, and strengthen capacities to prevent cross-border crime, with a focus on addressing human trafficking and migrant smuggling in line with international standards.
IOM Strategy: 1, 2, 3, 5	Budgeted resources: 342 500
IV.3.52 Improving Border Management in Serbia	To contribute to improved border and migration management in Serbia in line with European Union standards, with the aim of facilitating the orderly movement of people and goods while increasing European security.
IOM Strategy: 3	Budgeted resources: 3 583 900
IV.3.53 Supporting Migration Management Efforts in Türkiye	To support efforts to strengthen integrated border management structures and procedures, such as airports, by increasing screening capacities through the procurement of equipment, improving inter-agency cooperation and increasing the capacity of migration and border management agencies. The project will also support the Government of Türkiye to better manage irregular migration, in line with international and European Union standards and best practices.
IOM Strategy: 2, 3, 5	Budgeted resources: 1 399 600
IV.3.54 Capacity-building for Border Management in Ukraine	To contribute to strengthened border security in the current context in Ukraine through enhancing resilience and good governance within the State Border Guard Service of Ukraine.
IOM Strategy: 3	Budgeted resources: 3 498 700
IV.3.55 Capacity Support in the United Kingdom	To deliver access to immigration advice and support to help migrants regularize their status in the United Kingdom, including support for complex cases and interpretation support, where required, with particular attention given to migrants in situations of vulnerability or in need of additional help.
IOM Strategy: 2, 8	Budgeted resources: 60 500
Border and Identity Solutions	**Total budgeted resources: 81 773 500**

IV.4   MIGRATION MANAGEMENT SUPPORT

Programme/Project	Objectives
IV.4.1 IOM Project Handbook Review	To undertake an inclusive, consultative and comprehensive review of the Project Handbook. The Handbook provides technical guidance and enables IOM to deliver projects through coherent and high-quality products and practices.
IOM Strategy: 6	Budgeted resources: 95 100
IV.4.2 Operationalization of the Capacity Development for Migration Management Package	To streamline the operationalization of the Capacity Development for Migration Management package, to support IOM country offices in providing more coherent and systematic capacity development support to government partners and stakeholders with a view to enhancing programmatic impact and long-term sustainability.
IOM Strategy: 3, 4, 6	Budgeted resources: 36 300
IV.4.3 Africa Regional Migration Programme	To contribute to beneficiary governments' ownership of the programme by strengthening alignment with continent-wide and regional initiatives and frameworks related to migration. This project will also strengthen the coherence of migration management and migrant protection frameworks, strategies, policies and regulations, promote sectoral policy alignment and support interregional and intraregional mobility.
IOM Strategy: 2	Budgeted resources: 2 700 800
IV.4.4 Supporting Migration Management and Related Activities in Uruguay	To enhance national migration management capacities in Uruguay and contribute to strengthening migration-related activities at regional level.
IOM Strategy: 2, 4, 5, 8, 9, 11, 12	Budgeted resources: 49 800
IV.4.5 Asia Regional Migration Programme	To strengthen the ability of governments and key national stakeholders to manage migration in a safe, sustainable, and humane manner in countries in South-east and Central Asia, including through interventions implemented at the regional level.
IOM Strategy: 2, 3, 4, 5, 6, 7, 9, 11, 12	Budgeted resources: 2 939 500
IV.4.6 Supporting Protection-sensitive Migration Management Systems in the Western Balkans	To contribute to the effective and rights-based management of migrants and persons in need of international protection in the Western Balkans by improving standardized and regionally operable statistics and mechanisms for identification, registration and referral of mixed migration movements.
IOM Strategy: 3	Budgeted resources: 527 400
IV.4.7 Border Assistance for the Republic of Moldova and Ukraine	To support efforts by the Republic of Moldova and Ukraine to effectively manage their common border and actively support concrete measures linked to the settlement of the Transnistrian conflict.
IOM Strategy: 3	Budgeted resources: 5 276 400
IV.4.8 Labour Mobility and Social Inclusion in Belgium	To provide service fee-based training on diverse migration-related topics for external actors in Belgium.
IOM Strategy: 2, 3	Budgeted resources: 12 500
IV.4.9 Supporting Effective Migration Governance in Georgia	To contribute to effective migration governance in Georgia, particularly through policy improvement and implementation and intragovernmental coordination for the sustainable return and reintegration of Georgian citizens, on the basis of sound data and analysis.
IOM Strategy: 2, 4, 6	Budgeted resources: 180 000

Programme/Project	Objectives
IV.4.10 Capacity-building and Diaspora in Kosovo*	To contribute to enhanced migration governance through an evidence-based and holistic approach and to maximize the potential of migration to achieve sustainable development outcomes in Kosovo.*
IOM Strategy: 5	Budgeted resources: 1 138 500
IV.4.11 Strengthening Capacities and Partnerships for Migration Management in Serbia	To support the Government of Serbia to improve mixed migration management. This project will aim to improve policy, normative and operational frameworks, and cooperation between relevant institutions and organizations. It will also increase access to and improve the diversity and quality of protection services for beneficiaries, especially for migrants and others in situations of vulnerability.
IOM Strategy: 1, 2, 3, 5, 11	Budgeted resources: 368 700
IV.4.12 Supporting Efficient Migration Management in Türkiye	To support efforts to manage migration in Türkiye, particularly implementation of the Strategy Document and National Action Plan on Irregular Migration, and to promote regular migration by strengthening cooperation and partnerships with countries of origin and destination.
IOM Strategy: 2, 3, 5	Budgeted resources: 2 115 300
Migration Management Support	**Total budgeted resources: 15 440 300**

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* References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

V.   FACILITATING MIGRATION

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
V.1	Labour Migration	16 335 700	16 518 900	2 134 900	34 989 500
V.2	Integration and Social Cohesion	11 056 100	18 252 400	2 051 400	31 359 900
V.3	Immigration and Visas	27 121 900	9 401 100	1 921 000	38 444 000
	Total	54 513 700	44 172 400	6 107 300	104 793 400

337.   The total budget for Facilitating Migration is approximately USD 104.8 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

338.   Mobility is an essential feature of today's world. Integrated global markets, the emergence of transnational networks and the rapid development of communication technologies have all contributed to increased movements of highly skilled and lower skilled workers, students, trainees, professionals and families. Demographic, technological and social developments in industrialized economies have spawned a need for workers and professionals from other countries. Economies that want to remain competitive need to consider labour mobility opportunities which can contribute to growth, along with strengthening access to other regular migration pathways including family reunification. The fact that some countries of destination have limited diplomatic and immigration representation also requires innovative approaches to visa-related work.

339.   In addition to promoting regional dialogue and providing policy and technical advice on labour migration and other migratory movements to governments of countries of origin and destination, IOM offers governments, migrants and businesses (recruitment agencies and employers) advice on ethical recruitment standards, skills recognition, language training, pre-departure and cultural orientation, immigration and visa processing support, assistance at departure, in transit and upon arrival, and migrant integration services. This assistance is tailored to each programme's needs and provided at various stages of the labour migration process: pre-employment, recruitment, pre-departure and post-arrival stages. Integration strategies are an indispensable element in this context, given that integration support can help migrants adjust to their new environment and foster social cohesion between the newcomers and the host community. Facilitating migration can be a win-win proposition for governments, employers, migrants and communities.

340.   The following programme areas are used to classify Facilitating Migration programmes and activities.

341.   **Labour Migration:** Labour migration features at the top of the policy agenda of many countries, be they countries of origin, transit or destination. Given that there are more than 169 million migrant workers around the world, the stakes are enormous. Three decisive factors will continue to drive this kind of movement: the "pull" of changing demographics and labour market needs in many industrialized countries; "push" factors caused by unemployment and lack of opportunities for growing sectors of the population – including youth – and by crisis in less-developed countries; and established transnational networks based on family, cultural and historical relations between countries. A significant proportion of labour migration is irregular, with an informal economy ready to abet it. Increasingly, governments at both ends of the migration spectrum are developing regulatory mechanisms to govern labour mobility to their individual and mutual benefit, and governments and migrants are turning to IOM for expert support and to facilitate regulated labour migration. IOM aims to facilitate the development of policies and programmes that are in the interests of migrants and governments through policy advice and capacity-building, research and statistics, information dissemination and awareness-raising, promotion and facilitation of ethical recruitment, skills and talent mobility partnerships and inter-State dialogue and cooperation. IOM's labour mobility and migration approach promotes the protection of migrant workers and their families, fosters development, and opens legal avenues of labour migration as an alternative to irregular migration.

342.   **Integration and Social Cohesion:** This programme area consists of two sub-areas, namely migrant training and migrant integration. The programmes are designed to assist States and other relevant stakeholders in addressing migrant integration throughout the migration continuum. The aim is to facilitate effective integration and social cohesion through enhanced pre- and post-arrival support, and

technical support for a 'whole-of-society' approach to the development and implementation of integration policies and services. An important feature, and one of IOM's traditional services, is preparing migrants and refugees for their new life in order to ease the settlement process and facilitate integration. IOM provides a variety of services in this area, including pre-employment orientation, pre-departure cultural orientation, language training and post-arrival integration assistance, which engage both the migrants and the receiving community. Successful integration is a two-way process and IOM works with both newcomers and host communities to promote social cohesion. This is achieved through capacity-building, enhanced linkage between pre- and post-arrival orientation and planning, and engagement of local municipalities and stakeholders in welcoming migrants and establishing a "one-stop shop" for integration services. IOM also offers technical assistance in policy development and implementation through training, advisory services and other capacity-building initiatives, drawing on a range of models and best practices gained through its work on migrant integration and social cohesion.

343.   **Immigration and Visas:** Enhancing the accessibility and flexibility of admission and stay processes, including through improved visa policy and practices, is the key to better management of regular migration and prevention of irregular migration. For migrants, access to regular migration pathways is crucial as they are otherwise vulnerable to exploitation and abuse, including by unscrupulous brokers, and to the risks related to irregular migration journeys and status. IOM provides support to States for the development and implementation of comprehensive visa policies and processing, as well as supporting enhanced readmission management and cooperation, in line with IOM's Policy on the Full Spectrum of Return, Readmission, and Reintegration. This includes assistance for the development of relevant policies, legislation and strategies, and assistance in the review of States' visa practices and readmission frameworks, conducting research and increasing understanding of visa policies and practices at the national, regional and global levels, as well as enhancing dialogue and providing technical solutions for governments to better manage readmission. Furthermore, IOM supports immigration and consular authorities in managing visa application processes through a wide range of tailored, technology-driven, cost-effective and non-profit operational solutions and upgraded processes, which are protection-sensitive and make regular migration pathways more accessible, dignified, timely and transparent. The support offered includes logistical assistance to facilitate visa processing, visa application assistance, case management, document verification, facilitation of interviews, skills and language testing facilitation, biometrics enrolment, travel document handling, visa appointment and visa issuance systems, management of visa application centres, visa-related information services and access to consular and citizen services.

V.1   LABOUR MIGRATION

	Programme/Project	Objectives
V.1.1	Development of the International Recruitment Integrity System (IRIS)	To create an enabling environment for ethical recruitment globally. The project will deepen engagement with key industry groups and multi-stakeholder initiatives; leverage established relationships with brands, employers and recruiters; and strengthen migrant-centred models of due diligence in supply chains.
IOM Strategy: 1, 2, 3, 4, 5, 7, 11, 12		Budgeted resources: 225 900
V.1.2	IRIS: Food and Agriculture	To address the issue of unethical recruitment through a multi-stakeholder approach including industry-specific engagement with food and agriculture industry private sector actors, recruiters, governments and civil society to enhance individual and coordinated action on ethical recruitment, and through regional and corridor approaches to strengthen supply chains and migration pathways to promote ethical recruitment and migrant worker protection.
IOM Strategy: 2, 3, 4, 12		Budgeted resources: 109 200
V.1.3	Labour Migration Governance for Development and Integration in Africa	To strengthen effective governance and regulation of labour migration and mobility for enhanced sustainable development, inclusive economic growth and regional integration across the African continent.
IOM Strategy: 2, 3, 4, 5, 6, 7, 11, 12		Budgeted resources: 1 305 300

	Programme/Project	Objectives
V.1.4	Labour, Employment and Mobility Actions in Africa	To contribute to the Joint Labour Migration Programme strategic framework vision of strengthening the effective governance and regulation of labour migration and mobility in accordance with the rule of law, international migration law principles and international labour standards, with a view to increasing equitable, full-employment economic growth and ensuring sustainable development of the African continent.
IOM Strategy: 2, 3, 4, 5, 6, 7, 11, 12		Budgeted resources: 5 188 000
V.1.5	Labour Mobility in the East and Horn of Africa	To enhance labour migration governance and the protection of migrant workers' human, social and labour rights through intraregional and interregional cooperation as part of a whole-of-government and whole-of-society approach, to support regional integration and facilitate mobility for transformative inclusive and sustainable economic growth, as well as youth and women empowerment.
IOM Strategy: 2, 12		Budgeted resources: 1 400 300
V.1.6	Youth, Employment and Migration in Burkina Faso	To provide young people in Burkina Faso, including vulnerable groups such as women and people living with disabilities, with decent employment opportunities through training that specifically responds to market needs. This project will also encourage entrepreneurship and support income-generating activities.
IOM Strategy: 5		Budgeted resources: 254 700
V.1.7	Capacity-building in Migration Management in the Western Hemisphere	To address the specific needs of all migrants in a variety of contexts to the greatest extent possible, taking into consideration gender issues. Additionally, this project will promote the gender-balanced participation of officials in seminars, training activities and awareness-raising events, and ensure the dissemination of appropriate messages on gender equality. Moreover, the project will also focus on ensuring a rights-based approach to programming and mainstreaming protection into crisis responses as cross-cutting themes.
IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 11, 12		Budgeted resources: 15 945 600
V.1.8	Integration Through Ethical Recruitment in Mexico	To contribute to reinforcing regular migration pathways and deterring irregular migration in Mexico, through labour mobility programmes that provide effective mechanisms for temporary regular work, decreasing the likelihood of irregular migration. The project will also integrate people on the move through formal employment that responds to the labour market and workforce demands and fosters social cohesion, economic growth, and sustainable development.
IOM Strategy: 4, 8, 12		Budgeted resources: 1 420 300
V.1.9	Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Asia	To remove constraints and barriers that prevent migrant workers, their employers and communities across Cambodia, the Lao People's Democratic Republic, Myanmar and Thailand from benefiting from the full potential of labour migration as a source of poverty reduction, economic growth and resilience.
IOM Strategy: 2, 3, 4		Budgeted resources: 2 144 500
V.1.10	Labour Migration Programme – Central Asia	To contribute to enhancing labour migration governance to better respond to employer and labour market needs while ensuring protection of migrant workers and enhancing development impacts in both countries of origin and destination.
IOM Strategy: 3, 4, 5, 6		Budgeted resources: 2 131 400

Programme/Project	Objectives
V.1.11 Governance of Labour Migration in South and South-East Asia	To enhance the productive potential of labour migration and the well-being of migrant workers and their families in South and South-East Asia through improved labour migration processes, labour market regulations and access to targeted services for migrants, thus increasing the contribution of migration to sustainable development.
IOM Strategy: 2, 3, 4, 7, 12	Budgeted resources: 88 500
V.1.12 Labour Mobility for Sustainable Development and Climate Resilience in the Pacific	To enhance the benefits of safe and fair migration as a sustainable development and climate resilience strategy via improved labour migration governance, decent work principles and standards in labour migration programmes, the promotion of safe and regular labour mobility programmes, and improved reintegration support for national governments and key stakeholders.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 8	Budgeted resources: 287 100
V.1.13 Promoting Safe Migration in Malaysia	To support the Consumer Goods Forum and its Human Rights Coalition members to combat forced labour in owned operations and supply chains, promote responsible recruitment and help the palm oil plantation sector in Malaysia, as well as to detect and address exploitative labour practices.
IOM Strategy: 12	Budgeted resources: 238 800
V.1.14 Promoting Fair and ethical recruitment into the Philippines	To promote fair and ethical recruitment practices to government agencies, employers and private recruitment agencies and to support the Philippine government in meeting key objectives in the multi-stakeholder National Action Plan on Mainstreaming Fair and Ethical Recruitment.
IOM Strategy: 3	Budgeted resources: 96 500
V.1.15 Protecting Migrants Workers in Thailand	To promote the protection of the human and labour rights of migrant workers; support private sector actors in Thailand to meet their obligations; protect and respect the rights of migrant workers; and provide remediation.
IOM Strategy: 3	Budgeted resources: 403 800
V.1.16 Labour Mobility in Vanuatu	To enable labour migrants in Vanuatu and their families to maximize the positive impacts of their participation in international labour mobility by maintaining good health, strong violence-free relationships and financial stability during all stages of the overseas work experience.
IOM Strategy: 4, 6, 12	Budgeted resources: 133 900
V.1.17 Displaced Talent for Europe	To enable people in need of international protection in Jordan and Lebanon to connect with employers in Belgium, Ireland, Portugal and the United Kingdom, and to enter the labour market in those countries on a sustainable basis.
IOM Strategy: 12	Budgeted resources: 574 400
V.1.18 Talent Hub in Denmark	To support Copenhagen Capacity, the official organization for investment promotion and economic development in Greater Copenhagen, in strengthening retention and the mobility of skilled migrants within the European Union.
IOM Strategy: 3, 4, 8	Budgeted resources: 32 000
V.1.19 Preventing and Combating Illegal Work and Exploitation in Italy	To reduce migrants' exposure to labour exploitation by enhancing the efficiency of labour inspections; strengthening the national referral mechanisms for victims of labour exploitation; and facilitating victims' reintegration in the Italian labour market.
IOM Strategy: 5	Budgeted resources: 2 239 900

Programme/Project	Objectives
V.1.20 Learning Network in the Kingdom of the Netherlands	To bring together and build the capacity of relevant national stakeholders involved in the taskforce for the integration of newcomers in the labour market in the Kingdom of the Netherlands, and to provide technical assistance to improve the country's capacity to support the set-up and scale-up of sustainable labour market integration projects.
IOM Strategy: 3, 6, 8	Budgeted resources: 12 800
V.1.21 Promoting Positive Migration and Information Programme in Spain	To carry out a series of learning and awareness-raising actions that promote interculturality and diversity, and contribute to improved intercultural coexistence, with a focus on education. The project will also promote ethical recruitment and the evaluation of migrant worker housing in Spain and develop an orientation and information programme aimed at potential migrant workers, with the aim of accompanying them throughout the entire migration cycle.
IOM Strategy: 3, 4, 6, 8, 12	Budgeted resources: 756 600
Labour Migration	**Total budgeted resources: 34 989 500**

V.2 INTEGRATION AND SOCIAL COHESION

Programme/Project	Objectives
V.2.1 Migrant Integration	To promote better understanding by the host community of the culture and conditions of migrants and enhance the capacity of migrants to adapt to their new environment. This project will promote a more harmonious coexistence between migrants and host communities, whether the migrants are permanent or temporary.
IOM Strategy: 8	Budgeted resources: 5 900 900
V.2.2 Sports for Inclusion in Tunisia	To promote social inclusion of migrants in their host communities in Tunisia and access to sport, particularly for women and children, while building the capacity of local actors for sustainable community development that ensures no one is left behind.
IOM Strategy: 2, 4	Budgeted resources: 99 100
V.2.3 Pre-departure Orientation for Canada	To increase the integration outcomes of refugees by supporting their pre-departure preparation and providing targeted (re)settlement and labour market information and orientation on life in Canada.
IOM Strategy: 8	Budgeted resources: 4 697 400
V.2.4 Integration of Labour Migrants in Costa Rica	To strengthen the Government of Costa Rica's capacities to integrate migrants through regularization and access to employment, enhanced by bilateral and binational cooperation, public–private partnerships and the strengthening of labour migration governance and awareness.
IOM Strategy: 2, 8, 12	Budgeted resources: 565 600
V.2.5 Improving Migration Governance and Support for Afghans in Pakistan and Central Asia	To support government institutions in the region and communities to address immediate protection and humanitarian needs of Afghan nationals and local communities, mitigate the mid-term impact of the crisis on societies in the region, and support recovery and resilience for longer-term sustainable development.
IOM Strategy: 2, 3, 8, 9	Budgeted resources: 1 992 300

	Programme/Project	Objectives
V.2.6	Includ-EU	To enhance transnational knowledge and experience-sharing, cooperation and partnerships between local and regional authorities with different levels of expertise on integration, representing different European realities.
IOM Strategy: 8		Budgeted resources: 222 900
V.2.7	Technical Support for the Integration of Third-country Nationals in Croatia	To support the Croatian Ministry of the Interior in enhancing its capacity to oversee, coordinate and monitor the implementation of coherent national policies and mechanisms for the integration of third-country nationals in Croatia.
IOM Strategy: 1, 2, 3, 4, 6, 7, 12		Budgeted resources: 330 400
V.2.8	Pre-departure Orientation Programme for Finland	To contribute to the early integration of beneficiaries selected for resettlement to Finland from the Islamic Republic of Iran, Libya, Rwanda and Zambia by providing comprehensive pre-departure orientation training to refugees before their departure to Finland.
IOM Strategy: 4, 6, 8		Budgeted resources: 517 000
V.2.9	Integration Support in Greece	To facilitate beneficiaries' integration into local Greek labour markets and societies in line with their skills, qualifications and aspirations through employment in sectors experiencing significant shortfalls in human resources.
IOM Strategy: 4, 8		Budgeted resources: 12 811 100
V.2.10	Support for Displaced Populations from Ukraine in Italy	To foster the social and labour market integration of populations displaced from Ukraine benefiting from temporary protection status. The project will also provide technical support for the activation of a task force and a platform for the integration of displaced Ukrainians with disabilities.
IOM Strategy: 1		Budgeted resources: 134 700
V.2.11	Training on Interculturality and Empathy in Luxembourg	To strengthen understanding of migration and the intercultural competences of local actors such as the communal integration advisory commissions; volunteers from local, cultural and sports associations; and signatories of the welcome and integration contract.
IOM Strategy: 8		Budgeted resources: 144 700
V.2.12	Moving the Middle in the Kingdom of the Netherlands	To create a more inclusive Dutch society and foster an attitude of openness and inclusion towards migrants in the Kingdom of the Netherlands among the "movable middle".
IOM Strategy: 7		Budgeted resources: 32 200
V.2.13	Cultural Orientation Programme in Norway	To promote a successful two-way integration of resettled refugees into their new host communities in Norway by enhancing refugees' understanding of the new host society, including societal norms and values, and preparing host municipalities for the reception of resettled refugees.
IOM Strategy: 1, 2, 3, 8		Budgeted resources: 1 486 700
V.2.14	Enhancing Migrant Integration Services in Portugal	To contribute to institutional, administrative and growth-sustaining structural reforms in Portugal. The project will assist national authorities in improving their capacity to design, develop and implement reforms in policy areas related to cohesion and fair, sustainable and inclusive growth.
IOM Strategy: 12		Budgeted resources: 537 000

	Programme/Project	Objectives
V.2.15	Supporting Those Fleeing the Crisis in Ukraine in Romania	To contribute to the well-being of conflict-affected populations in Romania. The intervention is designed to continue the provision of tailored assistance to both Ukrainians and third-country nationals who fled the war in Ukraine, in close cooperation with the Government of Romania.
IOM Strategy: 9		Budgeted resources: 32 800
V.2.16	Facilitating Integration in Slovakia	To enhance the provision of migration information centre services, including legal support, labour and social counselling, support with education and retraining, Slovak language courses and information courses for newcomers, to facilitate the integration of third-country nationals in Slovakia. The project will also contribute to creating prerequisites for better cooperation within the integration infrastructure in Slovakia and supporting access to services, while taking into account the needs of third-country nationals.
IOM Strategy: 1, 2, 3, 4, 8, 9		Budgeted resources: 570 600
V.2.17	Strengthening the Value of Migrant Associations in Spain	To implement training activities in Spain on topics related to project development and implementation, addressing all the key elements that must be taken into account when participating in public calls for tenders. The project will promote a participatory process among migrant associations by involving them in the process of designing this intervention itself. It will also enhance the dissemination of information to promote inclusion of migrant populations and the fight against hate speech through training aimed at university students.
IOM Strategy: 3, 7, 8		Budgeted resources: 429 400
V.2.18	Enhancing Migration Management in Türkiye	To contribute to the improved management of migration flows and cross-border mobility in the Mediterranean through better cooperation, including dialogue and measures to enhance security and safety throughout the mobility continuum.
IOM Strategy: 2, 3, 4, 8		Budgeted resources: 855 100
Integration and Social Cohesion		**Total budgeted resources: 31 359 900**

V.3 IMMIGRATION AND VISAS

	Programme/Project	Objectives
V.3.1	Immigration and Visa Solutions	To support governments and immigration agencies by providing solutions that are designed to strengthen regular migration pathways and admission and stay channels. This includes streamlining visa-related processes by reducing time-consuming administrative functions, lowering costs, and improving service standards and measures to combat fraud. In addition, these programmes seek to improve procedures at consular missions, including by providing resources to promote universal access to legal identity. These solutions are also designed to empower migrants by providing them with accurate and timely information in a language appropriate to their needs, including through remote solutions, while assisting with and simplifying visa application processes.
IOM Strategy: 1, 2, 3, 4, 9, 10		Budgeted resources: 31 628 000
V.3.2	Travel Assistance for Individuals and Governments	To support migrants requiring travel assistance, such as those with medical needs, unaccompanied minors or the elderly, by providing comprehensive support, including detailed information on air travel, reduced one-way migrant fares, completion of all travel-related documentation, assistance at the airport of departure, in transit and upon arrival, and flight escorts when required.
IOM Strategy: 1, 2, 4		Budgeted resources: 380 900

	Programme/Project	Objectives
V.3.3	Enhancing Readmission and Legal Identity Capacity	To start developing and reinforcing readmission and legal identity capacities in Cabo Verde, Iraq and Rwanda, and later on in El Salvador, Somalia and Viet Nam. By building identity capacity at technical, legal and operational levels in a systematic and sustainable manner, the selected third countries are equipped to better govern their migration issues and engage in readmission dialogue.
IOM Strategy: 2, 3		Budgeted resources: 66 100
V.3.4	Promotion of the Documentation of Foreigners and Transfer Assistance Programme in Argentina	To assist in the development of cooperation and technical assistance activities for the National Directorate of Migration, with the aim of strengthening its management and administration capacities in the development of processes related to the regularization of foreigners. This project will also facilitate the qualified migration of nationals and residents in Argentina.
IOM Strategy: 1, 4		Budgeted resources: 3 046 000
V.3.5	Selective Migration Programmes in Costa Rica	To collaborate with migrants, as well as with institutions or companies in Costa Rica that need to regularize the status of their employees and representatives, by providing the necessary permits and collaborating with the General Directorate of Migration and Aliens.
IOM Strategy: 1, 2		Budgeted resources: 33 800
V.3.6	Selective Migration Programmes in El Salvador	To facilitate regularization processes and work permits for migrants who provide their professional services to public and private educational institutions in El Salvador, as well as for volunteer personnel and students who are part of cultural exchange programmes.
IOM Strategy: 1		Budgeted resources: 10 100
V.3.7	Selective Migration Programmes in Honduras	To contribute to the socioeconomic and cultural development of Honduras and to the creation of new activities in this area through the selection, qualification, transfer and placement of qualified human resources. The project will facilitate regularization processes and work permits for the migrant populations that provide their professional services to public and private educational institutions in Honduras.
IOM Strategy: 1		Budgeted resources: 23 100
V.3.8	Safe Mobility Offices and Infrastructure in the Western Hemisphere	To provide safer lawful options for individuals to migrate to the United States of America, mitigating risks of exploitation, violence and abuse, through the establishment of safe mobility offices in strategic locations across Central and South America and the implementation of the self-onboarding platform "Movilidad Segura".
IOM Strategy: 1, 3		Budgeted resources: 1 316 800
V.3.9	Community Support Programmes in Australia	To contribute to improved orderly migration and sustainable integration of migrants that will facilitate positive impacts for both migrants and host communities through increased access to information, visa support, travel services and post-arrival assistance under the Community Support Program.
IOM Strategy: 1		Budgeted resources: 1 939 200
Immigration and Visas		**Total budgeted resources: 38 444 000**

VI. MIGRATION POLICY, RESEARCH AND COMMUNICATIONS

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VI.1	Migration Data and Analysis	2 959 700	1 713 000	293 900	4 966 600
VI.2	Migration Policy	2 867 700	1 062 300	236 500	4 166 500
VI.3	Migration Research and Publications	1 373 800	294 300	113 100	1 781 200
VI.4	United Nations Network on Migration Secretariat-related Activities	1 712 500	531 700	78 900	2 323 100
	Total	8 913 700	3 601 300	722 400	13 237 400

344. The total budget for Migration Policy, Research and Communications is approximately USD 13.2 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

345. In a complex and uncertain world, the useful application of data for evidence-based policy and action is needed now more than ever. From helping displaced people find durable solutions in the face of climate change impacts, to analysis that allows better foresight for migration scenarios and preparedness, managing human mobility to contribute to sustainable development requires a data-driven approach. With offices in almost every country, IOM has an abundance of information about human mobility and is trusted by its Member States for its extensive knowledge and field expertise. To harness the power of its data for operations, IOM established the Global Data Institute, making meaning of global migration patterns and informing foresight. The Global Data Institute capitalizes on synergies between its two units – the Displacement Tracking Matrix and the Global Migration Data Analysis Centre – and collaborates with a network of regional data specialists to illuminate the global data story of human mobility.

346. There is growing awareness among governments and other stakeholders about the interlinkages between migration and other policy matters, including socioeconomic development, trade, employment, the environment, security and human rights, and about the need to ensure that migration policy development takes into account and is integrated into policy planning in these related fields. As the leading intergovernmental organization working with migrants and governments to respond to contemporary migration challenges, IOM is uniquely positioned to build on over 70 years of grass-roots experience and meet the growing needs of its membership and the international community at large by providing guidance on migration policy. Within IOM, the Department of Policy and Research serves as the focal point for strategic coordination on migration policy, migration research, international migration law, and knowledge management and innovation on international migration trends, policies and practices. It aims to build the capacity of IOM in all these areas, and to enhance the support provided by IOM in response to the growing need of governments and other stakeholders to better understand the multidimensional aspects of contemporary migration, in particular emerging migration policy issues. Many of the Department's activities are designed to provide technical support to various areas of IOM's work, and they are reflected in other sections of this document under the relevant country or thematic activities.

347. The following programme areas are used to classify Migration Policy, Research and Communications projects and activities.

348. **Migration Data and Analysis:** The Global Data Institute helps to implement IOM's migration data strategy by enhancing the availability and use of data to achieve stronger governance outcomes and positive impacts for migrants and societies. The objectives of the Institute include:

(a) **Producing and managing data for action.** The Institute facilitates the use of data by country and regional offices to inform action. The Displacement Tracking Matrix manages the largest global repositories of primary displacement and migration data and ensures data comparability and interoperability standards. Together, the Global Migration Data Analysis Centre and the Displacement Tracking Matrix help to strengthen the global evidence base on migration and displacement, which then informs IOM operations and solutions for durable pathways, sustainable development and resilience-building.

(b) **Analysing data for connections and meaning-making.** Through standards and methodologies for data analysis, the Global Data Institute helps develop the capacity of States and partners and

contributes to data fluency within country and regional offices and at Headquarters. The Institute also facilitates application of data for the tracking of progress on achieving solutions for durable pathways and fulfilling commitments under relevant international frameworks, while the Displacement Tracking Matrix and Global Migration Data Analysis Centre provide data and analysis of mobility patterns, for example through flow monitoring methodologies.

(c)   **Employing analytical methods to inform foresight**. The Institute helps countries and regions to prepare for unexpected developments that affect safe regular migration globally. It works with the regional offices, Headquarters departments and other United Nations agencies on horizon scanning, analysing drivers and developing scenarios to expand and reframe the range of plausible pathways to durable solutions, and facilitates collaboration with other United Nations agencies and partners to elicit and provide timely analysis of emerging trends and drivers so that policy and operations can anticipate and plan for a more resilient future.

349.   **Migration Policy:** Sound data collection and analysis are key to understanding migration, developing effective new policies and designing sustainable practical approaches that maximize opportunities and address challenges of migration. IOM provides information and advice to strengthen the capacity of governments and other relevant stakeholders to develop and implement effective migration management policies and strategies at the local, national, regional and global levels. The Policy Coordination Unit plays an important role as a coordinating focal point for migration policy support to governments. A key tool in this regard is the Migration Governance Indicators, an initiative designed to support governments at the local, national and regional levels to assess their migration policies and strategies to identify good practices and shed light on areas in need of further development. The Organization also promotes multi-stakeholder policy dialogue on migration and related policy domains such as development, trade, the environment, health, security and human rights, including through its work on regional consultative processes on migration and support to the Global Forum on Migration and Development; organizes expert workshops to explore emerging migration policy issues; and contributes on a regular basis to the policy-oriented activities of governments and other organizations and entities.

350.   Activities in this area also include the IDM, which provides States, international organizations, NGOs and other stakeholders with an informal and non-binding forum for the exchange of views and experiences on migration matters, the aim being to enhance understanding of migration and strengthen cooperative mechanisms for comprehensively and effectively addressing migration issues. The IDM is designed to broaden and deepen reflection on migration issues and their linkages with other policy domains and to boost government capacity to ensure the orderly management of migration, promote the positive aspects of migration and reduce its potential negative effects. It places value and emphasis on the diversity of migration-related topics, views and actors in order to shed light on migration issues in all their complexity. The IDM themes are selected to address issues of topical interest and, when appropriate, to dovetail with major processes at the United Nations, in an effort to complement and contribute to these activities. Although the IDM has been convened most recently in the form of two workshops a year, one in New York and one in Geneva, ministerial-level events were convened in 2013 and 2015.

351.   Moreover, this programme area also includes activities related to supporting and coordinating IOM's engagement with governments, intergovernmental organizations and civil society and promoting broader cooperation on migration. Under the leadership of the Department of External Relations, these activities seek to monitor and develop IOM's partnerships at the inter-State and inter-agency levels. Specific activities are undertaken, geared to support and foster partnerships with and among governments with a view to improving policy coherence and cooperative approaches to migration management at the bilateral, regional and global levels. These activities complement the policy activities outlined above and emphasize the development and strengthening of multilateral cooperation through an inter-agency, multi-stakeholder framework for consistent and effective cooperation with partner organizations, notably the United Nations and civil society.

352.   The regional consultative processes on migration are important mechanisms that foster inter-State cooperation and partnerships on migration issues by bringing States together for informal, non-binding dialogue at the regional level. Every two years, a global meeting of regional consultative processes takes place. These meetings offer a platform for the exchange of information and good practices on migration management and facilitate the cross-fertilization of ideas across regions. They also foster ongoing interaction among such processes and, more recently, have promoted exchanges between regional consultative processes, other similarly structured interregional migration dialogue forums and the Global Forum on Migration and Development.

353.   **Migration Research and Publications:** IOM conducts research on current migration issues to enhance and improve programme delivery and policy guidance for Member States and other relevant stakeholders. It does so through improving the knowledge base for migration policymaking and producing

analyses of contemporary migration dynamics, particularly in its flagship publication, the World Migration Report. The Migration Research and Publications Division is also responsible for developing and coordinating the Organization's overall research and publishing standards and for the technical production of IOM publications (published on the IOM Publications Platform). The Publications Unit has seen a significant rise in requests from the field in recent years for its publications production services (copy-editing, layout and design, and review and approval), reflecting the growing demand for knowledge products across the globe. The Division also partners with applied and academic migration researchers from around the world and is the focal point for academic research collaborations, including managing the *International Migration* journal (established by IOM in 1961).

354.   In 2024, in addition to publications production services, the Migration Research and Publications Division will continue to produce IOM's main publications, including the World Migration Report; *International Migration*, a journal published online six times a year; *Migration Policy Practice*; and the Migration Research Series. Continued support will be given to field offices and Headquarters for publication production and research-related technical advice/guidance and training, including via a new e-learning module on the publications production cycle and publishing standards. Efforts to publish more reports in the other IOM official languages (French and Spanish), as well the other official languages of the United Nations, will also be continued. The *World Migration Report 2022*, for example, is available in all six official languages of the United Nations, with some chapters provided in additional languages, such as Swahili and Portuguese.

355.   **International Migration Law:** IOM works to develop the capacity of governments, IOM and other stakeholders to foster rights-based migration governance through better understanding and implementation of international migration law. The International Migration Law Unit conducts extensive research on international law, and providing training for partners and governments on international legal frameworks on migration using individually tailored curricula. The Unit maintains and develops knowledge management systems related to international migration law, including the IML Database, and develops tools, guidance and practices for use by IOM, governments, civil society, other United Nations agencies, international and non-governmental organizations, and other stakeholders. A further important role of the International Migration Law Unit is to support governments with the development, review and update of migration law and policy in line with the international and regional standards.

356.   **Innovation and Knowledge Management:** The Innovation and Knowledge Management Unit works to conceptualize a coherent organizational approach on knowledge management and innovation based on IOM's field experience globally and through consultations with key stakeholders, and is the organizational focal point in this area in relation to migration policy and programming. The Unit seeks to strengthen IOM capacity to learn from its programmatic expertise and that of its partners, by analysing and ensuring accessibility of lessons learned, good practices and innovative approaches. This elevates IOM's cutting-edge knowledge to strengthen the impact, coherence and scalability of its work. The Unit also works to identify methods to leverage innovative approaches and practices to enable systems transformation while strengthening partnerships with key stakeholders such as governments, the private sector, academia and innovation networks.

357.   **Media and Communications:** Through its media and communications activities at the global, national and community levels, IOM enhances public knowledge and understanding about migration and seeks to combat pervasive xenophobia and negative perceptions of migration through its communications outreach. Specific activities are undertaken with a view to raising awareness on key migration-related topics both among the general public and in targeted communities where IOM works. The Media and Communications Unit within the Executive Office assists IOM offices by reviewing project proposals, providing technical support and guidance, building IOM's capacity to communicate effectively through staff training, developing resources to enhance communications outreach, and increasing coordination on communications among internal and external actors.

358.   **United Nations Network on Migration Secretariat-related Activities:** The United Nations Network on Migration Secretariat reports directly to the Director General and ensures effective, timely and coordinated system-wide support to Member States in the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration. In carrying out its mandate, the Network prioritizes the rights and well-being of migrants and their communities of destination, origin and transit. It places emphasis on those issues where a common United Nations system approach would add value and from which results and impact can be readily gauged. In all its actions the Network respects the principles of the Global Compact and is guided, inter alia, by the Charter of the United Nations, international law, and the 2030 Agenda for Sustainable Development. Due regard will also be given to the importance of the Secretary-General's prevention agenda. The United Nations Network on Migration Secretariat, provided by IOM, serves all constituent parts of the Network in carrying out these functions.

VI.1   MIGRATION DATA AND ANALYSIS

Programme/Project	Objectives
VI.1.1 Enhancing Migration Data and Analyses	To build a solid core in the extensive world of migration data for finding durable solutions, building resilience and ensuring good migration governance by tapping into the expertise of the Displacement Tracking Matrix, Global Migration Data Analysis Centre, and regional and country mission offices in a number of migration-related fields. This effort will make available tools for governments and other partners to collect, analyse and responsibly use migration data.
IOM Strategy: 6	Budgeted resources: 1 023 100
VI.1.2 Supporting Global Displacement Tracking Matrix Capacity to Advance Internal Displacement Data	To leverage the global capacity and field-level implementation of the Displacement Tracking by enhancing collection, analysis, management and production of data and information on internal displacement across complex contexts worldwide, thereby improving the capacity of humanitarian partners to more effectively meet the needs of populations affected by humanitarian crises.
IOM Strategy: 3, 6, 7	Budgeted resources: 458 300
VI.1.3 Supporting Global Migration Data for Development Work	This project aims to strengthen the operational efficiency of the Migration Data Portal, including through the adoption of new technologies; development of new content on emerging and niche topics; awareness-raising regarding the Portal; and increased interactive engagement with data users. This intervention will also address migration, environment, climate change and risk reduction, and the strengthening of humanitarian and displacement data.
IOM Strategy: 2, 3, 4, 5, 6	Budgeted resources: 123 400
VI.1.4 Implementation of the Migration Data Strategy	To facilitate the implementation of the migration data strategy towards acceleration and coherence from 2023 and beyond, this initiative will systematize IOM data-related workflows, leveraging IOM data to provide high-level analysis of mobility patterns, and connecting IOM staff working on data to promote and ensure circular knowledge and information flow across IOM's global data architecture.
IOM Strategy: 6	Budgeted resources: 49 300
VI.1.5 Supporting Policy, Programming and Advocacy on Missing Migrants	To support in recording the incidents in which migrants, including refugees and asylum-seekers have died at State borders or during migration to an international destination. This project hosts the only existing open-access database of records of deaths during migration at the global level to inform the Sustainable Development Goals indicator 10.7.3 on the "number of people who died or disappeared in the process of migration towards an international destination." This initiative will also support achievement of objective 8 of the Global Compact for Safe, Orderly and Regular Migration, which commits signatory States to "save lives and establish coordinated international efforts on missing migrants."
IOM Strategy: 5, 6	Budgeted resources: 122 900
VI.1.6 Regional Migration Data and Evidence-based Responses in South-Eastern Europe, Eastern Europe and Central Asia	To maintain critical data collection and analysis relating to mixed migration flows and the impact of COVID-19 on mobility, and to strengthen the capacity of missions and relevant counterparts to collect and analyse migration data in South-Eastern Europe, Eastern Europe and Central Asia. The intervention will support governments at the national and regional levels to utilize findings and increase operational preparedness and capacity to ensure that the needs of migrant populations are taken into account at all points in the migration journey.
IOM Strategy: 6	Budgeted resources: 202 300

	Programme/Project	Objectives
VI.1.7	Migration Data and Evidence-based Responses in the East and the Horn of Africa	To support regional migration data and evidence-based responses to enhance migrant protection and assistance through data collection, analysis, and dissemination in the East and Horn of Africa region. This initiative will respond to ensure that coordination and partnerships are key enablers for more efficient use of scarce resources and effective and evidence-based responses to address humanitarian and protection needs, risks and vulnerabilities of migrants, and contribute to strengthening resilience. It will also build evidence, partnerships and coordination to enhance the humanitarian response and migration management throughout the migration route.
IOM Strategy: 5, 6		Budgeted resources: 162 300
VI.1.8	Migration Data Collection in Burkina Faso	To support to the Government of Burkina Faso to continue the activities of the Displacement Tracking Matrix with regard to the collection, analysis and publication of data on a regular basis through the operation of the four existing population flow monitoring points in Burkina Faso.
IOM Strategy: 6		Budgeted resources: 24 200
VI.1.9	Multisectoral Emergency Response Assistance in Cameroon	To support the effort of Government of Cameron in implementation of multisectoral emergency response assistance to continue providing the humanitarian community with information on displacement trends and the most pressing sectoral needs of conflict-affected populations, while also producing and disseminating regular information on sudden forced displacements and the urgent needs of displaced populations.
IOM Strategy: 9		Budgeted resources: 721 200
VI.1.10	Mobility Tracking and Multisectoral Humanitarian Needs in the Central African Republic	To facilitate the implementation of multisectoral emergency response assistance in the Central African Republic by providing a reliable estimate of the size of the affected population in relation to displacement and returns with a view to preparing responses tailored to the needs and vulnerabilities of individuals affected by humanitarian crisis in the country. This project will also support displacement tracking activities on a national scale and will strengthen government capacities through a progressive transfer of skills.
IOM Strategy: 9		Budgeted resources: 278 600
VI.1.11	Displacement Tracking and Evidence for Migration Analysis and Policy in Asia	To enhance regional interoperability and harmonization of migration and displacement data collection initiatives and to strengthen the evidence-based formulation and implementation of humanitarian and development policy and programming on migration and displacement in Afghanistan, Bangladesh, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan and Uzbekistan.
IOM Strategy: 3, 4, 5, 6, 7, 9		Budgeted resources: 1 723 800
VI.1.12	Supporting Migration Data Collection and Forecasting in Western Europe	To strengthen data collection and forecasting capacities to support governments at the national and regional levels in Western Europe to utilize tools and findings and increase operational preparedness and capacities to ensure that the needs of migrant populations are taken into account at all points in the migration journey.
IOM Strategy: 5		Budgeted resources: 77 200
Data and Analysis		**Total budgeted resources: 4 966 600**

VI.2   MIGRATION POLICY

Programme/Project	Objectives
VI.2.1 Supporting Migration Management Systems and Enhancing Organizational Effectiveness	To strengthen the capacity of governments to support evidence-based migration management through the Migration Governance Indicators. This project will help governments take stock of their migration policies and strategies to identify good practices and areas with potential for further development and will improve organizational effectiveness by enhancing institutional knowledge management and innovation capacities. This initiative will also ensure critical publications and research functions are sustained, and together with staff capacity on migration policy to support partners on migration governance.
IOM Strategy: 2, 3, 4, 6, 7	Budgeted resources: 800 000
VI.2.2 Supporting the Accelerated Implementation of Free Movement of Persons in Africa	To contribute to the efforts of the African Union to accelerate the ratification of the protocol establishing the free movement of persons, right of entry, right of residence and right of establishment. This project will support the universalization of the protocol; enhance the technical capacity of the African Union; and promote advocacy of the protocol and the implementation road map.
IOM Strategy: 1, 2	Budgeted resources: 1 913 300
VI.2.3 Strengthening Migration Policy and Institutional Capacity in the East and Horn of Africa Region	To strengthen migration and displacement policy and institutional capacity to implement IOM's regional strategy for the East and Horn of Africa by enhancing regional dialogue on migration, and collecting and disseminating new data on migration, mobility and displacement to inform policy and practice. This project will also strengthen IOM's institutional policy capacity to strategically engage and support the regional economic communities and their Member States.
IOM Strategy: 3, 4, 6, 7	Budgeted resources: 55 000
VI.2.4 Strengthening United Nations Networks and Focusing on Environment and Climate Change Policy in Sub-Saharan Africa	To strengthen capacity to support policies that facilitate safe, orderly and regular migration at the national and regional levels in sub-Saharan Africa. This project will ensure that IOM can effectively live up to expectations as Coordinator of the United Nations Network on Migration with regard to the regional and country networks and related migration, environment and climate change and advocacy priorities.
IOM Strategy: 2	Budgeted resources: 11 300
VI.2.5 Migration Governance Indicators Assessment in Chad	To inform the development of a new IDP policy by conducting a Migration Governance Indicators assessment at the local level in Chad to complement a national-level assessment. This project will help connect policy work from the community, local and national levels. It will also pilot the use of the Migration Governance Indicators to support the implementation of the United Nations Secretary-General's Action Agenda on Internal Displacement.
IOM Strategy: 3, 6	Budgeted resources: 10 000
VI.2.6 Strengthening Migration Governance and Management in Nigeria	To strengthen migration governance and management in Nigeria through investment in the collection, collation and analysis of migration data to inform policymaking and decision-making. This initiative will build the capacity of stakeholders to effectively implement the updated national migration policy and action plan for the implementation of the Global Compact for Safe, Orderly and Regular Migration.
IOM Strategy: 5, 6	Budgeted resources: 639 300

Programme/Project	Objectives
VI.2.7 Strengthening Coordination and Support for Governments on Migration Policies and Programmes in Latin America and the Caribbean	To strengthen coordination and support for governments on migration policies and programmes in Latin America and the Caribbean through the regional data hub to provide support to the Member States, United Nations agencies, civil society, the media and other key stakeholders in the region in order to advance activities and objectives related to migration data and information. This project will also help ensure that IOM can effectively support Member States, the Regional Conference on Migration and other stakeholders in the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration.
IOM Strategy: 2, 3, 4, 5, 6, 7, 11	Budgeted resources: 253 200
VI.2.8 Regional Migration Policy and Knowledge Management Initiative in South America	To support government officials and key stakeholders to create and disseminate regional, evidence-based and innovative solutions on migration governance in South America. This project will contribute to centralizing and sharing knowledge, foster innovation in migration governance and strengthen IOM's role at the regional and national levels to support the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration that actively engages civil society, local authorities and intersectoral government representatives in South America.
IOM Strategy: 3, 7	Budgeted resources: 22 900
VI.2.9 Supporting the Governments of Central Asian States in the Implementation of the Global Compact for Safe, Orderly and Regular Migration	To support the IOM response to the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. The project will notably support the inclusion of migration in national frameworks and help key government stakeholders to report on the progress made.
IOM Strategy: 3	Budgeted resources: 223 200
VI.2.10 Migration Governance for Sustainable Development in Indonesia	To enhance migration governance in Indonesia by supporting the Government's capacity for gender-responsive, evidence-based migration management at the national and subnational levels, as well as to support improved cooperation at the global level.
IOM Strategy: 2	Budgeted resources: 186 700
VI.2.11 Supporting Migration Management in Kazakhstan	To strengthen migration management in Kazakhstan by leveraging regional intergovernmental cooperation for the integration of best practices into migration programming and policymaking. The project will strengthen the capacity of stakeholders to actively contribute to the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration through technical assistance and by supporting regional dialogue.
IOM Strategy: 7, 12	Budgeted resources: 51 600
Migration Policy	**Total budgeted resources: 4 166 500**

VI.3   MIGRATION RESEARCH AND PUBLICATIONS

Programme/Project	Objectives
VI.3.1 Reimagining Migration and Mobility for the Future	To support in the implementation of the United Nations Secretary-General's "Our Common Agenda" initiative, and the related 2024 Summit of the Future, this project contributes a high-level futures research report on reimagining migration and mobility at the global level through foresight analysis.
IOM Strategy: 6, 7	Budgeted resources: 38 400

Programme/Project		Objectives
VI.3.2	Africa Migration Report	To contribute to the integration agenda in Africa as envisioned in the 1991 Abuja Treaty by producing evidence-based knowledge to support the migration and trade nexus. This knowledge will in turn contribute to the implementation of the African Continental Free Trade Area.
IOM Strategy: 12		Budgeted resources: 120 100
VI.3.3	Strengthening Migration Data Collection and Analysis in Southern Africa	To contribute to enhancing the availability of migration data disaggregated by gender and age at the national and regional levels in the Southern Africa region by strengthening knowledge of regional migration patterns and dynamics. This project also aims to inform migration management policies, development planning and migrant protection activities in the region.
IOM Strategy: 6		Budgeted resources: 15 000
VI.3.4	Establishment of a European Migration Network	To provide up-to-date, objective, reliable and comparable information on migration and asylum to support policymaking in the European Union and national institutions, and to provide the general public with information on migration through the establishment of a national migration network contact point in Austria, Lithuania and Slovakia.
IOM Strategy: 3, 6		Budgeted resources: 1 607 700
Migration Research and Publications		**Total budgeted resources: 1 781 200**

VI.4   UNITED NATIONS NETWORK ON MIGRATION SECRETARIAT-RELATED ACTIVITIES

Programme/Project		Objectives
VI.4.1	Strengthening the United Nations Network on Migration	To operationalize the United Nations Network on Migration by enhancing the capacity of national stakeholders and United Nations entities to implement the Global Compact. The project will contribute to safe, orderly and regular migration, and to making migration work for sustainable development and for governments, migrants and communities in countries of origin, transit and destination.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12		Budgeted resources: 2 323 100
United Nations Network on Migration Secretariat-related Activities		**Total budgeted resources: 2 323 100**

VII.   LAND, PROPERTY AND REPARATION PROGRAMMES

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VII.1	Supporting Transitional Justice Mechanisms in Iraq	117 000	69 300	13 000	199 300
VII.2	Assistance for Victims of Colonia Dignidad in Chile	283 200	150 000	30 300	463 500
VII.3	Institutional Strengthening to Support Victims of Conflict in Colombia	3 512 500	13 500 000	1 190 900	18 203 400
	Total	3 912 700	13 719 300	1 234 200	18 866 200

359.   The total budget for Land, Property and Reparation Programmes is approximately USD 18.9 million. The project is listed with its objective(s) and its link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

360.   The challenges of migration in the twenty-first century increasingly require IOM to move beyond its traditional services. More and more governments are called upon, for example, to return and/or compensate persons dispersed worldwide who have suffered displacement, dispossession, persecution or other forms of personal harm as a result of conflict or under authoritarian regimes, and they turn to IOM's global network for assistance. As such new migration-related scenarios evolve, reflecting contemporary political realities, governments call upon IOM to offer corresponding variations of its core services. Since 2000, IOM has provided legal and technical advice and assistance, operational support, and capacity-building services to national and transitional governments and to international actors addressing land and property disputes and engaged in peacebuilding and rehabilitation efforts following a conflict or natural disaster. IOM activities relating to Land, Property and Reparation Programmes mainly concern the design and implementation of programmes for the resolution of land disputes, the restitution of property rights, and other mobility-related land issues; the provision of financial compensation or in-kind benefits to individual victims; and collective reparations for victim communities. The assistance provided also involves policy review and policy recommendations on land reform and national reparation strategies.

Programme/Project		Objectives
VII.1	Supporting Transitional Justice Mechanisms in Iraq	To contribute to the efforts of Government of Iraq in supporting stability through transitional justice mechanisms and the provision of services to address conflict-related sexual violence. This intervention will promote stabilization in Iraq by strengthening the capacity of government institutions and civil society to undertake effective dialogue and advocacy, with a view to ensuring accountability for international crimes through technical assistance and capacity-building. This project will also provide mental health and psychosocial support to survivors.
IOM Strategy: 10		Budgeted resources: 199 300
VII.2	Assistance for Victims of Colonia Dignidad in Chile	To assist victims of Colonia Dignidad in Chile through the provision of health care, in particular psychotherapy and psychosocial support, and education, further training and employment opportunities.
IOM Strategy: 9		Budgeted resources: 463 500
VII.3	Institutional Strengthening to Support Victims of Conflict in Colombia	To contribute to the creation of mechanisms that link stabilization planning instruments and capacity-building in the area of public policy with regards to victims of conflict in Colombia. This initiative will advance reconciliation and prevent repetition of the conflict by protecting victims' rights; supporting comprehensive memory, truth, and justice processes; and strengthening trust and social cohesion among individuals, communities, and public and private sector actors.
IOM Strategy: 3		Budgeted resources: 18 203 400
Land, Property and Reparation Programmes		Total Budgeted resources: 18 866 200

VIII. GENERAL PROGRAMME SUPPORT

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.1	Seconded Staff	3 382 200	240 000	378 100	4 000 300
VIII.2	Migrant Management and Operational Systems Application (MiMOSA)	2 365 000	400 000	283 800	3 048 800
VIII.3	Staff and Services Covered by Miscellaneous Income	17 000 000	15 000 000		32 000 000
VIII.4	Sasakawa Endowment Fund		96 000		96 000
VIII.5	Unearmarked Contributions	7 987 900	50 000		8 037 900
	Total	30 735 100	15 786 000	661 900	47 183 000

361.   The total budget for General Programme Support is approximately USD 47.2 million. The activities and services in each subcategory are described below.

VIII.1   SECONDED STAFF

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.1.1	Junior Professional Officers	2 569 800		308 200	2 878 000
VIII.1.2	Special Assignments and Support	812 400	240 000	69 900	1 122 300
	Total	3 382 200	240 000	378 100	4 000 300

VIII.1.1 Junior Professional Officers

362.   Several governments continue to support the assignment of Junior Professional Officers, who assist the Organization in various aspects of its work. IOM currently has 29 Junior Professional Officers working at Headquarters and in the field. The donor countries, office location and number of Junior Professional Officers are listed below.

Donor Country	Office location	Number of Junior Professional Officers	Total costs
Belgium	Benin	1	40 000
China	Cambodia, Pakistan and Thailand	3	585 600
Finland	Burkina Faso	1	98 600
Germany	Germany, Malawi and Nigeria	3	229 400
Japan	Cameroon, Egypt, Mozambique, Philippines, Rwanda, Somalia, Sudan, Switzerland and United States of America	9	821 100
Kingdom of the Netherlands	Ethiopia, Niger and Switzerland	4	462 300
Republic of Korea	Kenya and Switzerland	2	149 800
Sweden	Chad and Costa Rica	2	133 300
United States of America	Kenya and Switzerland	4	357 900
Total		29	2 878 000

Budgeted resources: 2 878 000

VIII.1.2 Special Assignments and Support

363.   In addition to the staff and services covered by the Administrative and Operational Parts of the Budget, certain specific staff and other costs are funded by governments to supplement IOM's overall structure. With the budgetary constraints on core resources, this support is vital to the Organization's efforts to respond to and manage migration issues. The staff and office structures covered through these special arrangements are listed below.

- **Adviser on the transition, funded by the Swiss State Secretariat for Migration**

  The Swiss State Secretariat for Migration is funding the secondment of an adviser to support the Director General on liaison, advocacy, political and management matters. Duties will include advising on the ongoing development of IOM strategic frameworks; advising on and assisting in the elaboration of innovative new initiatives related to policy and strategic and institutional coherence undertaken by the new Executive Office; and providing support to the day-to-day functioning of the Executive Office.

- **Specialist in migration, environment and climate change at the IOM Regional Office in Cairo, funded by the Government of Japan**

  The Government of Japan is funding a specialist in migration, environment and climate change to monitor, assess and analyse regional thematic trends; plan and organize regional thematic project development; and review, endorse and track projects related to the thematic area at the IOM Regional Office in Cairo.

- **Senior adviser at Headquarters, funded by the Government of the Republic of Korea**

  The Government of the Republic of Korea is funding the secondment of a senior adviser on immigration and border management to IOM to serve as a liaison and resource expert for global policy development and programming on immigration and border management.

- **Specialist at Headquarters, funded by the Government of China**

  The Government of China is funding a specialist in the Global Compact on Migration Unit to support IOM's role as Coordinator of the United Nations Network on Migration. The position will also involve ensuring a strategic and coherent approach to Global Compact implementation across all areas of the Organization's activities.

- **Office costs of the IOM Office in Kuwait City, funded by the Government of Kuwait**

  The IOM Office in Kuwait City receives support from the Government of Kuwait to partially cover its costs.

- **Office costs of the IOM Office in Doha, funded by the Government of Qatar**

  The IOM Office in Doha receives support from the Government of Qatar to partially cover its costs.

- **Office costs of the IOM Office in Madrid, funded by the Government of Spain**

  The IOM Office in Madrid receives support from the Government of Spain to partially cover its costs.

Budgeted resources: 1 122 300

VIII.2   MIGRANT MANAGEMENT AND OPERATIONAL SYSTEMS APPLICATION (MiMOSA)

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.2	Migrant Management and Operational Systems Application (MiMOSA)	2 365 000	400 000	283 800	3 048 800

364.   MiMOSA is an organization-wide information system for recording and processing biographical and demographic information on individual migrants and the services provided to them with regard to migrant registration and case management, movement, health assessment, training (orientation) and skills profiling for integration, assisted voluntary return, protection, reintegration and counter-trafficking. Every IOM field office with activities in one of the above areas uses the system, allowing better

coordination of activities and services delivered to migrants and refugees. The MiMOSA data centrally recorded through the web-based application interface with the enterprise resource planning financial system to further enhance the benefits of integrated systems. MiMOSA has an automated interface with the US Department of State's Refugee Processing Center system (WRAPS – Worldwide Refugee Admissions Processing System) and the US Centers for Disease Control and Prevention to enhance the efficiency of the US Refugee Admissions Program.

365.   The Receiving Mission Interface (RMI) is a web-based application that allows receiving offices to process transactions such as the advance booking notifications, additions, deletions, cancellations and departures entered by the MiMOSA user to ensure data quality and consistency. RMI users can also enter domestic booking details from the port of entry to the final destination, interface with iGATOR and enterprise resource planning system financial application and update the arrival status of migrants in the destination country. The RMI is also used by the IOM Office in New York, the IOM Office in Canada and the Project Monitoring Unit for travel loans processing, tracking and invoicing.

366.   iGATOR is the corporate application that captures the costs of tickets for migrants, staff and consultants. It interfaces with MiMOSA, the RMI and enterprise resource planning system streamlining data exchanges between operations and finance, thereby further enhancing IOM's capacity to manage flight bookings and timely settlement of airline bills.

Budgeted resources: 3 048 800

VIII.3   STAFF AND SERVICES COVERED BY MISCELLANEOUS INCOME

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.3	Staff and Services Covered by Miscellaneous Income	17 000 000	15 000 000		32 000 000

367.   Miscellaneous income comprises unearmarked and interest income and is an integral part of OSI. It is allocated to cover the Organization's core structure and other priority needs in line with governing body resolutions.

Budgeted resources: 32 000 000

VIII.4   SASAKAWA ENDOWMENT FUND

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.4	Sasakawa Endowment Fund		96 000		96 000

368.   In line with the guidelines for the use of interest accrued on the Sasakawa Endowment Fund, an allocation from the interest the Fund is expected to earn in 2024 has been earmarked for priority projects in Africa, Asia and Latin America and the Caribbean. The projects, which are yet to be identified, will focus on the promotion of migration-for-development activities, furthering understanding and analysis of migration, and responding to emergency and humanitarian needs.

Budgeted resources: 96 000

VIII.5   UNEARMARKED CONTRIBUTIONS

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.5	Unearmarked Contributions	7 987 900	50 000		8 037 900

369.   The Administration continues to engage with Member States on the possibility of making unearmarked voluntary contributions to the Organization. Such contributions enhance the Organization's ability to undertake critical development and enhancement initiatives in areas such as information systems, controls, monitoring and evaluation, risk management and results-based management, and to adapt its strategies and priorities to respond to ever-changing migration patterns. The unearmarked contributions received have enabled the Administration to carry out such strategic initiatives, which would not have been possible within available core resources. Given the long-term nature of the Organization's internal governance reforms and migration policy support commitments, the Administration encourages Member States to make predictable, multi-year, unearmarked contributions to the Organization.

Budgeted resources: 8 037 900

GEOGRAPHICAL BREAKDOWN OF THE OPERATIONAL PART OF THE BUDGET

OVERALL SUMMARY TABLES (in US dollars)

Overall 2024 summary

		Africa	Middle East	Latin America and the Caribbean	North America	Asia and Oceania	Europe	Global Support/ Services	Total
I.	Movement, Emergency and Post-crisis Programming	295 066 700	177 052 400	142 730 300	3 925 600	196 304 700	166 803 600	23 909 900	1 005 793 200
II.	Migration Health	121 971 900	50 002 000	6 788 100		59 655 000	19 370 000	18 499 100	276 286 100
III.	Migration and Sustainable Development	10 785 400	13 600	11 596 500		15 901 400	1 955 700	56 200	40 308 800
IV.	Regulating Migration	144 248 600	5 115 300	34 627 400		30 076 600	110 909 900	7 434 100	332 411 900
V.	Facilitating Migration	17 007 500	6 079 200	26 208 200	1 194 700	17 190 100	26 078 400	11 035 300	104 793 400
VI.	Migration Policy, Research and Communications	3 950 300		276 100		2 185 300	1 887 200	4 938 500	13 237 400
VII.	Land, Property and Reparation Programmes		199 300	18 666 900					18 866 200
VIII.	General Programme Support		732 800				55 000	46 395 200	47 183 000
	Grand total	593 030 400	239 194 600	240 893 500	5 120 300	321 313 100	327 059 800	112 268 300	1 838 880 000

For comparison, the geographical breakdown in the Programme and Budget for 2023 (C/113/7) is reproduced below.

Overall 2023 summary (C/113/7)

		Africa	Middle East	Latin America and the Caribbean	North America	Asia and Oceania	Europe	Global Support/ Services	Total
I.	Movement, Emergency and Post-crisis Programming	199 413 000	124 108 600	58 952 100	4 015 000	181 614 600	92 029 500	60 380 200	720 513 000
II.	Migration Health	79 989 400	36 555 000	2 849 300	19 900	72 630 200	16 354 000	16 660 500	225 058 300
III.	Migration and Sustainable Development	15 052 300		13 886 400		1 705 000	6 474 800	1 835 000	38 953 500
IV.	Regulating Migration	44 490 600	349 200	14 358 600	692 400	18 101 500	114 249 100	2 205 000	194 446 400
V.	Facilitating Migration	10 552 000	8 428 000	9 519 100		12 960 400	11 877 400	3 998 000	57 334 900
VI.	Migration Policy, Research and Communications	1 631 000		12 600		447 200	777 900	2 093 900	4 962 600
VII.	Land, Property and Reparation Programmes			206 500					206 500
VIII.	General Programme Support	41 300					84 400	23 366 100	23 491 800
	Grand total	351 169 600	169 440 800	99 784 600	4 727 300	287 458 900	241 847 100	110 538 700	1 264 967 000

PROGRAMMES AND PROJECTS BY REGION

Africa

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	120 488 900
I.2.1	Protecting Migrants in Situations of Vulnerability and Stabilizing Communities in Libya	4 722 500
I.3.3	Regional Migrant Response for the Horn of Africa and Yemen	539 300
I.3.4	Comprehensive Reintegration Programme in Burundi	609 800
I.3.5	Strengthening Community Resilience and Providing Life-saving Assistance to Displaced Populations in Cameroon	905 800
I.3.6	Emergency Assistance for Conflict-affected People in the Central African Republic	7 437 900
I.3.7	Life-saving Multisectoral Assistance in Chad	399 800
I.3.8	Humanitarian Response through Multisectoral Assistance in the Democratic Republic of the Congo	9 614 800
I.3.9	Provision of Emergency Support to IDPs and Host Communities in Ethiopia	12 819 300
I.3.10	Providing Humanitarian Assistance to Drought-affected Communities in Kenya	630 400
I.3.11	Enhancing Disaster Risk Management in Libya	88 100
I.3.12	Strengthening the Response to the Humanitarian Crisis in Madagascar	295 300
I.3.13	Emergency Humanitarian Response in Mali	12 600
I.3.14	Humanitarian Assistance for Returnees, Migrants and Host Communities in Mauritania	18 600
I.3.15	Humanitarian Response in Mozambique	2 873 000
I.3.16	Provision of Multisectoral Assistance to Displaced Populations in Nigeria	4 617 500
I.3.17	Humanitarian Response and Emergency Preparedness in Somalia	26 624 700
I.3.18	Integrated Multisectoral Assistance for Crisis-affected populations in South Sudan	12 502 500
I.3.19	Humanitarian Assistance for IDPs, Refugees and Conflict-affected Populations in the Sudan	6 920 500
I.3.20	Supporting Migrants in Situations of Vulnerability and Victims of Trafficking in Tunisia	369 400
I.3.21	Enhancing Preparedness Plans in Zimbabwe	929 600
I.4.3	Supporting Peacebuilding Coordination in Sub-Saharan Africa	752 000
I.4.4	Stability Mechanism in the Northern Regions of West African Countries	316 100
I.4.5	Promoting Community Stabilization in Burkina Faso, Mali and the Niger	188 300
I.4.6	Strengthening Women's Resilience as Peace Actors in Burkina Faso	1 219 200
I.4.7	Strengthening Community Stabilization and Recovery in Cameroon	632 200
I.4.8	Enhancing Community Stabilization in Chad	966 100
I.4.9	Promoting Security and Peace in the Democratic Republic of the Congo	2 497 600
I.4.10	Provision of Peacebuilding and Recovery Processes in Ethiopia	5 061 200
I.4.11	Promoting a Peaceful Environment and Community Security in Liberia	249 700
I.4.12	Initiatives for Social Cohesion in Libya	703 400
I.4.13	Internal Migration and Human Security in Madagascar	207 000
I.4.14	Promoting Peacebuilding among Youth in Mali	10 100
I.4.15	Disaster Risk Reduction Initiatives in Mauritania	453 400
I.4.16	Building Capacities to Address Violent Extremism and Emergency Recovery in Mozambique	17 312 600

Africa (cont'd)

	Movement, Emergency and Post-crisis Programming (cont'd)	
I.4.17	Promoting Community Cohesion and Livelihoods and Preventing Violent Extremism in the Niger	869 300
I.4.18	Support for Disarmament, Demobilization and Reintegration Efforts and Community Stabilization in Nigeria	4 112 800
I.4.19	Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia	10 494 300
I.4.20	Strengthening the Peace Process and Rehabilitation Initiative in South Sudan	34 116 400
I.4.21	Community Stabilization in the Sudan	1 425 300
I.4.22	Enhancing Resilience and Livelihood of Communities Living in in the United Republic of Tanzania	59 400
	Subtotal	**295 066 700**
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	109 647 000
II.2.1	Regional Initiatives on Fostering the Health and Protection of Migrants in Situations of Vulnerability in North Africa	577 100
II.2.2	Improving Sexual and Reproductive Health and HIV/AIDS-related Outcomes for People in Migration-affected Communities in Southern Africa	4 110 500
II.2.3	Supporting Pandemic Preparedness in Sub-Saharan Africa	77 300
II.2.4	Emergency Health Response Strengthening and Preparedness in the Democratic Republic of the Congo	5 565 700
II.2.5	Supporting Access to Health Care in the Niger	295 500
II.2.6	Strengthening Health Systems in Tunisia	1 244 800
II.3.1	Increasing Access to Health-Care in Nigeria	192 500
II.3.2	Technical Assistance Support to Routine Immunization in South Sudan	74 900
II.4.1	Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities	186 600
	Subtotal	**121 971 900**
	Migration and Sustainable Development	
III.1.1	Migration Mainstreaming in the Africa Region	582 600
III.1.2	Strengthening Migration Mainstreaming in Mauritius and Seychelles	13 500
III.1.3	Strengthening the Economic Empowerment of Youth in Mali	1 004 100
III.1.4	Supporting Migration and Development in Morocco	1 668 300
III.1.5	Enhancing Socioeconomic and Reintegration Opportunities and Youth Empowerment in Tunisia	2 412 000
III.2.2	Addressing Human Mobility in the Context of Climate Change in Africa	10 000
III.2.3	Strengthening Leadership on Human Mobility in Southern Africa	41 700
III.2.4	Implementing Global Policies on Environmental Migration and Disaster Displacement in West Africa	21 300
III.2.5	Management of Climate Security Risks and Natural Resources in Mali	739 600
III.2.6	Strengthening Disaster Preparedness and Response in Mauritania	163 800
III.2.7	Strengthening the Disaster Risk Management Initiative in South Sudan	1 841 600
III.3.1	Diaspora Contribution to the Economy in the Democratic Republic of the Congo, Morocco and Senegal	518 300
III.3.2	Supporting Livelihoods and Mobilizing Resources in Cabo Verde	20 200
III.3.3	Engaging the Diaspora for Institutional Development in Somalia	1 748 400
	Subtotal	**10 785 400**

Africa (cont'd)

	Regulating Migration	
IV.1.3	Migrant Protection, Return and Reintegration in North Africa	89 968 900
IV.1.4	Facilitating the Sustainable Reintegration of Voluntary Returnees in Nigeria	804 200
IV.1.5	Voluntary Return Assistance and Promoting Protection of Migrants in Situations of Vulnerability Stranded in the United Republic of Tanzania	68 900
IV.1.6	Enhancing Response Mechanisms and Assistance for Migrants in Situations of Vulnerability in Tunisia	279 800
IV.2.4	Raising Awareness of Socioeconomic Opportunities and Promoting Empowerment in Africa	979 500
IV.2.5	Better Migration Management in the Horn of Africa	3 822 000
IV.2.6	Migration Management in Southern Africa	3 263 300
IV.2.7	Enhancing Reintegration Support in Ghana and the Niger	312 500
IV.2.8	Combating Modern Slavery in Mining Sites in the Democratic Republic of the Congo	316 600
IV.2.9	Assisting and Informing Migrants in Situations of Vulnerability in Djibouti	1 451 900
IV.2.10	Using the Human Security Approach to Protect Victims of Trafficking in Guinea	91 300
IV.2.11	Preventing Trafficking in Persons in Kenya	540 600
IV.2.12	Youth Empowerment and Human Rights in Mali	159 600
IV.2.13	Social and Economic Reintegration of Migrants in Mauritius	13 600
IV.2.14	Improving Social Cohesion, Protection and Fair Access to Services for Migrants in Morocco	321 200
IV.2.15	Enhancing the Protection of Migrants in Situations of Vulnerability in the Sudan	880 700
IV.3.5	African Capacity Building Centre for Migration Management Support	102 300
IV.3.6	Strengthening Border Security in the East and Southern African Region	297 100
IV.3.7	Promoting Cross-border Cooperation for Crisis Prevention and Strengthening State Structures in West Africa	4 355 000
IV.3.8	Securing Cross-border Activities in the Great Lakes Region	775 400
IV.3.9	Enhancing Border Security Capacities around Lake Victoria	1 347 600
IV.3.10	Strengthening the Northern Borders of Côte d'Ivoire, Ghana and Togo	2 627 000
IV.3.11	Supporting Internally Displaced Persons in Cameroon	154 300
IV.3.12	Strengthening Operational Capacities in Côte d'Ivoire	1 465 400
IV.3.13	Restoring Police Authority in the Democratic Republic of the Congo	2 025 500
IV.3.14	Enhancing Border Management in Egypt	9 156 000
IV.3.15	Enhancing the Border Management Capacity of the Gambian Authorities	1 381 800
IV.3.16	Strengthening the Borders of Ghana	361 700
IV.3.17	Enhancing Border Management in Kenya	58 300
IV.3.18	Strengthening Migration Management in Libya	5 550 600
IV.3.19	Promoting Inclusive Cross-border Governance in Mauritania	549 900
IV.3.20	Strengthening the Capacities of the Legal Entities in Mozambique	168 300
IV.3.21	Supporting Border Management in the Niger	2 346 700
IV.3.22	Enhancing Air Security in Rwanda	623 300
IV.3.23	Improving Immigration and Border Management in Somalia	2 005 000
IV.3.24	Enhancing Border and Mobility Management in Tunisia	2 922 000
IV.4.3	Africa Regional Migration Programme	2 700 800
	Subtotal	144 248 600

Africa (cont'd)

	Facilitating Migration (cont'd)	
V.1.3	Labour Migration Governance for Development and Integration in Africa	1 305 300
V.1.4	Labour, Employment and Mobility Actions in Africa	5 188 000
V.1.5	Labour Mobility in the East and Horn of Africa	1 400 300
V.1.6	Youth, Employment and Migration in Burkina Faso	254 700
V.2.1	Migrant Integration	456 400
V.2.2	Sports for Inclusion in Tunisia	99 100
V.2.3	Pre-departure Orientation for Canada	1 632 100
V.3.1	Immigration and Visa Solutions	6 595 700
V.3.2	Travel Assistance for Individuals and Governments	9 800
V.3.3	Enhancing Readmission and Legal Identity Capacity	66 100
	Subtotal	**17 007 500**
	Migration Policy, Research and Communications	
VI.1.7	Migration Data and Evidence-based Responses in the East and the Horn of Africa	162 300
VI.1.8	Migration Data Collection in Burkina Faso	24 200
VI.1.9	Multisectoral Emergency Response Assistance in Cameroon	721 200
VI.1.10	Mobility Tracking and Multisectoral Humanitarian Needs in the Central African Republic	278 600
VI.2.2	Supporting the Accelerated Implementation of Free Movement of Persons in Africa	1 913 300
VI.2.3	Strengthening Migration Policy and Institutional Capacity in the East and Horn of Africa Region	55 000
VI.2.4	Strengthening United Nations Networks and Focusing on Environment and Climate Change Policy in Sub-Saharan Africa	11 300
VI.2.5	Migration Governance Indicators Assessment in Chad	10 000
VI.2.6	Strengthening Migration Governance and Management in Nigeria	639 300
VI.3.2	Africa Migration Report	120 100
VI.3.3	Strengthening Migration Data Collection and Analysis in Southern Africa	15 000
	Subtotal	**3 950 300**
	Total	**593 030 400**

Middle East

	Movement, Emergency and Post-crisis Programming	
I.1	Resettlement Assistance	127 562 300
I.3.22	Emergency Response for Displaced Populations in Iraq	735 400
I.3.23	Humanitarian Assistance for Refugees in Jordan	1 794 000
I.3.24	Life-saving Humanitarian Protection and Health-care Assistance for Migrants in Lebanon	461 600
I.3.25	Emergency Response to the Crisis in the Syrian Arab Republic	5 186 300
I.3.26	Humanitarian Assistance for IDPs and Conflict-affected Communities in Yemen	8 397 500
I.4.23	Contributing to Stabilization Efforts in Iraq	27 775 900
I.4.24	Life-saving Emergency Assistance for Earthquake-affected Populations in the Syrian Arab Republic	37 100
I.4.25	Contributing to Stabilization Efforts in Yemen	5 102 300
	Subtotal	**177 052 400**
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	37 299 200
II.2.7	Supporting Capacity-building in Migrant Care in Jordan	23 900
II.3.3	Emergency Health Response to the Crisis in the Middle East	12 382 100
II.3.4	Strengthening Primary and Emergency Health-care Services in Yemen	296 800
	Subtotal	**50 002 000**
	Migration and Sustainable Development	
III.2.8	Strengthening the Migration, Environment, Climate Change and Risk Reduction Portfolio in the Middle East and North Africa	13 600
	Subtotal	**13 600**
	Regulating Migration	
IV.2.16	Strengthening Mechanisms to Combat Human Trafficking in Saudi Arabia	1 030 300
IV.3.25	Arab Centre for Technical Cooperation in Saudi Arabia	1 636 600
IV.3.26	Enhancing the Capacity of the Jordanian Border Forces and Services	2 001 400
IV.3.27	Strengthening Border Management in Lebanon	447 000
	Subtotal	**5 115 300**
	Facilitating Migration	
V.2.1	Migrant Integration	1 711 100
V.2.3	Pre-departure Orientation for Canada	651 500
V.3.1	Immigration and Visa Solutions	3 716 600
	Subtotal	**6 079 200**
	Land, Property and Reparation Programmes	
VII.1	Supporting Transitional Justice Mechanisms in Iraq	199 300
	Subtotal	**199 300**

Middle East (cont'd)

General Programme Support	
VIII.1.2 Special Assignments and Support	732 800
Subtotal	**732 800**

Total	**239 194 600**

Latin America and the Caribbean

	Movement, Emergency and Post-crisis Programming	
I.1	Resettlement Assistance	81 584 900
I.3.27	Strengthening Capacities for Disaster Preparedness in the Caribbean	105 400
I.3.28	Strengthening Stakeholder Preparedness and Emergency Response Capacities in the Latin America and the Caribbean Region	661 900
I.3.29	Strengthening Emergency Preparedness in Northern Central America	258 500
I.3.30	Regional Refugee and Migrant Response Plan for the Situation in the Bolivarian Republic of Venezuela	38 844 100
I.3.31	Boosting the Emergency Response in Haiti	7 934 000
I.3.32	Multi-sectorial Response for IDP and Migrants in Honduras	1 869 800
I.4.26	Community Stabilization in Colombia	7 588 300
I.4.27	Addressing Irregular Migration in Guatemala	3 558 700
I.4.28	Technical and Administrative Assistance for Infrastructure Development in Peru	324 700
	Subtotal	142 730 300
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	6 216 000
II.3.5	Emergency Assistance for Vulnerable Populations in the Bolivarian Republic of Venezuela	572 100
	Subtotal	6 788 100
	Migration and Sustainable Development	
III.1.6	Administrative and Technical Assistance for the Government of Argentina	4 024 600
III.1.7	Supporting Ibero-American Program for the Strengthening South–South Cooperation in Chile	53 400
III.1.8	Educational Opportunities for Migrants and Returnees in El Salvador	3 311 000
III.1.9	Improving Governance, Protection and Economic Resilience for Migrants in Haiti	610 000
III.1.10	Administrative and Technical Assistance for Migration and Economic Development in Peru	321 700
III.2.9	Implementing Policies on Environmental Migration and Disaster Displacement in the Caribbean	87 500
III.2.10	Strengthening the Evidence Base on Migration, Environment and Climate Change in South America	19 900
III.2.11	Supporting Efforts to Avert, Minimize and Address Displacement due to Climate Change in Guatemala	301 500
III.2.12	Enhancing Disaster Risk Management Capacity and Migrants Reintegration in Haiti	2 837 400
III.2.13	Enhancing Capacities and Frameworks to Collect Data and Evidence on Migration, the Environment and Climate Change in Mexico	29 500
	Subtotal	11 596 500
	Regulating Migration	
IV.1.7	Assistance for Voluntary Return in Latin America and the Caribbean	1 356 300
IV.1.8	Integrated Responses on Migration from Central America	23 575 300
IV.1.9	Assisting Voluntary Return of Migrants in Situations of Vulnerability in Central America and the Dominican Republic	15 600
IV.1.10	Empowering Women and Girls in El Salvador, Guatemala and Honduras	2 372 400
IV.1.11	Reintegration Assistance for Returned Migrant Youth in El Salvador Focused on Training and Entrepreneurship	247 000
IV.1.12	Assisting Voluntary Return in Guatemala through Economic Reintegration Assistance	40 400
IV.2.17	Protection of Migrant Women in Central America and the Dominican Republic	791 300
IV.2.18	Supporting the Fight against Human Trafficking and Migrant Smuggling in Latin America	487 300

Latin America and the Caribbean (cont'd)

	Regulating Migration (cont'd)	
IV.2.19	Promoting the Rights of Venezuelan Refugees in Latin America	158 700
IV.2.20	Reducing Forced Labour in the Fishing Industry in Costa Rica	324 600
IV.2.21	Protecting and Assisting Vulnerable Women and Children in Haiti	2 566 300
IV.2.22	Combating Human Trafficking in Mexico	507 300
IV.2.23	Protecting Migrants in Nicaragua	10 100
IV.2.24	Supporting Survivors of Human Trafficking in Trinidad and Tobago	399 900
IV.2.25	Preventing Human Trafficking and Gender based Violence in the Bolivarian Republic of Venezuela	240 800
IV.3.28	Support for Integrated Border Management in Latin America	154 000
IV.3.29	Administrative and Technical Assistance for Migration Management Services in Argentina	385 400
IV.3.30	Strengthening Law Enforcement and Border Management in Costa Rica	623 300
IV.3.31	Enhancing Border Management Capacity in Paraguay	321 600
IV.4.4	Supporting Migration Management and Related Activities in Uruguay	49 800
	Subtotal	**34 627 400**
	Facilitating Migration	
V.1.7	Capacity-building in Migration Management in the Western Hemisphere	15 945 600
V.1.8	Integration Through Ethical Recruitment in Mexico	1 420 300
V.2.1	Migrant Integration	157 800
V.2.3	Pre-departure Orientation for Canada	68 200
V.2.4	Integration of Labour Migrants in Costa Rica	565 600
V.3.1	Immigration and Visa Solutions	3 620 900
V.3.4	Promotion of the Documentation of Foreigners and Transfer Assistance Programme in Argentina	3 046 000
V.3.5	Selective Migration Programmes in Costa Rica	33 800
V.3.6	Selective Migration Programmes in El Salvador	10 100
V.3.7	Selective Migration Programmes in Honduras	23 100
V.3.8	Safe Mobility Offices and Infrastructure in the Western Hemisphere	1 316 800
	Subtotal	**26 208 200**
	Migration Policy, Research and Communications	
VI.2.7	Strengthening Coordination and Support for Governments on Migration Policies and Programmes in Latin America and the Caribbean	253 200
VI.2.8	Regional Migration Policy and Knowledge Management Initiative in South America	22 900
	Subtotal	**276 100**
	Land, Property and Reparation Programmes	
VII.2	Assistance for Victims of Colonia Dignidad in Chile	463 500
VII.3	Institutional Strengthening to Support Victims of Conflict in Colombia	18 203 400
	Subtotal	**18 666 900**
	Total	**240 893 500**

North America

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	3 925 600
	Subtotal	**3 925 600**
Facilitating Migration		
V.2.3	Pre-departure Orientation for Canada	1 194 700
	Subtotal	**1 194 700**

	Total	**5 120 300**

Asia and Oceania

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	130 509 400
I.3.33	Strengthening the Protection and Resilience of Rohingya Refugees in Indonesia, Malaysia and Thailand	152 800
I.3.34	Addressing Protection Risks in Humanitarian Settings in Papua New Guinea and Timor-Leste	141 300
I.3.35	Multisectoral Humanitarian Assistance for Populations Affected by the Crisis in Afghanistan	20 724 200
I.3.36	Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh	4 232 800
I.3.37	Strengthening the Readiness and Response Capacity of Humanitarian Actors in the Republic of Korea	440 300
I.3.38	Emergency Preparedness and Support in the Marshall Islands	364 200
I.3.39	Provision of Rapid and Emergency Support to Displaced and Conflict-affected Populations in Myanmar	4 305 900
I.3.40	Multisectoral Assistance to Flood-affected Populations in Pakistan	411 100
I.3.41	Multisectoral Humanitarian Response in Papua New Guinea	338 700
I.3.42	Emergency Support for Capacity-building in the Philippines	542 900
I.3.43	Addressing the Needs of Migrants in Situations of Vulnerability in Thailand	673 600
I.4.29	Managing the Global Pandemic in the Marshall Islands and the Federated States of Micronesia	3 179 600
I.4.30	Community Revitalization Initiatives and a Multisectoral Resilience Programme in Afghanistan to Address Basic Human Needs	3 405 300
I.4.31	Fostering Social Cohesion and Capacity-building for Resilience in Bangladesh	2 932 400
I.4.32	Protection of and Assistance for Migrants in Indonesia	22 700 000
I.4.33	Community Stabilization through Strengthening Institutional Capacities of Law Enforcement Agencies in Pakistan	843 300
I.4.34	Capacity-building for Preventing Climate-induced Conflict in Papua New Guinea	37 000
I.4.35	Durable Resettlement and Reintegration in Sri Lanka	369 900
	Subtotal	196 304 700
Migration Health		
II.1	Migration Health Assessments and Travel Health Assistance	51 178 900
II.2.8	Regional Initiative on Tuberculosis Elimination among Migrants in the Greater Mekong Subregion	2 491 900
II.3.6	Strengthening Health Systems in Afghanistan	12 100
II.3.7	Enhancing Health Services for Rohingya Refugees in Bangladesh	5 618 100
II.3.8	Supporting the COVID-19 Response in the Marshall Islands and the Federated States of Micronesia	339 900
II.4.1	Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities	14 100
	Subtotal	59 655 000
Migration and Sustainable Development		
III.1.11	Strengthening Migration Governance in Bangladesh	24 900
III.2.14	Protecting and Empowering Communities Adversely Affected by Climate Change in the Pacific Region	2 593 500
III.2.15	Disaster Risk Management Efforts in Afghanistan	3 162 500
III.2.16	Enhancing Management of Disaster Displacement in Bangladesh	2 767 500
III.2.17	Strengthening Community Resilience to Disaster and Displacement Risks in Fiji	3 488 300
III.2.18	Inclusive Mitigation and Preparedness in the Federated States of Micronesia	1 005 100

Asia and Oceania (cont'd)

	Migration and Sustainable Development (cont'd)	
III.2.19	Disaster Risk Governance in Nepal	273 000
III.2.20	Mitigation and Preparedness in Action in Palau	562 400
III.2.21	Strengthening Resilience Against Disaster and Climate Change in Solomon Islands	1 876 200
III.2.22	Enhancing Disaster Risk Reduction in Timor-Leste	148 000
	Subtotal	15 901 400
	Regulating Migration	
IV.1.13	Assisting Voluntary Return and Reintegration in Australia	803 200
IV.1.14	Strengthening Operational Management Capacity in Bangladesh	4 289 200
IV.1.15	Assisted Return and Reintegration Assistance for Victims of Trafficking in Japan	56 800
IV.1.16	Reintegration support to migrant women in Viet Nam	197 500
IV.2.26	Protection of Migrants in Situations of Vulnerability in Central Asia	1 062 800
IV.2.27	Addressing Human Trafficking in Bangladesh	1 321 100
IV.2.28	Strengthening Survivor Protection and Responses in Cambodia	564 300
IV.2.29	Strengthening Investigation and Prosecution of Trafficking in Persons in Kazakhstan	372 900
IV.2.30	Strengthening Counter-trafficking Capacity and Fighting Modern Slavery in Solomon Islands	309 800
IV.2.31	Combating Human Trafficking in Sri Lanka	313 200
IV.2.32	Safe Migration in Tajikistan	741 600
IV.2.33	Enhancing Counter-trafficking Measures in Uzbekistan	237 400
IV.2.34	Protecting and Supporting Migrants in Situations of Vulnerability in Viet Nam	1 532 600
IV.3.2	Canada–India Migration Initiative	768 200
IV.3.3	European Union–China Dialogue on Migration and Mobility Support	513 000
IV.3.32	Supporting Immigration and Border Management Activities in Asia and the Pacific	60 800
IV.3.33	Enhancing Border Management Capacity in the Pacific Islands	2 611 700
IV.3.34	Strengthening Border Control Capacities in Maldives and Sri Lanka	4 999 600
IV.3.35	Strengthening Border Management in Member States of the Association of Southeast Asian Nations	229 700
IV.3.36	Strengthening Border Management Capabilities in the Mekong Region	56 900
IV.3.37	Administration of the Regional Support Office of the Bali Process	1 050 300
IV.3.38	Strengthening Border Management Capacities in Bangladesh	1 142 500
IV.3.39	Supporting Afghan Refugees and Migrants in the Islamic Republic of Iran	584 100
IV.3.40	Enhancing Border Management in the Lao People's Democratic Republic	193 700
IV.3.41	Strengthening Counter-trafficking Capacities in Pakistan	692 000
IV.3.42	Improving Overall Maritime Border Management Capacity in Sri Lanka	1 731 600
IV.3.43	Strengthening Border Security in Tajikistan	526 500
IV.3.44	Assessing Vulnerabilities and Resilience in Timor-Leste	22 900
IV.3.45	Movements Assistance and Providing Information to Migrants in Viet Nam	151 200
IV.4.5	Asia Regional Migration Programme	2 939 500
	Subtotal	30 076 600

Asia and Oceania (cont'd)

	Facilitating Migration	
V.1.9	Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Asia	2 144 500
V.1.10	Labour Migration Programme – Central Asia	2 131 400
V.1.11	Governance of Labour Migration in South and South-East Asia	88 500
V.1.12	Labour Mobility for Sustainable Development and Climate Resilience in the Pacific	287 100
V.1.13	Promoting Safe Migration in Malaysia	238 800
V.1.14	Promoting Fair and ethical recruitment into the Philippines	96 500
V.1.15	Protecting Migrants Workers in Thailand	403 800
V.1.16	Labour Mobility in Vanuatu	133 900
V.2.1	Migrant Integration	3 014 200
V.2.3	Pre-departure Orientation for Canada	507 600
V.2.5	Improving Migration Governance and Support for Afghans in Pakistan and Central Asia	1 992 300
V.3.1	Immigration and Visa Solutions	4 212 300
V.3.9	Community Support Programmes in Australia	1 939 200
	Subtotal	**17 190 100**
	Migration Policy, Research and Communications	
VI.1.11	Displacement Tracking and Evidence for Migration Analysis and Policy in Asia	1 723 800
VI.2.9	Supporting the Governments of Central Asian States in the Implementation of the Global Compact for Safe, Orderly and Regular Migration	223 200
VI.2.10	Migration Governance for Sustainable Development in Indonesia	186 700
VI.2.11	Supporting Migration Management in Kazakhstan	51 600
	Subtotal	**2 185 300**
	Total	**321 313 100**

Europe

	Movement, Emergency and Post-crisis Programming	
I.1	Resettlement Assistance	61 674 600
I.2.2	Supporting Protection, Transit, Voluntary and Informed Return and Reintegration during the Conflict in Ukraine	6 764 900
I.3.44	Addressing Mixed Migration Flows in the Western Balkans	84 700
I.3.45	Response to the Refugee and Migrant Situation in Bosnia and Herzegovina	14 763 500
I.3.46	Strengthening the Refugee Management System in Bulgaria	8 700
I.3.47	Strengthening the Humanitarian Response to Crisis-affected Populations in Czechia	104 900
I.3.48	Capacity-building on Crisis Management for Enhancing Social Integration in Greece	343 600
I.3.49	Multisectoral Support to Enhance Integration of Third-country Nationals in Poland	328 600
I.3.50	Addressing the Immediate Need of Crisis-affected Ukrainians in Slovakia	173 200
I.3.51	Provision of Lifesaving Shelter Assistance to Earthquake-affected Households in Türkiye	3 474 400
I.3.52	Humanitarian Support in Conflict-affected Communities in Ukraine	35 016 500
I.4.36	Enhancing Social Cohesion, Resilience and Youth and Community Engagement in Bosnia and Herzegovina	1 981 700
I.4.37	Enhancing Resilience in Kosovo*	375 400
I.4.38	Promoting the Human Security of Ukrainian Refugees in the Republic of Moldova	38 400
I.4.39	Supporting Migration Management in Serbia	3 294 200
I.4.40	Community Revitalization Initiative and Multisectoral Resilience Programme for Syrian Refugees in Türkiye	1 637 300
I.4.41	Stabilization Support for IDPs and Conflict-affected Populations in Ukraine	36 739 000
	Subtotal	**166 803 600**
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	19 355 600
II.4.1	Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities	14 400
	Subtotal	**19 370 000**
	Migration and Sustainable Development	
III.1.12	Supporting Returning Migrants in Georgia	99 200
III.1.13	Economic Integration of Internally Displaced People in Ukraine	990 900
III.2.23	Addressing Climate Change in North Macedonia	301 300
III.3.4	Strengthening the Diaspora Forum in Italy	564 300
	Subtotal	**1 955 700**
	Regulating Migration	
IV.1.1	Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance	63 471 800
IV.1.17	Western Balkans Return and Reintegration Programme	755 000
IV.1.18	Regional Support for Protection-sensitive Migration Management Systems in the Western Balkans	1 765 200
IV.1.19	Enhancing Reintegration Assistance Mechanisms in Austria	1 631 700
IV.1.20	Enhancing Capacity in Return and Sustainable Reintegration in Belgium	211 600
IV.1.21	Enhancing Effectiveness of Assisted Voluntary Return and Reintegration in Poland	208 200

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* References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Europe (cont'd)

	Regulating Migration (cont'd)	
IV.2.35	Enhancing Protection Capacity in the European Economic Area	66 500
IV.2.36	Countering Trafficking in Persons in Belarus	415 100
IV.2.37	Awareness-raising about Migration among Roma in Bulgaria	93 600
IV.2.38	Family Assessment of Unaccompanied Minors in Luxembourg	31 200
IV.2.39	Strengthening Counter-trafficking Efforts in the Republic of Moldova	3 384 600
IV.2.40	Strengthening Assistance for Migrant Empowerment in the Kingdom of the Netherlands	256 600
IV.2.41	Combating Human Trafficking in Poland	808 500
IV.2.42	Awareness-raising in Switzerland	75 200
IV.2.43	Counter-trafficking in Türkiye	1 972 400
IV.2.44	Countering Trafficking in Persons in Ukraine	3 547 600
IV.3.1	European Readmission Capacity-building Facility (EURCAP)	2 959 600
IV.3.4	Partnership to Counter Migrant Smuggling and Human Trafficking Along the Central Mediterranean Route	1 007 400
IV.3.46	Enhancing Migration Management in the Western Balkans	3 034 500
IV.3.47	Supporting Integrated Border Management in Georgia	1 064 900
IV.3.48	Management Support Unit of the Regional Development and Protection Programme for North Africa in Italy	101 000
IV.3.49	Enhancing Humanitarian Support in the Republic of Moldova	14 800
IV.3.50	Technical Support for Migration Management in Montenegro	5 528 900
IV.3.51	Strengthening Border Management Capacities in North Macedonia	342 500
IV.3.52	Improving Border Management in Serbia	3 583 900
IV.3.53	Supporting Migration Management Efforts in Türkiye	1 399 600
IV.3.54	Capacity-building for Border Management in Ukraine	3 498 700
IV.3.55	Capacity Support in the United Kingdom	60 500
IV.4.6	Supporting Protection-sensitive Migration Management Systems in the Western Balkans	527 400
IV.4.7	Border Assistance for the Republic of Moldova and Ukraine	5 276 400
IV.4.8	Labour Mobility and Social Inclusion in Belgium	12 500
IV.4.9	Supporting Effective Migration Governance in Georgia	180 000
IV.4.10	Capacity-building and Diaspora in Kosovo*	1 138 500
IV.4.11	Strengthening Capacities and Partnerships for Migration Management in Serbia	368 700
IV.4.12	Supporting Efficient Migration Management in Türkiye	2 115 300
	Subtotal	110 909 900
	Facilitating Migration	
V.1.17	Displaced Talent for Europe	574 400
V.1.18	Talent Hub in Denmark	32 000
V.1.19	Preventing and Combating Illegal Work and Exploitation in Italy	2 239 900
V.1.20	Learning Network in the Kingdom of the Netherlands	12 800

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* References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Europe (cont'd)

	Facilitating Migration (cont'd)		
V.1.21	Promoting Positive Migration and Information Programme in Spain		756 600
V.2.1	Migrant Integration		426 900
V.2.3	Pre-departure Orientation for Canada		252 500
V.2.6	Includ-EU		222 900
V.2.7	Technical Support for the Integration of Third-country Nationals in Croatia		330 400
V.2.9	Integration Support in Greece		12 811 100
V.2.10	Support for Displaced Populations from Ukraine in Italy		134 700
V.2.11	Training on Interculturality and Empathy in Luxembourg		144 700
V.2.12	Moving the Middle in the Kingdom of the Netherlands		32 200
V.2.13	Cultural Orientation Programme in Norway		1 486 700
V.2.14	Enhancing Migrant Integration Services in Portugal		537 000
V.2.15	Supporting Those Fleeing the Crisis in Ukraine in Romania		32 800
V.2.16	Facilitating Integration in Slovakia		570 600
V.2.17	Strengthening the Value of Migrant Associations in Spain		429 400
V.2.18	Enhancing Migration Management in Türkiye		855 100
V.3.1	Immigration and Visa Solutions		4 195 700
		Subtotal	26 078 400
	Migration Policy, Research and Communications		
VI.1.6	Regional Migration Data and Evidence-based Responses in South-Eastern Europe, Eastern Europe and Central Asia		202 300
VI.1.12	Supporting Migration Data Collection and Forecasting in Western Europe		77 200
VI.3.4	Establishment of a European Migration Network		1 607 700
		Subtotal	1 887 200
	General Programme Support		
VIII.1.2	Special Assignments and Support		55 000
		Subtotal	55 000
		Total	327 059 800

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* References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Global Support/Services

	Movement, Emergency and Post-crisis Programming	
I.1	Resettlement Assistance	21 821 200
I.3.1	Enhancing Strategic Capacity for Humanitarian and Emergency Response and Recovery	1 444 100
I.3.2	Developing a Diaspora Humanitarian Response Framework	559 000
I.4.1	Supporting Prevention of and Responding to Human Rights Violations Against Migrants	71 400
I.4.2	Supporting Vulnerable Populations Experiencing both Human-induced and Natural Disasters	14 200
	Subtotal	23 909 900
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	18 499 100
	Subtotal	18 499 100
	Migration and Sustainable Development	
III.2.1	Implementing the IOM Institutional Strategy on Migration, Environment and Climate Change	56 200
	Subtotal	56 200
	Regulating Migration	
IV.1.2	Global Assistance for Irregular Migrants	310 300
IV.2.1	Cooperation on Migration and Partnerships to Achieve Sustainable Solutions	6 456 000
IV.2.2	Standard Tools for Measuring Trafficking in Persons	171 900
IV.2.3	Climate Resilience to Combat Trafficking and Exploitation	364 500
IV.4.1	IOM Project Handbook Review	95 100
IV.4.2	Operationalization of the Capacity Development for Migration Management Package	36 300
	Subtotal	7 434 100
	Facilitating Migration	
V.1.1	Development of the International Recruitment Integrity System (IRIS)	225 900
V.1.2	IRIS: Food and Agriculture	109 200
V.2.1	Migrant Integration	134 500
V.2.3	Pre-departure Orientation for Canada	390 800
V.2.8	Pre-departure Orientation Programme for Finland	517 000
V.3.1	Immigration and Visa Solutions	9 286 800
V.3.2	Travel Assistance for Individuals and Governments	371 100
	Subtotal	11 035 300

Global Support/Services (cont'd)

Migration Policy, Research and Communications		
VI.1.1	Enhancing Migration Data and Analyses	1 023 100
VI.1.2	Supporting Global Displacement Tracking Matrix Capacity to Advance Internal Displacement Data	458 300
VI.1.3	Supporting Global Migration Data for Development Work	123 400
VI.1.4	Implementation of the Migration Data Strategy	49 300
VI.1.5	Supporting Policy, Programming and Advocacy on Missing Migrants	122 900
VI.2.1	Supporting Migration Management Systems and Enhancing Organizational Effectiveness	800 000
VI.3.1	Reimagining Migration and Mobility for the Future	38 400
VI.4.1	Strengthening the United Nations Network on Migration	2 323 100
	Subtotal	4 938 500
General Programme Support		
VIII.1.1	Junior Professional Officers	2 878 000
VIII.1.2	Special Assignments and Support	334 500
VIII.2	Migrant Management and Operational Systems Application (MiMOSA)	3 048 800
VIII.3	Staff and Services Covered by Miscellaneous Income	32 000 000
VIII.4	Sasakawa Endowment Fund	96 000
VIII.5	Unearmarked Contributions	8 037 900
	Subtotal	46 395 200

	Total	112 268 300

	Grand total	1 838 880 000

ANNEXES

ANNEX I – TRENDS IN CORE STRUCTURE FUNDING

Year	Administrative Part of the Budget (in CHF)	Real increase in %[a]	Total core structure (in USD)[b]	Total expenditure (in USD)[b]	Core as percentage of total expenditure	Statistical information		
						No. of Member States	No. of staff	No. of active projects
2010	39 388 000	1.5%	79 998 000	1 359 406 000	5.9%	127	7 121	2 302
2011	39 388 000	ZNG	87 027 000	1 309 710 000	6.6%	132	8 503	2 814
2012	39 398 792[c]	ZNG	89 640 000	1 230 644 000	7.3%	146	8 353	2 321
2013	39 404 908[c]	ZNG	94 997 000	1 233 952 000	7.7%	151	8 464	2 565
2014	41 007 909	4%	94 436 000	1 465 071 000	6.4%	157	8 658	2 750
2015	42 587 417	4%	107 671 000	1 585 200 000	6.8%	162	9 282	3 004
2016	45 459 030[c]	4%	112 984 000	1 602 307 000	7.1%	166	10 218	3 020
2017	50 690 324[c]	5.3%	129 874 000	1 606 412 000	8.1%	169	10 978	2 925
2018	50 728 318[c]	ZNG	140 824 000	1 793 535 000	7.9%	172	12 673	3 441
2019	52 240 024	2.9%	144 489 000	2 095 494 000	6.9%	173	14 813	3 062
2020	52 242 614[c]	ZNG	166 931 000	2 177 681 000	7.7%	173	16 257	3 246
2021	53 189 080[c]	ZNG	179 124 000	2 532 035 000	7.1%	174	17 761	3 396
2022	53 586 816[c]	ZNG	189 469 000	2 922 822 000	6.5%	175	18 934	4 072
2023	65 352 240	22%	226 586 000	3 500 000 000[d]	6.5%	175[e]	20 500[d]	4 300[d]
2024	77 113 216	18%	273 687 000	3 700 000 000[d]	7.4%	175[e]	21 000[d]	4 400[d]

[a]   Excluding the contributions from new Member States.
[b]   Figures given in US dollars are rounded to the nearest thousand.
[c]   The increase represents the addition of contributions from new Member States, in line with the budget regulations.
[d]   These are estimates based on projections.
[e]   Number may be subject to change.

Note 1:   The amounts given are either the final figure for the year, or the latest available revision or estimate.
Note 2:   Core structure includes amount designated for staff security.
ZNG – Zero nominal growth.

ANNEX II – FUNDS IN SPECIAL ACCOUNTS

MIGRATION EMERGENCY FUNDING MECHANISM

Through Council Resolution No. 1229 of 5 December 2011, the Migration Emergency Funding Mechanism was established with the purpose of bridging the gap between the start-up of emergency operations and the subsequent receipt of donor funding. The Mechanism, which is intended to have an operating balance of USD 30 million, is funded by voluntary contributions from various sources, including Member States, the private sector and individuals. As of July 2023, total voluntary contributions made to the Mechanism amounted to USD 11,670,718. In addition, through Standing Committee on Programmes and Finance Resolution No. 34 of 27 June 2023 on the Revision of the Programme and Budget for 2023, a drawdown from the OSI reserve of USD 2,000,000 to be allocated to the Mechanism had been approved, bringing the total contributions to the Mechanism to USD 13,670,718. Of this amount, the remaining balance as of July 2023 was USD 2,467,742.

The Mechanism was established against the backdrop of major emergencies, which had highlighted the need for a funding mechanism to facilitate IOM's rapid response and intervention in the wake of emergencies involving international migration. It complements other funding mechanisms in providing rapid funding in emergency situations.

The Administration expends funds from the Mechanism to ensure a rapid response to an emergency involving migration, pending receipt of donor contributions for the said emergency, and replenishes the Mechanism upon receipt of donor contributions and within the limits of funds allocated for the said emergency. The Mechanism is governed by the Financial Regulations of IOM and is subject to an annual audit by the Organization's External Auditor.

RAPID RESPONSE TRANSPORTATION FUND

Building upon the Memorandum of Understanding between IOM and UNHCR of 15 May 1997, the Rapid Response Transportation Fund was established in 2000 to facilitate specific joint operations between the two organizations. Over the years, the Fund has enabled IOM to respond rapidly and efficiently to emergency humanitarian movement requirements for at-risk persons in close collaboration with UNHCR. The Fund may be drawn on particularly in emergencies where it is established that there is a clear need for immediate assessment and transportation expenditure prior to receipt of external funding. The Fund is financed by voluntary contributions and aims at maintaining a balance of USD 5 million. The balance of the Fund as of July 2023 was USD 861,606 which is a level that requires replenishment.

IOM INHERITANCE FUND

The IOM Inheritance Fund was established to manage the use of legacies received from the estates of individuals. An oversight group, which comprises representatives from both Headquarters and the field, is responsible for its management. The criteria for the use of the funds are intended to be general in nature, but the specific requirements of benefactors have been taken into account and the criteria will be updated in future as appropriate.

Criteria for the use of the funds

In line with the specific requirements of benefactors, part of the funds have been earmarked to support refugees, asylum-seekers and other vulnerable migrants who meet certain eligibility criteria through the provision of education grants to facilitate their integration. The portion of the Fund which has not been earmarked will be managed within existing funding mechanisms, including the Humanitarian Assistance for Stranded Migrants mechanism and the Global Assistance Fund.

Administration

A minimum balance of USD 10,000 will be maintained to keep the Fund active for similar donations in the future and to preserve the legacy of the benefactors.

Allocations from the Fund will be limited to USD 10,000 per individual or USD 30,000 per case (comprising more than three individuals).

The management and operation of the Fund shall be in accordance with IOM's Financial Regulations. Proposed uses of the funds will be presented in the Programme and Budget.

The status of the Fund will be reported through the annual audited financial statements of the Organization. The status report will include information on: (a) available funds; (b) funds disbursed; (c) interest earned during the year; and (d) the balance at the end of the financial year.

The objectives and eligibility criteria will be subject to periodic review.

Allocation process

The process for the allocation of funds is under the overall responsibility of the oversight group. All requests for funding will be reviewed first by the oversight group to ensure that the intended use meets the established objectives and criteria. The oversight group will then make a recommendation for consideration and approval by the Director General.

The Fund will be used mainly to finance direct assistance to beneficiaries and will not cover any staff or office costs.

The balance of the Fund in July 2023 was USD 1,775,032.

REFUGEE LOAN FUND

The Refugee Loan Fund, established pursuant to Resolution No. 210 of 12 May 1960, permits the financing, in part or in whole, of the cost of transporting refugees and related services by giving interest-free loans to those who require financial assistance to migrate to resettlement countries. Repayment of such loans is secured by promissory notes signed by the refugee or his or her sponsor.

It is projected that approximately 82,500 individuals will be seeking assistance under the Refugee Loan Fund in 2024. The following table estimates the resources available for 2024, as well as the anticipated balance at the end of the year.

	2024 Estimates in USD
Resources	
Brought forward from 2023	30 000 000
Contributions from the United States Government	414 000 000
Repayments of promissory notes by refugees	28 900 000
Income from self-payers and other income	100 000
Interest income	10 000
Interest returned to the United States Treasury	(10 000)
Total resources	473 000 000
Estimated requirements	443 000 000
Estimated balance to be carried forward at the end of the year	30 000 000

SASAKAWA ENDOWMENT FUND

The Sasakawa Endowment Fund was established in 1990 for the purpose of:

(a)   Promoting the expansion of programmes to transfer human resources in all regions of the world, particularly in the Asia and Pacific region, and of other migration-for-development activities;

(b)   Furthering the understanding and analysis of migration;

(c)   Responding to emergency and other humanitarian migration needs.

Under the endowment agreement with the Sasakawa Foundation, the Fund's capital must remain intact and only the interest income generated from the Fund may be used to finance activities.

	2024 Estimates in USD
Capital account	
Balance at the beginning of the year	2 000 000
Balance from income account (see below)	0
Fund total at the end of the year	2 000 000
Income account	
Balance at the beginning of the year	0
Interest income earned during the year	96 000
Allocation of interest income to projects*	(96 000)
Balance at the end of the year	0
* Allocation for priority projects	USD 96 000

SPÜHLER WELFARE FUND

The Fund was established following the receipt of a legacy from Ms Helena Verena Spühler, a former IOM staff member.

The Fund is managed by the IOM Global Staff Association Committee, in coordination with the Administration, following the criteria outlined below.

Criteria for the activation of the Spühler Welfare Fund:

–   The Fund will provide support to a spouse or partner with whom there are cohabitation arrangements in the case of the death of an IOM staff member (as defined in the Staff Regulations and Rules) who is on active duty.

–   A request for assistance under the Fund should be submitted in writing to the Global Staff Association Committee, which will decide whether to grant the request; the Administration will be consulted if needed and requested to match the contribution allocated by the Committee.

–   Decisions will be taken within five working days upon receipt of a request.

–   The Fund will provide a maximum allocation of USD 1,000 per case. This new ceiling was introduced at the beginning of 2022 given the growing number of requests and the limited funding available.

–   An amount higher than USD 1,000 may exceptionally be approved if agreed jointly by the Committee and the Administration. The additional amount should be covered from other funding sources, such as the Committee's Compassion Fund.

–   The total yearly allocations financed by the Fund will be limited to USD 15,000. Interest earned will be credited to the Fund at year end.

The balance of the Fund as of July 2023 was USD 75,730.

ANNEX III – FOREIGN CURRENCY CONSIDERATIONS IN THE PROGRAMME AND BUDGET

Under IOM's Financial Regulations, the Administrative Part of the Budget is expressed in Swiss francs, and the Operational Part of the Budget in US dollars. IOM receives and spends its funding in a wide range of currencies due to its global footprint, thereby exposing the budgets to exchange rate fluctuations.

Based on current trends in exchange rate fluctuations, and following forward guidance on fiscal policies, below are the exchange rates of some major currencies used by IOM:

Euro/US dollar: 1.16

Pound sterling/US dollar: 1.35

US dollar/ Canadian dollar: 1.30

Australian dollar/US dollar: 0.70

Effects of foreign exchange rate fluctuations on the Administrative Part of the Budget are largely neutralized because both the income and a significant portion of expenditure are in the same currency – the Swiss franc.

However, the Operational Part of the Budget is much more complex as many different currencies are received and expended in different locations. The Treasury Division closely monitors the net currency position and intervenes in the foreign exchange markets to rebalance IOM's currency position and funding requirements to be as close as possible to a naturally hedged position.

Exchange fluctuations can present financial risks when funding for a project is received in a different currency from the expenditures it is intended to cover. To reduce the exposure to the risk of a funding shortfall caused by unfavourable currency fluctuations, IOM closely monitors and manages its projects. The risk is reduced and monitoring made easier by the fact that some of the largest projects have income and expenditure mostly in the same currency, and thus are naturally hedged.

ANNEX IV – OPERATIONAL PART OF THE BUDGET – STAFFING LEVELS/STAFF AND OFFICE COSTS

EXPLANATORY NOTE

The projected staff and office costs for the Operational Part of the Budget take into account the office infrastructure required to implement the projected level of the Organization's operational activities.

The staffing levels and related costs attributable to specific operational projects are included under project funds based on projected activities and confirmed funding. Staff and office structures are subject to the level of activity and funding and therefore change on an ongoing basis.

Staff and office structures funded from OSI are reflected separately in the staffing table.

OPERATIONAL PART OF THE BUDGET	2023 - C/113/7									2024 estimate								
	Operational Support Income			Project funds			Total			Operational Support Income			Project funds			Total		
	Staff positions		Staff, office and other costs	Staff positions		Staff, office and other costs	Staff positions		Total costs	Staff positions		Staff, office and other costs	Staff positions		Staff, office and other costs	Staff positions		Total costs
	P	NO/GS		P	NO/GS		P	NO/GS		P	NO/GS		P	NO/GS		P	NO/GS	
HEADQUARTERS																		
Director General			369 000						369 000			569 000						569 000
Office of the Inspector General	16		3 662 000				16		3 662 000	22		4 700 000				22		4 700 000
Office of the Ombudsperson and Mediation Services			79 100	1		78 000	1		157 100			107 500						107 500
United Nations Network on Migration Secretariat				11	2	1 944 600	11	2	1 944 600				12	2	2 394 000	12	2	2 394 000
Executive Office	1			1		174 000	1		174 000	1			1		292 600	1		292 600
Office of the Chief of Staff	5	2	1 425 600	5		531 600	10	2	1 957 200	4	2	1 112 000				4	2	1 112 000
Media and Communications	6	3	1 699 100	1		84 000	7	3	1 783 100	11	4	2 750 000	3		366 100	14	4	3 116 100
Governing Bodies	7		1 275 000				7		1 275 000	8		1 434 000				8		1 434 000
External Relations		1	216 200					1	216 200		1	225 000					1	225 000
International Partnerships	2		290 000	2	1	552 000	4	1	842 000	2		301 000				2		301 000
United Nations Partnerships	2		280 000				2		280 000	1		141 000				1		141 000
Donor Relations	4		778 000	2		302 400	6		1 080 400	8		1 635 300	2		293 500	10		1 928 800
Global Compact on Migration	3		633 000				3		633 000	3		632 000				3		632 000
Strategic Planning and Organizational Performance	1	1	535 000				1	1	535 000	1	1	473 000	1		135 400	2	1	608 400
Internal Governance Framework	5		1 021 000	13		2 511 600	18		3 532 600	5		986 000	8		1 574 900	13		2 560 900
Risk Management	2		375 000				2		375 000	2		351 000				2		351 000
Results-based Management	6		1 055 000	2		195 600	8		1 250 600	6		1 052 000	1		64 900	7		1 116 900
Central Evaluation	3		831 000	1		70 800	4		901 800	3		831 000				3		831 000
Operational Compliance	2		407 000				2		407 000	2		522 000				2		522 000
Operations	2		724 000	4	1	475 200	6	1	1 199 200	3		744 000	1	3	396 600	4	3	1 140 600
Operations and Emergencies	2	1	577 000	2		133 300	4	1	710 300	6	1	1 363 200	2		151 500	8	1	1 514 700
Preparedness and Response	8		1 768 000	9		999 300	17		2 767 300	12		2 609 000	14	1	1 275 800	26	1	3 884 800
Resettlement and Movement Management	3		631 000	8		741 600	11		1 372 600	3		632 000	9	2	1 560 300	12	2	2 192 300
Peace and Development Coordination	1	1	456 500				1	1	456 500	1	1	520 000	1		209 000	2	1	729 000
Transition and Recovery	5		1 087 000				5		1 087 000	6		1 298 000	4		406 900	10		1 704 900
Migration, Environment and Climate Change and Risk Reduction	4		660 000	2		57 600	6		717 600	6		999 000	2		153 200	8		1 152 200
Sustainable Development	2		483 000	3		346 200	5		829 200	3		709 000	2		172 000	5		881 000
Programme Support and Migration Management		1	213 400		1	63 600		2	277 000	2	1	558 000		1	68 500	2	2	626 500
Coordination and Capacity Development Support Unit	1		172 000				1		172 000	2		351 000				2		351 000
Immigration and Border Governance	3		674 000	8		769 100	11		1 443 100	5		1 036 000	12		1 338 800	17		2 374 800
Labour Mobility and Social Inclusion	4		888 000	5		894 000	9		1 782 000	7		1 389 000	7		824 500	14		2 213 500
Migration Health	4		1 000 000	12		1 927 200	16		2 927 200	4		887 000	9		1 854 900	13		2 741 900
Protection	5		1 015 000	2		142 800	7		1 157 800	6		1 351 000	2		170 300	8		1 521 300
Policy and Research		1	169 000					1	169 000		2	306 000					2	306 000
Policy Coordination	4		761 000				4		761 000	7		1 216 000	2		217 700	9		1 433 700
Innovation and Knowledge Management	2		416 000				2		416 000	3		522 000	2		160 700	5		682 700
Migration Research and Publications	2	1	557 000				2	1	557 000	2	2	692 000	1		67 400	3	2	759 400
International Migration Law	3		527 000				3		527 000	4		661 000				4		661 000

OPERATIONAL PART OF THE BUDGET

Under each year group "Staff positions" is split into **P** and **NO/GS**; cost columns are "Staff, office and other costs" (or "Total costs" in the Total sub-group).

OPERATIONAL PART OF THE BUDGET	2023 OSI P	2023 OSI NO/GS	2023 OSI Staff, office and other costs	2023 Proj P	2023 Proj NO/GS	2023 Proj Staff, office and other costs	2023 Total P	2023 Total NO/GS	2023 Total costs	2024 OSI P	2024 OSI NO/GS	2024 OSI Staff, office and other costs	2024 Proj P	2024 Proj NO/GS	2024 Proj Staff, office and other costs	2024 Total P	2024 Total NO/GS	2024 Total costs
HEADQUARTERS (continued)																		
Management and Reform																		
Gender and Diversity	2		471 000	2		163 200	4		634 200	3		577 000	2		224 400	5		801 400
Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrassment			15 000	1		153 600	1		168 600			15 000	2		337 200	2		352 200
Ethics and Conduct	1		245 000				1		245 000	2		394 000				2		394 000
Environmental Sustainability	1		157 000				1		157 000	2		337 000				2		337 000
Headquarters Building	1	1	511 000				1	1	511 000	1	1	505 000				1	1	505 000
Occupational Health	1	1	397 100				1	1	397 100	2	1	548 100				2	1	548 100
Financial and Administrative Management	4		846 500				4		846 500	8	1	1 795 100				8	1	1 795 100
Finance and Accounting	6	1	1 454 000	3	1	477 600	9	2	1 931 600	13	3	3 105 000	1		150 900	14	3	3 255 900
Budget	2		403 000				2		403 000	6	1	1 282 000				6	1	1 282 000
Treasury	3		543 000	1		111 600	4		654 600	3		579 000	1		123 100	4		702 100
Supply Chain	2		470 000	2	1	368 400	4	1	838 400	7		1 568 000	2	1	291 200	9	1	1 859 200
Emergency Support	1		253 000				1		253 000	1.5		361 500				2		361 500
Common Services		9	1 253 100					9	1 253 100		9	1 154 000					9	1 154 000
Staff Travel Coordination		2	427 000					2	427 000		2	401 000					2	401 000
Human Resources Management		1	373 400					1	373 400	1	1	526 000				1	1	526 000
Human Resources Operations and Advisory Services		1	189 000					1	189 000		1	189 000					1	189 000
Human Resources Policy	2		440 000	2		273 600	4		713 600	4	1	846 000	2	1	403 800	6	2	1 249 800
Organizational Design and Classification	2		485 000				2		485 000	2		475 000				2		475 000
Integrated Talent Management	3	1	807 000	1		78 000	4	1	885 000	7	6	2 426 100	2	3	469 300	9	9	2 895 400
Staff Welfare	1		219 000				1		219 000	1	1	798 000				1	1	798 000
Enterprise Architecture and Technology	2	1	589 000	3		417 600	5	1	1 006 600	3	1	825 000	4		575 200	7	1	1 400 200
ICT Security	2		365 000				2		365 000	2		395 000				2		395 000
Applications and Solutions Delivery Services	3		594 500				3		594 500	2.5		727 200				3		727 200
ICT Strategy, Risk Management and Governance	1		231 000				1		231 000	1		353 000				1		353 000
Legal Affairs			30 000	5		700 800	5		730 800	2		421 000	6		849 400	8		1 270 400
Insitutional Law and Programme Support	3		432 000	4	1	339 800	7	1	771 800	5		819 000	3		380 700	8		1 199 700
General and Administrative Law	5		819 000	2	1	258 000	7	1	1 077 000	7	1	1 334 000	2	1	191 700	9	1	1 525 700
Global Staff Association Committee	1		289 000				1		289 000	1		320 000	1		77 900	2		397 900
Total – Headquarters	**167**	**30**	**41 018 500**	**120**	**8**	**16 336 700**	**287**	**38**	**55 423 600**	**247**	**45**	**58 741 000**	**126**	**14**	**18 224 300**	**373**	**59**	**76 965 300**
ADMINISTRATIVE CENTRES																		
Manila Administrative Centre	18	234	12 393 000	8	99	7 002 800	26	333	19 395 800	17	272	12 615 100	10	234	9 836 600	27	506	22 451 700
Panama Administrative Centre	8	44	4 122 500		1	53 300	8	45	4 175 800	14	53	5 257 700		1	59 800	14	54	5 317 500
Total – Administrative centres	**26**	**278**	**16 515 500**	**8**	**100**	**7 056 100**	**34**	**378**	**23 571 600**	**31**	**325**	**17 872 800**	**10**	**235**	**9 896 400**	**41**	**560**	**27 769 200**

OPERATIONAL PART OF THE BUDGET

Values grouped under **2023 – C/113/7** and **2024 estimate**. For each year: **OSI** = Operational Support Income, **PF** = Project funds, **Total**. Positions shown as P (Professional) / NO/GS. Costs = "Staff, office and other costs" (Total column = "Total costs").

FIELD
ASIA AND THE PACIFIC

	23 OSI P	23 OSI NO/GS	23 OSI costs	23 PF P	23 PF NO/GS	23 PF costs	23 Tot P	23 Tot NO/GS	23 Total costs	24 OSI P	24 OSI NO/GS	24 OSI costs	24 PF P	24 PF NO/GS	24 PF costs	24 Tot P	24 Tot NO/GS	24 Total costs
Regional Office – Bangkok, Thailand[a]	15	6	4 440 500		4	901 300	15	10	5 341 800	16	8	4 443 800	2	7	1 425 500	18	15	5 869 300
Afghanistan				11	26	4 817 400	11	26	4 817 400				17	45	9 792 300	17	45	9 792 300
Australia[a]	2	1	634 000		20	2 227 300	2	21	2 861 300	1	1.5	444 900	2	42.5	4 494 000	3	44	4 938 900
Bangladesh				33	261	9 764 200	33	261	9 764 200				41	331	12 263 000	41	331	12 263 000
Cambodia			102 000	2	31	1 461 900	2	31	1 563 900			5 000	3	34	1 728 300	3	34	1 733 300
China, including Hong Kong Special Administrative Region[a]	1	2	938 600	2	8	620 900	3	10	1 559 500	1	2	920 500	3	11	1 140 900	4	13	2 061 400
Fiji			200 000						200 000	2		452 000	3	9	1 560 100	5	9	2 012 100
India			133 000		36	1 145 000		36	1 278 000			87 000		35	1 061 300		35	1 148 300
Indonesia			20 000	17	243	9 707 000	17	243	9 727 000			20 000	13	198	9 228 400	13	198	9 248 400
Iran (Islamic Republic of)	1	2	600 500	1	10	419 400	2	12	1 019 900	1	3	724 600	1	18	1 332 300	2	21	2 056 900
Japan[b]			179 700	1	4	241 900	1	4	421 600	1		200 800	1	7	971 100	2	7	1 171 900
Lao People's Democratic Republic				1	8	1 163 700	1	8	1 163 700				1	13	590 300	1	13	590 300
Malaysia	1		15 000	4	60	3 190 800	5	60	3 205 800	1		213 700	4	39	2 111 700	5	39	2 325 400
Maldives			25 000	2	1	27 500	2	1	52 500			25 000	1	5	310 900	1	5	335 900
Marshall Islands			5 000		11	382 500		11	387 500					9	608 300		9	608 300
Micronesia (Federated States of)			5 000	33	20	4 822 200	33	20	4 827 200			5 000	22	16	2 642 300	22	16	2 647 300
Mongolia			19 000	6	28	1 176 200	6	28	1 195 200			19 000	1	27	1 215 800	1	27	1 234 800
Myanmar			128 200	3	136	2 807 200	3	136	2 935 400			2 000	5	93	2 219 900	5	93	2 221 900
Nepal			44 000	3	112	2 894 700	3	112	2 938 700			600	4	147	3 069 900	4	147	3 070 500
Pakistan				13	208	13 410 100	13	208	13 410 100				16	338	15 270 100	16	338	15 270 100
Palau			5 000	1	3	163 200	1	3	168 200			5 000	1	4	211 200	1	4	216 200
Papua New Guinea			60 000	2	19	1 115 600	2	19	1 175 600			11 400	1	5	380 500	1	5	391 900
Philippines			170 000	3	131	1 935 400	3	131	2 105 400			24 300	7	160	3 634 700	7	160	3 659 000
Republic of Korea[b]	1	1	685 500		6	183 200	1	7	868 700	1	2	853 100		18	635 400	1	20	1 488 500
Solomon Islands			35 000	2	5	425 000	2	5	460 000			35 000	4	7	1 000 400	4	7	1 035 400
Sri Lanka				5	101	2 575 500	5	101	2 575 500				8	145	3 330 600	8	145	3 330 600
Thailand			22 000	29	159	13 089 900	29	159	13 111 900			220 500	28	149	12 742 800	29	149	12 963 300
Timor-Leste			60 000	3	10	435 200	3	10	495 200			7 000	1	4	168 200	1	4	175 200
Tonga			25 000		1	19 800		1	44 800			25 000		2	158 900		2	183 900
Tuvalu														1	80 900		1	80 900
Vanuatu			35 000	1	2	166 300	1	2	201 300			35 000	3	5	358 200	3	5	393 200
Viet Nam				9	103	5 123 000	9	103	5 123 000				10	105	5 741 400	10	105	5 741 400
Subtotal	21	12	8 587 000	185	1 767	86 413 300	206	1 779	95 000 300	25	16.5	8 780 200	208	2 029	101 479 600	233	2 046	110 259 800

EUROPEAN ECONOMIC AREA

	23 OSI P	23 OSI NO/GS	23 OSI costs	23 PF P	23 PF NO/GS	23 PF costs	23 Tot P	23 Tot NO/GS	23 Total costs	24 OSI P	24 OSI NO/GS	24 OSI costs	24 PF P	24 PF NO/GS	24 PF costs	24 Tot P	24 Tot NO/GS	24 Total costs
Regional Office – Brussels, Belgium	14	26	6 046 800		19	1 905 500	14	45	7 952 300	14	26	6 814 200		18	1 850 200	14	44	8 664 400
Austria			65 000	1	38	2 973 600	1	38	3 038 600	0.5	0.5	181 400	0.5	32.5	2 545 900	1	33	2 727 300
Belgium				1	29	2 633 000	1	29	2 633 000	0.5	0.5	158 700	0.5	34.5	3 438 500	1	35	3 597 200
Bulgaria			10 000		32	802 900		32	812 900			59 100		3	58 800		3	117 900
Croatia			59 500		4	232 600		4	292 100			86 200		3	125 500		3	211 700
Cyprus			31 000		5	514 100		5	545 100			104 000		1	3 200		1	107 200
Czechia			46 000					12	46 000			91 600		2	18 000		2	109 600
Denmark[a]			50 000	2	3	714 000	2	3	764 000	1	1	56 000		1	265 400	1	2	321 400
Estonia			18 000						18 000			20 000						20 000
Finland			171 100		21	1 383 000		21	1 554 100		1	193 400		26	1 889 700		27	2 083 100
France			136 000		22	1 310 200		22	1 446 200	0.5	1	194 500	0.5	25	1 967 100	1	26	2 161 600
Germany[b]	1	2	501 400		179	15 414 700	1	181	15 916 100	2	4.5	801 400	1	182	15 890 900	3	187	16 692 300
Greece			94 000	1	50	2 269 100	1	50	2 363 100	1		787 500	1	54	2 313 000	2	54	3 100 500
Hungary			50 000		2	29 700		2	79 700			69 900		1	11 300		1	81 200
Ireland			20 100	2	25	1 605 900	2	25	1 626 000	1		144 000		21	761 200	1	21	905 200

OPERATIONAL PART OF THE BUDGET	2023 - C/113/7 OSI Staff P	OSI NO/GS	OSI Staff, office and other costs	PF Staff P	PF NO/GS	PF Staff, office and other costs	Total Staff P	Total NO/GS	Total costs	2024 estimate OSI Staff P	OSI NO/GS	OSI Staff, office and other costs	PF Staff P	PF NO/GS	PF Staff, office and other costs	Total Staff P	Total NO/GS	Total costs
EUROPEAN ECONOMIC AREA (cont'd)																		
Regional Office – Brussels, Belgium (cont'd)																		
Italy[a]	2	2	508 500		19	546 700	2	21	1 055 200	2.5	2	667 500		75	3 577 200	3	77	4 244 700
Latvia			10 000						10 000			10 000		2	93 500		2	103 500
Lithuania			15 000						15 000			15 000		8	322 300		8	337 300
Malta			38 000			2 900			40 900			38 000		2	108 800		2	146 800
Netherlands				3	66	5 816 200	3	66	5 816 200	3		277 400	4	70	6 132 300	4	70	6 409 700
Norway				3	14	1 811 600	3	14	1 811 600	3		153 000	4	18	1 964 800	4	18	2 117 900
Poland	1		200 800	5	202	13 320 100	6	202	13 520 900	1.5		254 300	5	194	12 964 800	7	194	13 219 100
Portugal			25 000		5	212 700		5	237 700		1	83 500		14	832 300		15	915 800
Romania			10 000		4	61 300		4	71 300		1	102 400		20	459 000		21	561 400
Slovakia			45 000		3	49 300		3	94 300	2	1	104 800		48	991 200	2	49	1 096 000
Slovenia			44 000						44 000	0.5	0.5	53 300					1	53 300
Spain			20 000		24	1 700 700		24	1 720 700	1	1	151 800		31	2 163 500	1	32	2 315 300
Switzerland					1	145 400		1	145 400	2	2	116 000		21	3 231 500	3	21	3 347 500
United Kingdom[b]				4	37	2 642 200	4	37	2 642 200		1.5	148 700	6	43	3 586 500	6	45	3 735 200
Subtotal	18	33	8 215 200	21	809	58 097 400	39	842	66 312 600	25	46.5	11 937 600	26	945	67 566 500	51	992	79 504 100
EASTERN AND SOUTH-EASTERN EUROPE AND CENTRAL ASIA																		
Regional Office – Vienna, Austria	11	7	3 353 800				11	7	3 353 800	13	8	3 956 000	1	3	343 200	14	11	4 299 200
Albania			21 000		20	741 200		20	762 200			21 000		12	449 400		12	470 400
Armenia			33 000	1	17	473 200	1	17	506 200			33 000	1	19	554 400	1	19	587 400
Azerbaijan			10 000	3	21	664 300	3	21	674 300			10 000	1	13	313 400	1	13	323 400
Belarus			15 000	1	12	553 100	1	12	568 100			192 000		18	609 500		18	801 500
Bosnia and Herzegovina			100 000	6	172	5 313 000	6	172	5 413 000	1		417 200	7	242	7 160 200	8	242	7 577 400
Georgia			48 000	2	24	1 117 600	2	24	1 165 600	1	0.5	198 000	2	26	1 289 800	3	27	1 487 800
Kazakhstan[a]	1	1	303 400	1	26	1 059 800	2	27	1 363 200	1		254 000	2	31	1 607 200	3	31	1 861 200
Kyrgyzstan			30 000		8	327 800		8	357 800			30 000		11	479 000		11	509 000
Montenegro			30 000		7	224 600		7	254 600			30 000		23	981 000		23	1 011 000
North Macedonia[d]			12 000	1	30	820 300	1	30	832 300			22 000	1	36	1 061 800	1	36	1 083 800
Republic of Moldova[d]			10 000	4	64	2 808 800	4	64	2 818 800	0.5	0.5	183 400	10	73	3 645 400	11	74	3 828 800
Russian Federation[d]			150 000	1	24	1 547 400	1	24	1 697 400	0.5	0.5	211 700	1	29	1 904 400	2	30	2 116 100
Serbia[d]			70 000	1	59	1 674 600	1	59	1 744 600			120 000	3	68	2 726 400	3	68	2 846 400
Tajikistan[d]			31 300	2	41	1 434 000	2	41	1 465 300			31 300	2	39	1 371 300	2	39	1 402 600
Türkiye				20	155	7 656 600	20	155	7 656 600	4		681 500	28	361	15 220 400	32	361	15 901 900
Turkmenistan			15 000		6	127 500		6	142 500			15 000		4	99 100		4	114 100
Ukraine				37	292	12 441 400	37	292	12 441 400			74 000	108	515	24 242 600	108	515	24 316 600
Uzbekistan			25 000	1	4	184 200	1	4	209 200			25 000	1	15	526 400	1	15	551 400
Kosovo[c]			50 000	6	36	1 667 600	6	36	1 717 600			64 000	6	35	1 608 700	6	35	1 672 700
Subtotal	12	8	4 307 500	87	1 018	40 837 000	99	1 026	45 144 500	21.5	9.5	6 569 100	175	1 573	66 193 600	197	1 583	72 762 700
SOUTH AMERICA																		
Regional Office – Buenos Aires, Argentina	6	7	2 061 300		4	106 600	6	11	2 167 900	6	7	1 933 300		3	82 600	6	10	2 015 900
Argentina			50 000		15	653 000		15	703 000		1	127 000	1	35	1 655 600	1	36	1 782 600
Bolivia (Plurinational State of)			65 000		4	131 900		4	196 900			16 000		7	237 800		7	253 800
Brazil	1		140 000		4	80 500	1	4	220 500	1		64 900		3	57 600	1	3	122 500
Chile			40 000	2	13	767 800	2	13	807 800	1		196 400	6	48	2 555 700	7	48	2 752 100
Colombia				3	67	2 901 700	3	67	2 901 700	1		189 500	9	268	10 691 900	10	268	10 881 900
Ecuador			120 600	3	37	3 402 000	3	37	3 522 600	1		233 200	10	333	11 153 800	11	333	11 387 000
Office of the Special Envoy for the Regional Response to the Venezuela Situation				2	1	406 100	2	1	406 100				1	1	194 000	1	1	194 000
Paraguay			60 000		3	124 700		3	184 700	0.5	0.5	150 800		13	473 400	1	14	624 200
Peru	1		30 000		15	550 100	1	15	580 100	1		235 600	6	180	7 478 100	7	180	7 713 700
Uruguay			60 000		4	190 800		4	250 800			60 000		7	339 900		7	399 900
Venezuela (Bolivarian Republic of)			290 000						290 000			93 800	1	9	706 800	1	9	800 600
Subtotal	6	7	2 916 900	12	167	9 315 200	18	174	12 232 100	10.5	8.5	3 300 500	35	907	35 627 200	46	916	38 927 700

OPERATIONAL PART OF THE BUDGET

	2023 – C/113/7									2024 estimate								
	Operational Support Income			**Project funds**			**Total**			**Operational Support Income**			**Project funds**			**Total**		
	Staff P	NO/GS	Staff, office and other costs	Staff P	NO/GS	Staff, office and other costs	Staff P	NO/GS	Total costs	Staff P	NO/GS	Staff, office and other costs	Staff P	NO/GS	Staff, office and other costs	Staff P	NO/GS	Total costs
CENTRAL AND NORTH AMERICA AND THE CARIBBEAN																		
Regional Office – San José, Costa Rica [a]	8	11	2 392 700		2	155 000	8	13	2 547 700	8	11	2 454 100	7	34	2 243 000	15	45	4 697 100
Barbados [a]	1		417 000				1	1	417 000	2		514 000		1	71 400	2	1	585 400
Belize			47 000	1	4	156 900	1	4	203 900		1	56 100		15	347 400	1	16	403 500
Canada					30	3 346 100		30	3 346 100	1		169 500		22	1 974 100	1	23	2 143 600
Costa Rica	1	1	43 000	6	93	4 802 900	7	93	4 845 900			180 000	11	138	6 825 500	12	138	7 005 500
Cuba		1	48 800			700		1	49 500		1	48 800			8 000		1	56 800
Dominica			95 000		3	86 100		3	181 100			95 000		5	47 000		5	142 000
Dominican Republic			92 000		1	16 600		1	108 600			39 700	1	13	514 900	1	13	554 600
El Salvador			60 000	15	228	16 309 600	15	228	16 369 600			2 800	18	311	18 776 900	18	311	18 779 700
Guatemala			20 000	4	66	5 453 900	4	66	5 473 900			119 500	9	116	9 642 000	10	116	9 761 500
Guyana				1	2	47 600	1	2	47 600									
Haiti				6	86	2 627 100	6	86	2 627 100			46 500	13	189	5 274 500	13	189	5 321 000
Honduras			34 000		83	2 609 000		83	2 643 000			34 000		119	4 608 600		119	4 642 600
Jamaica			51 000		2	36 000		2	87 000			51 000		2	32 700		2	83 700
Mexico	1		279 500		5	168 700	1	5	448 200	1		264 200	14	121	8 048 100	15	121	8 312 300
Nicaragua		1	120 000		4	113 200		5	233 200			10 900		9	297 100		9	308 000
Panama					4	263 500		4	263 500			101 000	2	14	879 100	2	14	980 100
Trinidad and Tobago			65 000		13	271 900		13	336 900			65 000		25	540 200		25	605 200
Washington, D.C., United States of America [b]	2	9	2 706 800	2	12	1 895 800	4	21	4 602 600	4.5	15.6	4 955 300	3	20	3 781 700	8	36	8 737 300
United States country offices				17	171	33 181 300	17	171	33 181 300				25	123	36 853 900	25	123	36 853 900
Subtotal	**13**	**22**	**6 471 800**	**52**	**809**	**71 541 900**	**65**	**831**	**78 013 700**	**18**	**29.1**	**9 207 400**	**103**	**1 277**	**100 766 100**	**121**	**1 306**	**109 973 500**
MIDDLE EAST AND NORTH AFRICA																		
Regional Office – Cairo, Egypt	15	2	2 984 800	1	2	532 600	16	4	3 517 400	14	4	2 969 400	3	9	1 639 400	17	13	4 608 800
Algeria	1		284 500		6	232 900	1	6	517 400	1.5		385 000	2	11	1 280 900	4	11	1 665 900
Bahrain			103 700	1	1	123 700	1	1	227 400	0.5	0.5	166 800	7	14	1 680 000	8	15	1 846 800
Egypt				10	87	4 454 600	10	87	4 454 600				12	117	5 952 700	12	117	5 952 700
Iraq				61	212	14 027 400	61	212	14 027 400	1		254 000	73	265	16 839 900	74	265	17 093 900
Jordan			2 000	39	362	33 731 000	39	362	33 733 000	1		230 000	47	393	37 908 200	48	393	38 138 200
Kuwait					1	26 600		1	26 600	0.5	0.5	156 000		3	275 600	1	4	431 600
Lebanon			5 000	9	87	7 732 400	9	87	7 737 400			5 000	10	91	9 162 600	10	91	9 167 600
Libya				7	24	2 632 500	7	24	2 632 500	1		327 500	19	76	8 757 500	20	76	9 085 000
Morocco			210 000	4	44	2 446 500	4	44	2 656 500			57 600	2	27	1 073 800	2	27	1 131 400
Qatar				15	15	30 512 800	15	15	30 512 800	2		492 700	13	105	26 670 500	15	105	27 163 200
Saudi Arabia	1		240 800	2	2	252 600	3	2	493 400	1		273 000	4	4	486 300	5	4	759 300
Sudan			20 000	10	80	4 296 000	10	80	4 316 000			56 000	18	96	7 026 100	18	96	7 082 100
Tunisia			50 000	8	70	2 908 500	8	70	2 958 500			25 000	7	71	2 874 600	7	71	2 899 600
United Arab Emirates				1	1	324 800	1	1	324 800				10		3 151 700	10		3 151 700
Yemen				27	56	9 629 600	27	56	9 629 600				21	45	7 312 300	21	45	7 312 300
Subtotal	**17**	**2**	**3 900 800**	**195**	**1 049**	**113 864 500**	**212**	**1 051**	**117 765 300**	**22.5**	**5**	**5 398 000**	**248**	**1 327**	**132 092 100**	**271**	**1 332**	**137 490 100**
CENTRAL AND WEST AFRICA																		
Regional Office – Dakar, Senegal	14	8	3 524 700		2	168 500	14	10	3 693 200	14	10	3 684 600	12	48	3 994 900	26	58	7 679 500
Benin					2	85 200		2	85 200				1	4	337 300	1	4	337 300
Burkina Faso			30 000	7	37	2 069 700	7	37	2 099 700			30 000	4	21	1 553 600	4	21	1 583 600
Cabo Verde			16 500		4	133 800		4	150 300			16 500	2	2	76 600	2	2	93 100
Cameroon				10	54	2 330 600	10	54	2 330 600				12	92	5 824 900	12	92	5 824 900
Central African Republic				1	7	169 600	1	7	169 600				6	32	2 388 200	6	32	2 388 200
Chad				18	140	4 121 400	18	140	4 121 400				16	126	3 689 900	16	126	3 689 900
Congo					1	5 200		1	5 200									
Côte d'Ivoire	2		40 000		7	763 900	2	7	803 900				9	29	2 294 300	9	29	2 294 300
Gabon			10 000		1	9 000		1	19 000			10 000						10 000

OPERATIONAL PART OF THE BUDGET	2023 – C/113/7 OSI Staff P	OSI Staff NO/GS	OSI Staff, office and other costs	PF Staff P	PF Staff NO/GS	PF Staff, office and other costs	Total Staff P	Total Staff NO/GS	Total costs	2024 estimate OSI Staff P	OSI Staff NO/GS	OSI Staff, office and other costs	PF Staff P	PF Staff NO/GS	PF Staff, office and other costs	Total Staff P	Total Staff NO/GS	Total costs
CENTRAL AND WEST AFRICA (cont'd)																		
Regional Office – Dakar, Senegal (cont'd)																		
Gambia				3	20	726 400	3	20	726 400				4	32	1 319 700	4	32	1 319 700
Ghana			50 000	12	69	3 529 300	12	69	3 579 300			37 400	17	123	6 420 700	17	123	6 458 100
Guinea				2	34	1 325 100	2	34	1 325 100				6	85	3 444 100	6	85	3 444 100
Guinea-Bissau			20 000						20 000			26 700			10 000			36 700
Liberia			50 000		3	111 000		3	161 000			50 000		5	183 400		5	233 400
Mali			40 000	3	32	1 167 000	3	32	1 207 000			3 300	10	68	4 536 400	10	68	4 539 700
Mauritania			50 000		4	255 000		4	305 000			21 200	3	11	924 300	3	11	945 500
Niger				60	226	7 077 800	60	226	7 077 800			129 500	62	236	7 935 300	62	236	8 064 800
Nigeria				30	214	11 051 700	30	214	11 051 700				46	466	21 794 500	46	466	21 794 500
Senegal			25 000	3	23	959 500	3	23	984 500			25 000	5	31	1 301 200	5	31	1 326 200
Sierra Leone			40 000	3	23	748 500	3	23	788 500			40 000	4	27	910 500	4	27	950 500
Togo				1	4	204 800	1	4	204 800				1	6	371 300	1	6	371 300
Subtotal	14	8	3 896 200	155	907	37 013 000	169	915	40 909 200	14	10	4 074 200	218	1 444	69 311 100	232	1 454	73 385 300
EAST AND HORN OF AFRICA																		
Regional Office – Nairobi, Kenya	13	8	3 336 800	11	38	3 801 700	24	46	7 138 500	16	10	3 837 100	33	84	9 916 800	49	94	13 753 900
Burundi				9	89	3 192 000	9	89	3 192 000				10	109	3 542 000	10	109	3 542 000
Djibouti		1	55 000	4	29	1 399 300	4	30	1 454 300		1	55 000	4	35	1 538 300	4	36	1 593 300
Eritrea	1		150 000				1		150 000	0.5		150 000	1		25 600	1		175 600
Ethiopia						68 500			68 500			68 500						68 500
Kenya				27	358	18 487 300	27	358	18 487 300				22	267	15 916 400	22	267	15 916 400
Rwanda				8	76	4 306 900	8	76	4 306 900				8	73	4 280 100	8	73	4 280 100
Somalia				28	63	8 112 900	28	63	8 112 900			32 100	29	70	9 422 100	29	70	9 454 200
South Sudan				40	174	11 503 800	40	174	11 503 800			86 000	48	226	16 079 800	48	226	16 165 800
Uganda				15	164	6 359 600	15	164	6 359 600				17	184	8 259 900	17	184	8 259 900
United Republic of Tanzania			85 000	13	142	7 769 500	13	142	7 854 500			2 000	13	145	7 908 400	13	145	7 910 400
Subtotal	14	9	3 626 800	155	1 133	64 933 000	169	1 142	68 559 800	16.5	11	4 230 700	184	1 193	76 889 400	201	1 204	81 120 100
SOUTHERN AFRICA																		
Regional Office – Pretoria, South Africa	8	3	2 135 200	8	5	1 118 000	16	8	3 253 200	9	3	2 190 300	9	11	1 879 200	18	14	4 069 500
Angola			54 000		2	51 300		2	105 300			54 000		4	113 700		4	167 700
Botswana			74 000		3	59 200		3	133 200			74 000		6	103 400		6	177 400
Comoros					1	7 200		1	7 200									
Democratic Republic of the Congo			155 000	10	40	2 242 800	10	40	2 397 800			77 900	28	112	7 492 800	28	112	7 570 700
Eswatini			66 300		2	101 100		2	167 400			66 300		2	95 200		2	161 500
Lesotho			66 000	1	5	250 400	1	5	316 400			66 000	1	3	198 000	1	3	264 000
Madagascar			55 000		1	27 800		1	82 800			55 000	1	2	121 300	1	2	176 300
Malawi			25 000	1	23	726 300	1	23	751 300				1	27	808 900	1	27	808 900
Mauritius			74 300	1	8	299 800	1	8	374 100	0.5	0.5	129 100		10	345 800	1	11	474 900
Mozambique				6	26	1 329 200	6	26	1 329 200				21	104	5 189 600	21	104	5 189 600
Namibia			40 000		2	27 100		2	67 100			40 000		3	109 200		3	149 200
South Africa			40 000	6	47	3 424 300	6	47	3 464 300	1		169 200	7	76	4 611 300	8	76	4 780 500
Zambia			82 800	3	31	1 850 300	3	31	1 933 100			33 000	2	26	1 564 200	2	26	1 597 200
Zimbabwe			100 000	4	52	2 388 200	4	52	2 488 200			30 000	9	95	5 660 400	9	95	5 690 400
Subtotal	8	3	2 967 600	40	248	13 903 000	48	251	16 870 600	10.5	3.5	2 984 800	79	481	28 293 000	90	485	31 277 800
SPECIAL LIAISON OFFICES																		
Addis Ababa, Ethiopia	1	2	384 900	38	517	16 255 100	39	519	16 640 000	1	2	405 300	48	607	23 406 400	49	609	23 811 700
New York, United States of America	12	2	2 745 400		2	62 300	12	4	2 807 700	14	3.5	3 388 300	1	1	135 100	15	5	3 523 400
Subtotal	13	5	3 130 300	38	519	16 317 400	51	523	19 447 700	15	5.5	3 793 600	49	608	23 541 500	64	614	27 335 100

OPERATIONAL PART OF THE BUDGET

OPERATIONAL PART OF THE BUDGET	2023 - C/113/7									2024 estimate								
	Operational Support Income			Project funds			Total			Operational Support Income			Project funds			Total		
	Staff positions		Staff, office and other costs	Staff positions		Staff, office and other costs	Staff positions		Total costs	Staff positions		Staff, office and other costs	Staff positions		Staff, office and other costs	Staff positions		Total costs
	P	NO/GS		P	NO/GS		P	NO/GS		P	NO/GS		P	NO/GS		P	NO/GS	
African Capacity Building Centre for Migration Management (United Republic of Tanzania)	2	2	568 500	1		155 400	3	2	723 900	2	2	621 700	1	1	190 000	3	3	811 700
Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix)	10		2 404 500	15		2 209 300	25		4 613 800	15	1	3 004 000	13	1	2 134 000	28	1	5 138 000
Total – Field	148	111	50 993 100	956	8 426	514 600 400	1 104	8 536	565 593 500	195.5	148.1	63 901 800	1 339	11 785	704 084 100	1 535	11 933	767 985 900
GLOBAL ACTIVITIES																		
Junior Professional Officers				24		1 305 800	24		1 305 800				29		2 878 000	29		2 878 000
Course on International Migration Law			20 000						20 000			20 000						20 000
Gender mainstreaming activities			100 000						100 000			100 000						100 000
Information and communications technology	3		981 000				3		981 000	3		5 503 000				3		5 503 000
Maintenance of office premises			500 000						500 000			1 100 000						1 100 000
Communications			50 000						50 000			50 000						50 000
Leadership, diversity and inclusion initiatives			300 000						300 000			300 000						300 000
Private sector outreach			200 000						200 000			200 000						200 000
Publications			255 000						255 000			255 000						255 000
Regional consultative processes on migration			25 000						25 000			25 000						25 000
Special assignments and support				6		662 500	6		662 500				4		812 400	4		812 400
IOM staff assigned to other organizations				2		153 300	2		153 300									
Staff development and learning			664 600						664 600			1 282 800						1 282 800
Support for consultations with civil society organizations			10 000						10 000			10 000						10 000
External Audit												130 000						130 000
Institutional Initiatives												1 000 000						1 000 000
Total – Global activities			3 105 600	32		2 121 600	32		5 227 200	3	0	9 975 800	33		3 690 400	36		13 666 200
IOM Development Fund – Line 1			1 400 000						1 400 000			1 400 000						1 400 000
IOM Development Fund – Line 2		6	13 600 000					6	13 600 000		6	13 600 000					6	13 600 000
Total – IOM Development Fund		6	15 000 000					6	15 000 000		6	15 000 000					6	15 000 000
PROJECTS																		
Centre for Information on Migration in Latin America (CIMAL)						30 000			30 000						30 000			30 000
Humanitarian Assistance for Stranded Migrants						300 000			300 000						300 000			300 000
Annual support for African Union migration policy formulation and dialogues						80 000			80 000						80 000			80 000
Loan funds administration				1	5	1 646 600	1	5	1 646 600				1	5	1 646 600	1	5	1 646 600
South American Conference on Migration process						20 000			20 000						20 000			20 000
Support to Strengthen the Central American Commission of Directors of Migration (OCAM)						10 000			10 000						10 000			10 000
Inter-American Course on Migration						63 000			63 000						63 000			63 000
Technical Cooperation Project to Strengthen the Puebla Process						20 000			20 000						20 000			20 000
Total – Projects			523 000	1	5	1 646 600	1	5	2 169 600			523 000	1	5	1 646 600	1	5	2 169 600
Disaster recovery			300 000						300 000			300 000						300 000
Project Information and Management Application (PRIMA)	2		1 147 000				2		1 147 000	3	2	1 488 200				3	2	1 488 200
Information Management Competence Centre (ERP)	10	2	2 900 000				10	2	2 900 000	10	2	7 534 600				10	2	7 534 600
Staff security	14	23	20 624 500				14	23	20 624 500	16	24	21 047 500				16	24	21 047 500
Cost-sharing fees for United Nations Sustainable Development Group and Chief Executives Board for Coordination			1 907 500						1 907 500									
Other staff benefits			965 300						965 300			5 615 300						5 615 300
Unbudgeted activities and structures			5 000 000						5 000 000			8 000 000						8 000 000
TOTAL	357	448	160 000 000	1 117	8 539	541 761 400	1 474	8 986	699 829 800	506.5	552.1	210 000 000	1 509	12 039	737 541 800	2 016	12 591	947 541 800

ᵃ Offices hosting coordinating functions.

ᵇ Offices hosting resource mobilization functions.

ᶜ References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

ᵈ Original 2023 estimates from C/113/7 have been revised to correct errors of transposition

P– Professional and higher categories; NO - National Officer category (total: 1.282 in 2024/ 784 in 2023), GS– General Service category (total 11.309 in 2024 / 8.202 in 2023).

ANNEX V – MOVEMENT ESTIMATES

Table 1 — Countries of destination

Service	Programme/Project	Region of origin	Total	United States	Canada	Australia	United Kingdom	New Zealand	Switzerland	Belgium	Bulgaria	Croatia	Finland	France	Germany	Iceland	Ireland	Italy	Lithuania	Luxembourg	Norway	Portugal	Romania	Sweden
Movement, Emergency and Post-crisis Programming	Resettlement Assistance	Africa	51 597	22 000	22 228	3 575	750	300	208				660		1 119	107							200		450
		Middle East	48 468	31 000	7 736	5 416	750	300	208				220		1 446	108	784					200		300
		Latin America and the Caribbean	13 250	11 719	804	577		150																
		North America	37		37																			
		Asia and Oceania	35 307	9 000	11 822	8 017	3 000	750					220		373	215	350	1 800						
		Europe	26 048	10 329	6 051		750		209	100	179	60	395	3 000	3 500	20			20	50	200	550	285	150
		Other (undetermined departure countries)	2 712			290	1 450		200				220		372		30							
		Subtotal	**177 419**	**84 258**	**48 678**	**17 875**	**6 700**	**1 500**	**825**	**100**	**179**	**60**	**1 715**	**3 000**	**6 810**	**450**	**1 164**	**1 800**	**20**	**50**	**200**	**950**	**285**	**900**
	Humanitarian Assistance to Stranded Migrants	Other (undetermined departure countries)	400																					
		Subtotal	**400**																					
	Emergency Response and Assistance to Displaced Populations	Africa	50 395																					
		Middle East	1 200																					
		Latin America and the Caribbean	4 000																					
		Europe	11 800																					
		Subtotal	**67 395**																					
	Movement, Emergency and Post-crisis Programming – Total		**245 214**	**84 258**	**48 678**	**17 875**	**6 700**	**1 500**	**825**	**100**	**179**	**60**	**1 715**	**3 000**	**6 810**	**450**	**1 164**	**1 800**	**20**	**50**	**200**	**950**	**285**	**900**

Table 2 — Countries of destination

Service	Programme/Project	Region of origin	Bangladesh	Benin	Brazil	Burkina Faso	Cameroon	Chad	Côte d'Ivoire	Egypt	Ethiopia	Gambia	Ghana	Guinea	Japan	Republic of Korea	Lebanon	Mali	Niger	Nigeria	Pakistan	Romania	Senegal	Somalia	South Sudan	Togo	Others (undetermined destination countries)
Movement, Emergency and Post-crisis Programming	Resettlement Assistance	Africa																									
		Middle East																									
		Latin America and the Caribbean																									
		North America																									
		Asia and Oceania													60	50											
		Europe																									
		Other (undetermined departure countries)																									
		Subtotal													**60**	**50**											
	Humanitarian Assistance to Stranded Migrants	Other (undetermined departure countries)																									400
		Subtotal																									**400**
	Emergency Response and Assistance to Displaced Populations	Africa	1 900	200		800	280	1 600	300	750	250	1 100	1 300	450				1 800	2 000	2 100	550		260	430	70	55	34 200
		Middle East																									
		Latin America & the Caribbean			1 200																						
		Europe	236							236	10 620						236				236	4 000					236
		Subtotal	**2 136**	**200**	**1 200**	**800**	**280**	**1 600**	**300**	**986**	**10 870**	**1 100**	**1 300**	**450**	**60**	**50**	**236**	**1 800**	**2 000**	**2 100**	**786**	**4 000**	**260**	**430**	**70**	**55**	**34 436**
	Movement, Emergency and Post-crisis Programming – Total		**2 136**	**200**	**1 200**	**800**	**280**	**1 600**	**300**	**986**	**10 870**	**1 100**	**1 300**	**450**	**60**	**50**	**236**	**1 800**	**2 000**	**2 100**	**786**	**4 000**	**260**	**430**	**70**	**55**	**34 836**

Service	Programme/Project	Region of origin	Total	Canada	United Kingdom	Spain	Chile	Australia	United States	Finland	Germany	Italy	France	Argentina	Netherlands (Kingdom of the)	Norway	Sweden	Denmark	Other – Africa	Other – Middle East	Other – Latin America and the Caribbean	Other – Asia and Oceania	Other – Europe
Facilitating Migration[a]	Immigration and Visas[b]	Africa	319	17	1			271	4	6												20	
		Middle East	105	11				83	3					3								5	
		Latin America and the Caribbean	78					18			29			31									
		North America	245	5	1	59	1	8	20		13	1	8		2			1	4		44	36	42
		Asia and Oceania	14					7			2			5									
		Europe	12											12									
		Subtotal	**773**	**33**	**2**	**59**	**1**	**387**	**27**	**6**	**44**	**1**	**8**	**51**	**2**			**1**	**4**		**44**	**61**	**42**
	Movements of Self-Paying Migrants	Africa	1 894	1 127	380			32	47	228	35	1	2		19	8	7			1		4	3
		Middle East	10	1			1																8
		Latin America and the Caribbean	2 025	56	170	521	21	68	305	5	181	167	145	3	34	6	8	13	7	7	154	37	117
		North America	127	1			110					1		15									
		Asia and Oceania	420	38	33		23	8	29	106		5	3	3	43	10	1	3	15	2			98
		Europe	712	10	1		390		4		2			53	10		1		12	1	1	4	223
		Subtotal	**5 188**	**1 233**	**584**	**521**	**545**	**108**	**385**	**339**	**218**	**174**	**150**	**74**	**106**	**24**	**17**	**16**	**34**	**11**	**155**	**45**	**449**
		Facilitating Migration – Total	**5 961**	**1 266**	**586**	**580**	**546**	**495**	**412**	**345**	**262**	**175**	**158**	**125**	**108**	**24**	**17**	**17**	**38**	**11**	**199**	**106**	**491**

a Movements estimates based on last 12 months.

b Movements under Immigration and Visas relate mainly to the provision of transportation assistance and related services to facilitate the travel of persons who require international migration assistance.

Countries/Regions of destination[b]

Service	Programme/Project	Region of origin[a]	Total	Libya	Niger	Germany	Yemen	Tunisia	Greece	Morocco	Netherlands (Kingdom of the)	Türkiye	Belgium	Other countries in: Africa	Middle East	Latin America and the Caribbean	North America	Asia and Oceania	Europe
Regulating Migration	Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking	Africa	35 096	9 554	726	143	589	2 920	48	859	143	77	49	18 828	945	1		48	166
		Middle East	508	27		160		38	28		44	34	13	17	70			13	64
		Latin America and the Caribbean	4 704			12			1	3	108	20	42	1		4 144	238	6	129
		North America	171			6		17			2		1	12		119		8	6
		Asia and Oceania	2 951	783		126		44	121	7	194	27	35	58	55			1 411	90
		Europe	3 029	3		596		9	592		218	57	125	7		16	1	25	1 380
		Subtotal	46 459	10 367	726	1 043	589	3 028	790	869	709	215	265	18 923	1 070	4 280	239	1 511	1 835
	Return Assistance for Migrants and Governments	Africa	47 730	7 705	15 465	827	8 889	2 050	150	2 006	175	825	16	8 471	435	4		66	646
		Middle East	1 863	1		1 110	3	3	125		88	154	7	1				40	331
		Latin America and the Caribbean	4 849			227		3	18	7	390	337	26	2		1 956		16	1 867
		North America	256			146					21			8		38		22	21
		Asia and Oceania	5 968	794		909	98	30	663	27	758	188	21	49	453			689	1 289
		Europe	12 100			6 657			2 088		426	1	68	2	4	6		19	2 829
		Subtotal	72 766	8 500	15 465	9 876	8 990	2 086	3 044	2 040	1 858	1 505	138	8 533	892	2 004		852	6 983
		Regulating Migration – Total	119 225	18 867	16 191	10 919	9 579	5 114	3 834	2 909	2 567	1 720	403	27 456	1 962	6 284	239	2 363	8 818

[a] Region of origin refers to the point of departure of the migrant. This is usually their country of origin, to where IOM assists them to return.

[b] Countries/Regions of destination refer to the countries/regions from where a migrant requests return and reintegration assistance and from where they are assisted to return.