![IOM International Organization for Migration logo]

COUNCIL

113th Session

PROGRAMME AND BUDGET FOR 2023

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## ACRONYMS

| | |
|---|---|
| COVID-19 | Coronavirus disease 2019 |
| CSO | Civil society organization |
| ECOWAS | Economic Community of West African States |
| GFMD | Global Forum on Migration and Development |
| IASC | Inter-Agency Standing Committee |
| ICT | Information and communications technology |
| IDM | International Dialogue on Migration |
| IDP | Internally displaced person |
| IGF | Internal Governance Framework |
| Migration MPTF | Migration Multi-Partner Trust Fund |
| 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 |
| PRISM | Processes and Resources Integrated Systems Management |
| PSEA/SH | 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 |
| 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

I am pleased to present to you the IOM Programme and Budget for 2023.

The past year has been one of institutional growth at a time of proliferating crisis. As IOM's operations have slowly recovered from the worst impacts of the COVID-19 global pandemic, new challenges have emerged to which IOM has been called to respond, from Afghanistan, to Pakistan, to Ukraine, while still supporting long-standing displacement situations from Bangladesh, to the Bolivarian Republic of Venezuela, to Yemen. At the same time, IOM has flourished, with its new leadership structure allowing IOM to enhance its integration and leadership in the United Nations system, while also furthering internal governance.

A key milestone was the first International Migration Review Forum, held in New York in May 2022, in which a critical role was played by the United Nations Network on Migration, of which IOM serves as Coordinator. However, alongside this high-profile event, IOM has witnessed consistent demand for, and expansion of, its operations. The number of IOM staff looks set to increase to 19,000 by the end of 2022, with projected total expenditure nearing USD 3 billion. In 2023 the staffing levels are expected to reach approximately 20,300.

As the IOM budget has grown, so have our core needs. Thus, it is with deep and sincere gratitude that I thank the membership for agreeing a modest yet essential increase to our core budget. The adoption of Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM at the Thirtieth Session of the Standing Committee on Programmes and Finance, has set the Organization on the path to sustainable governance, as reflected in this budget.

The provisions of Standing Committee Resolution No. 31 are a clear reflection of the active engagement of Member States throughout a long and challenging negotiation process dating back over a decade, since the establishment of the Working Group on Budget Reform in 2010. While this process endured several phases of discussion, it was successfully reinvigorated in 2020. My particular thanks go to Ambassador Devandas of Costa Rica, and her predecessor, Ambassador Garcia of the Philippines, for their tireless work to deliver reform during their respective tenures as Chairperson of both the IOM Council and the Working Group itself.

The process has been underpinned by a consistent -- and gratifying -- appreciation for IOM's programming. It has shone a spotlight on the relevance and value of IOM's work for Member States, partners, and beneficiaries alike, and recognized the growth of the Organization not just in terms of budget and staffing, but also in terms of capability, confidence, and its voice as the leading United Nations agency on migration. As one of the few agencies working across the humanitarian, development and peace nexus, IOM provides essential reliability and stability at times of turmoil.

Resolution No. 31 provides a more sustainable funding model for the core structure, which includes an increase in commitments from Member States and the diversification of funding sources, including financial support to leverage private sector funding. In practical terms, Member States have recognized that IOM requires an additional USD 75 million in sustainable and adequate funding annually for its core structure.

As a result of the modalities approved by the Member States, IOM will embark on a phased implementation, beginning in 2023. This approach includes an increase in the Administrative Part of the Budget of USD 12 million per year over a period of five years, funded through assessed contributions from Member States. By 2027, this should total an additional USD 60 million per year.

Critically, Resolution No. 31 expands the definition of the core structure to encompass Chiefs of Mission and Resources Management Officers, a change that is crucial both for strengthening operational delivery and oversight, and for ensuring that IOM can advance its position on issues related to migration and internal displacement in key United Nations system-wide planning and coordination processes at the national level.

In this first year of implementation, the additional budget capacity will be distributed between the three main areas of budget reform – delivery, oversight and advancement – and will be used to build:

- Stronger oversight and accountability at all levels of the Organization through increased support to critical functions that manage and oversee risk and ensure compliance, including monitoring, evaluation and results-based management. Moreover, the Office of the Inspector General and in-house PSEAH capacity across the Organization will continue to be strengthened.

- Progressive incorporation of Chief of Mission and Resources Management Officer positions into the core structure to maintain a strong global footprint. IOM will first prioritize country offices in selected least developed countries, primarily in Africa, focusing on those most in need of immediate financial support to secure short-term sustainability, while also scaling up capacity to deliver. During the first year, this means that 50 per cent of funding for these positions in 29 country offices will be covered by the core budget, while the Chief of Mission and Resources Management Officer positions in the remaining country offices will continue to be fully reliant on project funding.

- A process to align and standardize structures across the regional offices, including pursuing more effective policy engagement and data management for more consistent, high-quality outcomes. This includes strengthening resource management capacity in key regions.

- A stronger reporting framework and strategic planning capabilities to keep pace with institutional changes as a result of growing programmes and operations, furthering the ambitions of the Strategic Vision 2019–2023 and Internal Governance Framework. This will include specific investments in gender and environmental sustainability, both of which are key cross-cutting areas for the future. This will also lay the foundations for IOM to move towards the approach to performance budgeting (results-based budgeting) in the future.

For the first year, the budget foresees the allocation of more than 50 per cent of the core budget increase to delivery at country office level. Just over 30 per cent is foreseen to be allocated to oversight at Headquarters and in the regional offices. The remainder will be invested in advancement, including with regard to IOM engagement with the United Nations system.

We have deliberated carefully to make the best strategic use of the additional funds. But I must warn against complacency on two grounds.

First, despite these extensive reforms, the Organization's funding structure will continue to be highly projectized. This means that IOM will retain key, prized characteristics, including its organizational flexibility and agility. Over time, IOM will move towards embedding critical core functions within the Administrative Part of the Budget, gradually reducing its extensive reliance on OSI funds, and creating more stability, predictability and budgetary foresight. But change will take time.

Second, to reach the annual target of an additional USD 75 million for the core structure, IOM will still need to fill a partial, yet persistent funding gap through voluntary contributions from Member States and partnerships with the private sector. Although we will endeavour to bridge the gap, we will continue to have unfunded positions in key areas of oversight, delivery and advancement. Our work is not yet done.

In the short term, for 2023, I propose that OSI is used to supplement the coverage of urgent priority areas not funded under budget reform funding in the first year, as well as to cover other institutional priorities and requests regarding delivery, sound oversight and advancement. Primary among these is investment in legal hubs, human resources management, staff development and learning and staff security. Other areas include enhancement of IOM's operational capacity in humanitarian preparedness and response, climate change adaptation and peace and security, and further investment in data, knowledge management and research.

Addressing the sustainability and predictability of the IOM financial model is an ongoing effort. Cognizant of these challenges, I trust that Member States will approve the Programme and Budget for 2023 as proposed. I hope that we can collectively move forward swiftly, so the benefits of these changes can be felt by our colleagues on the ground, and by governments, migrants and displaced communities around the world.

In conclusion, I would like to express once more my sincere appreciation to all Member States for their unconditional support for the work of the Organization during the fourth year of my tenure and look forward to our work together over the coming years.

António Vitorino
Director General

# KEY DECISIONS
# FOR 2023

# DECISIONS REQUIRED ON THE PROGRAMME AND BUDGET FOR 2023

BUDGET LEVEL

## Administrative Part of the Budget

1.        The Administrative Part of the Budget is presented at CHF 65,346,816 and reflects an increase of CHF 11,760,000 compared with the 2022 budget, in line with Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM.

## Operational Part of the Budget

2.        The Operational Part of the Budget is based on anticipated funding and is estimated at USD 1.3 billion, which is slightly 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 2023 is USD 160 million, which is also reflective of Member States calls for the Organization to plan for higher OSI income in view of growing expenditure levels of the past years.

# OVERVIEW

## INTRODUCTION TO THE BUDGET

4.      In view of the growth in activities and broadened scope of the Organization's services, this budget focuses on strengthening the core structure and outlines the plethora of projects implemented across the globe. The activities underline the partnerships and collaboration that have been developed and strengthened with Member States, international organizations, civil society and other partners in addressing global migration challenges.

5.      The establishment of adequate structures that ensure prompt responses to the needs of constituents and are critical to ensure adequate oversight is funded by the Administrative Part of the Budget and OSI.

## BUDGET FORMAT

6.      The Programme and Budget for 2023 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 60, 61 and 62).

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 65,346,816 and reflects an increase of CHF 11,760,000 compared with the 2022 budget, in line with Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM. As the decision was taken to increase the budget by USD 12 million yearly over the next five years, the Swiss franc equivalent on which this part of the budget is prepared is based on the United Nation exchange rate at the time of preparing this document and taking into account expectations of future trends.

10.      The Operational Part of the Budget is based on anticipated funding and is estimated at USD 1.3 billion, which is slightly 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 2023 confirmed at the time of finalizing this document. The OSI budget has been increased from USD 142 million in 2022 to USD 160 million in 2023, which represents a 12.7 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 48 and 49 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)

|  | 2022 (C/112/6/Rev.1) CHF | 2023 Estimates CHF |
|---|---|---|
| Administration | 53 586 816 | 65 346 816 |

## Operational Part of the Budget
### (funded by voluntary contributions)

|  | SERVICES/SUPPORT | 2022 (C/112/6/Rev.1) USD | 2023 Estimates USD |
|---|---|---|---|
| I. | Movement, Emergency and Post-crisis Programming | 603 416 400 | 720 513 000 |
| II. | Migration Health | 196 392 400 | 225 058 300 |
| III. | Migration and Sustainable Development | 17 063 400 | 38 953 500 |
| IV. | Regulating Migration | 222 662 500 | 194 446 400 |
| V. | Facilitating Migration | 107 017 100 | 57 334 900 |
| VI. | Migration Policy, Research and Communications | 8 815 600 | 4 962 600 |
| VII. | Land, Property and Reparation Programmes | 2 650 200 | 206 500 |
| VIII. | General Programme Support | 31 752 400 | 23 491 800 |
|  | TOTAL | 1 189 770 000 | 1 264 967 000 |

# STRENGTHENED ORGANIZATIONAL STRUCTURE

19.     The objective of the Administration is to maximize the Organization's limited budget allocations to enhance its effectiveness and impact. In this regard, the Administration has prioritized the under-resourced oversight and policy-setting functions at Headquarters, and in the regional and country offices – closer to the beneficiaries of the Organization's activities.

20.     Taking into account the staggered implementation over five years of the increase in the Administrative Part of the Budget approved by Standing Committee Resolution No. 31, the allocation of the first-year increase of USD 12 million (CHF 11,760,000) has been guided by the following criteria established by the Administration:

- Proportionate distribution covering the three broad budget reform areas, namely delivery, oversight and advancement, as reflected in the chart below.



**Proportionate allocation for 2023**

- Delivery 53%
- Oversight 30%
- Advancement 17%
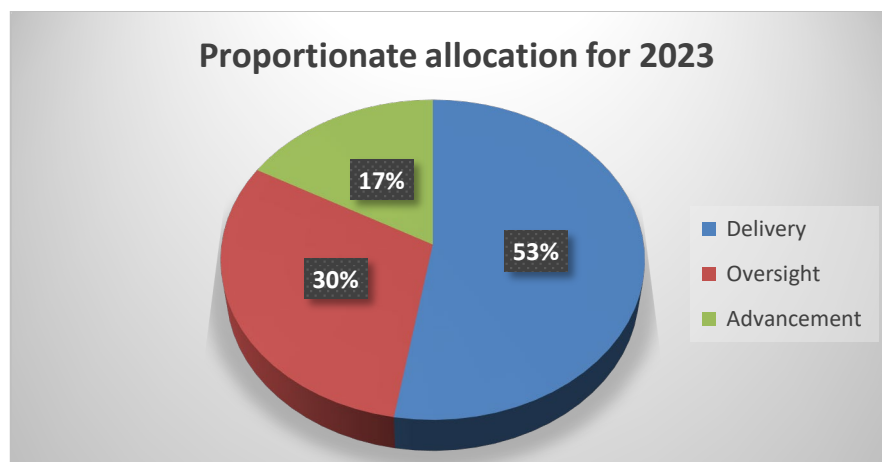
- Prioritization of funding for Chief of Mission and Resource Management Officer positions in country offices in selected least developed countries. To ensure a broad allocation of the additional funds, only 50 per cent of the cost of the selected Chief of Mission and Resource Management Officer posts are funded in year one. As the first line of defence for the Organization, these 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 to ensure compliance with policies and internal control measures related to the management of financial resources entrusted to the Organization.

- Standardization of structures across the regional offices, beginning with Regional Policy Liaison Officers, Regional Monitoring and Evaluation/Risk Management Officers, specialists in the areas of data and climate impact on migration, and the establishment of legal hubs. These functions and structures are devoted to developing policies, processes and controls related to the management of operations and risks and also monitor the adequacy and effectiveness of internal controls, the accuracy and completeness of reporting, and compliance with contractual and legal requirements.

- Establishment or transfer of positions at Headquarters to provide independent assurance to the senior management, the governing bodies, and stakeholders in relation to the design, adequacy and operational effectiveness of IOM's internal controls as well as an assessment of the frameworks related to governance, risk management and controls.

21.     The following section outlines 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

22.	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.

23.	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:

    – One position for quality control and reporting in the Office of the Inspector General

    – Three positions for investigations in the Office of Inspector General

    – One position for data and forensics in the Office of the Inspector General

- Transfer of the Professional category position of Senior Internal Auditor from the Panama Administrative Centre to Headquarters

### II. Executive Office

- Establishment of one Professional category position for a social media producer in the Media and Communications Unit

- Establishment of one General Service category position to support protocol and administrative activities in the Governing Bodies Secretariat

- Establishment of one General Service category position for general administrative support in the Executive Office

### Department of External Relations

- Establishment of a Professional category position to support the work on the implementation of the Global Compact for Safe, Orderly and Regular Migration in the Global Compact on Migration Unit

- Transfer of the Professional category position of Migration Policy Officer from the United Nations Partnerships Division to the Department of Policy and Research

### Department of Strategic Planning and Organizational Performance

- Establishment of the following Professional category positions:

    – One position for strengthening institutional compliance with IOM rules, regulations and policies

    – One position for organizational alignment in the Internal Governance Framework Unit

    – One position for change management in the Internal Governance Framework Unit

    – One position for PRIMA business process in the PRIMA Unit

    – One position in the Results-based Management Unit to support the transition towards stronger Results-Based Management practices and systems

    – One position to support in preparing the global annual report in the Results-based Management Unit

    – One position for monitoring and evaluation and knowledge management in the Central Evaluations Unit

    – One position in the Operational Compliance Unit to strengthen assurance functions with regards to implementing partners

- Establishment of a General Service category position for an administrative assistant in the Director's Office

- Transfer of the following Professional category positions:

    – One position of Senior Oversight Officer from the Manila Administrative Centre to the Central Evaluation Unit at Headquarters

    – One position of Legal Officer from the Internal Governance Framework Unit to the Institutional Law and Programme Support Division in the Department of Legal Affairs

## III. Deputy Director General for Operations

- Establishment of the following Professional category positions:

    – One position to lead the cash-based initiative activities in the Cash-based Initiatives Unit

    – One position for a senior adviser to provide support to the United Nations Secretary-General's Office of the Special Adviser on Solutions to Internal Displacement

## Department of Peace and Development Coordination

- Establishment of the following Professional category positions:

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

    – One position for migration mainstreaming in the Sustainable Development Unit

- Establishment of a General Service category position to provide administrative support in the Director's Office

- Transfer of the Professional category position of Policy Officer from the Department of Programme Support and Migration Management

## Department of Programme Support and Migration Management

- Establishment of a Professional category position in the Immigration and Border Governance Division to support global outreach and implementation of IOM's flagship programme on migration management

- Transfer of the Professional category position of Policy Officer to the Sustainable Development Unit of the Department of Peace and Development Coordination

## Department of Operations and Emergencies

- Establishment of the following Professional category positions:

    – One position to lead the global water, sanitation and hygiene team in the Preparedness and Response Division

    – One position for preparedness and response in the Preparedness and Response Division

## Department of Policy and Research

- Establishment of the following Professional category positions:

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

    – One position to support preparation of the World Migration Report in the Migration Research and Publications Division

- Transfer of the Professional category position of Migration Policy Officer from the United Nations Partnerships Division to the Policy Coordination Unit

## IV. Deputy Director General for Management and Reform

- Establishment of the following Professional category positions:

    – One position to strengthen the Gender and Diversity Unit

    – One position to strengthen the Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment 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 to provide policy support in the Office of Staff Security

## Department of Financial and Administrative Management

- Establishment of the following Professional category positions:

    – One position for financial and policy application in Director's Office

    – One position to reinforce global statutory accounts management and oversight in the Finance and Accounting Division

    – One position to support the transition towards results-based budgeting in the Budget Division

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

    – One position to manage the cash assets of the Organization in alignment with effective credit risk mitigation measures in the Treasury Division

    – One position to support global procurement and supply chain management in the Supply Chain Division

- Establishment of following General Service category positions:

    – One position to support the issuance of staff tickets for travel in the Staff Travel Coordination Unit

    – One position for accounting support functions in the Finance and Accounting Division

- Transfer of the Professional category position of Head of Pension Administration from the Manila Administrative Centre to Headquarters

## Department of Human Resources Management

- Establishment of a Professional category position to support staff performance management

## Department of Legal Affairs

- Transfer of the Professional category position of Legal Officer from the Internal Governance Framework Unit to the Institutional Law and Programme Support Division

## ADMINISTRATIVE CENTRES

24.     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 the following General Service category positions:
    – Six positions to support supply chain management in the Manila Supply Chain Unit
    – Ten positions to strengthen the Recruitment Unit
    – Five positions to support global resources management services
- Transfer of the following Professional category positions:
    – One position of Head of Pension Administration to the Treasury Division in the Department of Financial and Administrative Management at Headquarters
    – One position of Senior Oversight Officer to the Central Evaluations Unit at Headquarters

### Panama Administrative Centre

- Establishment of the following Professional category positions:
    – One position of Regional Human Resources Business Partner
    – One position of Regional Finance and Budget Officer to support regional resources management functions
    – One position to provide regional IT support
- Establishment of two General Service category positions to support global resources management services
- Transfer of the following Professional category positions:
    – One position of Senior Regional Resources Management Officer from the Regional Office in San José
    – One position of Senior Internal Auditor to the Office of Inspector General at Headquarters
    – One position of Regional Procurement and Supply Chain Officer from the Regional Office in Buenos Aires
- Transfer of the General Service category position of Regional Resource Management Support Officer from the Regional Office in Buenos Aires
- Abolishment of one Senior Resources Management Officer position in Buenos Aires to create one position to support regional resources management functions


## GLOBAL DATA INSTITUTE

25.     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:
    – Three positions to enhance and support the Displacement Tracking Matrix Unit
    – One position to enhance the availability and use of data in the Displacement Tracking Matrix Unit

## REGIONAL, COUNTRY AND SPECIAL LIAISON OFFICES

26.        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 in Bangkok

- Establishment of the following Professional category positions:
    – One position to support the Ombudsperson
    – One position to strengthen resources management functions
    – One Senior Legal Officer position to lead the legal hub for the Asia-Pacific region
    – One Legal Officer position to provide general and contract law support in the legal hub
- Establishment of a General service category position to provide administrative support to the legal hub
- 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: Bangladesh, Cambodia, the Lao People's Democratic Republic, Myanmar, Nepal, Papua New Guinea and Timor-Leste.

### Regional Office in Brussels

- Establishment of the following Professional category positions:
    – One position to support monitoring, evaluation and risk management
    – One position to provide migration, environment and climate change and risk reduction-related support
    – One position for a thematic specialist to manage regional migration-related data and research
    – One position for subregional coordination in Copenhagen, Denmark
    – One position for Chief of Mission in London, United Kingdom
- Establishment of a National Officer category position for liaison support in London, United Kingdom
- Establishment of a General Service category position to support subregional coordination in Copenhagen, Denmark

### Regional Office in San José

- One position for a thematic specialist to manage regional migration-related data and research
- Establishment of two Professional category positions for Chief of Mission and Resources Management Officer in Barbados to fulfil coordinating functions
- Partial coverage of the Chief of Mission and Resources Management Officer positions in the IOM Office in Haiti
- Transfer of the Professional category position of Senior Regional Resources Management Officer to the Resources Management Unit in the Panama Administrative Centre

### Regional Office in Buenos Aires

- Transfer of the Professional category position of Regional Procurement and Supply Officer to the Resources Management Unit in the Panama Administrative Centre
- Abolishment of one Senior Resources Management Officer position to create one position to support regional resources management functions in the Panama Administrative Centre

- Transfer of the General Service category position of Regional Resources Management Officer to the Resources Management Unit in the Panama Administrative Centre

### Regional Office in Cairo

- Establishment of the following Professional category positions:

  – One position for a thematic specialist to manage regional migration-related data and research

  – One position to provide migration, environment and climate change and risk reduction-related support

- 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 IOM Office in the Sudan

### Regional Office in Dakar

- Establishment of the following Professional category positions:

  – One position for a thematic specialist to manage regional migration-related data and research

  – One position to strengthen resources management 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: Burkina Faso, Central African Republic, Chad, Guinea, Mali, Mauritania, the Niger and Senegal

### Regional Office in Nairobi

- Establishment of the following Professional category positions:

  – One position for a thematic specialist to manage regional migration-related data and research

  – One position to support monitoring, evaluation and risk management

  – One Senior Legal Officer position to lead the legal hub for the Africa region

  – One Legal Officer position to provide general and contract law support in the legal hub

- Establishment of a General service category position to provide administrative support to the legal hub

- 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: Burundi, Djibouti, Ethiopia, Eritrea, Rwanda, Somalia, South Sudan, Uganda and the United Republic of Tanzania

### Regional Office in Pretoria

- 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: Malawi, Mozambique and Zambia

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

- Establishment of the following Professional category positions:

  – One position to provide support in the area of peace and security

  – One position for a reporting officer to expand institutional engagement with the United Nations Security Council

  – One position to support United Nations system-wide crisis management, creating synergies with IOM's Global Data Institute

# DESCRIPTION OF THE ORGANIZATION

# CONSTITUTION AND GOVERNANCE

27.      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.

28.      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.

29.      Over the past decade, the Organization has undergone considerable change, including a 100 per cent increase in its operating budget, 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.

30.      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.

31.      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.

32.      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

33.     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.

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

- Administrative centres

- Regional offices

- Country offices

## HEADQUARTERS

35.     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

36.     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.

37.     The **Office of the Inspector General** contributes to the oversight and internal control of the Organization through its functions of internal audit and investigation. The Office formulates proposals for remedial action in response to problems encountered. It ensures that IOM's objectives are pursued in compliance with the Organization's rules, regulations and ethical standards; detects fraud, waste, abuse and mismanagement; and contributes to the management and minimization of risk.

38.      The **Office of the Ombudsperson** provides impartial dispute-resolution assistance to address the employment-related problems of staff members in accordance with the Standards of Practice and the Code of Ethics of the International Ombudsman Association.

39.      The **United Nations Network on Migration Secretariat** provides support to enhance the ability of the United Nations system to deliver effective system-wide support to States and ensure greater coherence in the migration domain, specifically with regard to the implementation of the Global Compact for Safe, Orderly and Regular Migration, under overall IOM coordination. The Secretariat, through its Fund Management Unit, also supports management of a start-up fund to help strengthen capacities, foster multi-partner cooperation and promote overall coherence in the system-wide support to Member States in managing migration.

## Executive Office

40.      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.

41.      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 Advisors.

42.      The **Media and Communications Unit** oversees all aspects of public communication in the Organization. It is responsible for the Organization's communications and media 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.

43.      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.

44.      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

45.      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.

46.      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 develops 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 focal point for IOM's partnership with civil society.

47.     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. The Division coordinates IOM's positions and provides guidance on migration governance and policy. The Division is also responsible for developing and maintaining relationships with key platforms and actors, including parliaments, cities and local authorities.

48.     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.

49.     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 contributions to the United Nations Network on Migration. Its main responsibilities include coordinating IOM's institutional contributions to the United Nations Network on Migration; coordinating IOM's implementation of Network activities and initiatives; and coordinating IOM's institutional 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

50.     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.

51.     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.

52.     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.

53.     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 the priorities of the IOM Strategic Vision 2019–2023 and as outlined in IOM's 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.

54.     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.

55.     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.

56.     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 lifecycle 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

57.     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; and the Department of Policy and Research.

58.     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-building projects to address specific areas of migration management.

59.     The **Cash-based Initiatives Unit** leads IOM's effort to increase, coordinate and standardize the Organization's use of cash-based initiatives. 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

60.     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.

61.     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. The Department also advises 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.

62.     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, 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.

63.     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

64.     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 the implementation of the "resilience" pillar of the IOM Strategic Vision and to 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.

65.     The Department provides knowledge management, policy and programmatic support to regional and country offices related to the 2030 Agenda 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 and peace nexus.

66.     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.

67.     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.

68.     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.

69.     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 assessment, hazard prevention and long-term mitigation, community-based risk reduction and nature-based solutions.

70.     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 2019–2023 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

71.     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 and 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.

72.     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.

73.     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.

74.     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).

75.     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.

76.     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 and their families, 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

77.    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.

78.    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, 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.

79.    The **Policy Coordination Unit** serves as the institutional focal point for identifying cross-cutting issues and institutional policy gaps and addressing them through the coordination of forward-looking and Organization-wide migration policy development processes that are evidence-based and firmly rooted in IOM's knowledge and programmatic experience. The Unit also facilitates strategic foresight and scenario planning for use in the development of IOM migration policy perspectives and advice for external stakeholders; provides guidance and technical support on migration policy development; develops and delivers training to IOM staff on strategic migration policy; and manages and curates migration policy-relevant knowledge management tools and platforms.

80.    The **Migration Research and Publications Division** is responsible for supporting IOM's efforts in developing and conducting policy-oriented migration research and analysis, as well as implementing migration research and analysis initiatives and projects in order to inform programme delivery and policy development. It promotes deeper understanding of international migration within and outside IOM and is responsible for preparing the Organization's biennial flagship report, the World Migration Report. The Unit is also responsible for developing and coordinating the Organization's overall research and publishing standards and for the production of IOM publications (published on the IOM Publications Platform), including on specific migration topics, migration law, and country migration profiles. The Unit 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.

81.    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.

82.    The **Innovation and Knowledge Management Unit** provides knowledge management tools and innovations to strengthen IOM capacity to learn from its programmatic expertise and that of its partners by analysing and sharing – both internally and externally – lessons learned, best practices, innovative approaches and programme evaluations.

## DEPUTY DIRECTOR GENERAL FOR MANAGEMENT AND REFORM

83.	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.

84.	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 the same principles are reflected in IOM programming.

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

86.	The **Office of Staff Security** is responsible for safety and security management throughout the Organization. The Unit identifies the Organization's institutional responsibilities in relation to all aspects of occupational safety and security and advises the IOM leadership accordingly. It also oversees its operations centres in the Manila and Panama Administrative Centres and works with a network of field-based staff security focal points.

87.	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.

88.	The **Environmental Sustainability Unit** manages IOM's Environmental Sustainability Programme, which focuses on three key environmental management areas: energy, water and waste management. The goal of the Environmental Sustainability Programme is to build on already available good practices and policies and strengthen internal governance related to environmental sustainability.

89.	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.

90.	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

91.     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.

92.     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.

93.     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.

94.     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 (PRISM); 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 International Aid Transparency Initiative (IATI) platform.

95.     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.

96.     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 automation, security and efficiency of treasury processes across IOM.

97.     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.

98.     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

99.     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.

100.    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.

## Department of Human Resources Management

101.    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, mobility, retention, evaluation and professional development of competent and motivated staff; (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 supervises delocalized human resources units at the Manila and Panama Administrative Centres.

102.    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.

103.    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 at 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. The Unit also 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 performance management cases that involve performance improvement plans. In addition, the Unit manages the issuance of *cartes de legitimation* for staff members serving in Switzerland, liaising with the Swiss authorities as necessary.

104.     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.

105.     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 four distinct functions: staff development and learning; staffing and recruitment; diversity and inclusion; and career development and performance management.

106.     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

107.     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.

108.     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.

109.     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.

110.     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 migrants processing solution and PRISM, 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.

111.     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

112.     The Department of Legal Affairs 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 is also the focal point on data protection issues and 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 Principles.

113.     The **Institutional Law and Programme Support Division** provides formal legal advice, including legal opinions, 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 existence within the international community. 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.

114.     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 and the coordination of potential disciplinary measures; represents and advises the Organization in all litigation cases throughout the internal justice process; reviews policies to ensure compliance with the internal legal framework; creates policies and improves the legal framework, including through 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; safeguards the Organization 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 contracts, agreements and templates for staff and non-staff personnel, (including for internships, consultancies, escorts, loans, secondments, standby personnel, Junior Professional Officers, and settlements with staff members) and provides advice on the interpretation of the related contractual terms in compliance with IOM's policies.

115.     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 Contract Law Division has a unit in Manila and a unit in Panama.

## ADMINISTRATIVE CENTRES

116.     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

117.     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.

118.     The **Global Procurement and Supply 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.

119.      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 monitoring, standardization and increased efficiency and quality of migration health programmes worldwide.

120.      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.

121.      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.

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

123.      The **Manila Financial Services** is responsible for providing financial services to IOM field offices worldwide and consists of the following eight units: PRISM 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.

124.      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.

125.      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.

126.      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, 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.

127.      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.

128.      The **Manila Staff Security Unit** collaborates closely with UNDSS and the United Nations security management system 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.

129.      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

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

131.    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.

132.    The **Panama Financial Services** has two main areas under its responsibility: Regional Accounting Support and PRISM Central 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 PRISM Central Support Team in Panama manages and maintains data in the PRISM 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 PRISM Central Support Team in Manila. It also guarantees the consistency and accuracy of centralized data, in order to facilitate the presentation of financial reports

133.    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 poor performance cases.

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

135.    The **Occupational Health Unit** undertakes occupational health assessments for local and international staff in the Americas and Africa. 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.

136.    The **Emergency Response and Preparedness Unit** provides technical support on emergency activities in the western hemisphere and for the development and endorsement of projects to address emergency situations. The Unit also provides camp coordination and camp management training and facilitates greater cooperation within the United Nations system.

137.    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.

138.    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.

139.    The **Office of the Inspector General Unit** carries out its audit functions in accordance with the International Professional Practices Framework of the Institute of Internal Auditors. This Framework has mandatory elements, including the Definition of Internal Auditing, the Code of Ethics and the International Standards for the Professional Practice of Internal Auditing.

140.    The **Procurement Unit** provides support on procurement processes to small offices and to cover the needs of the Panama Administrative Centre for the acquisition of goods and services and assets 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.

141.     The **Resources Management Unit** supervises administrative issues in the Panama Administrative Centre, ensuring support, guidance, training and compliance with the Organization's regulations, rules, policies and procedures, and is responsible for updating regularly 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.

## GLOBAL DATA INSTITUTE

142.     The Global Data Institute, under the administrative oversight of the Deputy Director General for Operations, seeks 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's aim is to foster good migration governance and support the implementation and monitoring of a range of international frameworks in migration, displacement, development, humanitarian and other related fields, notably the 2030 Agenda, the Global Compact, the Agenda for Humanity and the Grand Bargain, as well as frameworks relevant to the IASC. The Institute pursues this objective by increasing the availability of and access to migration data, improving data quality, helping to address data gaps, supporting follow-up of relevant global processes, championing data protection and data innovation, and acting as a convener for data actors. These efforts are undertaken, where relevant, in the context of the United Nations Network on Migration and in line with wider data-related efforts of the United Nations and other inter-agency efforts, including in the humanitarian field.

143.     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.

144.     The **Global Migration Data Analysis Centre** works to improve international migration data and analysis to inform migration policy. The Centre is located in Berlin and its objectives are to foster better analysis, use and presentation of migration data, to establish the Organization as a key source of reliable data on migration through strategic partnerships, and to act as a data hub for decision makers and practitioners seeking the best available statistics.

## REGIONAL OFFICES

145.     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.

146.     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, as well as in the areas of emergency and post-crisis response, including support for global Displacement Tracking Matrix operations, disaster risk reduction and climate change-induced migration activities; 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. 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 co-leads the Issue-Based Coalition on Human Mobility and Urbanization with UN-Habitat.

147.     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.

148.     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.

149.     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 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 Community of Latin American and Caribbean States (CELAC), the Latin American and Caribbean Economic System (SELA) and the Pacific Alliance. Within the framework of the United Nations system reform, the Regional Office actively participates in the Regional Collaborative Platform and co-leads the Issue-Based Coalition on Human Mobility together with UNHCR, ECLAC and UNICEF. 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.

150.     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.

151.    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, 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 and 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.

152.    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.

153.    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 RCPs 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.

154.    The **Regional Office in Pretoria, South Africa**, provides support to fifteen 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 RCPs 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

155.     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.

156.     The **Special Liaison Office in Addis Ababa, Ethiopia**, maintains and strengthens IOM's relations with the African Union, the Economic Commission for Africa, diplomatic missions and other relevant actors by contributing to their enhanced understanding of migration issues and migration governance actions. The Office works to enhance IOM's strategic engagement with both of these bodies, particularly the African Union Commission, by ensuring the appropriate inclusion of migration in its developmental, political, social, and peace and security policy agendas. This relationship enables IOM to assist translating political decisions into practical programmatic and policy responses at regional and national levels. The Office is accredited to and works closely with the Economic Commission for Africa to mainstream migration into multilateral initiatives focusing on Africa. The Office works to ensure IOM Headquarters and regional and country offices in Africa are kept abreast of key decisions and new policy directions relating to migration by these bodies. The Special Liaison Office also has full country office responsibilities with the host government.

157.     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 these stakeholders' understanding of migration issues, including with respect to the Global Compact on Safe, Orderly and Regular Migration and the Migration MPTF, by facilitating international policy dialogue on migration and by promoting the inclusion of migration and displacement in frameworks and agendas on peace and security, human and sustainable development and humanitarian responses. With much of the United Nations decision-making, multi-trust funds and coordination mechanisms taking place at the 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

158.     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

159.     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

160.     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

161.     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.

162.     The **Policy Coordinating Committee**, consisting of the Director General, the Deputy Directors General, the 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.

163.     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.

164.     The **Management Coordinating Committee**, consisting of the Director General, the Deputy Directors General, the Chief of Staff, Department Directors, the Senior Regional Advisers and the 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

165.     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.

166.     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**

Executive Office

**Deputy Director General for Management and Reform**

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

Office of the Inspector General

Office of the Ombudsperson

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

**Deputy Director General for Operations**

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

167.     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. This supersedes the definition set out in paragraph 1 of Council Resolution No. 1390 of 24 November 2020 on budget regulations and practices. The revised definition is as follows.

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;

168.     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

169.     IOM's core structure is funded from two sources: Member State assessed contributions and OSI. The Administrative Part of the Budget (CHF 65,346,816) 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 160 million) covers more than two thirds of the core budget for 2023.



Funding sources of the core budget for 2023

Operational Support Income 71%

Administrative Part of the Budget 29%
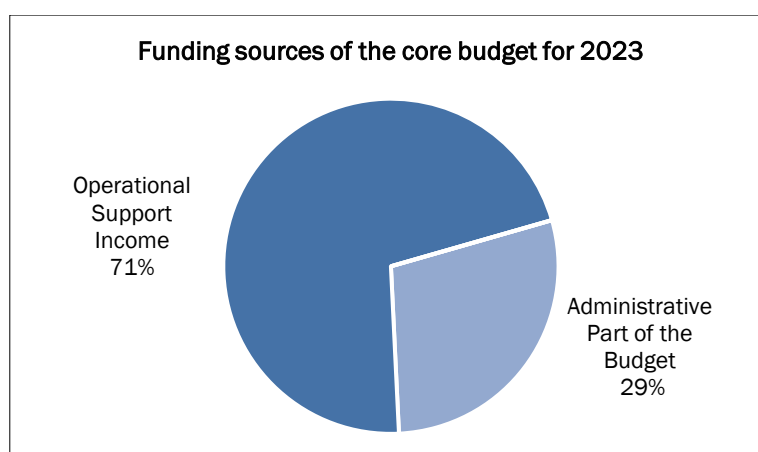
170.     The proportion of the core structure in relation to the Organization's total budget represents one of the lowest ratios when compared with any public sector organization. The chart below illustrates the level of the core structure as a proportion of the currently projected total expenditure of the Organization for 2023. 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 2023

Core structure 7%

Operational Part of the Budget 93%
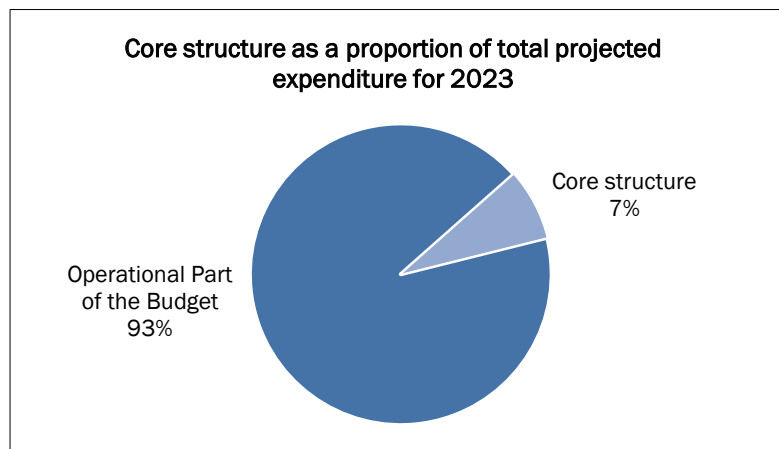
## BUDGET REFORM

171.      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.

172.     Resolution No. 31 foresees a staggered approach for the implementation of the budget reforms outlined therein, with the Administrative Part of the Budget being increased by USD 12 million per year over five years, until 2027. 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.

173.     Particular attention was given to country offices in least developed countries that were most in need of financial support to ensure short-term sustainability. As such, priority has been given to covering at least 50 per cent of the funding for Chief of Mission and Resources Management Officer posts in selected countries. In the regional offices, the focus has been on progressing towards standardization of structures, while at Headquarters, the focus of additional funding is on new areas of work following the restructuring that took place in 2021.

174.     In view of the staggered approach of the budget reform implementation, some of these measures are supported through Operational Support Income in 2023. The Administration is in the process of developing a five-year implementation plan so as to provide full transparency on how it intends to implement the budget reforms outlined in Resolution No. 31.

175.     In response to a request by Member States, a one-time drawdown from the Operational Support Income reserve of USD 5 million has been made to invest in and implement a private sector strategy and to create a Goodwill Ambassadors programme to support the Administration's efforts to reach a minimum total of USD 30 million in private sector funding by 2030.

176.     In adopting Resolution No. 31, Member States have 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 consider further increasing the Administrative Part of the Budget to ensure a sustainable financial model for the Organization.

177.     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

178.     The table on pages 48 and 49 presents an overview of core structure funding under the Administrative Part of the Budget and OSI for 2023. 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.

179.     The consolidated table also includes miscellaneous income, which comprises unearmarked contributions and interest income.

180.     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 level under the Administrative Part of the Budget is approximately USD 66.7 million and projected OSI is USD 160 million. The combined resources of the Administrative Part of the Budget and OSI to cover the core structure and other non-staff items in 2023 amount to approximately USD 226.7 million.

# 2023 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 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **PART 1: STAFF** | Administrative Budget | | OSI | | Total | | Admin. (CHF) | Total (USD) | | Grand total (USD) | % of total Admin. and OSI |
| | P | GS | P | GS | P | GS | | Admin.a | OSI | Admin.a and OSI | |
| **Headquarters** | | | | | | | | | | | |
| **Director General and Deputy Directors General** | 3 | | | | 3 | | 1 224 000 | 1 249 000 | 369 000 | 1 618 000 | |
| Inspector General | 5 | 1 | 16 | | 21 | 1 | 1 245 000 | 1 270 400 | 3 662 000 | 4 932 400 | |
| Ombudsperson | 1 | | | | 1 | | 278 000 | 283 700 | 79 100 | 362 800 | |
| **Executive Office** | 12 | 3 | 5 | 2 | 17 | 5 | 3 628 000 | 3 702 000 | 1 425 600 | 5 127 600 | |
| Media and Communications | 3 | | 6 | 3 | 9 | 3 | 643 000 | 656 100 | 1 699 100 | 2 355 200 | |
| Governing Bodies | 4 | 5 | 7 | | 11 | 5 | 1 773 000 | 1 809 200 | 1 275 000 | 3 084 200 | |
| External Relations | 6 | 2 | 11 | 1 | 17 | 3 | 1 959 000 | 1 999 000 | 2 197 200 | 4 196 200 | |
| Strategic Planning and Organizational Performance | 2 | | 21 | 1 | 23 | 1 | 532 000 | 542 900 | 4 224 000 | 4 766 900 | |
| **Operations** | | | 2 | | 2 | | | | 724 000 | 724 000 | |
| Operations and Emergencies | 7 | 3 | 13 | 1 | 20 | 4 | 2 370 000 | 2 418 400 | 2 976 000 | 5 394 400 | |
| Peace and Development Coordination | 4 | | 12 | 1 | 16 | 1 | 973 000 | 992 900 | 2 686 500 | 3 679 400 | |
| Programme Support and Migration Management | 12 | 2 | 17 | 1 | 29 | 3 | 3 400 000 | 3 469 400 | 3 962 400 | 7 431 800 | |
| Policy and Research | 5 | 2 | 11 | 2 | 16 | 4 | 1 546 000 | 1 577 600 | 2 430 000 | 4 007 600 | |
| **Management and Reform** | | | | | | | | | | | |
| Gender and Diversity | 2 | | 2 | | 4 | | 347 000 | 354 100 | 471 000 | 825 100 | |
| Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrasment | 2 | | | | 2 | | 394 000 | 402 000 | 15 000 | 417 000 | |
| Ethics and Conduct | 1 | | 1 | | 2 | | 298 000 | 304 100 | 245 000 | 549 100 | |
| Environmental Sustainability | 1 | | 1 | | 2 | | 161 000 | 164 300 | 157 000 | 321 300 | |
| Headquarters Building | | | 1 | 1 | 1 | 1 | | | 511 000 | 511 000 | |
| Occupational Health | 1 | | 1 | 1 | 2 | 1 | 262 000 | 267 300 | 397 100 | 664 400 | |
| Financial and Administrative Management | 12 | 8 | 18 | 12 | 30 | 20 | 4 211 000 | 4 296 900 | 5 649 600 | 9 946 500 | |
| Human Resources Management | 4 | 2 | 8 | 3 | 12 | 5 | 1 404 000 | 1 432 700 | 2 513 400 | 3 946 100 | |
| Information and Communications Technology | 2 | 3 | 8 | 1 | 10 | 4 | 1 025 000 | 1 045 900 | 1 779 500 | 2 825 400 | |
| Legal Affairs | 5 | 1 | 8 | | 13 | 1 | 1 497 000 | 1 527 600 | 1 281 000 | 2 808 600 | |
| **Global Staff Association Committee** | | 1 | | 1 | | 1 | 162 000 | 165 300 | 289 000 | 454 300 | |
| **Total - Headquarters** | **94** | **33** | **170** | **30** | **264** | **63** | **29 332 000** | **29 930 800** | **41 018 500** | **70 949 300** | **31%** |
| **Administrative centres** | | | | | | | | | | | |
| **Manila, Philippines** | | | | | | | | | | | |
| Inspector General | 1 | | 4 | 4 | 5 | 4 | 195 000 | 199 000 | 927 000 | 1 126 000 | |
| Legal Affairs | | | 1 | 6 | 1 | 6 | | | 509 000 | 509 000 | |
| Resources Management | 3 | 4 | 7 | 175 | 10 | 179 | 904 000 | 922 400 | 6 072 700 | 6 995 100 | |
| Procurement | | | 1 | 17 | 1 | 17 | | | 638 700 | 638 700 | |
| Other | | 4 | 5 | 32 | 5 | 36 | 146 000 | 149 000 | 4 245 600 | 4 394 600 | |
| *Subtotal - Manila Administrative Centre* | *4* | *8* | *18* | *234* | *22* | *242* | *1 245 000* | *1 270 400* | *12 393 000* | *13 663 400* | |
| **Panama City, Panama** | | | | | | | | | | | |
| Inspector General | | 1 | | | | 1 | 79 000 | 80 600 | | 80 600 | |
| Legal Affairs | | | 1 | 3 | 1 | 3 | | | 464 400 | 464 400 | |
| Resources Management | 7 | 2 | 6 | 38 | 13 | 40 | 1 465 000 | 1 494 900 | 2 867 500 | 4 362 400 | |
| Procurement | | | | 1 | | 1 | | | 47 800 | 47 800 | |
| Other | | | 1 | 2 | 1 | 2 | | | 742 800 | 742 800 | |
| *Subtotal - Panama Administrative Centre* | *7* | *3* | *8* | *44* | *15* | *47* | *1 544 000* | *1 575 500* | *4 122 500* | *5 698 000* | |
| **Total - Administrative centres** | **11** | **11** | **26** | **278** | **37** | **289** | **2 789 000** | **2 845 900** | **16 515 500** | **19 361 400** | **9%** |
| **Field** | | | | | | | | | | | |
| **Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix)** | 1 | | 10 | | 11 | | 262 000 | 267 300 | 2 404 500 | 2 671 800 | |
| **Regional offices** | | | | | | | | | | | |
| Bangkok, Thailand | 5 | 3 | 15 | 6 | 20 | 9 | 1 281 000 | 1 307 100 | 4 440 500 | 5 747 600 | |
| Brussels, Belgium | 5 | 3 | 14 | 26 | 19 | 29 | 1 530 000 | 1 561 200 | 6 046 800 | 7 608 000 | |
| Vienna, Austria | 4 | 2 | 11 | 7 | 15 | 9 | 1 114 000 | 1 136 700 | 3 353 800 | 4 490 500 | |
| Buenos Aires, Argentina | 3 | 1 | 6 | 7 | 9 | 8 | 715 000 | 729 600 | 2 061 300 | 2 790 900 | |
| San José, Costa Rica | 4 | 2 | 8 | 11 | 12 | 13 | 975 000 | 994 900 | 2 392 700 | 3 387 600 | |
| Cairo, Egypt | 4 | 2 | 15 | 2 | 19 | 4 | 1 028 000 | 1 049 000 | 2 984 800 | 4 033 800 | |
| Dakar, Senegal | 4 | 2 | 14 | 8 | 18 | 10 | 953 000 | 972 400 | 3 524 700 | 4 497 100 | |
| Nairobi, Kenya | 5 | 2 | 13 | 8 | 18 | 10 | 1 276 900 | 1 303 000 | 3 336 800 | 4 639 800 | |
| Pretoria, South Africa | 4 | 2 | 8 | 3 | 12 | 5 | 873 000 | 890 800 | 2 135 200 | 3 026 000 | |
| **Special offices** | | | | | | | | | | | |
| Addis Ababa, Ethiopia | 2 | | 1 | 2 | 3 | 2 | 420 000 | 428 600 | 384 900 | 813 500 | |
| New York, United States of America | 4 | | 12 | 3 | 16 | 3 | 860 000 | 877 600 | 2 745 400 | 3 623 000 | |
| **African Capacity Building Centre on Migration Management in the United Republic of Tanzania** | | | 2 | 2 | 2 | 2 | | | 568 500 | 568 500 | |
| **Country offices with resource mobilization functions** | 1 | 1 | 5 | 14 | 6 | 15 | 362 200 | 369 600 | 4 494 000 | 4 863 800 | |
| **Country offices with coordinating functions** | 1 | 1 | 7 | 6 | 8 | 7 | 336 000 | 342 900 | 2 851 500 | 3 194 400 | |
| **Country offices** | 27 | 1 | 6 | 6 | 32 | 7 | 5 439 100 | 5 550 100 | 7 267 500 | 12 817 600 | |
| **Total - Field** | **74** | **22** | **147** | **111** | **220** | **133** | **17 425 200** | **17 780 800** | **50 993 100** | **68 773 900** | **30%** |
| **Total - Headquarters, administrative centres and field** | **179** | **66** | **343** | **419** | **521** | **485** | **49 546 200** | **50 557 500** | **108 527 100** | **159 084 600** | **70%** |
| **Other staff benefits:** | | | | | | | | | | | |
| Travel on appointment or transfer | | | | | | | 350 000 | 357 100 | 255 100 | 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 | | | | | | | | | 200 000 | 200 000 | |
| **TOTAL STAFF COSTS - PART 1** | | | | | | | **51 036 200** | **52 077 900** | **109 492 400** | **161 570 300** | **71%** |

# 2023 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 | | | | | |
|---|---|---|---|---|---|
| **PART 2: NON-STAFF** | Admin. (CHF) | Total (USD) | | Grand total (USD) | % of total Admin. and OSI |
| | | Admin.[a] | OSI | Admin.[a] and OSI | |
| **Non-staff costs:** | | | | | |
| General office | 3 925 960 | 4 006 100 | 791 000 | 4 797 100 | |
| Communications | 985 000 | 1 005 100 | 50 000 | 1 055 100 | |
| Contractual services | 2 377 954 | 2 426 500 | 664 600 | 3 091 100 | |
| Governing body sessions | 435 000 | 443 900 | | 443 900 | |
| Duty travel | 1 169 000 | 1 192 900 | | 1 192 900 | |
| United Nations membership cost-sharing fees | 4 476 902 | 4 568 300 | 1 907 500 | 6 475 800 | |
| United Nations system reform at field level | 940 800 | 960 000 | | 960 000 | |
| Global activities | | | 1 900 000 | 1 900 000 | |
| Information Management Competence Centre (PRISM) | | | 2 900 000 | 2 900 000 | |
| PRIMA | | | 1 147 000 | 1 147 000 | |
| Staff security | | | 20 624 500 | 20 624 500 | |
| Unbudgeted activities and structures | | | 5 000 000 | 5 000 000 | |
| **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 NON-STAFF COSTS - PART 2** | **14 310 616** | **14 602 800** | **35 507 600** | **50 110 400** | **22%** |
| **TOTAL STAFF AND NON-STAFF COSTS** | **65 346 816** | **66 680 700** | **145 000 000** | **211 680 700** | **93%** |

| IOM Development Fund covered by Operational Support Income | | | | | |
|---|---|---|---|---|---|
| **PART 3: IOM DEVELOPMENT FUND** | 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** | **7%** |
| **TOTAL IOM DEVELOPMENT FUND - PART 3** | | | **15 000 000** | **15 000 000** | **7%** |
| | (CHF) | (USD) | (USD) | (USD) | |
| **GRAND TOTAL ADMINISTRATIVE BUDGET AND OPERATIONAL SUPPORT INCOME** | **65 346 816** | **66 680 700** | **160 000 000** | **226 680 700** | **100%** |

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

P – Professional and higher categories; GS – General Service category

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

# ADMINISTRATIVE PART OF THE BUDGET

## BACKGROUND

181.     The diversity of IOM activities and scope of its projects and programmes, which span all continents and are interlinked between countries, require the maintenance of adequate administrative and management structures to ensure that project objectives are met and accountability requirements achieved. Mindful of the financial challenges faced by many Member States in recent years, the Administration continues to undertake various efficiency reform measures, which continue to benefit of IOM's global administrative centres in Manila and Panama, including decentralizing functions from Headquarters to the field.

182.     As outlined in the Internal Governance Framework workplan, IOM continues to strengthen existing business processes in all areas, primarily 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

183.     The Administrative Part of the Budget is presented at CHF 65,346,816 and reflects an increase of CHF 11,760,000 compared with the 2022 budget.

184.     The Administrative Part of the Budget is financed by contributions from the Organization's current 174 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

185.     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 on investing in the core structure of IOM, adopted on 28 June 2022. 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

186.     The overall staffing levels under the Administrative Part of the Budget in 2023 compared with 2022 are as follows:

-     Headquarters – 94 Professional category staff and 33 General Service staff (2022: 81 P staff and 33 GS staff)

-     Manila Administrative Centre – 4 Professional category staff and 8 General Service staff (2022: 4 P staff and 8 GS staff)

-     Panama Administrative Centre – 7 Professional category staff and 3 General Service staff (2022: 3 P staff and 2 GS staff)

- Global Data Institute (Displacement Tracking Matrix) – 1 Professional category staff (2022: 1 P Staff)

- Regional offices – 38 Professional category staff and 19 General Service staff (2022: 34 P staff and 20 GS staff)

- Special liaison offices – 6 Professional category staff (2022: 6 P staff)

- Country offices: – 29 Professional category staff and 3 General Service staff (2022: No P staff and No GS staff)

## Headquarters

187.    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

188.    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

189.    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.

190.    The details of all positions funded by the Administrative Part of the Budget can be seen in the staffing table on pages 63 and 64.

## Staff fixed costs

191.    The estimate for fixed costs shows a net increase mainly due to the addition of new positions in connection with the implementation of the budget reform outlined in Resolution No. 31. The net increase is reflected in all areas of fixed costs, particularly in relation to base salaries, post adjustment, UNJSPF contributions and contributions to health and accident insurances.

## Staff variable costs

192.    There is a net increase of staff variable costs, which is mainly related to staff member entitlements (family allowance, education grant and home leave). Nevertheless, despite the net increase, there are decreases in some areas, namely in the mobility and hardship allowance, rental subsidy and the language allowance, which reflect the actual staff members' entitlements, most of which are influenced by family composition.

## Non-staff costs

193.    Non-staff costs, including general office costs, communications, and governing body sessions, are straight-lined compared with the allocation made in Programme and Budget for 2022.

## ASSESSMENT SCALE

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

195.     Through Resolution No. 1395 of 29 November 2021, the Council authorized the Standing Committee on Programmes and Finance to adopt in 2022 a scale of assessment for IOM Member States for the year 2023, 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 2023 is fully equated to the larger membership of the United Nations through the application of an equation factor. As there is a time lag of one year in applying the new United Nations scale due to different budget cycles, this is the first year that IOM applies the new United Nations scale adopted for the years 2022, 2023 and 2024.

196.     As determined by the Standing Committee on Programmes and Finance Resolution No. 31 on investing in the core structure of IOM, adopted on 28 June 2022, 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.

197.     The contributions of Member States to the Administrative Part of the Budget, as presented on pages 56 to 59, have therefore been calculated in accordance with the scale of assessment for 2023 (document S/30/3), approved by the Standing Committee in June 2022.

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

| MEMBER STATES | 2022 Assessment scale % | 2022 Contributions | 2023 Assessment scale % | 2023 Contributions (Regular) | 2023 Contributions (Budget reform) | 2023 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Afghanistan | 0.0073 | 3 912 | 0.0063 | 3 376 | 741 | 4 117 |
| Albania | 0.0083 | 4 448 | 0.0083 | 4 448 | 976 | 5 424 |
| Algeria | 0.1439 | 77 111 | 0.1137 | 60 928 | 13 371 | 74 299 |
| Angola | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Antigua and Barbuda | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Argentina | 0.9543 | 511 379 | 0.7500 | 401 901 | 88 200 | 490 101 |
| Armenia | 0.0073 | 3 912 | 0.0073 | 3 912 | 858 | 4 770 |
| Australia | 2.3050 | 1 235 176 | 2.2020 | 1 179 982 | 258 955 | 1 438 937 |
| Austria | 0.7061 | 378 377 | 0.7083 | 379 555 | 83 296 | 462 851 |
| Azerbaijan | 0.0511 | 27 383 | 0.0313 | 16 773 | 3 681 | 20 454 |
| Bahamas | 0.0188 | 10 074 | 0.0198 | 10 610 | 2 329 | 12 939 |
| Bangladesh | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Belarus | 0.0511 | 27 383 | 0.0428 | 22 935 | 5 033 | 27 968 |
| Belgium | 0.8563 | 458 864 | 0.8637 | 462 829 | 101 571 | 564 400 |
| Belize | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Benin | 0.0031 | 1 661 | 0.0052 | 2 787 | 611 | 3 398 |
| Bolivia (Plurinational State of) | 0.0167 | 8 949 | 0.0198 | 10 610 | 2 329 | 12 939 |
| Bosnia and Herzegovina | 0.0125 | 6 698 | 0.0125 | 6 698 | 1 470 | 8 168 |
| Botswana | 0.0146 | 7 824 | 0.0156 | 8 360 | 1 834 | 10 194 |
| Brazil | 3.0748 | 1 647 687 | 2.0998 | 1 125 216 | 246 936 | 1 372 152 |
| Bulgaria | 0.0480 | 25 722 | 0.0584 | 31 295 | 6 868 | 38 163 |
| Burkina Faso | 0.0031 | 1 661 | 0.0042 | 2 251 | 494 | 2 745 |
| Burundi | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Cabo Verde | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Cambodia | 0.0063 | 3 376 | 0.0073 | 3 912 | 858 | 4 770 |
| Cameroon | 0.0136 | 7 288 | 0.0136 | 7 288 | 1 599 | 8 887 |
| Canada | 2.8516 | 1 528 082 | 2.7413 | 1 468 975 | 322 377 | 1 791 352 |
| Central African Republic | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Chad | 0.0042 | 2 251 | 0.0031 | 1 661 | 365 | 2 026 |
| Chile | 0.4245 | 227 476 | 0.4381 | 234 764 | 51 520 | 286 284 |
| China | 12.5217 | 6 709 978 | 15.9126 | 8 527 055 | 1 871 325 | 10 398 380 |
| Colombia | 0.3004 | 160 975 | 0.2566 | 137 504 | 30 176 | 167 680 |
| Comoros | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Congo | 0.0063 | 3 376 | 0.0052 | 2 787 | 611 | 3 398 |
| Cook Islands | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Costa Rica | 0.0647 | 34 671 | 0.0720 | 38 583 | 8 467 | 47 050 |
| Côte d'Ivoire | 0.0136 | 7 288 | 0.0229 | 12 271 | 2 693 | 14 964 |
| Croatia | 0.0803 | 43 030 | 0.0949 | 50 854 | 11 160 | 62 014 |
| Cuba | 0.0834 | 44 691 | 0.0991 | 53 105 | 11 654 | 64 759 |
| Cyprus | 0.0375 | 20 095 | 0.0376 | 20 149 | 4 421 | 24 570 |
| Czechia | 0.3244 | 173 836 | 0.3547 | 190 072 | 41 713 | 231 785 |
| Democratic Republic of the Congo | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Denmark | 0.5778 | 309 625 | 0.5768 | 309 089 | 67 831 | 376 920 |
| Djibouti | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Dominica | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Dominican Republic | 0.0553 | 29 634 | 0.0699 | 37 457 | 8 220 | 45 677 |
| Ecuador | 0.0834 | 44 691 | 0.0803 | 43 030 | 9 443 | 52 473 |

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

| MEMBER STATES | 2022 Assessment scale % | 2022 Contributions | 2023 Assessment scale % | 2023 Contributions (Regular) | 2023 Contributions (Budget reform) | 2023 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Egypt | 0.1940 | 103 958 | 0.1450 | 77 701 | 17 052 | 94 753 |
| El Salvador | 0.0125 | 6 698 | 0.0136 | 7 288 | 1 599 | 8 887 |
| Eritrea | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Estonia | 0.0407 | 21 810 | 0.0459 | 24 596 | 5 398 | 29 994 |
| Eswatini | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Ethiopia | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Fiji | 0.0031 | 1 661 | 0.0042 | 2 251 | 494 | 2 745 |
| Finland | 0.4391 | 235 300 | 0.4350 | 233 103 | 51 156 | 284 259 |
| France | 4.6174 | 2 474 318 | 4.5042 | 2 413 657 | 529 695 | 2 943 352 |
| Gabon | 0.0156 | 8 360 | 0.0136 | 7 288 | 1 599 | 8 887 |
| Gambia | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Georgia | 0.0083 | 4 448 | 0.0083 | 4 448 | 976 | 5 424 |
| Germany | 6.3519 | 3 403 780 | 6.3745 | 3 415 891 | 749 643 | 4 165 534 |
| Ghana | 0.0156 | 8 360 | 0.0250 | 13 397 | 2 940 | 16 337 |
| Greece | 0.3817 | 204 541 | 0.3390 | 181 659 | 39 867 | 221 526 |
| Grenada | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Guatemala | 0.0375 | 20 095 | 0.0428 | 22 935 | 5 033 | 27 968 |
| Guinea | 0.0031 | 1 661 | 0.0031 | 1 661 | 365 | 2 026 |
| Guinea-Bissau | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Guyana | 0.0021 | 1 125 | 0.0042 | 2 251 | 494 | 2 745 |
| Haiti | 0.0031 | 1 661 | 0.0063 | 3 376 | 741 | 4 117 |
| Holy See | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Honduras | 0.0094 | 5 037 | 0.0094 | 5 037 | 1 106 | 6 143 |
| Hungary | 0.2149 | 115 158 | 0.2378 | 127 429 | 27 966 | 155 395 |
| Iceland | 0.0292 | 15 647 | 0.0376 | 20 149 | 4 421 | 24 570 |
| India | 0.8699 | 466 152 | 1.0890 | 583 560 | 128 067 | 711 627 |
| Iran (Islamic Republic of) | 0.4151 | 222 439 | 0.3870 | 207 381 | 45 511 | 252 892 |
| Ireland | 0.3870 | 207 381 | 0.4579 | 245 374 | 53 849 | 299 223 |
| Israel | 0.5111 | 273 882 | 0.5852 | 313 590 | 68 820 | 382 410 |
| Italy | 3.4492 | 1 848 316 | 3.3265 | 1 782 565 | 391 198 | 2 173 763 |
| Jamaica | 0.0083 | 4 448 | 0.0083 | 4 448 | 976 | 5 424 |
| Japan | 8.9323 | 4 786 534 | 8.3794 | 4 490 253 | 985 420 | 5 475 673 |
| Jordan | 0.0219 | 11 736 | 0.0229 | 12 271 | 2 693 | 14 964 |
| Kazakhstan | 0.1857 | 99 511 | 0.1387 | 74 325 | 16 311 | 90 636 |
| Kenya | 0.0250 | 13 397 | 0.0313 | 16 773 | 3 681 | 20 454 |
| Kiribati | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Kyrgyzstan | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Lao People's Democratic Republic | 0.0052 | 2 787 | 0.0073 | 3 912 | 858 | 4 770 |
| Latvia | 0.0490 | 26 258 | 0.0522 | 27 972 | 6 139 | 34 111 |
| Lesotho | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Liberia | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Libya | 0.0313 | 16 773 | 0.0188 | 10 074 | 2 211 | 12 285 |
| Lithuania | 0.0741 | 39 708 | 0.0803 | 43 030 | 9 443 | 52 473 |
| Luxembourg | 0.0699 | 37 457 | 0.0709 | 37 993 | 8 338 | 46 331 |
| Madagascar | 0.0042 | 2 251 | 0.0042 | 2 251 | 494 | 2 745 |
| Malawi | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Maldives | 0.0042 | 2 251 | 0.0042 | 2 251 | 494 | 2 745 |

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

| MEMBER STATES | 2022 Assessment scale % | 2022 Contributions | 2023 Assessment scale % | 2023 Contributions (Regular) | 2023 Contributions (Budget reform) | 2023 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Mali | 0.0042 | 2 251 | 0.0052 | 2 787 | 611 | 3 398 |
| Malta | 0.0177 | 9 485 | 0.0198 | 10 610 | 2 329 | 12 939 |
| Marshall Islands | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Mauritania | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Mauritius | 0.0115 | 6 162 | 0.0198 | 10 610 | 2 329 | 12 939 |
| Mexico | 1.3476 | 722 136 | 1.2736 | 682 482 | 149 775 | 832 257 |
| Micronesia (Federated States of) | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Mongolia | 0.0052 | 2 787 | 0.0042 | 2 251 | 494 | 2 745 |
| Montenegro | 0.0042 | 2 251 | 0.0042 | 2 251 | 494 | 2 745 |
| Morocco | 0.0574 | 30 759 | 0.0574 | 30 759 | 6 750 | 37 509 |
| Mozambique | 0.0042 | 2 251 | 0.0042 | 2 251 | 494 | 2 745 |
| Myanmar | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Namibia | 0.0094 | 5 037 | 0.0094 | 5 037 | 1 106 | 6 143 |
| Nauru | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Nepal | 0.0073 | 3 912 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Netherlands | 1.4143 | 757 878 | 1.4364 | 769 721 | 168 921 | 938 642 |
| New Zealand | 0.3035 | 162 636 | 0.3223 | 172 710 | 37 903 | 210 613 |
| Nicaragua | 0.0052 | 2 787 | 0.0052 | 2 787 | 611 | 3 398 |
| Niger | 0.0021 | 1 125 | 0.0031 | 1 661 | 365 | 2 026 |
| Nigeria | 0.2608 | 139 754 | 0.1898 | 101 708 | 22 320 | 124 028 |
| North Macedonia | 0.0073 | 3 912 | 0.0073 | 3 912 | 858 | 4 770 |
| Norway | 0.7864 | 421 407 | 0.7083 | 379 555 | 83 296 | 462 851 |
| Pakistan | 0.1199 | 64 251 | 0.1189 | 63 715 | 13 982 | 77 697 |
| Palau | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Panama | 0.0469 | 25 132 | 0.0939 | 50 318 | 11 043 | 61 361 |
| Papua New Guinea | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Paraguay | 0.0167 | 8 949 | 0.0271 | 14 522 | 3 187 | 17 709 |
| Peru | 0.1585 | 84 935 | 0.1700 | 91 098 | 19 992 | 111 090 |
| Philippines | 0.2138 | 114 569 | 0.2211 | 118 480 | 26 002 | 144 482 |
| Poland | 0.8365 | 448 254 | 0.8731 | 467 866 | 102 677 | 570 543 |
| Portugal | 0.3651 | 195 645 | 0.3682 | 197 307 | 43 300 | 240 607 |
| Republic of Korea | 2.3645 | 1 267 060 | 2.6850 | 1 438 806 | 315 756 | 1 754 562 |
| Republic of Moldova | 0.0031 | 1 661 | 0.0052 | 2 787 | 611 | 3 398 |
| Romania | 0.2065 | 110 657 | 0.3255 | 174 425 | 38 279 | 212 704 |
| Russian Federation | 2.5084 | 1 344 172 | 1.9465 | 1 043 067 | 228 909 | 1 271 976 |
| Rwanda | 0.0031 | 1 661 | 0.0031 | 1 661 | 365 | 2 026 |
| Saint Kitts and Nevis | 0.0010 | 536 | 0.0021 | 1 125 | 247 | 1 372 |
| Saint Lucia | 0.0010 | 536 | 0.0021 | 1 125 | 247 | 1 372 |
| Saint Vincent and the Grenadines | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Samoa | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Sao Tome and Principe | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Senegal | 0.0073 | 3 912 | 0.0073 | 3 912 | 858 | 4 770 |
| Serbia | 0.0292 | 15 647 | 0.0334 | 17 898 | 3 928 | 21 826 |
| Seychelles | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Sierra Leone | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Slovakia | 0.1596 | 85 525 | 0.1617 | 86 650 | 19 016 | 105 666 |
| Slovenia | 0.0793 | 42 494 | 0.0824 | 44 156 | 9 690 | 53 846 |

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

| MEMBER STATES | 2022 Assessment scale % | 2022 Contributions | 2023 Assessment scale % | 2023 Contributions (Regular) | 2023 Contributions (Budget reform) | 2023 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Solomon Islands | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Somalia | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| South Africa | 0.2837 | 152 026 | 0.2545 | 136 378 | 29 930 | 166 308 |
| South Sudan | 0.0063 | 3 376 | 0.0021 | 1 125 | 247 | 1 372 |
| Spain | 2.2383 | 1 199 434 | 2.2260 | 1 192 843 | 261 777 | 1 454 620 |
| Sri Lanka | 0.0459 | 24 596 | 0.0469 | 25 132 | 5 516 | 30 648 |
| Sudan | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Suriname | 0.0052 | 2 787 | 0.0031 | 1 661 | 365 | 2 026 |
| Sweden | 0.9450 | 506 395 | 0.9086 | 486 890 | 106 851 | 593 741 |
| Switzerland | 1.2005 | 643 310 | 1.1829 | 633 878 | 139 109 | 772 987 |
| Tajikistan | 0.0042 | 2 251 | 0.0031 | 1 661 | 365 | 2 026 |
| Thailand | 0.3202 | 171 585 | 0.3839 | 205 720 | 45 146 | 250 866 |
| Timor-Leste | 0.0021 | 1 125 | 0.0010 | 536 | 117 | 653 |
| Togo | 0.0021 | 1 125 | 0.0021 | 1 125 | 247 | 1 372 |
| Tonga | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Trinidad and Tobago | 0.0417 | 22 346 | 0.0386 | 20 685 | 4 539 | 25 224 |
| Tunisia | 0.0261 | 13 986 | 0.0198 | 10 610 | 2 329 | 12 939 |
| Türkiye | 1.4300 | 766 291 | 0.8814 | 472 314 | 103 653 | 575 967 |
| Turkmenistan | 0.0344 | 18 434 | 0.0355 | 19 023 | 4 175 | 23 198 |
| Tuvalu | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Uganda | 0.0083 | 4 448 | 0.0104 | 5 573 | 1 223 | 6 796 |
| Ukraine | 0.0595 | 31 884 | 0.0584 | 31 295 | 6 868 | 38 163 |
| United Kingdom | 4.7634 | 2 552 553 | 4.5637 | 2 445 542 | 536 692 | 2 982 234 |
| United Republic of Tanzania | 0.0104 | 5 573 | 0.0104 | 5 573 | 1 223 | 6 796 |
| United States of America | 22.9470 | 12 296 564 | 22.9498 | 12 298 065 | 2 698 904 | 14 996 969 |
| Uruguay | 0.0907 | 48 603 | 0.0960 | 51 443 | 11 290 | 62 733 |
| Uzbekistan | 0.0334 | 17 898 | 0.0282 | 15 111 | 3 317 | 18 428 |
| Vanuatu | 0.0010 | 536 | 0.0010 | 536 | 117 | 653 |
| Venezuela (Bolivarian Republic of) | 0.7593 | 406 885 | 0.1825 | 97 796 | 21 462 | 119 258 |
| Viet Nam | 0.0803 | 43 030 | 0.0970 | 51 979 | 11 407 | 63 386 |
| Yemen | 0.0104 | 5 573 | 0.0083 | 4 448 | 976 | 5 424 |
| Zambia | 0.0094 | 5 037 | 0.0083 | 4 448 | 976 | 5 424 |
| Zimbabwe | 0.0052 | 2 787 | 0.0073 | 3 912 | 858 | 4 770 |
| **Grand total** | **100.0000** | **53 586 816** | **100.0000** | **53 586 816** | **11 760 000** | **65 346 816** |

The total number of Member States is 174.

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

| | 2022 | | | 2023 estimates | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Staff positions | | Total amount | Staff positions | | Base salary | | Other costs | Total amount |
| | P | GS | | P | GS | P | GS | | |
| **A-1: STAFF - FIXED COSTS (statutory)** | | | | | | | | | |
| **Headquarters** | | | | | | | | | |
| **Director General** | | | | | | | | | |
| Director General and Deputy Directors General | 3 | | 493 000 | 3 | | 524 000 | | | 524 000 |
| Office of the Inspector General | 3 | 1 | 450 000 | 5 | 1 | 487 000 | 110 000 | | 597 000 |
| Office of the Ombudsperson | 1 | | 114 000 | 1 | | 122 000 | | | 122 000 |
| **Executive Office** | | | | | | | | | |
| Office of the Chief of Staff | 12 | 2 | 1 583 502 | 12 | 3 | 1 300 000 | 319 700 | | 1 619 700 |
| Media and Communications | 2 | | 204 000 | 3 | | 264 000 | | | 264 000 |
| Governing Bodies | 4 | 5 | 939 000 | 4 | 5 | 408 000 | 541 000 | | 949 000 |
| **External Relations** | 1 | 1 | 256 000 | 1 | 1 | 134 000 | 106 000 | | 240 000 |
| International Partnerships | 1 | | 110 000 | 1 | | 114 000 | | | 114 000 |
| United Nations Partnerships | 2 | | 221 000 | 2 | | 210 000 | | | 210 000 |
| Donor Relations | 2 | 1 | 334 000 | 2 | 1 | 226 000 | 117 000 | | 343 000 |
| **Strategic Planning and Organizational Performance** | | | | | | | | | |
| Risk Management | 1 | | 85 000 | 1 | | 101 000 | | | 101 000 |
| Results-based Management | | | | | | | | | |
| Central Evaluation | 1 | | 125 000 | 1 | | 127 000 | | | 127 000 |
| **Operations** | | | | | | | | | |
| **Operations and Emergencies** | 2 | 1 | 385 000 | 4 | 1 | 462 000 | 88 000 | | 550 000 |
| Preparedness and Response | 3 | | 302 000 | 1 | | 114 000 | | | 114 000 |
| Resettlement and Movement Management | 2 | 2 | 418 000 | 2 | 2 | 197 000 | 234 000 | | 431 000 |
| **Peace and Development Coordination** | | | | | | | | | |
| Transition and Recovery | 2 | | 194 000 | 2 | | 201 000 | | | 201 000 |
| Migration, Environment and Climate Change and Risk Reduction | 1 | | 96 000 | 1 | | 100 000 | | | 100 000 |
| Sustainable Development | | | | 1 | | 87 000 | | | 87 000 |
| **Programme Support and Migration Management** | 1 | 1 | 244 000 | 1 | 1 | 131 000 | 117 000 | | 248 000 |
| Immigration and Border Governance | 2 | | 204 000 | 3 | | 279 000 | | | 279 000 |
| Labour Mobility and Social Inclusion | 3 | | 281 000 | 3 | | 291 000 | | | 291 000 |
| Migration Health | 2 | 1 | 363 000 | 2 | 1 | 222 000 | 102 000 | | 324 000 |
| Protection | 3 | | 280 000 | 3 | | 293 000 | | | 293 000 |
| **Policy and Research** | 1 | | 117 000 | 1 | | 121 000 | | | 121 000 |
| Migration Research and Publications | 1 | 2 | 339 000 | 2 | 2 | 160 000 | 243 000 | | 403 000 |
| International Migration Law | 1 | | 104 000 | 1 | | 108 000 | | | 108 000 |
| Cash-based Initiatives | | | | 1 | | 87 000 | | | 87 000 |
| **Management and Reform** | | | | | | | | | |
| Gender and Diversity | 1 | | 95 000 | 2 | | 155 000 | | | 155 000 |
| Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrasment | 1 | | 119 000 | 2 | | 180 000 | | | 180 000 |
| Ethics and Conduct | 1 | | 132 000 | 1 | | 135 000 | | | 135 000 |
| Environmental Sustainability | | | | 1 | | 73 000 | | | 73 000 |
| Occupational Health | 1 | | 108 000 | 1 | | 112 000 | | | 112 000 |
| **Financial and Administrative Management** | 1 | 1 | 265 000 | 1 | 1 | 128 000 | 105 000 | | 233 000 |
| Finance and Accounting | 2 | 2 | 489 000 | 2 | 2 | 210 000 | 257 000 | | 467 000 |
| Budget | 3 | 1 | 427 000 | 4 | 1 | 377 000 | 124 000 | | 501 000 |
| Treasury | 2 | 1 | 295 000 | 3 | 1 | 257 000 | 127 000 | | 384 000 |
| Supply Chain | 1 | | 123 000 | 1 | | 126 000 | | | 126 000 |
| Common Services | | 3 | 353 000 | | 3 | | 329 000 | | 329 000 |
| Staff Travel Coordination | 1 | | 60 000 | 1 | | 63 000 | | | 63 000 |
| **Human Resources Management** | 1 | | 143 000 | 1 | | 152 000 | | | 152 000 |
| Human Resources Operations and Advisory Services | 1 | 1 | 240 000 | 2 | | 203 000 | | | 203 000 |
| Human Resources Policy | | 1 | 126 000 | | 1 | | 127 000 | | 127 000 |
| Integrated Talent Management | 1 | 1 | 226 000 | 1 | 1 | 105 000 | 102 000 | | 207 000 |
| **Information and Communication Technology** | 1 | | 123 000 | 1 | | 134 000 | | | 134 000 |
| Enterprise Architecture and Technology | 1 | 3 | 397 000 | 1 | 3 | 85 000 | 321 000 | | 406 000 |
| **Legal Affairs** | 1 | 1 | 278 000 | 1 | 1 | 120 000 | 121 000 | | 241 000 |
| Insitutional Law and Programme Support | 1 | | 112 000 | 1 | | 121 000 | | | 121 000 |
| General and Administrative Law | 2 | | 177 000 | 2 | | 184 000 | | | 184 000 |
| Contract Law | 1 | | 104 000 | 1 | | 108 000 | | | 108 000 |
| **Global Staff Association Committee** | | 1 | 105 000 | | 1 | | 106 000 | | 106 000 |
| **Total - Headquarters** | **81** | **33** | **12 738 502** | **94** | **33** | **9 898 000** | **3 696 700** | | **13 594 700** |

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

| | 2022 | | | 2023 estimates | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Staff positions | | Total amount | Staff positions | | Base salary | | Other costs | Total amount |
| | P | GS | | P | GS | P | GS | | |
| **Administrative centres** | | | | | | | | | |
| Manila, Philippines | 4 | 8 | 689 000 | 4 | 8 | 420 000 | 298 000 | | 718 000 |
| Panama City, Panama | 3 | 2 | 403 000 | 7 | 3 | 615 000 | 213 000 | | 828 000 |
| **Total - Administrative centres** | **7** | **10** | **1 092 000** | **11** | **11** | **1 035 000** | **511 000** | | **1 546 000** |
| **Field** | | | | | | | | | |
| **Global Data Institute (Displacement Tracking Matrix)** | **1** | | **100 000** | **1** | | **104 000** | | | **104 000** |
| **Regional offices** | | | | | | | | | |
| Bangkok, Thailand | 4 | 3 | 572 000 | 5 | 3 | 471 000 | 217 000 | | 688 000 |
| Brussels, Belgium | 4 | 3 | 869 000 | 5 | 3 | 546 000 | 408 000 | | 954 000 |
| Vienna, Austria | 4 | 2 | 680 000 | 4 | 2 | 465 000 | 240 000 | | 705 000 |
| Buenos Aires, Argentina | 4 | 2 | 498 000 | 3 | 1 | 323 000 | 60 000 | | 383 000 |
| San José, Costa Rica | 4 | 2 | 513 000 | 4 | 2 | 417 000 | 106 000 | | 523 000 |
| Cairo, Egypt | 3 | 2 | 423 000 | 4 | 2 | 436 000 | 94 000 | | 530 000 |
| Dakar, Senegal | 3 | 2 | 416 000 | 4 | 2 | 412 000 | 76 000 | | 488 000 |
| Nairobi, Kenya | 4 | 2 | 487 000 | 5 | 2 | 497 000 | 95 000 | | 592 000 |
| Pretoria, South Africa | 4 | 2 | 483 600 | 4 | 2 | 378 000 | 116 000 | | 494 000 |
| **Subtotal - Regional offices** | **34** | **20** | **4 941 600** | **38** | **19** | **3 945 000** | **1 412 000** | | **5 357 000** |
| **Country offices** | | | | | | | | | |
| Bangladesh | | | | 1 | | 279 300 | | | 279 300 |
| Burkina Faso | | | | 1 | | 179 800 | | | 179 800 |
| Burundi | | | | 1 | | 227 300 | | | 227 300 |
| Cambodia | | | | 0.5 | 0.5 | 50 000 | 24 000 | | 74 000 |
| Central African Republic | | | | 1 | | 272 900 | | | 272 900 |
| Chad | | | | 1 | | 199 500 | | | 199 500 |
| Denmark* | | | | 1 | 1 | 336 000 | | | 336 000 |
| Djibouti | | | | 1 | | 187 200 | | | 187 200 |
| Eritrea | | | | 0.5 | | 55 900 | | | 55 900 |
| Ethiophia | | | | 1 | | 253 300 | | | 253 300 |
| Guinea | | | | 1 | | 238 700 | | | 238 700 |
| Haiti | | | | 1 | | 301 300 | | | 301 300 |
| Malawi | | | | 1 | | 109 300 | | | 109 300 |
| Mali | | | | 1 | | 179 900 | | | 179 900 |
| Mauritania | | | | 1 | | 183 200 | | | 183 200 |
| Mozambique | | | | 1 | | 177 400 | | | 177 400 |
| Myanmar | | | | 1 | | 102 700 | | | 102 700 |
| Nepal | | | | 1 | | 156 800 | | | 156 800 |
| Niger | | | | 1 | | 227 400 | | | 227 400 |
| Papua New Guinea | | | | 1 | | 213 700 | | | 213 700 |
| Rwanda | | | | 1 | | 178 400 | | | 178 400 |
| Senegal | | | | 1 | | 197 000 | | | 197 000 |
| Somalia | | | | 1 | | 276 800 | | | 276 800 |
| South Sudan | | | | 1 | | 315 600 | | | 315 600 |
| Sudan | | | | 1 | | 267 600 | | | 267 600 |
| Timor-Leste | | | | 0.5 | 0.5 | 134 800 | 78 900 | | 213 700 |
| Uganda | | | | 1 | | 196 500 | | | 196 500 |
| United Kingdom** | | | | 1 | 1 | 362 200 | 89 200 | | 451 400 |
| United Republic of Tanzania | | | | 1 | | 180 300 | | | 180 300 |
| Zambia | | | | 1 | | 96 500 | | | 96 500 |
| **Subtotal - Country offices** | | | | **28.5** | **3** | **6 137 300** | **192 100** | | **6 329 400** |
| **Special liaison offices** | | | | | | | | | |
| Addis Ababa, Ethiopia | 2 | | 189 000 | 2 | | 189 000 | | | 189 000 |
| New York, United States of America | 4 | | 392 000 | 4 | | 388 000 | | | 388 000 |
| **Subtotal - Special liaison offices** | **6** | | **581 000** | **6** | | **577 000** | | | **577 000** |
| **Total - Field** | **41** | **20** | **5 622 600** | **73.5** | **22** | **10 763 300** | **1 604 100** | | **12 367 400** |
| **Total - Headquarters, administrative centres and field** | **129** | **63** | **19 453 102** | **178.5** | **66** | **21 696 300** | **5 811 800** | | **27 508 100** |

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

| | 2022 | | | 2023 estimates | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Staff positions | | Total amount | Staff positions | | Base salary | | Other costs | Total amount |
| | P | GS | | P | GS | P | GS | | |
| ***A-1: STAFF - FIXED COSTS (statutory) - Continued*** | | | | | | | | | |
| **Other staff benefits** | | | | | | | | | |
| Post adjustment | | | 8 504 000 | | | 10 028 000 | | | 10 028 000 |
| Health and accident insurances | | | 1 678 000 | | | 1 757 000 | 147 000 | | 1 904 000 |
| Contribution to UNJSPF | | | 5 432 000 | | | 5 403 000 | 818 000 | | 6 221 000 |
| Terminal emoluments | | | 700 000 | | | | | 700 000 | 700 000 |
| A-1: Subtotal - Staff fixed costs (statutory) | 129 | 63 | 35 767 102 | 178.5 | 66 | 38 884 300 | 6 776 800 | 700 000 | 46 361 100 |
| ***A-2: STAFF - VARIABLE COSTS (statutory)*** | | | | | | | | | |
| Mobility and hardship allowance | | | 393 000 | | | 327 000 | | | 327 000 |
| Family allowance | | | 707 000 | | | 460 000 | 329 000 | | 789 000 |
| Language allowance | | | 79 000 | | | | 73 000 | | 73 000 |
| Rent subsidy | | | 318 000 | | | 227 000 | | | 227 000 |
| Education grant | | | 1 993 000 | | | 2 331 000 | | | 2 331 000 |
| Home leave | | | 322 000 | | | 338 000 | | | 338 000 |
| Travel on appointment or transfer | | | 350 000 | | | | | 350 000 | 350 000 |
| Installation grant | | | 440 000 | | | | | 440 000 | 440 000 |
| A-2: Subtotal - Staff variable costs (statutory) | | | 4 602 000 | - | - | 3 683 000 | 402 000 | 790 000 | 4 875 000 |
| **Total - Staff salaries and benefits** | 129 | 63 | 40 369 102 | 178.5 | 66 | 42 567 300 | 7 178 800 | 1 490 000 | 51 236 100 |
| ***B-1: NON-STAFF - FIXED COSTS (statutory)*** | | | | | | | | | |
| Amortization, rental and maintenance of premises | | | 1 353 760 | | | | | 1 353 760 | 1 353 760 |
| ***B-2: NON-STAFF - VARIABLE COSTS*** | | | | | | | | | |
| **General office** | | | | | | | | | |
| Purchase and maintenance of office equipment and furniture | | | 325 000 | | | | | 325 000 | 325 000 |
| Hardware, software and maintenance services | | | 1 837 200 | | | | | 1 837 200 | 1 837 200 |
| Office supplies, printing and other services | | | 210 000 | | | | | 210 000 | 210 000 |
| **Total - General office** | | | 3 725 960 | - | - | | | 3 725 960 | 3 725 960 |
| **Communications** | | | | | | | | | |
| Email | | | 514 000 | | | | | 514 000 | 514 000 |
| Telephone | | | 245 000 | | | | | 245 000 | 245 000 |
| Facsimile | | | 50 000 | | | | | 50 000 | 50 000 |
| Postage | | | 176 000 | | | | | 176 000 | 176 000 |
| **Total - Communications** | | | 985 000 | - | - | | | 985 000 | 985 000 |
| **Contractual services** | | | | | | | | | |
| External audit | | | 120 000 | | | | | 120 000 | 120 000 |
| Staff development and learning | | | 2 014 468 | | | | | 1 570 976 | 1 570 976 |
| Consultants | | | 55 000 | | | | | 55 000 | 55 000 |
| Insurance, bank charges, security, etc. | | | 631 978 | | | | | 631 978 | 631 978 |
| **Total - Contractual services** | | | 2 821 446 | - | - | | | 2 377 954 | 2 377 954 |
| **Governing body sessions** | | | | | | | | | |
| Salaries | | | 335 000 | | | | | 335 000 | 335 000 |
| Documentation | | | 35 000 | | | | | 35 000 | 35 000 |
| Rental of space, equipment, etc. | | | 65 000 | | | | | 65 000 | 65 000 |
| **Total - Governing body sessions** | | | 435 000 | - | - | | | 435 000 | 435 000 |
| **Travel and representation** | | | 1 169 000 | | | | | 1 169 000 | 1 169 000 |
| **United Nations-related cost-sharing fees** | | | 4 524 800 | | | | | 4 476 862 | 4 476 862 |
| **United Nations reform at field level** | | | | | | | | 940 800 | 940 800 |
| **B-2: Subtotal - Non-staff - Variable costs** | | | 12 307 446 | | | | | 11 816 016 | 12 756 816 |
| **Total - Non-staff costs** | | | 13 661 206 | | | | | 13 169 776 | 14 110 716 |
| **GRAND TOTAL** | 129 | 63 | 54 030 308 | 178.5 | 66 | 42 567 300 | 7 178 800 | 14 659 776 | 65 346 816 |

P – Professional and higher categories; GS – General Service category.

\*    Country office with coordinating functions

\*\*  Country office with resource mobilization functions

# STAFFING TABLE
## Administrative Part of Budget

| | 2022 | | | | | | | | | | 2023 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | GS | Total | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | 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 | | | | 3 | 1 | 4 | | 1 | 1 | 1 | | 1 | 1 | 5 | 1 | 6 |
| Office of the Ombudsperson | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| **Executive Office** | | | | | | | | | | | | | | | | | | | | |
| Office of the Chief of Staff | | 1 | 6 | 2 | | 1 | 2 | 12 | 2 | 14 | | 1 | 6 | 2 | | 1 | 2 | 12 | 3 | 15 |
| Media and Communications | | | 1 | | 1 | | | 2 | | 2 | | | 1 | | 1 | | 1 | 3 | | 3 |
| Governing Bodies | | | | 2 | 2 | | | 4 | 5 | 9 | | | | 2 | 2 | | | 4 | 5 | 9 |
| **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 | | | 2 | | 2 |
| 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** | | | | | | | | | | | | | | | | | | | | |
| Cash-based Initiatives | | | | | | | | | | | | | | 1 | | | | 1 | | 1 |
| **Operations and Emergencies** | | 1 | 1 | | | | | 2 | 1 | 3 | | 1 | 1 | | 2 | | | 4 | 1 | 5 |
| Preparedness and Response | | | | 1 | 2 | | | 3 | | 3 | | | | 1 | | | | 1 | | 1 |
| Resettlement and Movement Management | | | 1 | | 1 | | | 2 | 2 | 4 | | | 1 | | 1 | | | 2 | 2 | 4 |
| **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 | | 1 |
| Sustainable Development | | | | | | | | | | | | | | | 1 | | | 1 | | 1 |
| **Programme Support and Migration Management** | | 1 | | | | | | 1 | 1 | 2 | | 1 | | | | | | 1 | 1 | 2 |
| Immigration and Border Governance | | | | 1 | 1 | | | 2 | | 2 | | | | 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 | | 1 |
| Migration Research and Publications | | | | 1 | | | | 1 | 2 | 3 | | | | 1 | | | 1 | 2 | 2 | 4 |
| International Migration Law | | | | | 1 | | | 1 | | 1 | | | | | 1 | | | 1 | | 1 |
| **Management and Reform** | | | | | | | | | | | | | | | | | | | | |
| Environmental Sustainability | | | | | | | | | | | | | | | | 1 | | 1 | | 1 |
| Ethics and Conduct | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| Gender and Diversity | | | | 1 | | | | 1 | | 1 | | | | 1 | | | 1 | 2 | | 2 |
| Occupational Health | | | | 1 | | | | 1 | | 1 | | | | 1 | | | | 1 | | 1 |
| Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrassment | | | 1 | | | | | 1 | | 1 | | | 1 | | | | 1 | 2 | | 2 |
| **Financial and Administrative Management** | | 1 | | | | | | 1 | 1 | 2 | | 1 | | | | | | 1 | 1 | 2 |
| Budget | | | | 1 | 1 | | 1 | 3 | 1 | 4 | | | | 1 | 2 | | 1 | 4 | 1 | 5 |
| Common Services | | | | | | | | | 3 | 3 | | | | | | | | | 3 | 3 |
| Finance and Accounting | | | 1 | | 1 | | | 2 | 2 | 4 | | | 1 | | 1 | | | 2 | 2 | 4 |
| Staff Travel Coordination | | | | | | 1 | | 1 | | 1 | | | | | | | 1 | 1 | | 1 |
| Supply Chain | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| Treasury | | | | 1 | | 1 | | 2 | 1 | 3 | | | | 1 | | 2 | | 3 | 1 | 4 |
| **Human Resources Management** | | 1 | | | | | | 1 | | 1 | | 1 | | | | | | 1 | | 1 |
| Human Resources Operations and Advisory Services | | | | 1 | | | | 1 | 1 | 2 | | | | 1 | 1 | | | 2 | | 2 |
| Human Resources Policy | | | | | | | | | 1 | 1 | | | | | | | | | 1 | 1 |
| 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 | 1 | 2 |
| Contract Law | | | | 1 | | | | 1 | | 1 | | | | 1 | | | | 1 | | 1 |
| General and Administrative Law | | | | 1 | 1 | | | 2 | | 2 | | | | 1 | 1 | | | 2 | | 2 |
| Insitutional Law and Programme Support | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| **Global Staff Association Committee** | | | | | | | | | 1 | 1 | | | | | | | | | 1 | 1 |
| **Total - Headquarters** | 3 | 9 | 19 | 24 | 19 | 3 | 4 | 81 | 33 | 114 | 3 | 9 | 19 | 24 | 24 | 6 | 9 | 94 | 33 | 127 |

# STAFFING TABLE (continued)
## Administrative Part of Budget

| | 2022 | | | | | | | | | | 2023 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | GS | Total | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | GS | Total |
| **Administrative centres** | | | | | | | | | | | | | | | | | | | | |
| Manila, Philippines | | | 1 | 1 | 2 | | | 4 | 8 | 12 | | | 1 | 1 | 2 | | | 4 | 8 | 12 |
| Panama City, Panama | | | | 1 | 1 | 1 | | 3 | 2 | 5 | | | | 2 | 3 | 2 | | 7 | 3 | 10 |
| **Total - Administrative centres** | | | **1** | **2** | **3** | **1** | | **7** | **10** | **17** | | | **1** | **3** | **5** | **2** | | **11** | **11** | **22** |
| **Field** | | | | | | | | | | | | | | | | | | | | |
| **Global Data Institute (Displacement Tracking Matrix)** | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| **Regional offices** | | | | | | | | | | | | | | | | | | | | |
| Bangkok, Thailand | | 1 | 1 | 1 | | | 1 | 4 | 3 | 7 | | 1 | 1 | 1 | | 1 | 1 | 5 | 3 | 8 |
| Brussels, Belgium | | 1 | | 2 | 1 | | | 4 | 3 | 7 | | 1 | | 2 | 2 | | | 5 | 3 | 8 |
| Vienna, Austria | | 1 | | 2 | 1 | | | 4 | 2 | 6 | | 1 | | 2 | 1 | | | 4 | 2 | 6 |
| Buenos Aires, Argentina | | 1 | | | 3 | | | 4 | 2 | 6 | | 1 | | | 2 | | | 3 | 1 | 4 |
| San José, Costa Rica | | 1 | | 1 | 2 | | | 4 | 2 | 6 | | 1 | | | 3 | | | 4 | 2 | 6 |
| Cairo, Egypt | | 1 | | 2 | | | | 3 | 2 | 5 | | 1 | | 2 | 1 | | | 4 | 2 | 6 |
| Dakar, Senegal | | | 1 | 1 | 1 | | | 3 | 2 | 5 | | | 1 | 1 | 2 | | | 4 | 2 | 6 |
| Nairobi, Kenya | | 1 | | 1 | 1 | 1 | | 4 | 2 | 6 | | 1 | | 1 | 2 | 1 | | 5 | 2 | 7 |
| Pretoria, South Africa | | 1 | | 1 | 1 | | 1 | 4 | 2 | 6 | | 1 | | 1 | 1 | | 1 | 4 | 2 | 6 |
| **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 | | 1 | 2 | | 4 | | 4 |
| **Country offices** | | | | | | | | | | | | | | | | | | | | |
| Bangladesh | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Burkina Faso | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Burundi | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Cambodia | | | | | | | | | | | | | | 0.5 | | | | 1 | 1 | 1 |
| Central African Republic | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Chad | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Denmark* | | | | | | | | | | | | | 1 | | | | | 1 | 1 | 2 |
| Djibouti | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Eritrea | | | | | | | | | | | | | | | | | 0.5 | 1 | | 1 |
| Ethiophia | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Guinea | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Haiti | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Malawi | | | | | | | | | | | | | | | 0.5 | 0.5 | | 1 | | 1 |
| Mali | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Mauritania | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Mozambique | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Myanmar | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Nepal | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Niger | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Papua New Guinea | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Rwanda | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Senegal | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Somalia | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| South Sudan | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| Sudan | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Timor-Leste | | | | | | | | | | | | | | | 0.5 | | | 1 | 1 | 1 |
| Uganda | | | | | | | | | | | | | 0.5 | | 0.5 | | | 1 | | 1 |
| United Kingdom** | | | | | | | | | | | | | 1 | | | | | 1 | 1 | 2 |
| United Republic of Tanzania | | | | | | | | | | | | | | 0.5 | 0.5 | | | 1 | | 1 |
| Zambia | | | | | | | | | | | | | | | 0.5 | 0.5 | | 1 | | 1 |
| **Total - Field** | | **8** | **4** | **12** | **11** | **4** | **2** | **41** | **20** | **61** | | **8** | **8.5** | **16** | **24** | **15** | **3.5** | **73.5** | **22** | **96** |
| **Total - Headquarters, administrative centres and field** | **3** | **17** | **24** | **38** | **33** | **8** | **6** | **129** | **63** | **192** | **3** | **17** | **29** | **43** | **53** | **23** | **13** | **179** | **66** | **245** |

*Note*: In some cases, the grade of the incumbent presented in the table differs from the grade of the position.

P – Professional and higher categories; GS – General Service category.

*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

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

199.    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 2023 is estimated at USD 1.3 billion.

200.    The budgeted resources for 2023 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.

201.    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.

202.    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.

203.    Projected OSI for 2023 is USD 160 million and more information on its sources and application is provided in the section on pages 68 to 80.

204.    The geographical breakdown of the Operational Part of the Budget on pages 157 to 175 provides a regional perspective on IOM programmes.

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

206.    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.

207.    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

208.    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)**
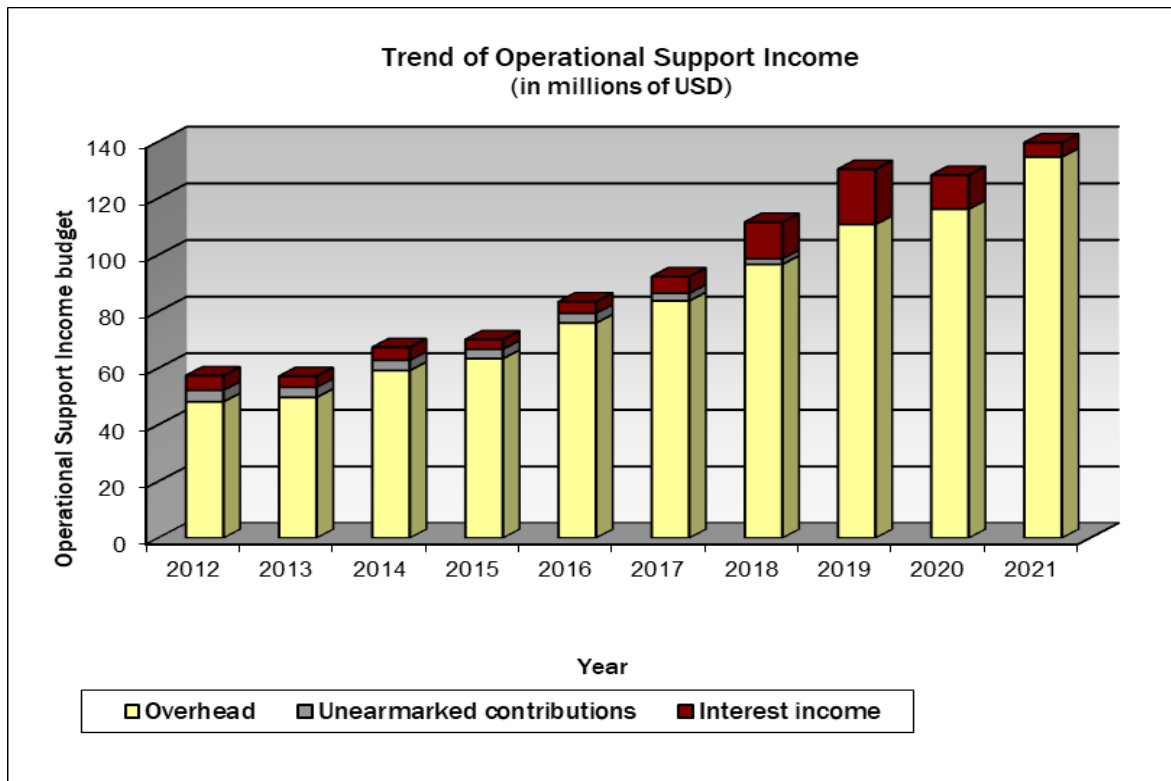


209.    The OSI budget estimate for 2023 is projected at USD 160 million. In 2023, the OSI projection has increased by 12.7 per cent compared with the Revision of the Programme and Budget for 2022 (S/30/5). This increase in projected OSI level is also reflective of Member States calls for the Organization to plan for higher OSI income in view of growing expenditure levels of the past years.

210.    Should actual OSI be higher than the expenditure levels at the end of the year, the difference will be applied towards covering unforeseen shortfalls; and 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

211.    The project-related overhead for 2023 is projected at USD 147.5 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 | 2023 Total budget in millions of USD | % of total 2023 budget | 2023 Staff and office costs out of the total budget in millions of USD | 2023 Overhead in millions of USD |
|---|---|---|---|---|
| 12% on staff/office costs | 554.0 | 43.8% | 237.8 | 28.5 |
| 5% on total costs | 110.0 | 8.7% | 60.4 | 5.2 |
| 7% on total costs | 560.8 | 44.3% | 211.0 | 35.0 |
| 0 to 4% | 40.2 | 3.2% | 14.5 | 0.8 |
| **TOTAL** | **1,265.0** | **100%** | **523.7** | **69.5** |
| Difference needed to bring overhead income to the projected level in 2023 | | | | 78.0 |
| **TOTAL** | **1,265.0** | **100%** | **523.7** | **147.5** |

*Note*:  USD 78 million must be realized from new and additional projects/funding over the course of 2023 in order to realize the projected overhead income of USD 147.5 million. The overhead funding of USD 69.5 million is derived from ongoing projects with confirmed funding.

212.    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.

213.    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 | 2023 |
|---|---|
| **PROJECT-RELATED OVERHEAD INCOME** | |
| General overhead | 147 500 000 |
| **Total project-related overhead income** | **147 500 000** |
| **MISCELLANEOUS INCOME** | |
| Unearmarked contributions | 5 000 000 |
| Interest income | 7 500 000 |
| **Total miscellaneous income** | **12 500 000** |
| **Total** | **160 000 000** |

| Application | 2023 |
|---|---|
| Staff and services for Headquarters | 39 265 500 |
| Staff and services for Headquarters relating to the Internal Governance Framework | 1 753 000 |
| Staff and services for the administrative centres | 16 515 500 |
| Staff and services for the regional offices | 30 276 600 |
| Staff and services for the special liaison offices | 3 130 300 |
| Staff and services for country offices with resource mobilization functions | 4 494 200 |
| Staff and services for country offices with coordinating functions | 2 851 500 |
| Staff and services for country offices | 7 267 500 |
| African Capacity Building Centre on Migration Management | 568 500 |
| Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix) | 2 404 500 |
| Global activity/support | 3 244 600 |
| Information technology | 4 231 000 |
| Staff security | 20 624 500 |
| Unbudgeted activities and structures | 5 000 000 |
| Maintenance of office premises | 500 000 |
| Other staff benefits | 965 300 |
| UN-related cost-sharing fees | 1 907 500 |
| IOM Development Fund – Line 1 | 1 400 000 |
| IOM Development Fund – Line 2 | 13 600 000 |
| **Total** | **160 000 000** |

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

| | Activity | Staff and office costs | Other costs | Total costs |
|---|---|---|---|---|
| 1 | Headquarters | 39 265 500 | | 39 265 500 |
| 2 | Headquarters – Internal Governance Framework | 1 753 000 | | 1 753 000 |
| 3 | Field – Administrative centres | 16 515 500 | | 16 515 500 |
| 4 | Field – Regional offices | 30 276 600 | | 30 276 600 |
| 5 | Field – Special liaison offices | 3 130 300 | | 3 130 300 |
| 6 | Field – Country offices with resource mobilization functions | 4 494 200 | | 4 494 200 |
| 7 | Field – Country offices with coordinating functions | 2 851 500 | | 2 851 500 |
| 8 | Field – Country offices | 7 267 500 | | 7 267 500 |
| 9 | African Capacity Building Centre for Migration Management | 568 500 | | 568 500 |
| 10 | Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix) | 2 404 500 | | 2 404 500 |
| 11 | Staff development and learning | 664 600 | | 664 600 |
| 12 | 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 | 1 147 000 | | 1 147 000 |
| 27 | Information and communications technology | 4 231 000 | | 4 231 000 |
| 28 | Staff security | 4 166 500 | 16 458 000 | 20 624 500 |
| 29 | Unbudgeted activities and structures | 5 000 000 | | 5 000 000 |
| 30 | Maintenance of office premises | 500 000 | | 500 000 |
| 31 | Other staff benefits | 965 300 | | 965 300 |
| 32 | United Nations-related cost-sharing fees | 1 907 500 | | 1 907 500 |
| 31 | IOM Development Fund | 810 100 | 14 189 900 | 15 000 000 |
| **Grand total** | | **128 989 100** | **31 010 900** | **160 000 000** |

## APPLICATION OF OPERATIONAL SUPPORT INCOME

214.     This section of the document presents an overview of the sources and application of OSI. The costs funded by OSI are separated under the subheadings of project-related overhead income and miscellaneous income, as presented below.

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

### 1.     Headquarters

216.     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: 39 265 500

### 2.     Headquarters – Internal Governance Framework

217.     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: 1 753 000

### 3.     Field – Administrative centres

218.     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: 16 515 500

### 4.     Field – Regional offices

219.     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. The budget allocation for country offices with resource mobilization functions and country offices with coordinating functions is also included under this section.

Budgeted resources: 30 276 600

### 5.        Field – Special liaison offices

220.        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: 3 130 300

### 6.        Field - Country offices with resource mobilization functions

221.        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: 4 494 200

### 7.        Field - Country offices with coordinating functions

222.        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: 2 851 500

### 8.        Field – Country offices

223.        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 commencement of the gradual implementation of the budget reforms outlined in Resolution No. 31, particular attention was given to country offices in least developed countries that were most in need of financial support to ensure short-term sustainability, with priority given to covering at least 50 per cent of the funding for Chief of Mission and Resources Management Officer posts in these offices.

Budgeted resources: 7 267 500

### 9.        African Capacity Building Centre on Migration Management

224.        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: 568 500

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

225.    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: 2 404 500

**11.    Staff development and learning**

226.    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: 664 600

**12.    Publications**

227.    The work of the Migration Research and Publications Division continues to grow and the current publications catalogue lists over 2,950 titles (an increase of 18% from last year). In order to increase the readership of IOM publications, more should be invested in the publications production process, including enhancing tools to support further uptake by Member States and the public in general. More publications are available in the three official languages compared with last year, but budget limitations remain a barrier to achieving a more balanced production of publications in languages other than English. The IOM Publications Platform continues to provide an enhanced search function, as well as information on the most popular titles.

- News and information on IOM programmes

228.    IOM will continue to present its programmes in a number of periodic publications, such as brochures, info sheets, manuals, handbooks and other information leaflets. Information on publications on different themes that cut across migration will continue to be presented at different venues.

- IOM's academic journal: *International Migration*

229.    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 journal in 1961, and 2021 saw the journal's 60th anniversary. Key achievements of the journal include a significant increase in its impact factor and citations for 2021.

- *Migration Policy Practice*

230.    *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). Contributions are received from senior officials from governments, international organizations and civil society worldwide who work in the field of migration policy. By 20 September 2022, 47 issues of the journal had been published, including 13 special issues since 2015.

- Migration Research Series

231.    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 20 September 2022, 79 titles had been published in this series, some of which have also been published in French and Spanish. Recent article topics have included the COVID-19 pandemic, 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

232. 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 Chinese, English, French, Russian and Spanish (with Arabic to follow). 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. In 2022, new digital tools were launched for policy officials and educators, supported by the Geneva Science–Policy Interface (donor), the Geneva Graduate Institute (collaborator) and the International Baccalaureate (partner). The World Migration Report is now a multi-award-winning flagship report, having won several international design and web platform awards. 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.

- Other publications

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

234. 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.

Budgeted resources: 255 000

## 13. Gender mainstreaming activities

235. 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.

236. 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

237. 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

238. 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

239. 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 brand awareness and fundraising campaigns.

Budgeted resources: 200 000

### 17. Regional consultative processes on migration

240. 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

241. 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

242. 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.

243. 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)

244. 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

245.        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

246.        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)

247.        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

248.        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

249.        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 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

250.     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; institutionalizing results monitoring as part of the project life cycle; and ensuring that the Organization meets external and internal reporting requirements

Budgeted resources: 1 147 000

### 27.     Information and communications technology

251.     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 2023 are described below:

- Ongoing upgrades and maintenance of PRISM 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 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. that enhance the capacity of programmes to provide migrants with information on regular migration and resettlement services. 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 and PRIMA) as part of its activities to move to cloud services. In 2023, this initiative will include a period of stabilizing IOM central infrastructure operations and support capabilities in Valencia, Spain, and the normalization of local ICT operations in Panama, Geneva and Manila.

Budgeted resources: 4 231 000

### 28.     Staff security

252.     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.

253.     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.

254.    The actual use of the project-related overhead income earmarked for participation in UNDSS and other related costs will continue to be reported separately in the annual Financial Report.

Budgeted resources: 20 624 500

### 29.    Unbudgeted activities and structures

255.    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.

256.    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: 5 000 000

### 30.    Maintenance of office premises

257.    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: 500 000

### 31.    Other staff benefits

258.    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: 965 300

### 32.    United Nations related cost-sharing fees

259.    IOM undertakes joint efforts with other United Nations agencies in most country offices worldwide and participates in related cost-sharing mechanisms. In view of the projectized funding model of the Organization, IOM's contributions to a number of local United Nations commitments have to be covered centrally where these are not directly attributable to projects.

Budgeted resources: 1 907 500

### 33.    IOM Development Fund

260.    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 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.

261.    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, the cost of which is budgeted at 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, cost of support functions are also covered by the Fund.

Budgeted resources: 15 000 000

# FINANCING OF THE OPERATIONAL PART OF THE BUDGET

262.    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**.

263.    A summary of anticipated voluntary contributions by source of funds for 2023 is provided in the table below.

| | | USD |
|---|---|---|
| **Total Operational Part of the Budget** | | **1 264 967 000** |
| **Earmarked contributions** | | |
| Anticipated earmarked contributions and reimbursements from governments, intergovernmental agencies, migrants, sponsors, voluntary agencies and others | 821 869 200 | |
| Refugee Loan Fund (principally the United States Government) | 429 400 000 | |
| **Total earmarked contributions** | | **1 251 269 200** |
| **Unearmarked contributions** | | **6 197 800** |
| **Interest income** | | **7 500 000** |
| **TOTAL ANTICIPATED RESOURCES** | | **1 264 967 000** |

264.    A breakdown of financing of the Operational Part of the Budget is provided on pages 83 and 84.

# ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET

265.    The list of anticipated voluntary contributions from governments and multilateral donors for the implementation of projects under the Operational Part of the Budget for 2023 is shown on pages 83 and 84. 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 2022 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 2023 for continued project implementation.

266.    The amounts in the "unearmarked" column are based on specific discussions, notifications received and agreements concluded with Member States and estimated carry-forward from 2022, 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).

267.    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.

268.    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 2023

| | Unearmarked/ interest income USD | Earmarked USD | Total USD |
|---|---|---|---|
| **MEMBER STATES** | | | |
| Argentina | | 2 663 000 | 2 663 000 |
| Australia | | 44 396 900 | 44 396 900 |
| Austria[a] | 40 000 | 5 337 800 | 5 377 800 |
| Bangladesh | | 4 296 100 | 4 296 100 |
| Belgium[a] | 1 036 300 | 5 778 300 | 6 814 600 |
| Bulgaria[a] | | 1 748 000 | 1 748 000 |
| Canada | | 125 180 700 | 125 180 700 |
| Chad | | 328 800 | 328 800 |
| China | | 139 600 | 139 600 |
| Cyprus[a] | | 1 728 800 | 1 728 800 |
| Denmark[a] | | 10 300 800 | 10 300 800 |
| Finland[a] | | 2 196 900 | 2 196 900 |
| France[a] | | 5 957 300 | 5 957 300 |
| Germany[a] | | 111 875 400 | 111 875 400 |
| Greece[a] | | 5 313 900 | 5 313 900 |
| Iceland | | 232 800 | 232 800 |
| Ireland[a] | | 4 750 900 | 4 750 900 |
| Italy[a] | | 19 763 600 | 19 763 600 |
| Japan | | 6 174 900 | 6 174 900 |
| Lesotho | | 233 700 | 233 700 |
| Luxembourg[a] | | 516 700 | 516 700 |
| Marshall Islands | | 247 500 | 247 500 |
| Montenegro | | 11 300 | 11 300 |
| Netherlands[a] | | 21 191 800 | 21 191 800 |
| New Zealand | | 2 705 900 | 2 705 900 |
| Niger | | 790 500 | 790 500 |
| Norway | | 9 819 000 | 9 819 000 |
| Poland[a] | | 46 000 | 46 000 |
| Republic of Korea | | 11 654 800 | 11 654 800 |
| Slovakia[a] | | 15 400 | 15 400 |
| Somalia | | 1 128 200 | 1 128 200 |
| Spain[a] | | 5 017 200 | 5 017 200 |
| Sweden[a] | | 10 537 500 | 10 537 500 |
| Switzerland | | 12 340 200 | 12 340 200 |
| Türkiye | | 4 811 600 | 4 811 600 |
| United Kingdom | | 17 417 600 | 17 417 600 |
| United States of America | | 510 701 700 | 510 701 700 |
| Uruguay | | 49 600 | 49 600 |
| **Total - Member States** | **1 076 300** | **967 400 700** | **968 477 000** |

## ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET FOR 2023 (continued)

| | Unearmarked/ interest income USD | Earmarked USD | Total USD |
|---|---|---|---|
| **OTHERS** | | | |
| Bahrain | | 143 100 | 143 100 |
| Qatar[b] | 200 000 | | 200 000 |
| Saudi Arabia | | 7 843 900 | 7 843 900 |
| Kosovo[c] | | 420 600 | 420 600 |
| United Nations organizations | | 41 134 700 | 41 134 700 |
| European Union[a] | | 76 730 800 | 76 730 800 |
| Refugee Loan Fund repayments | | 32 100 000 | 32 100 000 |
| Migrants, sponsors, voluntary agencies and others | | 123 249 800 | 123 249 800 |
| Carried forward balance of MIRAC-funded initiatives | 4 921 500 | | 4 921 500 |
| Private sector | | 2 185 600 | 2 185 600 |
| Sasakawa Endowment Fund interest | | 60 000 | 60 000 |
| Interest income | 7 500 000 | | 7 500 000 |
| **Grand total** | **13 697 800** | **1 251 269 200** | **1 264 967 000** |

[a] Consolidated contributions from the European Union and IOM Member States of the European Union total USD 289,883,400.

[b] Contribution is from the Qatar Fund for Development.

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

# SERVICES/SUPPORT

# SUMMARY TABLE

## Operations: funded by voluntary contributions

| | SERVICES/SUPPORT | USD |
|---|---|---|
| I. | Movement, Emergency and Post-crisis Programming | 720 513 000 |
| II. | Migration Health | 225 058 300 |
| III. | Migration and Sustainable Development | 38 953 500 |
| IV. | Regulating Migration | 194 446 400 |
| V. | Facilitating Migration | 57 334 900 |
| VI. | Migration Policy, Research and Communications | 4 962 600 |
| VII. | Land, Property and Reparation Programmes | 206 500 |
| VIII. | General Programme Support | 23 491 800 |
| | TOTAL | 1 264 967 000 |

# I.    MOVEMENT, EMERGENCY AND POST-CRISIS PROGRAMMING

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| I.1 | Resettlement Assistance | 184 226 500 | 261 595 800 | 23 068 700 | 468 891 000 |
| I.2 | Repatriation Assistance | 1 234 600 | 3 603 700 | 241 900 | 5 080 200 |
| I.3 | Emergency Preparedness and Response Assistance | 33 778 300 | 53 254 700 | 5 434 800 | 92 467 800 |
| I.4 | Transition and Stabilization Assistance | 49 759 700 | 94 965 900 | 8 844 800 | 153 570 400 |
| I.5 | Elections Support | 20 200 | 459 400 | 24 000 | 503 600 |
|  | Total | 269 019 300 | 413 879 500 | 37 614 200 | 720 513 000 |

269.    The total budget for Movement, Emergency and Post-crisis Programming is approximately USD 720.5 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).

270.    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.

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

272.    **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.

273.    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.

274.    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.

275.    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.

276.    **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.

277.    **Emergency Preparedness and Response Assistance:** IOM continues to provide rapid response, emergency relief and life-saving services, as well as support in 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.

278.    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.

279.    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.

280.    **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.

281.    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.

282.    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.

283.    **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 181,000 people to various destinations in North America, Europe and Asia under various resettlement programmes in 2023. 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: 468 891 000 |
| **Resettlement Assistance** | **Total budgeted resources: 468 891 000** |

## I.2 REPATRIATION ASSISTANCE

| Programme/Project | Objectives |
|---|---|
| I.2.1 Supporting Protection, Transit, Voluntary and Informed Return and Reintegration for 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: 10 | Budgeted resources: 5 080 200 |
| **Repatriation Assistance** | **Total budgeted resources: 5 080 200** |

## 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 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: 3, 9 | Budgeted resources: 273 400 |
| I.3.2 Regional Initiative on Evidence for Migration Analysis and Policy | To strengthen the evidence-based formulation and implementation of humanitarian and development policy and programming on migration and forced displacement in Asia and the Middle East. |
| IOM Strategy: 5, 6, 9 | Budgeted resources: 150 600 |

| Programme/Project | Objectives |
|---|---|
| I.3.3 Strengthening and Greening Humanitarian Responses in East Africa | To find a cost-effective solution to repair, reuse and recycle solar lanterns and solar home systems and accessories distributed in camps for internally displaced persons and refugees in East Africa. This initiative aims to establish a cost-effective approach and activities to reduce waste, prolong energy access, create jobs, support livelihoods and provide business opportunities. |
| IOM Strategy: 9 | Budgeted resources: 10 900 |
| I.3.4 Strengthening the Evidence Base on Migration and the Regional Migrant Response Plan in the East and Horn of Africa Region | To enhance migrant protection and assistance through data collection, analysis and dissemination in Djibouti, Ethiopia, Kenya and Somalia. The project will respond to current information needs regarding risks and vulnerabilities which have been, or have the potential to be, exacerbated by the conflict in Ethiopia and overall fragility in the region. |
| IOM Strategy: 5 | Budgeted resources: 322 100 |
| I.3.5 Monitoring the Situation of Displaced Populations in Situations of Vulnerability in Burundi | To support the Government of Burundi in addressing the current gaps in humanitarian emergency response by reinforcing an emergency event tracking system for rapid alert assessment following natural disasters and other displacement events; and by implementing a comprehensive emergency response programme, including the provision of shelter, non-food items, and water, sanitation and hygiene support for displaced populations in situations of vulnerability. This project will contribute towards strengthening the humanitarian, development and peace nexus by combining immediate response with early recovery approaches for both direct beneficiaries and host communities, including with regard to housing, land and property. |
| IOM Strategy: 4, 5, 10 | Budgeted resources: 630 200 |
| I.3.6 Strengthening Community Resilience in Cameroon | To promote peace and create durable solutions to conflict in Cameroon 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: 673 600 |
| I.3.7 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 distribution and set-up of temporary shelters and the construction of emergency latrines, and reinforce camp coordination and camp management mechanisms. Furthermore, this project will provide integrated emergency assistance to ensure the survival and dignity of the affected population through the provision of mental health and psychosocial support services and the strengthening of local actors' capacity for long-term response. |
| IOM Strategy: 9 | Budgeted resources: 349 600 |
| I.3.8 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 facilities to meet the basic needs of displaced populations and contribute to their protection and dignity. |
| IOM Strategy: 9 | Budgeted resources: 15 100 |

| | Programme/Project | Objectives |
|---|---|---|
| I.3.9 | Multisectoral Humanitarian Assistance in the Democratic Republic of the Congo | To provide humanitarian assistance to conflict-affected populations, displaced populations and host communities in the Democratic Republic of the Congo by improving living conditions and protection through health, shelter, and water, sanitation and hygiene support, and improved site coordination and management. This project will also provide access to information on return, relocation or local integration options and transportation, multipurpose cash and shelter assistance. |
| IOM Strategy: 1, 2, 9 | | Budgeted resources: 273 200 |
| I.3.10 | Provision of Emergency Support to IDPs and Host Communities in Ethiopia | To contribute to improving the living conditions and well-being of crisis-affected populations and host communities in Ethiopia through shelter and settlements interventions, site and camp management support and the provision of life-saving non-food items. This initiative will provide support to the most vulnerable communities to prevent the spread of COVID-19 by providing hygiene kits, conducting community engagement activities and raising awareness of COVID-19-related risks. It will also enable risk assessments to be conducted for the prevention of sexual exploitation and abuse in the crisis-affected areas, and help strengthen the provision of mental health and psychosocial support to conflict-affected populations and survivors of gender-based violence. |
| IOM Strategy: 9 | | Budgeted resources: 3 818 400 |
| I.3.11 | Humanitarian Assistance for Migrants and IDPs in Libya | To contribute to the provision of enhanced protection and direct assistance to migrants and IDPs in Libya by establishing the migrant resource and response mechanism, and to increase the resilience of crisis-affected populations notably through social cohesion activities. This initiative will enhance the coordination of humanitarian assistance through improved data collection and the provision of evidence-based information on displacement inside the country; the provision of primary health-care services, non-food items, hygiene kits and other direct assistance to IDPs and migrants; and the strengthening of the understanding of relevant government officials about human rights-based migration management and labour migration. |
| IOM Strategy: 9 | | Budgeted resources: 1 229 900 |
| I.3.12 | Strengthening the Response to 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. |
| IOM Strategy: 9 | | Budgeted resources: 46 400 |
| I.3.13 | Emergency Assistance to Populations Affected by Flooding and COVID-19 in the Niger | To contribute to the Government of the Niger's initiatives in providing assistance to populations affected by flooding and COVID-19 through emergency shelter and non-food item kits. This project will deliver humanitarian assistance to improve the living conditions of crisis-affected populations by building a multipurpose site that meets quarantine and isolation requirements for managing the COVID-19 pandemic, with minimum standards in terms of site management, site design and first aid needs. |
| IOM Strategy: 9 | | Budgeted resources: 118 000 |

| | Programme/Project | Objectives |
|---|---|---|
| I.3.14 | Supporting the Humanitarian Community in Nigeria | To support the humanitarian community to sustain a multisectoral, concentrated humanitarian presence in remote and hard-to-reach conflict-affected areas in north-east Nigeria. This project also provides capacity-building support to the national authorities and sector partners on disaster and displacement management and supports the establishment of humanitarian hubs to ensure a humanitarian presence. |
| IOM Strategy: 1, 9 | | Budgeted resources: 1 074 900 |
| I.3.15 | 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 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 and non-food items, and integrated multisectoral life-saving and stabilization support to improve the human security of migrants. |
| IOM Strategy: 9 | | Budgeted resources: 9 707 900 |
| I.3.16 | Integrated Multisectoral Assistance for Conflict-affected Communities in South Sudan | To provide material assistance, such as water, site maintenance, shelter and non-food items, to conflict-affected households in South Sudan, and to enhance their health and psychological well-being through integrated protection programming. 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, with a view to encouraging complementarity between humanitarian partners and clusters to enable more cost-effective programming that reaches a greater portion of the affected population. |
| IOM Strategy: 4, 9 | | Budgeted resources: 11 847 100 |
| I.3.17 | 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, water, sanitation and hygiene support, health care, protection, non-food items, humanitarian coordination and information management to IDPs, refugees and conflict-affected populations in the Sudan, as well as improving the efficiency and suitability of targeted humanitarian assistance. This project will address critical humanitarian needs and contribute to building resilience in society by providing integrated support for displaced and vulnerable crisis-affected populations. Moreover, this initiative will provide essential services to respond to the COVID-19 pandemic in the Sudan. |
| IOM Strategy: 3, 6, 9 | | Budgeted resources: 4 779 300 |
| I.3.18 | 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 items and food items, health and legal services, and assisted voluntary return and reintegration assistance. |
| IOM Strategy: 1, 2, 4 | | Budgeted resources: 1 631 000 |

| Programme/Project | Objectives |
|---|---|
| I.3.19 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 increased access to potable water, sanitation and hygiene facilities and non-food items, and the provision of integrated protection and life-saving health assistance that meets the most critical needs of migrants travelling through Yemen. The response also provides emergency shelter materials, non-food items and basic site maintenance services, including camp coordination and camp management services and displacement tracking. The project will also respond to the needs of irregular migrants and refugees through humanitarian assistance along migratory routes, options for humanitarian voluntary returns and assisted spontaneous returns. It will also enable comprehensive regional analyses of migration flows and routes, as well as migrants' profiles and protection needs. |
| IOM Strategy: 9 | Budgeted resources: 19 943 900 |
| I.3.20 Emergency Response to the Crisis in the Syrian Arab Republic | To provide support to respond to the immediate needs of IDPs in situations of vulnerability in the Syrian Arab Republic through multisectoral assistance, including shelter, water, sanitation and hygiene, protection, food and health services, non-food items, education and transportation services. This project strives to decrease the risk of crisis-affected communities experiencing incidents of sexual exploitation and abuse by humanitarian workers and provide technical and operational support to humanitarian actors to prevent and respond to sexual exploitation and abuse cases. |
| IOM Strategy: 9, 10 | Budgeted resources: 26 300 |
| I.3.21 Initiative on Life-saving Protection and Health Care in Lebanon | To mitigate the negative impact of Lebanon's continued economic deterioration on the protection environment for migrants and other vulnerable populations, and address their increased vulnerability to violence, exploitation and abuse, including gender-based violence. This project will strengthen access to protection services for migrants and vulnerable individuals through case management and the delivery of comprehensive and individualized services. |
| IOM Strategy: 9 | Budgeted resources: 237 600 |
| I.3.22 Enhancing Emergency Response in Haiti | To enhance the living conditions of the most vulnerable people affected by the 2021 earthquake in Haiti as well as those affected by gang violence through the provision of integrated protection services. This project will deliver holistic assistance including psychosocial support, the provision of medical equipment, documentation assistance, and the provision of adequate housing through a cash-for-rent modality, among other interventions. |
| IOM Strategy: 9 | Budgeted resources: 312 100 |
| I.3.23 Supporting Migrants and Refugees in Situations of Vulnerability in Peru | To support refugees and migrants from the Bolivarian Republic of Venezuela in Peru through various initiatives related to shelter, camp coordination and camp management, non-food items, water, sanitation and hygiene, humanitarian transportation, health, nutrition, food security and communication. This project will strengthen the capacity of the Peruvian government in terms of humanitarian assistance to reduce suffering and vulnerability, to support durable solution initiatives, and to facilitate integration and the transition to community stabilization activities. |
| IOM Strategy: 1, 9 | Budgeted resources: 222 900 |

| Programme/Project | Objectives |
|---|---|
| I.3.24 Strengthening National and Cross-border Humanitarian Protection 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 through medical screening, transportation grants, water, sanitation and hygiene services, food assistance and the provision of non-food items at transit and reception centres. Mobile health and rapid response teams provide wider access to health services and COVID-19 screening. Actions will be strengthened through the deployment of the Displacement Tracking Matrix to understand population movements and the needs of mobile groups and affected communities. |
| IOM Strategy: 9 | Budgeted resources: 9 756 600 |
| I.3.25 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, education and livelihood support, COVID-19-specific health interventions, 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. Moreover, this initiative will also strengthen disaster risk reduction measures. |
| IOM Strategy: 9 | Budgeted resources: 3 746 900 |
| I.3.26 Strengthening Multisectoral Life-saving Assistance to Crisis-affected Populations in the Islamic Republic of Iran | To support the Government of the Islamic Republic of Iran with life-saving assistance for Afghan nationals, including undocumented and new arrivals, and support host communities to mitigate the impact of the crisis in the region. This project will also provide medium- to long-term support to affected persons, governments and societies for recovery and sustainable development. |
| IOM Strategy: 9 | Budgeted resources: 41 700 |
| I.3.27 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 equipping community members to have increased capacity to manage disasters; increasing the capacity of 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. This initiative will enable a multisectoral, coordinated and holistic approach to addressing violence against women and girls through multiple stakeholders, including the United Nations, the Government, service providers, faith-based actors and civil society. |
| IOM Strategy: 2, 3, 9 | Budgeted resources: 300 200 |
| I.3.28 Humanitarian Assistance for IDPs Displaced by Conflict in Myanmar | To continue collecting data through the Displacement Tracking Matrix to provide information on population presence, mobility trends and priority humanitarian needs across Myanmar. This project will respond to the multisectoral needs of the migration-affected population to ensure that access to life-saving assistance, protection and services for mobile groups and their host communities is improved in areas of new displacement, mobility and emerging need in Myanmar. |
| IOM Strategy: 6, 9 | Budgeted resources: 1 227 900 |

| Programme/Project | Objectives |
|---|---|
| I.3.29 Enhancing Emergency Preparedness in Timor-Leste | To support the Government of Timor-Leste in the enhancement of national and local capacities to reduce disaster risk and improve preparedness for future disasters through non-food item pre-positioning and by ensuring that populations in vulnerable situations have safe spaces to shelter during disasters. |
| IOM Strategy: 9 | Budgeted resources: 111 200 |
| I.3.30 Strengthening the Disaster Management Plan in Vanuatu | To support the Government of Vanuatu to implement key recovery priorities relating to disaster preparedness and evacuation procedures identified in the Vanuatu recovery strategy, contributing to the protection and resilience of people at risk of displacement in Vanuatu. |
| IOM Strategy: 2, 3, 6, 9 | Budgeted resources: 30 800 |
| I.3.31 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 to migrants; and increasing migration data and knowledge on risks and vulnerability in the subregion. |
| IOM Strategy: 1, 2, 3 | Budgeted resources: 1 422 000 |
| I.3.32 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: | Budgeted resources: 10 732 500 |
| I.3.33 Supporting Refugees and Migrants through a Consolidated Response in Türkiye | To support populations affected by prolonged Syrian crisis and to build operational strength in the country to deliver emergency non-food items, provide shelter support, carry out critical works in informal IDP sites, improve site management capacity and continue protection activities. This initiative will also enhance the quality and coordination of the inter-agency humanitarian response through facilitation of impartial needs assessments, partner capacity-building, and programming related to the prevention of sexual exploitation and abuse. |
| IOM Strategy: 6, 9 | Budgeted resources: 571 500 |
| I.3.34 Humanitarian Support in Conflict-affected Communities in Ukraine | To address urgent humanitarian needs and further strengthen the resilience of vulnerable conflict-affected populations in Ukraine by strengthening international health and water, sanitation and hygiene management mechanisms at entry-exit checkpoints, as well as referral medical institutions in prioritized locations in Ukraine. This project will provide support to vulnerable conflict-affected populations, returnees and IDPs through the provision of life-saving non-food items, and by addressing emergency shelter needs and providing multipurpose cash and livelihood support. The project will specifically target the most vulnerable populations affected by the ongoing hostilities, particularly women, children, older persons and persons living with disabilities and/or chronic diseases. This initiative will also build local capacity for evidence-based and gender-sensitive policymaking. |
| IOM Strategy: 1, 9 | Budgeted resources: 6 785 200 |
| I.3.35 Ukraine Crisis Response in the Republic of Moldova | To complement ongoing efforts by the Moldovan authorities to address humanitarian needs by collecting, analysing and providing critical information to the authorities and donors for a better targeted response; procuring critical non-food items for those most in need; and strengthening the operational capacity of local border authorities to ensure the swift and dignified processing of conflict-affected people arriving from Ukraine. |
| IOM Strategy: 1, 2, 6 | Budgeted resources: 46 900 |
| **Emergency Preparedness and Response Assistance** | **Total budgeted resources: 92 467 800** |

## I.4    TRANSITION AND STABILIZATION ASSISTANCE

| Programme/Project | Objectives |
|---|---|
| I.4.1 Contributing to Community Stabilization Efforts and Strengthening Capacity in Community Participation and Knowledge Management | To improve coherence in terms of reducing humanitarian needs, addressing the longer-term dimensions of crisis and displacement, and promoting earlier and more lasting solutions to displacement, and to share this experience with key partners and stakeholders. This initiative will provide a long-term and sustainable solution and bridge the gap between the demand for sustainable energy solutions and the supply of products and services from the private sector by overcoming the economic barriers to access for displaced populations and host communities and reducing the risks for private actors entering the market in displacement settings. This project will build capacity in community participation and knowledge management during transition and recovery. |
| IOM Strategy: 4, 6, 10 | Budgeted resources: 354 000 |
| I.4.2 Implementation of Measures to Address Cross-border Issues in West Africa | To create conditions for strengthened local dialogue between transhumant herders stranded at the borders between countries in West Africa due to COVID-19 mobility restrictions, and host populations and the relevant authorities. This project aims to strengthen the relationship between the countries by addressing the recurring cross-border conflicts that occur between cattle herders and farmers. |
| IOM Strategy: 2, 3, 4, 5, 6, 12 | Budgeted resources: 468 000 |
| I.4.3 Strengthening Women's Resilience as Peace Actors in Burkina Faso | To strengthen community resilience and better 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: 5 | Budgeted resources: 1 894 000 |
| I.4.4 Strengthening Stabilization and Recovery of Communities 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. |
| IOM Strategy: 4, 9 | Budgeted resources: 802 700 |
| I.4.5 Supporting Peacebuilding Efforts in Chad | To contribute to strengthening communication and peace at the grass-roots level in order to reduce tensions between communities in Chad. This project contributes to raising awareness among young people of the dangers in the north, including human trafficking, forced labour and recruitment by armed groups. The project also supports the most vulnerable households with unconditional food distribution, while simultaneously working to increase community productivity and resilience. |
| IOM Strategy: 2, 5, 9 | Budgeted resources: 3 282 000 |
| I.4.6 Building Community Resilience to Reduce Community Conflicts in Côte d'Ivoire | To contribute to strengthening border and human security, as well as mitigating potential intracommunity and intercommunity conflict escalation and regional instability. This will be done by facilitating increased cooperation and building trust between Ivorian and Liberian border communities and security forces through community engagement and cross-border sociocultural and socioeconomic activities for peaceful coexistence in Côte d'Ivoire. This project aims to reduce community conflicts related to the competition between different groups, including indigenous and migrant communities, for the control and use of land and natural resources. |
| IOM Strategy: 2, 3, 4 | Budgeted resources: 75 000 |

| Programme/Project | Objectives |
|---|---|
| I.4.7 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 inclusive dialogue structures that address the drivers of conflict; support social cohesion, resilience and economic growth; and build the capacity of law enforcement agencies. Moreover, this effort will contribute to the sustainable socioeconomic reintegration of ex-combatants by promoting social cohesion in conflict-affected areas, as well as adopting an approach benefiting local communities and promoting economic recovery. Another aim of this initiative is to improve relations between law enforcement agencies and the population to strengthen compliance with the restrictions related to the prevention of COVID-19. |
| IOM Strategy: 1, 2 | Budgeted resources: 3 919 400 |
| I.4.8 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: 3 870 700 |
| I.4.9 Consolidating Cross-border Social Cohesion between Côte d'Ivoire and Guinea | To strengthen dialogue and social cohesion among communities living in the border area between Guinea and Côte d'Ivoire through better prevention and management of the conflicts between pastoral, agropastoral and other farming populations in their access to natural resources. |
| IOM Strategy: 3 | Budgeted resources: 1 048 800 |
| I.4.10 Enhancing Community Resilience and Social Cohesion in Ghana | To contribute to the efforts of the Government of Ghana to apply a people-centred, context-specific, comprehensive and preventive approach to human security, and to contribute to enhancing resilience and social cohesion among selected border communities. |
| IOM Strategy: 4, 6 | Budgeted resources: 144 300 |
| I.4.11 Promoting Peacebuilding among IDPs, Returnees and Host Communities 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 in Mali. This project also supports social cohesion in often highly fragmented communities to bring effective change and catalyse broader peacebuilding actions in central Mali. |
| IOM Strategy: 9 | Budgeted resources: 336 200 |
| I.4.12 Building Capacities to Address Violent Extremism in Mozambique | To strengthen civil society's role in Mozambique as an interlocutor between communities and authorities, mainstream peacebuilding and conflict sensitivity into CSO programmes and build a network of strong, accountable CSOs through community stabilization, cohesion and economic empowerment. |
| IOM Strategy: 3 | Budgeted resources: 963 400 |
| I.4.13 Promoting Community Cohesion and Livelihoods and Preventing Violent Extremism in the Niger | To build social cohesion in the Niger by strengthening ties between communities, local actors and government authorities; and to provide community members, especially youth and other marginalized populations, with the necessary tools to resist pressures leading to instability, in order to prevent youth violence and violent extremism. This intervention will assist in establishing stability and security, prevent further forced migration, restore trust among community members, vulnerable populations and local authorities, and lay the foundations for durable solutions. |
| IOM Strategy: 2, 4, 5, 7, 8, 10, 11 | Budgeted resources: 8 598 300 |

| | Programme/Project | Objectives |
|---|---|---|
| I.4.14 | 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. 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 and improving intracommunal and intercommunal perceptions. |
| IOM Strategy: 9, 10 | | Budgeted resources: 1 183 000 |
| I.4.15 | Enhancing Resilience and Living Conditions for Vulnerable Communities in Sierra Leone | To strengthen the capacity of the relevant government institutions and communities in Sierra Leone to prevent and mitigate public health challenges, and provide resources to improve livelihoods and address obstacles to improved food security for enhanced community resilience. |
| IOM Strategy: 4 | | Budgeted resources: 234 300 |
| I.4.16 | Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia | To contribute to increasing stability and addressing urgent humanitarian needs in Somalia, particularly among migrants in situations of vulnerability and mobile populations; to promote the sustainable 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 the voluntary return of Somali refugees. Another component of this project is to support the development of an integrated framework between the different mechanisms to ensure better coherence in the resolution of land disputes and to avoid having multiple decisions on cases, which can ultimately exacerbate conflicts. |
| IOM Strategy: 9 | | Budgeted resources: 12 943 400 |
| I.4.17 | Strengthening the Peace Process and Rehabilitation Initiative in South Sudan | 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. This project will address the immediate need for basic services and strengthen local institutions' decision-making capacities, conflict resolution skills, and accountability to citizens. Moreover, this initiative will 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. |
| IOM Strategy: 5, 9, 10 | | Budgeted resources: 8 634 500 |
| I.4.18 | 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 project will 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. |
| IOM Strategy: 9 | | Budgeted resources: 1 836 400 |

| Programme/Project | Objectives |
|---|---|
| I.4.19 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 and the factors affecting the radicalization of youth, including addressing emergency livelihood needs in communities. 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, this project will ensure the participation of the local authorities and the communities, supporting ownership by local stakeholders and the alignment of the assistance provided and activities with the interests of the local communities and government plans. |
| IOM Strategy: 1, 4, 5, 9, 10 | Budgeted resources: 32 235 400 |
| I.4.20 Enhancing Community Stability in Lebanon | To support the initiatives of the Government of Lebanon to mitigate the deteriorating socioeconomic conditions. This project aims to provide livelihood and employment opportunities to vulnerable Lebanese and Syrian refugees through the provision of direct employment, and support to small and medium enterprises demonstrating commercial viability and the ability to generate employment. |
| IOM Strategy: 5, 9 | Budgeted resources: 98 000 |
| I.4.21 Regional Response for Dignified, Peaceful and Inclusive Human Mobility in Central America | To respond to potential social conflict in a comprehensive manner in Central America, particularly El Salvador, Guatemala and Honduras, with interventions at the local, regional and national levels, including implementation of awareness campaigns on the rights of migrants and refugees. This initiative will also provide technical assistance to stakeholders for programmes through which returned migrants can receive improved access to reintegration, entrepreneurship and employment services, and for migrant protection, among other multisectoral activities. |
| IOM Strategy: 3, 5, 10 | Budgeted resources: 229 800 |
| I.4.22 Enhancing National Capacities for the Peace Process in the Caribbean | The project aims to strengthen the capacities of the Governments of the Dominican Republic and Haiti to improve the control of firearms and ammunition through the implementation of a legal framework in line with the standards of international law; capacity-building of the relevant government agencies; and the strengthening of cooperation with institutions, addressing environmental degradation as well as strengthening cooperation with the neighbouring country. |
| IOM Strategy: 2, 10 | Budgeted resources: 109 300 |
| I.4.23 Social Integration of Displaced Migrant Populations in Belize | To support migrants settling in western Belize to become productive members of their host communities and participate in furthering their common resilience, socioeconomic growth and sustainable development. |
| IOM Strategy: 4, 8 | Budgeted resources: 550 500 |

| | Programme/Project | Objectives |
|---|---|---|
| I.4.24 | Community Stabilization in Colombia | To contribute to community stabilization in Colombia by reconstructing 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 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. Moreover, this initiative supports the regularization of the use and possession of land in compliance with the peace agreement. This initiative also improves 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 | | Budgeted resources: 12 516 400 |
| I.4.25 | National Response for Dignified, Peaceful and Inclusive Human Mobility in El Salvador | To strengthen the capacities of the Government and civil society in El Salvador to improve the approach to the peacebuilding challenges in the context of human mobility and migration in the subregion. |
| IOM Strategy: 3, 5, 10 | | Budgeted resources: 57 200 |
| I.4.26 | Construction of Inclusive Societies and Peaceful Coexistence in Guatemala | To support the development of partnerships with 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 an emphasis on young women and the indigenous population in Guatemala. |
| IOM Strategy: 8 | | Budgeted resources: 115 600 |
| I.4.27 | Managing the Global Pandemic in the Federated States of Micronesia and the Marshall Islands | To support national task forces to develop and implement risk communication and community engagement plans related to the COVID-19 response in the Federated States of Micronesia and the Marshall Islands. 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: 10 695 700 |
| I.4.28 | 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: 3 751 800 |
| I.4.29 | Protection and Assistance to Migrants in Situations of Vulnerability in Indonesia | To support the Government of Indonesia to provide refugees and asylum seekers with improved standards of care, particularly with respect to safe accommodation and basic humanitarian assistance; health care, mental health and psychosocial services; and formal and informal education, vocational training and literacy classes. It will also provide support for assisted voluntary return and reintegration. |
| IOM Strategy: 5 | | Budgeted resources: 26 000 000 |

| Programme/Project | Objectives |
|---|---|
| I.4.30 Community Stabilization and Protection and Assistance for Migrants in Situations of Vulnerability in Pakistan | To improve the quality and progress of the implementation of infrastructure and agricultural projects in the interest of promoting positive migration dynamics, building resilience and attaining the Sustainable Development Goals. This initiative will address key protection concerns and increase livelihood opportunities for vulnerable Afghan migrants and host community members in Pakistan, improve border management between Afghanistan and Pakistan, and expand the evidence base on mobility trends there. |
| IOM Strategy: 1, 10, 11 | Budgeted resources: 4 559 000 |
| I.4.31 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 on peacebuilding and development planning, and ensure the implementation of gender- and climate-responsive community peace for development plans. |
| IOM Strategy: 5 | Budgeted resources: 168 200 |
| I.4.32 Promoting Local Resilience and Early Recovery in the Philippines | To promote early recovery for the communities worst affected by Typhoon Rai in Dinagat Islands and Surigao del Norte in the Philippines, while strengthening their future resilience to ensure life-saving protection from extreme natural disasters. |
| IOM Strategy: 9 | Budgeted resources: 15 800 |
| I.4.33 Reintegration and Community Stabilization Support in the Western Balkans | To support national governments in the Western Balkans to deal with challenges related to citizens returning from foreign conflicts, focusing on assisting government authorities to develop and implement action plans to provide specialized reintegration and rehabilitation assistance tailored to the needs of the returnee. This project will also contribute to the provision of tailored psychosocial support for those at risk of radicalization in targeted communities through a community liaison point. |
| IOM Strategy: 5, 10 | Budgeted resources: 250 200 |
| I.4.34 Economic Enhancement for Kosovo* | To contribute to sustainable economic growth by enhancing economic opportunities for the population – especially marginalized groups – in Kosovo* and to support efforts by the authorities to promote a tolerant multi-ethnic environment that is conducive to the sustainable return and reintegration of minority IDPs and refugee families. |
| IOM Strategy: 10 | Budgeted resources: 1 238 700 |
| I.4.35 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 a durable solution for Syrian refugees by supporting their inclusion into Turkish society. This project will target the following sectors: shelter and basic needs, livelihood and community stabilization, protection and education. |
| IOM Strategy: 9 | Budgeted resources: 2 679 700 |

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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.4.36 | 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, mental health and psychosocial support services. |
| IOM Strategy: 4, 9 | | Budgeted resources: 7 710 700 |
| **Transition and Stabilization Assistance** | | **Total budgeted resources: 153 570 400** |

## I.5 ELECTIONS SUPPORT

| Programme/Project | | Objectives |
|---|---|---|
| I.5.1 | Support for European Union Election Observation Missions | To facilitate the work of European Union election observation missions by providing the administrative and logistical assistance needed to monitor national election processes effectively. |
| IOM Strategy: 3 | | Budgeted resources: 503 600 |
| **Elections Support** | | **Total budgeted resources: 503 600** |

## II.    MIGRATION HEALTH

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| II.1 | Migration Health Assessments and Travel Health Assistance | 114 280 300 | 60 203 200 | 11 456 800 | 185 940 300 |
| II.2 | Health Promotion and Assistance for Migrants | 4 612 900 | 7 096 100 | 748 800 | 12 457 800 |
| II.3 | Migration Health Assistance for Crisis-affected Populations | 5 187 300 | 19 602 500 | 1 385 900 | 26 175 700 |
| II.4 | Health Services for United Nations Personnel and Other Humanitarian and Diplomatic Actors | 164 200 | 292 400 | 27 900 | 484 500 |
|  | Total | 124 244 700 | 87 194 200 | 13 619 400 | 225 058 300 |

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.

284.    The total budget for Migration Health is approximately USD 225.1 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).

285.    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 2021, migration health projects were operational in about 118 countries and with a total expenditure of USD 300 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.

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

287.    **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.

288.     **Health Promotion and Assistance for Migrants:** IOM provides and facilitates access to high-quality health services for migrants, including migrant workers and irregular migrants in 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 communities. Joint efforts are developed in the areas of health promotion, 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.

289.     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, 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.

290.     **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 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 situations of vulnerability. IOM's emergency health programming consists of two sectors that operate as distinct yet interlinked programmes, namely health and mental health and psychosocial support, which form two of the 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 and 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 and universal health coverage.

291.     IOM's wide-ranging health response interventions 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 mental health and psychosocial support, together with 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 population mobility mapping. IOM also plays an active role within the Global Health Cluster, the IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings 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.

292.    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, 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 ongoing 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.

293.    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.

294.    **Health Services for United Nations Personnel and Other Humanitarian and Diplomatic Actors:** On 13 July 2020, IOM entered into an agreement with the United Nations Department for Operational Support to provide health services to eligible United Nations personnel and their dependants, and other persons in need of care referred by the United Nations. Through this project, IOM will be providing COVID-19-related health services, thereby saving lives, supporting staff and making it possible for the United Nations to continue to operate.

295.    The main objective of the activities implemented under this project type is to contribute to operational continuity of humanitarian work in the context of the COVID-19 pandemic; support the United Nations' duty of care for their personnel; and to ensure the safety and health of the United Nations workforce, NGOs and diplomatic communities through provision of COVID-19-related and other health-care services. Activities encompass a range of clinical care services, including monitoring and treatment of COVID-19 patients through tele-health and outpatient visits, primary care for non-COVID-19 conditions, establishment and management of isolation and holding facilities, laboratory testing for COVID-19, referral for a higher level of care, including hospitalization and medical evacuation, and vaccinations. Other services may be added as the pandemic evolves and new preventive and curative options become available. Other objectives of this project type include facilitation of mobility through the provision of health services required for travel, such as testing and vaccinations; and provision of entry and periodical medical examinations for United Nations staff. Coined the first line of defence model, with direct provision of clinical care and treatment of patients, this is a separate service model from the traditional IOM model of providing testing and assessment services to refugees and migrants. The project activities – initially funded centrally by the United Nations and the United States Bureau of Population, Refugees, and

Migration – are currently covered either by the United Nation country team cost-sharing mechanisms or by self-funded beneficiaries. The target populations have been extended to include NGO staff, diplomatic communities and other mobile collaborating entities. Additional services include, but are not limited to, vaccinations and periodical medical examinations for the beneficiaries.

## 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.<br><br>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: 185 940 300 |
| **Migration Health Assessments and Travel Health Assistance** | **Total budgeted resources: 185 940 300** |

## 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: 420 800 |
| 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: 3 407 500 |
| II.2.3    Promoting Health-care Access for Migrants in Egypt | To reduce vulnerabilities and improve the quality of life of migrants with disabilities living in Egypt through enhancing health knowledge and access to health services. This project will provide assistive devices and rehabilitation services to migrants with disabilities as well as awareness sessions on COVID-19 and access to health services. |
| IOM Strategy: 1 | Budgeted resources: 58 400 |
| II.2.4    Strengthening the Capacity to Fight Communicable Diseases in Guinea | To facilitate activities targeting key populations in situations of vulnerability with the aim of reducing the risks and vulnerabilities related to communicable diseases, ensuring equitable access to prevention and HIV care services, and combating stigma and discrimination against these target groups. |
| IOM Strategy: 3 | Budgeted resources: 271 700 |

| | Programme/Project | Objectives |
|---|---|---|
| II.2.5 | Enhancing Sustainable HIV and Tuberculosis Treatment in Lesotho | To bring about substantive positive change in Lesotho's current health system by integrating migration into HIV/AIDS, tuberculosis and COVID-19 services in order to promote continuity of care for all those health issues for both cross-border and rural–urban migrants and mobile populations in migration-affected communities in Lesotho. |
| IOM Strategy: 1, 4 | | Budgeted resources: 233 700 |
| II.2.6 | Provision of Clinical Mentoring Services in Somalia | To improve HIV and tuberculosis treatment provision, in coordination with other actors. This project will improve service provision in Somalia, including the Somaliland region, by setting up a clinical mentoring system to enhance clinicians' treatment skills. |
| IOM Strategy: 9 | | Budgeted resources: 370 400 |
| II.2.7 | Integrated Response to Health and Migration in the Northern Triangle of Central America and Mexico | To accelerate progress toward improving migrants' access to comprehensive, quality health services, on the basis of equity and non-discrimination, in the Northern Triangle of Central America and Mexico. This will be done by enhancing national and community-centred multi-stakeholder coordination on health and migration; strengthening health information systems to support migrant-inclusive policies and projects; and building the capacity of governmental and non-governmental actors in the area of development response to health and migration. |
| IOM Strategy: 4 | | Budgeted resources: 101 400 |
| 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 participating countries. 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: 3 087 100 |
| II.2.9 | Managing Health Risks Linked to Migration in Afghanistan | To reduce the transmission of communicable diseases across the borders of Afghanistan through the improved implementation of the International Health Regulations (2005). This intervention will build a comprehensive knowledge base and support legal and policy frameworks; increase capacity-building; upgrade infrastructure; strengthen community-level surveillance systems and awareness; and ensure cross-border cooperation with the Islamic Republic of Iran and Pakistan. This project will also provide critical support to prevent, detect and respond to the numerous infectious diseases detected in Afghanistan with a particularly high frequency in migrant populations, including tuberculosis, malaria, cholera, Crimean-Congo haemorrhagic fever, arboviral diseases, leishmaniasis, hepatitis B and COVID-19. |
| IOM Strategy: 2, 3 | | Budgeted resources: 321 500 |
| II.2.10 | Strengthening Support for HIV, Malaria and Tuberculosis Prevention and Care in Myanmar | To manage and implement HIV and malaria prevention, care, support services and case management activities in hard-to-reach areas, including migrant clusters, and to provide community-based tuberculosis awareness-raising, case detection, and care and support in Myanmar. This project will also improve access to COVID-19 services among migrant and mobility-impacted populations. |
| IOM Strategy: 3, 4, 6 | | Budgeted resources: 3 442 700 |

| Programme/Project | | Objectives |
|---|---|---|
| II.2.11 | Community-based Active Case Detection and Management of Tuberculosis in Timor-Leste | To contribute to reducing the tuberculosis epidemic by increasing access to diagnostics for hard-to-reach populations of Timor-Leste through systematic screening using a mobile tuberculosis clinic. This project will ensure the capacity-building of health professionals at district and sub-district level to improve case detection, diagnosis and management, and lead to the installation of related medical instruments in hospitals. |
| IOM Strategy: 4 | | Budgeted resources: 742 600 |
| **Health Promotion and Assistance for Migrants** | | **Total budgeted resources: 12 457 800** |

## II.3    MIGRATION HEALTH ASSISTANCE FOR CRISIS-AFFECTED POPULATIONS

| Programme/Project | | Objectives |
|---|---|---|
| II.3.1 | Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies and Strengthen Health Systems | To strengthen IOM capacity globally to respond to humanitarian and public health emergencies, with a particular focus on improving staff surge capacity, and logistical and coordination mechanisms, practices and processes. This initiative also supports Member States to strengthen health systems and meet their commitments under the International Health Regulations (2005) through the IOM Health, Border and Mobility Management Framework. |
| IOM Strategy: 6, 9 | | Budgeted resources: 1 557 900 |
| II.3.2 | Diaspora Support for COVID-19 Response and Relief | To support the COVID-19 response in selected countries by providing subgrants and coordination opportunities to vetted diaspora organizations to strengthen and facilitate the reach and effectiveness of diaspora initiatives in COVID-19 relief and recovery. This project aims to enhance COVID-19 response and recovery efforts by supporting diaspora interventions in their countries of origin, in coordination with local stakeholders. |
| IOM Strategy: 8 | | Budgeted resources: 111 200 |
| II.3.3 | Supporting COVID Vaccination in Chad | To support the Government of Chad in the roll-out of the national vaccination campaign against COVID-19 for mobile and displaced communities. This project will provide logistical support to facilitate the vaccination campaign and feedback management through a hotline, quality monitoring and referral mechanisms for any secondary effects. |
| IOM Strategy: 4 | | Budgeted resources: 328 800 |
| II.3.4 | Emergency Health Response in Libya | To contribute to the COVID-19 response in Libya through strengthening COVID-19 prevention and response capacity and supporting a multifaceted approach that includes raising awareness, promoting individual behavioural change and measures related to the prevention of transmission. This initiative will contribute to the health response capacity of the Government of Libya with a view to ensuring access to health services for migrant populations and the provision of medicines and medical consumables, as well as training for health-care staff. This project will also address the tuberculosis epidemic by supporting the national tuberculosis programme and partners, strengthening national capacity and providing high-quality tuberculosis management. In addition, it will support community-based psychosocial activities for the crisis-affected population. |
| IOM Strategy: 1, 9 | | Budgeted resources: 205 000 |

| Programme/Project | Objectives |
|---|---|
| II.3.5 Enhancing the HIV and Tuberculosis Response for Displaced and Vulnerable Populations in Mozambique | To support and build the capacity of the provincial and district-level government health authorities, women and other relevant stakeholders in Mozambique to further incorporate HIV and tuberculosis into emergency response planning. This project will provide support to displaced and vulnerable populations with HIV or tuberculosis at each step of the displacement cycle, through follow-up and by encouraging the creation of support groups to improve treatment adherence and fight against stigma in communities. |
| IOM Strategy: 9 | Budgeted resources: 99 000 |
| II.3.6 Increasing Access to Health-care Services in Nigeria | To prevent and respond to the trafficking of persons and displaced populations, and address mental health and psychosocial concerns in Nigeria through capacity-building at the local level, the promotion of resilience among the most vulnerable crisis-affected populations and the restoration of collective support structures and systems essential for the resumption of daily life and the transition out of a crisis situation. This project will also aim to improve mental health and psychosocial well-being among crisis-affected populations through direct service provision. |
| IOM Strategy: 2 | Budgeted resources: 432 100 |
| II.3.7 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: 18 167 700 |
| II.3.8 Enhancing Primary and Emergency Healthcare Services in Yemen | To support the Government of Yemen in enhancing access to improved health services to address the urgent health needs of conflict-affected and vulnerable population groups, including internally displaced persons, migrants, and conflict-affected host communities. |
| IOM Strategy: 9 | Budgeted resources: 125 100 |
| II.3.9 Facilitating and Enhancing Health Services for Rohingya Refugees in Bangladesh | To enhance protection and access to comprehensive essential health-care services for Rohingya refugee and host communities in Bangladesh. This initiative meets the need for the procurement and distribution of medical equipment, training, capacity-building, enhancement of the referral system, and the expansion and construction of health facilities dedicated to the COVID-19 response and gender-based violence. This project will also contribute to enhanced access to and utilization of health, nutrition and population and gender-based violence response services for host communities and Rohingya refugees in all tiers of health-care facilities and in camp settings; and strengthen governmental capacity to deliver enhanced services through the reconstruction and/or rehabilitation of infrastructure, provision of essential medicines and supplies, and the recruitment and deployment of qualified medical staff in targeted health facilities in Cox's Bazar. In addition, this project will provide psychosocial services at health facilities and in the community. |
| IOM Strategy: 3 | Budgeted resources: 4 296 100 |
| II.3.10 Supporting the Health-compliant Border Response in Cambodia | To support the health-compliant border initiative of the Government of Cambodia to limit the spread of COVID-19 variants of concern and meet the immediate needs of migrant workers returning from abroad due to the COVID-19 pandemic. |
| IOM Strategy: 9 | Budgeted resources: 120 200 |

| Programme/Project | Objectives |
|---|---|
| II.3.11 Strengthening Preparedness and Response Capacity for Effective COVID-19 Prevention and Control Services in Remote Islands in the Philippines | To support the initiative of Government of the Philippines to prevent and respond to the spread of COVID-19. This project comprises a series of health and emergency preparedness interventions in provinces including the Bangsamoro Autonomous Region, Basilan, Lanao del Sur, Maguindanao, Sulu and Tawi-Tawi aimed at enhancing government preparedness to prevent the spread of COVID-19 and alleviate its impact. This project will also support the COVID-19 vaccination campaign by organizing a conference and a technical workshop with international experts. |
| IOM Strategy: 9 | Budgeted resources: 26 300 |
| II.3.12 Enhancing Public Health Capacity in Viet Nam | To contribute to the effective control of COVID-19 transmission in border areas in Viet Nam by strengthening the capacity of front-line officials working at the points of entry. This initiative will contribute to enhancing public health capacity at points of entry for the safe resumption of international travel. |
| IOM Strategy: 2, 3 | Budgeted resources: 143 800 |
| II.3.13 Providing Health and Other Support for Conflict-affected Populations in Ukraine | To support the Government of Ukraine and local partners in increasing access to general health, mental health and psychosocial support, and water, sanitation and hygiene services for internally displaced persons, host communities and third country nationals in a manner that upholds their rights, dignity and well-being, while ensuring protection from sexual exploitation and abuse. The aim of the project is to address short-term needs and mitigate potential long-term negative psychological effects among conflict-affected populations. |
| IOM Strategy: 9 | Budgeted resources: 562 500 |
| **Migration Health Assistance for Crisis-affected Populations** | **Total budgeted resources: 26 175 700** |

## 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 contribute to the operational continuity of humanitarian work in the context of the COVID-19 pandemic, support the United Nations' duty of care to personnel and ensure the safety and health of the United Nations workforce, NGO staff and diplomatic communities through the provision of COVID-19-related and other health-care services. |
| IOM Strategy: 9 | Budgeted resources: 484 500 |
| **Health Services for United Nations Personnel and Other Humanitarian and Diplomatic Actors** | **Total budgeted resources: 484 500** |

## III.    MIGRATION AND SUSTAINABLE DEVELOPMENT

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| III.1 | Policy Coherence and Community Development | 6 124 200 | 16 671 000 | 1 447 400 | 24 242 600 |
| III.2 | Migration, Environment, Climate Change and Risk Reduction | 5 662 700 | 6 347 300 | 790 200 | 12 800 200 |
| III.3 | Contribution of Migrants to Development | 649 700 | 1 136 100 | 124 900 | 1 910 700 |
| | Total | 12 436 600 | 24 154 400 | 2 362 500 | 38 953 500 |

296.    The total budget for Migration and Sustainable Development is approximately USD 39.0 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).

297.    As highlighted in the IOM Institutional Strategy on Migration and Sustainable Development 2019–2023, the Organization's work in this area cuts across all thematic areas and projects. 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.

298.    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.

299.    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 for Sustainable Development, 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.

300.    IOM's work as Secretariat and Coordinator of the United Nations Network on Migration is complemented by its co-leadership of the Network's Core Working Group 2.1 – Stronger UN System for GCM Implementation, and 2.2 – GCM National Implementation plans. Core Working Group 2.1 has developed a training course on integrating migration into common country analyses and cooperation frameworks, which has been piloted for five United Nations country teams, while Core Working Group 2.2 has developed guidance for Member States and all relevant stakeholders on Global Compact implementation, testing of which took place via a governmental consultation. Both tools are currently being finalized and will serve to support United Nations country teams and Member States to leverage the implementation of the Global Compact for achievement of the 2030 Agenda. 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.

301.    **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.

302.    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.

303.    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.

304.    **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.

305.    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.

306.    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.

307.    **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 Making Migration Work for Sustainable Development | To harness the development benefits and reduce the negative effects of migration for host and home communities, migrants and members of their families through more coherent and results-oriented policies and implementation mechanisms that are inclusive of migrants and are developed and implemented with greater involvement of local authorities, the private sector and diasporas, and global advocacy. This project will contribute to improving the quality and quantity of accurate, diverse and balanced media reports about migration, development and human rights, and support constructive public conversation and dialogue. |
| IOM Strategy: 2, 3, 4, 8 | Budgeted resources: 1 381 900 |
| III.1.2 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: 4 | Budgeted resources: 6 584 700 |
| III.1.3 Enhancing Socioeconomic and Reintegration Opportunities 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. |
| IOM Strategy: 3, 5, 12 | Budgeted resources: 2 156 600 |
| III.1.4 Fostering Communities of Solidarity for Migrants and Refugees from the Bolivarian Republic of Venezuela in Latin America and the Caribbean | The project aims to reduce the vulnerabilities of refugees and migrants and to increase the resilience of the host communities in four countries of Latin America and the Caribbean with the specific objective of improved economic and social inclusion of refugees, migrants and host communities in selected cities. |
| IOM Strategy: 2, 3, 4 | Budgeted resources: 1 271 800 |
| III.1.5 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. <br><br> 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: 2 042 200 |

| | Programme/Project | Objectives |
|---|---|---|
| III.1.6 | 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: 3 071 900 |
| III.1.7 | 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: 1 263 800 |
| III.1.8 | Understanding and Managing Internal Migration in Mongolia | To improve the socioeconomic well-being of internal migrants through a comprehensive approach that encompasses data generation, evidence-based policymaking and interventions on the ground in Mongolia. |
| IOM Strategy: 2 | | Budgeted resources: 438 800 |
| III.1.9 | Strengthening the Migration and Development Capacity of Italy | To strengthen the links between migration, social inclusion and development by empowering migrants and diasporic actors; promoting recognition of the contributions of migration by raising public awareness; and strengthening Italy's position in the migration and development global arena. |
| IOM Strategy: 3, 4, 7, 12 | | Budgeted resources: 601 000 |
| III.1.10 | 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. |
| IOM Strategy: 4, 9, 12 | | Budgeted resources: 5 429 900 |
| **Policy Coherence and Community Development** | | **Total budgeted resources: 24 242 600** |

## 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: 93 400 |
| III.2.2 | 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. The aim of the project is to support policy development and policy coherence on environmental migration and disaster displacement in West Africa, in line with global policy priorities. |
| IOM Strategy: 3, 7 | | Budgeted resources: 137 300 |

| Programme/Project | | Objectives |
|---|---|---|
| III.2.3 | Addressing Drivers and Facilitating Safe, Orderly and Regular Migration in the Intergovernmental Authority on Development Region in Africa | To facilitate pathways for regular migration in the Intergovernmental Authority on Development region and minimize displacement risk in the context of climate change, environmental degradation and disasters in line with the vision and guiding principles of the Global Compact for Migration. This will be achieved through addressing needs and gaps in data and knowledge; developing national and regional policy frameworks; and enhancing disaster displacement preparedness and regular migration pathways. |
| IOM Strategy: 2, 3, 4, 12 | | Budgeted resources: 27 800 |
| III.2.4 | Protection and Integration of Migrant Labour and Environment in Côte d'Ivoire and Senegal | To highlight the work of migrants in the often informal agricultural sector by linking the protection of migrant workers to that of the environment. This project aims to help shine a light on the positive contribution of peri-urban agriculture to the resilience of the areas where it is practised. |
| IOM Strategy: 5, 6, 12 | | Budgeted resources: 117 800 |
| III.2.5 | Sustainable Energy for Displaced Communities in Mozambique | To contribute to the inclusive economic and social development of IDPs resettled due to natural hazards and disasters in Mozambique through improved access to affordable energy and financing solutions. The project will develop a model for financial instruments targeting IDPs to increase the adoption of clean energy technologies, with a focus on home solar systems and appliances for productive use. |
| IOM Strategy: 9 | | Budgeted resources: 232 400 |
| III.2.6 | Addressing the Climate–Conflict Nexus in Somalia | To address the climate–conflict nexus in Somalia; address and reverse the multiplier effect that climate change has on violent conflict in specific regions of the country; and enhance the capacity of conflict- and displacement-affected communities to adapt to the negative effects of climate change. |
| IOM Strategy: 9 | | Budgeted resources: 2 648 300 |
| 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: 2 040 300 |
| III.2.8 | Implementing Global 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. These projects also promote a human security approach to disaster displacement and environmental migration policies while incorporating the COVID-19 pandemic response in the Eastern Caribbean. |
| IOM Strategy: 2, 6 | | Budgeted resources: 255 600 |
| III.2.9 | Enhancement of Disaster Risk Management Capacity 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. |
| IOM Strategy: 9 | | Budgeted resources: 5 981 100 |

| Programme/Project | Objectives |
|---|---|
| III.2.10 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 effects of natural disasters; and enhancement of the national disaster management information system. |
| IOM Strategy: 9 | Budgeted resources: 229 500 |
| III.2.11 Disaster Management in the Marshall Islands | To contribute to enhancing capacity at the community and government level in the Marshall Islands to increase resilience to hazard events and disasters through equipping communities with the necessary resources and skills and prioritizing an inclusive approach with traditionally underrepresented populations. |
| IOM Strategy: 9 | Budgeted resources: 617 400 |
| III.2.12 Strengthening Community Resilience in Palau | To contribute to enhancing the capacity of communities in Palau to increase their preparedness for specific hazards, reduce risks and contribute towards greater resilience. |
| IOM Strategy: 2 | Budgeted resources: 58 600 |
| III.2.13 Promoting Community Stabilization and Capacity-building in Papua New Guinea | To contribute to the reduction of economic and human loss and displacement from natural disasters through building community-based resilience and the capacity of government officials at all levels in Papua New Guinea. This project will reinforce coordination and collaboration mechanisms among national and international humanitarian actors and the involvement of faith-based groups and the private sector in all phases of an emergency. |
| IOM Strategy: 9 | Budgeted resources: 189 700 |
| III.2.14 Enhancing Disaster Risk Reduction in Timor-Leste | To support the Government of Timor-Leste to enhance disaster risk management at national, municipal and local levels through the decentralization of the disaster management system for effective and efficient disaster prevention, preparedness, response and recovery activities. This project will also address gender-based violence and improve essential health and justice sector responses for women and children who have experienced violence. |
| IOM Strategy: 3, 9 | Budgeted resources: 171 000 |
| **Migration, Environment, Climate Change and Risk Reduction** | **Total budgeted resources: 12 800 200** |

## III.3 CONTRIBUTION OF MIGRANTS TO DEVELOPMENT

| Programme/Project | Objectives |
|---|---|
| III.3.1 Diaspora Engagement in Public and Private Sector Development | To promote the active role of the diaspora in public sector strengthening and private sector development in Afghanistan, Iraq, Nigeria and Somalia through a comprehensive diaspora engagement programme that is built on two pillars, namely knowledge and skills transfer and diaspora entrepreneurship. |
| IOM Strategy: 3, 4, 8 | Budgeted resources: 359 700 |
| III.3.2 Engaging the Diaspora for Institutional Development in Somalia | To provide support to consolidate sustainable development processes in Somalia, particularly by improving health and education outcomes, through the active engagement of qualified Somali diaspora and by promoting youth empowerment and gender equality. |
| IOM Strategy: 3 | Budgeted resources: 1 107 100 |

| | Programme/Project | Objectives |
|---|---|---|
| III.3.3 | 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 diasporic 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: 443 900 |
| **Contribution of Migrants to Development** | | **Total budgeted resources: 1 910 700** |

# IV. REGULATING MIGRATION

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| IV.1 | Return Assistance for Migrants and Governments | 38 660 700 | 71 955 700 | 7 133 300 | 117 749 700 |
| IV.2 | Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking | 10 772 700 | 14 490 500 | 1 595 200 | 26 858 400 |
| IV.3 | Immigration and Border Governance/Border and Identity Solutions | 15 266 300 | 30 821 600 | 2 679 700 | 48 767 600 |
| IV.4 | Migration Management Support | 302 100 | 705 000 | 63 600 | 1 070 700 |
|  | Total | 65 001 800 | 117 972 800 | 11 471 800 | 194 446 400 |

308. The total budget for Regulating Migration is approximately USD 194.4 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).

309. 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 human beings, 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.

310. 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.

311. 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 persons and other migrants, 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 other migrants vulnerable to violence, exploitation and abuse, including migrant children. It provides technical assistance to governments, the private sector and NGOs, and joint direct protection and assistance to migrants. Several governments turn to IOM to support their efforts to find sustainable solutions for the increasing numbers of separated and unaccompanied children crossing their borders. IOM 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 and UNHCR. IOM supports the implementation of comprehensive assistance child protection projects addressing the needs of unaccompanied and separate migrant children in border regions.

312. In addition, programmes focus on the protection of migrants and the prevention of trafficking, exploitation and abuse of migrants, with a renewed emphasis on the importance of addressing the factors that create demand for the goods and services produced and provided by trafficked and exploited migrants.

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

314. **Return Assistance for Migrants and Governments:** IOM's objective is to provide enhanced support to facilitate the assisted voluntary return and reintegration of migrants in their countries of origin. Assisted voluntary return and reintegration is one of the key migration management services offered by IOM to migrants and governments 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 more humane, dignified and cost-effective alternative to forced return and, in many cases, are complemented by reintegration measures. 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.

315.     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 voluntary return and reintegration of migrants in their countries of origin, including unsuccessful asylum seekers, migrants in irregular situations, stranded migrants and other persons 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 often includes undertaking needs assessments of target groups in the host countries, transit countries and origin countries, and providing return information and counselling to potential returnees, documentation and health assistance, reception-on-arrival services and longer-term reintegration support both for the returnees and their communities in the countries of origin to enhance the sustainability of reintegration.

316.     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 effective asylum 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.

317.     IOM also offers post-arrival reintegration assistance to migrants who have been returned by host country authorities to their countries of origin. These programmes are implemented in cooperation with governments of both countries of origin and host countries and assist migrants who have officially entered their own countries after the process of return has been concluded.

318.     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. 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.

319.     **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 within a migration or displacement context, 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.

320.     In partnership 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, protection, prosecution and partnerships.

321.     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, for instance, IOM has assisted over 100,000 trafficked persons. In 2020, IOM and its partners provided specialized protection to 3,976 victims identified worldwide. Promoting freedom and the chance for a new life, IOM's assistance might include safe accommodation, medical and psychosocial support, and assisted voluntary return and reintegration. During 2020, 271 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. The Fund has been operating since 2000, and in that time, it has provided individualized case management services to vulnerable migrants.

322. IOM implements information, education and communication strategies to prevent 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.

323. Technical support activities aim to develop the capacity of governments, private sector entities, and civil society institutions; strengthen policies and procedures on protection to protect migrants' rights and combat human trafficking 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.

324. 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.

325. 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.

326. **Immigration and Border Governance/Border and Identity Solutions**: By engaging in active partnerships and providing information, know-how and resources, IOM's immigration and border management 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.

327. 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.

328. 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 control; 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 registration and regularization, readmission, 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.

329.    **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.

330.    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 2023, including Austria, Belgium, Bulgaria, Finland, Germany, Greece, Iceland, Ireland, Japan, Luxembourg, the Netherlands, Norway, Spain, Switzerland and Türkiye. |
| IOM Strategy: 1, 2, 3, 6, 10 | | Budgeted resources: 93 453 400 |
| IV.1.2 | Initiative for the Protection and Reintegration of Returnee Migrants in Africa | To enhance the capacity of partner countries and relevant stakeholders to develop and strengthen return and reintegration policies and processes to facilitate safe, humane and dignified assisted voluntary return and reintegration in partner countries; and to provide sustainable reintegration support to returning migrants in African countries. |
| IOM Strategy: 2, 3, 5, 6, 7, 10 | | Budgeted resources: 4 481 400 |
| IV.1.3 | Global Assistance for Irregular Migrants in West Africa | To establish a voluntary return and integration assistance mechanism for Sri Lankans and other stranded migrants in West Africa. Activities include screening of migrants, counselling, return assistance, a reintegration component and awareness-raising activities. |
| IOM Strategy: 10 | | Budgeted resources: 570 000 |
| IV.1.4 | Facilitating the Return and Reintegration of Stranded Vulnerable Migrants in the East and Horn of Africa | To contribute to effective migration management in the East and Horn of Africa through safe and dignified return, post-arrival assistance and reintegration of vulnerable Ethiopian migrants. The interventions will cover Djibouti, Ethiopia, Somalia, the United Republic of Tanzania and Yemen, and will provide humanitarian assistance to stranded migrants in countries of origin and transit, as well as return and reintegration assistance for the most vulnerable. |
| IOM Strategy: 5, 10 | | Budgeted resources: 378 500 |
| IV.1.5 | Establishment of a Multipurpose Migrant Return Assistance Centre in Ethiopia | To strengthen the capacity of the Agency for Refugee and Returnee Affairs in Ethiopia to sustainably provide post-arrival assistance to vulnerable Ethiopian returnees through the construction and equipment of a multipurpose migrant return assistance centre. |
| IOM Strategy: 2, 3, 5 | | Budgeted resources: 181 400 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.1.6 | Providing Assistance for Returnees and Potential Migrants in Ghana | To contribute to the provision in Ghana of comprehensive, gender-sensitive and sustainable assistance for returning migrants and opportunities for potential migrants, with a specific focus on the provision of livelihoods, self-employment, wage employment and education for stronger migration governance in the country. |
| IOM Strategy: 2, 3, 5 | | Budgeted resources: 201 600 |
| IV.1.7 | 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. |
| IOM Strategy: 4, 10 | | Budgeted resources: 15 000 |
| IV.1.8 | Enhancing Response Mechanisms and Assistance for Vulnerable Migrants 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. The project will also strengthen the provision of shelter, food and non-food items. |
| IOM Strategy: 1, 2, 10 | | Budgeted resources: 1 359 300 |
| IV.1.9 | 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. The project will also support migrants affected by the COVID-19 pandemic, including returnees. |
| IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 | | Budgeted resources: 8 651 800 |
| IV.1.10 | Reintegration Assistance for Returned Migrant Youth in El Salvador Focused on Training and Entrepreneurship | To enhance the capabilities of potential and returning migrant youth in El Salvador to improve their livelihoods by providing market-driven vocational/entrepreneurship training and upgrading education facilities to provide effective learning environments. |
| IOM Strategy: 5 | | Budgeted resources: 428 600 |
| IV.1.11 | Assisting Voluntary Return in Guatemala through Economic Reintegration Assistance to Potential and Returned Migrant Youth | 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: 645 200 |
| IV.1.12 | Return and Reintegration Assistance for Afghanistan | To facilitate the voluntary return of Afghans to their home country by providing them with reception and tailored reintegration assistance in order to facilitate a smooth transition to a sustainable normal life. This project will also ensure a cohesive, complementary programmatic approach with the objective of promoting the safe, orderly, regular and dignified migration of Afghans on the move. <br><br> In the light of the situation in Afghanistan, the status of the project is undetermined. Implementation of the project will be subject to an improvement in the situation. |
| IOM Strategy: 1, 2, 3, 10 | | Budgeted resources: 3 340 300 |
| IV.1.13 | 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 the welfare of migrants, returnees and communities. |
| IOM Strategy: 3, 10 | | Budgeted resources: 395 600 |

| Programme/Project | Objectives |
|---|---|
| IV.1.14 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. This project will also facilitate the voluntary return and sustainable reintegration of migrants without residential status in Japan in their countries of origin. |
| IOM Strategy: 1, 10 | Budgeted resources: 38 900 |
| IV.1.15 Assisted Voluntary Return and Reintegration and Capacity-building for Well-managed Migration in Papua New Guinea | To support the efforts of the Government of Papua New Guinea to ensure that migrants in Papua New Guinea enjoy protection from human rights abuses and are able to migrate in a safe, orderly and dignified manner. |
| IOM Strategy: 10 | Budgeted resources: 1 528 800 |
| IV.1.16 Support for Socioeconomic Reintegration in Sri Lanka | To provide skills development, infrastructure development, safe migration awareness-raising activities and career guidance, mental health and psychosocial support, business/entrepreneurship development and upgrading of equipment and infrastructure at vocational training institutes to reduce the vulnerabilities of aspiring and returnee migrants. |
| IOM Strategy: 8, 10 | Budgeted resources: 163 100 |
| IV.1.17 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: 1 683 800 |
| IV.1.18 Supporting Serbia and North Macedonia in Managing the Balkan Route | To ensure and expand the direct operational capacities of national authorities in North Macedonia and Serbia to effectively respond to mid- and long-term challenges related to migration flows. |
| IOM Strategy: 1, 2, 9, 10 | Budgeted resources: 72 100 |
| IV.1.19 Facilitating the Return and Sustainable Reintegration of Returnees from 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: 160 900 |
| **Return Assistance for Migrants and Governments** | **Total budgeted resources: 117 749 700** |

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

| Programme/Project | Objectives |
|---|---|
| IV.2.1 Emergency Direct Assistance for Victims of Trafficking | To provide support for emergency direct assistance, on a case-by-case basis, for individuals identified as victims of trafficking. This project will support risk assessment and the provision of shelter, food, counselling, medical services, psychological support, legal services, travel documentation and safe transport arrangements for return and reintegration. |
| IOM Strategy: 1, 2, 10, 11 | Budgeted resources: 597 100 |
| IV.2.2 Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | To ensure that migrants of all genders and diversity groups 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: 1 191 100 |
| IV.2.3 Protection against Sexual Exploitation and Abuse in Mozambique and the Philippines | To reduce the risk of sexual exploitation and abuse within crisis-affected communities through a collective sexual exploitation and abuse risk management approach. This project will strengthen activities on the prevention of sexual exploitation and abuse within the countries. Sustainable collective sexual exploitation and abuse risk management models will also be identified and integrated within pilot countries and shared with global forums on the prevention of sexual exploitation and abuse, among others, to promote replication in other contexts. |
| IOM Strategy: 2 | Budgeted resources: 349 400 |
| IV.2.4 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, as well as sectoral policy alignment, and support interregional and intraregional mobility. |
| IOM Strategy: 2 | Budgeted resources: 2 224 200 |
| IV.2.5 Southern Africa Migration Management | To strengthen national and regional migration governance in accordance with the global and regional frameworks through enhancing national and cross-border operations, as well as improving inter-agency cooperation on the management of trafficking and smuggling cases between investigators, prosecutors, courts and other State and non-State actors in accordance with international standards. This project will improve migration management in the Southern Africa and Indian Ocean region 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: 2 095 900 |
| IV.2.6 Information Campaign in East and West Africa | To provide information about the risks of irregular migration to those who intend to continue their journey along the main migratory routes through East and West Africa, across the desert and the Mediterranean. This project will improve social cohesion between migrant and host communities, and inform migrants in transit about safe migration opportunities, where available, and about assistance and protection services in host countries and countries of origin. |
| IOM Strategy: 2, 5, 6, 8, 11 | Budgeted resources: 148 800 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.7 | Improving Trafficking in Persons Referral Outcomes in the Comoros and Mauritius | To contribute to the protection of victims of trafficking through proactive identification and comprehensive care services, and the prevention of trafficking in persons in the Comoros and Mauritius. The project will focus on the durable transfer of knowledge and skills. |
| IOM Strategy: 11 | | Budgeted resources: 39 900 |
| IV.2.8 | Prevention of Trafficking in Persons in the Democratic Republic of the Congo | To promote a more coordinated and effective national response to combat trafficking in persons by supporting the Government of the Democratic Republic of the Congo in the establishment of a legal framework aimed at criminalizing all forms of trafficking in persons, while strengthening the capacities of the relevant authorities to investigate cases and to prosecute offenders, as well as providing effective responses to fill legal gaps in the fight against trafficking in persons. The project will also contribute to building the capacities of local authorities, civil society and artisanal mining operators, as well as strengthening coordination mechanisms to effectively combat modern slavery in mining supply chains. |
| IOM Strategy: 2, 3, 5, 7, 11 | | Budgeted resources: 1 054 700 |
| IV.2.9 | Protection and Support for Victims of Trafficking 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. The project will also increase protection for migrants in situations of vulnerability, particularly those at risk of trafficking or other forms of abuse and exploitation in Djibouti. |
| IOM Strategy: 1, 4, 11 | | Budgeted resources: 3 332 900 |
| IV.2.10 | Strengthening Protection for Victims of Trafficking in Egypt | To contribute to the efforts of the Government of Egypt to ensure that trafficking in persons to, from and through Egypt is monitored and curbed, and that victims of trafficking are promptly identified and assisted. |
| IOM Strategy: 3 | | Budgeted resources: 318 600 |
| IV.2.11 | Strengthening Prevention, Protection and Empowerment Activities in Relation to Mixed Migration in Gabon | To improve the management of mixed migration and support the Government through an integrated human security-based approach to better identify and protect migrants with specific needs, including victims of human trafficking. |
| IOM Strategy: 9 | | Budgeted resources: 83 700 |
| IV.2.12 | Capacity-building to Combat Trafficking via Prevention and Protection in Lesotho | To enhance the capacities of the relevant authorities in Lesotho to prevent human trafficking and support an integrated protection system for victims. |
| IOM Strategy: 5, 11 | | Budgeted resources: 83 900 |
| IV.2.13 | Support to Civil Society and Authorities for the Protection of Migrants in Situations of Vulnerability in Mauritania | To contribute to improving protection of migrant rights and migration governance in Mauritania by strengthening the capacities of civil society and institutional actors. The project will also contribute to direct assistance for and protection of migrants in situations of vulnerability, as well as children and victims of trafficking. |
| IOM Strategy: 2, 3 | | Budgeted resources: 52 400 |
| IV.2.14 | Assistance and Protection for Migrant Children in Morocco | To improve assistance, protection and information for national and foreign unaccompanied and separated migrant children and vulnerable young migrants in Morocco. This project will contribute to strengthening the capacity of key national actors, provide direct assistance to migrants and raise awareness on child migration and trafficking. |
| IOM Strategy: 1, 2, 3, 5, 7, 8, 11 | | Budgeted resources: 778 400 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.15 | Enhancing the Protection of Migrants in Situations of Vulnerability in the Sudan | To reduce the drivers leading to onward movement and build resilience among migrants in eastern Sudan, with enhanced coordination between relevant actors and referral partners, and improvement of the protection environment for vulnerable migrants. |
| IOM Strategy: 10, 11 | | Budgeted resources: 173 600 |
| IV.2.16 | Raising Awareness about Violence against Women and Children in the United Republic of Tanzania | To raise awareness about and eliminate violence against women and children in the United Republic of Tanzania and improve their welfare in order to foster a society that respects gender equality and protects women and children against all forms of violence. |
| IOM Strategy: 1, 2, 9 | | Budgeted resources: 352 100 |
| IV.2.17 | Enhancing National Counter-trafficking Capacities in Zambia | To enhance national capacities to prevent and respond to human trafficking in Zambia by supporting the capacity-building of key State and non-State actors, increasing the availability of shelter spaces and providing direct assistance to victims of trafficking. |
| IOM Strategy: 11 | | Budgeted resources: 309 400 |
| IV.2.18 | Strengthening the Identification and Referral of Potential Victims of Trafficking in Persons in Bahrain | To provide assistance to the regional centre of excellence, with the objective of continuing to support the Government of Bahrain's efforts to combat human trafficking and protect victims of trafficking. This project will act to strengthen and institutionalize best practices in the Gulf region to effectively and sustainably combat trafficking in persons. |
| IOM Strategy: 11 | | Budgeted resources: 143 100 |
| IV.2.19 | 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: 1 720 700 |
| IV.2.20 | Strengthening Government Capacities in Panama and Costa Rica | To support national and local governments to address factors described in the crisis response plan for large movements of highly vulnerable migrants in the Americas. The project will also address the health and protection concerns of migrants who transit the Panama–Costa Rica border in vulnerable conditions, or who have been victims of violence. |
| IOM Strategy: 3 | | Budgeted resources: 61 500 |
| IV.2.21 | 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: 934 200 |
| IV.2.22 | Counter-trafficking Response in the United States of America | To speed up the lead time between identifying a country's capacity-building needs and delivery of the corresponding short-term training and technical assistance. The project will also provide return and reintegration services for victims of trafficking in the United States of America. |
| IOM Strategy: 1, 2, 10, 11 | | Budgeted resources: 692 400 |
| IV.2.23 | 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 ongoing 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: 1 061 300 |

| Programme/Project | Objectives |
|---|---|
| IV.2.24 South-East Asia Regional Programme on Labour Migration | To promote regular and safe labour migration between South-East Asian countries, in particular in the fishing and seafood processing industries, by conducting supply chain assessments for the fishing sector, supporting counterparts by implementing standardized methods for the identification and referral of victims of trafficking at the national and bilateral levels, and building national capacities. |
| IOM Strategy: 10, 11, 12 | Budgeted resources: 464 800 |
| IV.2.25 Strengthening the Capacity of Pacific Fisheries Officers to Address Modern Slavery | To 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: Certificate IV in Fisheries Enforcement and Compliance. |
| IOM Strategy: 11 | Budgeted resources: 22 000 |
| IV.2.26 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 focus on enhancing the legal and judicial system to effectively identify, investigate and prosecute cases of human trafficking. |
| IOM Strategy: 11 | Budgeted resources: 1 257 000 |
| IV.2.27 Strengthening Survivor Protection and Services in Cambodia | To support the Government of Cambodia by improving survivor protection and services for 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: 474 300 |
| IV.2.28 Enhancing Counter-trafficking Efforts in Indonesia | To contribute towards the Government of Indonesia's coordinated efforts to combat the trafficking of men, women and children in Indonesia by working with the Supreme Court to strengthen capacity to adjudicate on cases and properly apply restitution and compensation claims from victims of trafficking. |
| IOM Strategy: 11 | Budgeted resources: 98 000 |
| IV.2.29 Building Capacity to Combat Trafficking in Persons in the Lao People's Democratic Republic | To establish partnerships with local communities, strengthen community-level coordination and the capacity of local non-profit associations via consultation meetings and by assuming trainer roles in planned training courses in the Lao People's Democratic Republic. The project will also assist the Government of the Lao People's Democratic Republic to bolster law enforcement efforts and prosecute trafficking, as well as increase efforts to disseminate and implement the national victim protection guidelines, and train police and border officials on their application. |
| IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 | Budgeted resources: 126 000 |
| 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: 668 300 |
| IV.2.31 Combating Trafficking in Sri Lanka | To strengthen the Government of Sri Lanka's capacity to effectively implement the national strategic action plan by building national and community-level capacities and scaling up community-driven responses to combat and respond to trafficking in persons. |
| IOM Strategy: 1, 11 | Budgeted resources: 390 800 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.32 | Empowerment of Abandoned Families in Tajikistan | To address the key vulnerabilities of families left behind in Tajikistan through improving well-being, economic resilience, protection, empowerment and policy development. The project will also contribute to improving the Government of Tajikistan's performance in relation to the prevention, protection and prosecution of trafficking cases. |
| IOM Strategy: 2, 4, 5, 11 | | Budgeted resources: 475 200 |
| IV.2.33 | Strengthening Justice for Children in Viet Nam | To strengthen justice for children and improve the experience of children with the legal and justice systems through enhancing the legal framework for the protection of children in contact with the legal and justice systems; building the capacity of legal and judicial officers for better investigation, prosecution and adjudication of cases involving children; and improving protection services for child victims of abuse and violence, especially sexual violence. |
| IOM Strategy: 11 | | Budgeted resources: 326 700 |
| IV.2.34 | Training for Austrian Migration and Asylum Stakeholders | To enhance the overall management of migration and asylum in Austria by improving the identification, referral and protection of trafficked migrants and asylum seekers, and improving understanding among Austrian asylum and migration actors. |
| IOM Strategy: 2, 11 | | Budgeted resources: 243 400 |
| IV.2.35 | Counter-trafficking Initiatives in Azerbaijan | To assist the Government of Azerbaijan's efforts to combat trafficking in persons and to improve protection mechanisms by providing migrants, as well as victims or potential victims of trafficking, with appropriate assistance services. |
| IOM Strategy: 10 | | Budgeted resources: 527 500 |
| IV.2.36 | Assistance for Unaccompanied Asylum-seeking Children and Awareness-raising about Migration among Roma in Bulgaria | To provide comprehensive support, care and safety for unaccompanied asylum-seeking children in Bulgaria and support the authorities' efforts in developing an improved response to their needs. This project will also support asylum seekers in Bulgaria during the initial adaptation phase at registration and the start of the asylum procedure (social, legal, administrative and psychological consultations; linguistic and cultural mediation; interpretation services; and support in accessing social and health services), with a focus on the Roma population. |
| IOM Strategy: 4, 5, 8, 11 | | Budgeted resources: 879 400 |
| IV.2.37 | Operation of Semi-independent Living Units for Unaccompanied Children in Cyprus | To contribute to the provision of rights-based protection and comprehensive and inclusive support for unaccompanied migrant children in Cyprus. The project will facilitate their transition out of their current living spaces into a more sustainable, community-based model of care with semi-independent living units, while focusing on fostering their life skills and facilitating access to health care, psychosocial support, education and extracurricular activities. |
| IOM Strategy: 1 | | Budgeted resources: 1 728 800 |
| IV.2.38 | Support to Migrants in Situations of Vulnerability in Greece | To provide a holistic protection response as well as financial assistance to migrants and refugees with health and safety needs in Greece. The project will also provide emergency support, protection and education for migrant populations in Greece, with a focus on unaccompanied migrant children, and will operate shelters for migrants in situations of vulnerability. In the long term, the aim is to facilitate integration of the target populations into host communities. |
| IOM Strategy: 1, 2, 3, 5, 9 | | Budgeted resources: 304 500 |

| Programme/Project | Objectives |
|---|---|
| IV.2.39 Raising Awareness of and Preventing Trafficking in Persons in Ireland | To support migrants who are suspected victims of trafficking or at risk of trafficking, and survivors of sexual and gender-based violence by providing information on available services and empowering them to seek help from specialized services. |
| IOM Strategy: 3, 6, 11 | Budgeted resources: 622 400 |
| IV.2.40 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: 23 800 |
| IV.2.41 Combating Domestic and Gender-based Violence in the Republic of Moldova | To facilitate the renovation of the centre for preventing and combating domestic and gender-based violence, and enhance the capacity of officials in the criminal justice sector in the Republic of Moldova, while improving access to justice for citizens in situations of vulnerability. The project will also enhance cooperation through knowledge exchange, confidence-building, forums for dialogue, and the exchange and development of best practices. |
| IOM Strategy: 3, 11 | Budgeted resources: 364 000 |
| IV.2.42 Combating Trafficking in Human Beings in Poland | To improve the capacity of Polish border guard officers to prevent and detect organized crime, in particular trafficking in human beings, through training courses and study visits. |
| IOM Strategy: 1, 3, 5 | Budgeted resources: 46 000 |
| IV.2.43 Combating Trafficking in Romania | To develop and implement a multidisciplinary, holistic, systematized, victim-centred approach to human trafficking investigations and prosecutions based on a collaboration protocol for key actors in the law enforcement and criminal justice sectors in Romania. |
| IOM Strategy: 11 | Budgeted resources: 16 200 |
| **Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking** | **Total budgeted resources: 26 858 400** |

## IV.3    IMMIGRATION AND BORDER GOVERNANCE/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: 6 122 800 |
| IV.3.2    Mainstreaming Human Rights into Immigration and Border Management | To increase IOM capacities to mainstream human rights into immigration and border management programming in line with international standards. This will be achieved through reviewing and identifying key challenges in protecting the fundamental rights of migrants at international borders; delivering focused training to IOM immigration and border management practitioners; and formulating programmatic and policy recommendations to be translated into standards and procedures. |
| IOM Strategy: 2 | Budgeted resources: 48 000 |
| IV.3.3    European Union–China Dialogue on Migration and Mobility Support | To facilitate and strengthen the European Union's dialogue on migration and mobility with China. The project will focus on negotiations on a visa facilitation agreement and on cooperation in addressing irregular migration and combating related transnational crime. |
| IOM Strategy: 3, 5, 11 | Budgeted resources: 230 600 |
| IV.3.4    Capacity-building in Migration and Border Management in Guinea, Liberia and Sierra Leone | To strengthen capacities in three countries (Guinea, Liberia and Sierra Leone) for cross-border collaboration on migration and health management where borders of the three countries meet. The project will enhance integrated management of the States' borders and promote exchanges to better control illegal activities and address other risks to which border communities are particularly vulnerable. |
| IOM Strategy: 4, 5 | Budgeted resources: 426 500 |
| IV.3.5    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: 3 620 300 |
| IV.3.6    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: 2 798 400 |
| IV.3.7    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: 712 100 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.3.8 | African Capacity Building Centre Project Support | To ensure that the African Capacity Building Centre 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: 170 800 |
| IV.3.9 | Supporting Border Management in Benin and Senegal | To promote good practices across the region in terms of community-oriented policing by strengthening institution–community relationships and encouraging community engagement. |
| IOM Strategy: 3 | | Budgeted resources: 347 200 |
| IV.3.10 | Promoting coordination and cooperation in Burkina Faso and Niger | To enhance institutional and operational capacities to secure and manage borders and develop coherent approaches to border management in Niger and Burkina Faso by strengthening crisis management and developing stronger community engagement in Burkina Faso and Niger. |
| IOM Strategy: 2 | | Budgeted resources: 875 600 |
| IV.3.11 | Improving Border and Migration Management in Kenya and Somalia | To improve the capacity of immigration officials to prevent and respond to transnational organized crime, enhance understanding and implementation of regulatory frameworks, and enhance the resilience and engagement of cross-border communities in countering terrorism in Somalia and Kenya. |
| IOM Strategy: 1, 2, 3, 11 | | Budgeted resources: 466 800 |
| IV.3.12 | Increasing Border Management in Burkina Faso | To enhance border security by improving the capacities of the Directorate of the Border Police through the installation of the Migration Information and Data Analysis System at three border posts between Burkina Faso and Ghana and Burkina Faso and Côte d'Ivoire, thereby improving the capacity to collect, store and analyse travel information at major airports and other strategic points of entry. The project will also consolidate the foundations of social cohesion and the resilience of populations in the targeted intervention areas, as well as provide better basic social services including in relation to health, justice and security. |
| IOM Strategy: 2, 5 | | Budgeted resources: 659 100 |
| IV.3.13 | Strengthening Border Management in the Democratic Republic of the Congo | To support the Government of the Democratic Republic of the Congo to improve border and migration management by constructing buildings for the provincial authorities. |
| IOM Strategy: 1, 2, 11 | | Budgeted resources: 109 400 |
| IV.3.14 | Enhancing the Border Management Capacity of the Gambian Authorities | To strengthen cross-border cooperation between border authorities and communities through enhanced, integrated border management and natural resources management practices in Senegal and the Gambia. The project will also improve the cross-border environment along the Senegambia bridge by enhancing border posts. |
| IOM Strategy: 2, 3, 4, 5, 6, 11 | | Budgeted resources: 1 575 000 |
| IV.3.15 | 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 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: 2, 3 | | Budgeted resources: 4 974 800 |

| Programme/Project | | Objectives |
|---|---|---|
| IV.3.16 | Supporting Border Management in the Niger | To enhance the border management information systems used in Niger and Nigeria. Border authorities will have increased means and capacities and data management frameworks in place to enhance capacities to combat trafficking and avert increased risk and insecurity within the subregion. |
| IOM Strategy: 1, 2, 3, 9, 11 | | Budgeted resources: 3 141 700 |
| IV.3.17 | Enhancing Migration Management in Nigeria | To strengthen the Government of Nigeria's capacity to effectively and securely manage its borders by facilitating regular movement and preventing irregular movement by implementing required technical tools, legal procedures and operational protocols. This project will also enhance the capacity of the Government of Nigeria in terms of border and migration management, and maximize development potential through training for relevant offices and the installation of the Migration Information and Data Analysis System at key land and sea borders in Nigeria. This project also contributes to enhancing the capacity of relevant stakeholders and to handling new challenges related to border management. |
| IOM Strategy: 2 | | Budgeted resources: 1 124 900 |
| IV.3.18 | 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. 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: 932 800 |
| IV.3.19 | Enhancing Border and Mobility Management in Tunisia | To support 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: 3 | | Budgeted resources: 2 881 700 |
| IV.3.20 | Supporting Community Policing and Stabilization in Iraq | To strengthen peace, security and stability by rebuilding trust between law enforcement officials and communities; promoting a conducive environment for returns through strengthened social cohesion; and increasing the recognition of rights and political representation. |
| IOM Strategy: 3 | | Budgeted resources: 95 200 |
| IV.3.21 | Enhancing the Capacity of the Jordanian Border Forces and Services | To strengthen border management, security and sanitary 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. |
| IOM Strategy: 2, 11 | | Budgeted resources: 110 900 |
| IV.3.22 | Supporting the Activities of the Regional Conference on Migration | To provide the technical secretariat of the Regional Conference on Migration with an adequate platform for managing funds provided by donors in accordance with IOM's policies and guidelines. |
| IOM Strategy: 2, 3, 4, 5, 6, 7, 11, 12 | | Budgeted resources: 136 400 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.3.23 | Regularization of Venezuelan Migrants in the Latin America and Caribbean Region | To support the Governments of Latin America and the Caribbean by facilitating the regularization of Venezuelan migrants. This will be done through the design and development of a regularization toolkit and training to enhance the capacities of host governments, the private sector and civil society organizations in the design, implementation and dissemination of regularization mechanisms in the region, alongside other activities; |
| **IOM Strategy: 8** | | Budgeted resources: 756 200 |
| IV.3.24 | 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: 544 200 |
| IV.3.25 | 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.<br>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: 4** | | Budgeted resources: 430 200 |
| IV.3.26 | 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: 1 847 000 |
| IV.3.27 | Strengthening Border Management Capacities in Bangladesh | To support the Government of Bangladesh in its effort 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: 1 268 800 |
| IV.3.28 | 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 the strengthening of border management infrastructure and by 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: 1 280 800 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.3.29 | 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: 131 500 |
| IV.3.30 | 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. |
| IOM Strategy: 5, 11 | | Budgeted resources: 481 000 |
| IV.3.31 | Strengthening Border Management in Sri Lanka | To strengthen the capacities of the Government of Sri Lanka to intercept irregular migration to, from, and through the country by building on and capitalizing on well-established national structures. The project will also strengthen the capacity to address illegal, unreported and unregulated fishing practices through introduction of an integrated vessel monitoring system. |
| IOM Strategy: 3, 11 | | Budgeted resources: 1 531 800 |
| IV.3.32 | 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: 328 800 |
| IV.3.33 | Assessing Vulnerabilities and Resilience in Timor-Leste | To enhance the understanding of key policymakers and implementers regarding specific needs in remote border regions, leading to a more inclusive and comprehensive COVID-19 response and recovery. |
| IOM Strategy: 3 | | Budgeted resources: 10 000 |
| IV.3.34 | 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: 3 060 900 |
| IV.3.35 | 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: 1 625 400 |
| IV.3.36 | 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. The project will also provide cultural mediation services and support the regularization process for irregular migrants. |
| IOM Strategy: 3, 11 | | Budgeted resources: 1 077 000 |

| Programme/Project | Objectives |
|---|---|
| IV.3.37 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 of Administrative Procedure. |
| IOM Strategy: 3 | Budgeted resources: 11 300 |
| IV.3.38 Supporting Migration Management Efforts in Türkiye | To contribute to the efforts of the Government of Türkiye in migration management, in support of institutional and legal reform in the country in line with established European Union standards through the implementation of the national action plan on irregular migration, which focuses on alternatives to immigration detention. The project will also support efforts to strengthen integrated border management structures and procedures by increasing screening capacities through the procurement of equipment. |
| IOM Strategy: 2, 3, 5 | Budgeted resources: 2 782 800 |
| IV.3.39 Capacity-building for Border Management in Ukraine | To enhance the capacity of the Ukrainian State Border Guard Service to effectively manage its human resources, including through recruitment, training and the management of personnel files. |
| IOM Strategy: 3 | Budgeted resources: 25 100 |
| IV.3.40 Capacity Support in the United Kingdom | To deliver advice and support for households, including support for complex cases and interpretation support where required. |
| IOM Strategy: 8 | Budgeted resources: 13 800 |
| **Immigration and Border Governance/Border and Identity Solutions** | **Total budgeted resources: 48 767 600** |

## IV.4    MIGRATION MANAGEMENT SUPPORT

| | Programme/Project | Objectives |
|---|---|---|
| IV.4.1 | Essentials of Migration Management 2.0 | To maximize the utility and outreach of the Essentials of Migration Management programme in French-speaking countries and regions. This project will translate programme resources into French and pilot regional training in West Africa. |
| IOM Strategy: 1, 3, 4 | | Budgeted resources: 67 400 |
| IV.4.2 | Advancing Sustainable Development in Guinea | To empower local actors to sustainably reduce their risk exposure and improve their capacity to respond to risks. The project will also promote local ownership, with a focus on communities' knowledge, capacities and traditions, while promoting dialogue and collective action as a way to overcome local challenges. |
| IOM Strategy: 2 | | Budgeted resources: 51 000 |
| IV.4.3 | 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: 49 600 |
| IV.4.4 | Border Assistance Mission to 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: 86 300 |
| IV.4.5 | Strengthening Migration Management in Armenia | To ensure more effective and accountable service delivery based on the principles of good governance and respect of the rule of law in the areas of policing, migration and human rights in Armenia. |
| IOM Strategy: 3 | | Budgeted resources: 179 000 |
| IV.4.6 | 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: 637 400 |
| **Migration Management Support** | | **Total budgeted resources: 1 070 700** |

# V.    FACILITATING MIGRATION

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| V.1 | Labour Migration | 8 623 300 | 6 818 000 | 980 200 | 16 421 500 |
| V.2 | Integration and Social Cohesion | 7 273 300 | 3 630 000 | 757 200 | 11 660 500 |
| V.3 | Immigration and Visas | 20 252 100 | 7 354 900 | 1 645 900 | 29 252 900 |
|  | Total | 36 148 700 | 17 802 900 | 3 383 300 | 57 334 900 |

331.    The total budget for Facilitating Migration is approximately USD 57.3 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).

332.    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. The fact that some countries of destination have limited diplomatic and immigration representation also requires innovative approaches to visa-related work.

333.    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.

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

335.    **Labour Migration:** Labour migration features at the top of the policy agenda of many countries, be they countries of origin 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, 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.

336.    **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.

337.    **Immigration and Visas:** Visa policy and practices have become a key tool for Member States to better manage regular migration and prevent irregular migration. For migrants, access to regular migration pathways is crucial as they are otherwise vulnerable to precarious movement and the risks related to irregular migration status. IOM provides support to States for the development and implementation of comprehensive visa policies. This includes assistance for the development of relevant policies, legislation and strategies, and assistance in the review of States' visa practices, conducting research and increasing understanding of visa policies and practices at the national, regional and global levels. 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, which make regular migration pathways more accessible, better informed, dignified, timely and transparent. The support offered includes logistical assistance to facilitate visa processing, visa application assistance, 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. As part of immigration and visa interventions, IOM can also provide support regarding admissions and stays to accompany post-pandemic recovery measures and efforts to restart global mobility.

## 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: 550 600 |
| V.1.2 | Building Capacity of West African Talents to Migrate | To address labour market shortages in four European Union Member States by enabling migrants from West Africa to work in Belgium, Italy, Luxembourg and the Netherlands. The project will also implement skills development, capacity-building and knowledge-sharing activities. |
| IOM Strategy: 12 | | Budgeted resources: 26 700 |
| V.1.3 | Labour Migration in Africa | To contribute to strengthening effective governance, and regulating labour migration and mobility, for enhanced sustainable development, inclusive economic growth and the regional integration of the African continent. |
| IOM Strategy: 12 | | Budgeted resources: 2 340 300 |
| V.1.4 | Youth, Employment and Migration in Burkina Faso | To provide young people, 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: 706 200 |

| Programme/Project | | Objectives |
|---|---|---|
| V.1.5 | 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: 3 091 700 |
| V.1.6 | Implementing Responsible Recruitment Due Diligence in Global Supply Chains | To ensure the responsible recruitment of workers for Apple by providing due diligence guidance and tools, including an enhanced responsible labour recruitment toolkit. |
| IOM Strategy: 3 | | Budgeted resources: 40 900 |
| V.1.7 | 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: 1 857 300 |
| V.1.8 | Promoting Ethical Recruitment and Fair Labour in Asia | To enable private sector and regional actors to better protect the human and labour rights of migrant workers within supply chains across Asia. |
| IOM Strategy: 2, 4, 11, 12 | | Budgeted resources: 1 109 200 |
| V.1.9 | 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: 1 088 000 |
| V.1.10 | Promoting Ethical Recruitment and Fair Labour Practices in Asia | To manage the risk of forced labour and human trafficking through effective implementation of the Fast Retailing Standards and Guidelines on Responsible Recruitment of Migrant Workers for Production Partners, ethical recruitment due diligence and capacity-building. |
| IOM Strategy: 2 | | Budgeted resources: 12 100 |
| V.1.11 | 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: 278 900 |
| V.1.12 | Creating Infrastructure for Migration Opportunities and the Empowerment of Migrants in Border Areas of Myanmar | To support national stakeholders to adhere to ethical recruitment standards, to support improvements in policy, procedures, and technical and operational capacity, and to provide pre-departure orientation and operation advice. |
| IOM Strategy: 1, 2, 3, 5, 6, 12 | | Budgeted resources: 400 700 |
| V.1.13 | Bridging Recruitment to Reintegration in Migration Governance in the Philippines | To ensure that government initiatives for fair and ethical recruitment and reintegration are evidence-based, gender-responsive and coordinated; and that the Government has mechanisms to translate evidence into effective recruitment and reintegration policy and practices. |
| IOM Strategy: 3, 6, 12 | | Budgeted resources: 66 400 |

| Programme/Project | Objectives |
|---|---|
| V.1.14 Labour Mobility in Vanuatu | To enable labour migrants 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: 494 300 |
| V.1.15 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: 906 700 |
| V.1.16 Facilitating Safe and Skilled Migration in the Russian Federation–Central Asia Corridor | To contribute to enhancing labour migration governance to better respond to employer and labour market needs while ensuring the protection of migrant workers and enhancing development impacts in both countries of origin and destination. |
| IOM Strategy: 12 | Budgeted resources: 1 989 300 |
| V.1.17 Raising Awareness regarding Labour Mobility to Bulgaria | To assess the information needs of labour workers and increase their awareness of legal aspects, rights and their responsibilities in Bulgaria, such as the need for a work permit, the recognition of qualifications and other information related to the Bulgarian labour market. |
| IOM Strategy: 12 | Budgeted resources: 249 900 |
| V.1.18 Preventing and Combating Illegal Work and Exploitation in Italy | To prevent migrants' labour exploitation in agriculture in various Italian regions by promoting the identification and labour integration of victims and potential victims of labour exploitation and strengthening cooperation between public and private actors against irregular recruitment practices. |
| IOM Strategy: 8, 12 | Budgeted resources: 173 400 |
| V.1.19 Promoting Positive Migration 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. |
| IOM Strategy: 4, 6, 8, 12 | Budgeted resources: 374 200 |
| V.1.20 Facilitating Legal Pathways for the International Labour Force in Türkiye | To support national stakeholders in increasing economic opportunities and creative job opportunities in Türkiye; to support job growth and provide alternatives to irregular migration by providing durable solutions, such as access to employment for migrants; and to promote local labour market integration. |
| IOM Strategy: 1, 2, 4, 12 | Budgeted resources: 664 700 |
| **Labour Migration** | **Total budgeted resources: 16 421 500** |

## 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: 8 174 000 |
| V.2.2 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: 176 900 |
| V.2.3 Building Youth Resilience in Turkmenistan | To build the skills of returning youth and potential migrants, such as resilience and leadership skills via engagement in local community projects and initiatives. The project will also help young people build contacts with their peers throughout the region of Central Asia, which will promote and facilitate the exchange of experiences and best practices on community projects and engagement. |
| IOM Strategy: 3 | Budgeted resources: 391 400 |
| V.2.4 Building Resilience and Empowerment in Austria | To contribute to enhanced social cohesion at a time when discourse in Austria is strongly polarized between parallel communities, leading to the risk of segregation and radicalization. In this context, the project adopts a preventive approach to segregation and radicalization by building resilience and empowerment. |
| IOM Strategy: 8 | Budgeted resources: 186 500 |
| V.2.5 Community Policing without Borders | To contribute to the eradication of all forms of racism, xenophobia and other forms of intolerance and discrimination against migrants within the Belgian police force and by the Belgian police towards migrant communities. |
| IOM Strategy: 4 | Budgeted resources: 324 200 |
| V.2.6 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: 345 200 |
| V.2.7 Pre-integration Measures for Migrants in Germany | To provide better information to and ensure the sustainable integration of refugees in Germany with a view to strengthening social cohesion by developing a practical workbook, website and self-learning app. |
| IOM Strategy: 8 | Budgeted resources: 524 200 |
| V.2.8 Moving the Middle in the Netherlands | To develop a methodology, recommendations and actions to foster positive attitudes towards migration among those who form the "movable middle" in debates on migration. This will be done through research to gain a deeper understanding of who the movable middle are, what they value, and what moves them. |
| IOM Strategy: 7 | Budgeted resources: 27 700 |

| | Programme/Project | Objectives |
|---|---|---|
| V.2.9 | Cultural Orientation Programme in Norway | To promote 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: 1 071 600 |
| V.2.10 | 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: 206 700 |
| V.2.11 | 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. |
| IOM Strategy: 8 | | Budgeted resources: 232 100 |
| **Integration and Social Cohesion** | | **Total budgeted resources: 11 660 500** |

## V.3      IMMIGRATION AND VISAS

| Programme/Project | Objectives |
|---|---|
| V.3.1 Immigration and Visa Support Solutions | To support governments and immigration agencies by providing services that are designed to strengthen regular migration, enhance data collection, simplify and streamline visa-related processes, reduce time-consuming administrative functions, lower costs, improve service standards, combat fraud, improve security at diplomatic and consular missions and provide logistical support where no representation exists. Such services are also designed to empower migrants by providing them with accurate and timely information in a language appropriate to their needs, including remote solutions, while assisting with and simplifying the visa application process and ensuring that only properly completed applications are submitted, ultimately resulting in improved service standards and more efficient visa processing. |
| IOM Strategy: 1, 2, 3, 4, 9, 10 | Budgeted resources: 20 430 700 |
| 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: 138 300 |
| 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. These countries have been selected due to the need for capacity development regarding readmission and legal identity. |
| IOM Strategy: 2, 3 | Budgeted resources: 2 806 100 |
| 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: 1 165 500 |
| V.3.5 Travel Assistance in Chile | To support document management and assistance for the recipients of scholarships from the Ministry of Science, Technology, Knowledge and Innovation in Chile by providing travel assistance to students, academics and professionals. |
| IOM Strategy: 1 | Budgeted resources: 2 584 400 |
| V.3.6 Support and Assistance for Scholarship Holders in Colombia | To provide secure, dignified and ordered skilled migration through detailed document verification processes and movement assistance to scholars, thereby facilitating their participation in international educational or training courses. It will also provide these beneficiaries with valuable information on counter-trafficking through virtual sessions and free prevention campaigns. |
| IOM Strategy: 2, 7 | Budgeted resources: 138 200 |
| V.3.7 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: 23 800 |

| Programme/Project | | Objectives |
|---|---|---|
| V.3.8 | 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: 49 900 |
| V.3.9 | Facilitating Migration for Afghan Citizens in Situations of Vulnerability | To support the processing of documents and other necessary information for Afghan citizens in situations of vulnerability from a security standpoint to facilitate their possible migration to other countries. |
| IOM Strategy: 1, 3 | | Budgeted resources: 836 200 |
| V.3.10 | 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 Programme. |
| IOM Strategy: 1 | | Budgeted resources: 359 800 |
| V.3.11 | Family Reunification Travel Assistance in Ireland | To contribute to the Government of Ireland's migration governance by offering comprehensive family reunification support to refugees and persons under subsidiary protection in Ireland who are in a position to financially support their family's travel to Ireland. |
| IOM Strategy: 1 | | Budgeted resources: 720 000 |
| **Immigration and Visas** | | **Total budgeted resources: 29 252 900** |

# VI. MIGRATION POLICY, RESEARCH AND COMMUNICATIONS

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VI.1 | Migration Policy | 1 715 000 | 505 300 | 154 600 | 2 374 900 |
| VI.2 | Migration Research and Publications | 647 400 | 43 600 | 35 700 | 726 700 |
| VI.3 | Media and Communications | 120 100 | 61 500 | 5 300 | 186 900 |
| VI.4 | United Nations Network on Migration Secretariat-related Activities | 1 226 300 | 368 100 | 79 700 | 1 674 100 |
| | Total | 3 708 800 | 978 500 | 275 300 | 4 962 600 |

338.     The total budget for Migration Policy, Research and Communications is approximately USD 5.0 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).

339.     Migration is a global issue which, boosted by the forces of globalization, uneven development, demographic trends and environmental and climate change, has gained in prominence on the political agendas of governments all over the world. 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 account of 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 cut across various areas of IOM's work, and they are reflected in other sections of this document under the relevant country or thematic activities.

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

341.     **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. IOM provides information and advice on migration trends, challenges and opportunities in order to strengthen the capacity of governments and other relevant stakeholders to develop and implement effective national, regional and global migration management policies and strategies. 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 RCPs and support to the GFMD, and 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.

342.     Activities in this area also include those now carried out by the new Department of External Relations, for example 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.

343.    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.

344.    The RCPs 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 RCPs 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 RCPs and, more recently, have promoted exchanges between RCPs, other similarly structured interregional migration dialogue forums and the GFMD.

345.    **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 production of IOM publications (published on the IOM Publications Platform), including on specific migration topics, migration law and country migration profiles. The Division 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).

346.    In 2023, 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; the International Dialogue on Migration Series; International Migration Law publications; *Migration Policy Practice*; and the Migration Research Series. Continued support will be given to field offices and Headquarters for publication production, research technical advice and guidance. 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.

347.    **International Migration Law:** IOM also works to develop the capacity of governments 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 migration law, as well as providing training for partners and governments on international legal frameworks on migration using individually tailored curricula. The Unit also 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.

348.    **Innovation and Knowledge Management:** This Unit provides an organizational focal point to coordinate and catalyse action in these areas and create a common focus for building synergies internally. The Innovation and Knowledge Management Unit leads Organization-wide discussions on knowledge management and innovation, and facilitates and promotes the use of knowledge management tools to strengthen IOM's capacities to learn from its expertise and that of its partners. The Unit contributes to the

development and review of knowledge products in close coordination with Headquarters, regional offices and country offices by analysing and sharing lessons learned, best practices, innovative initiatives and programme evaluations.

349.    **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.

350.    **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 POLICY

| Programme/Project | | Objectives |
|---|---|---|
| VI.1.1 | Supporting Sustainable and Humane Migration Management | To enhance IOM's capacity to support policymaking and good migration governance, including the promotion of national migration policies that facilitate orderly, safe and well-managed migration through the Migration Governance Indicators process and its adaptation to the local level. |
| IOM Strategy: 3, 6 | | Budgeted resources: 170 000 |
| VI.1.2 | Collaboration in Supporting the Accelerated Implementation of Free Movement of Persons In Africa | To contribute to the efforts of the African Union in accelerating 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: 1 490 200 |
| VI.1.3 | Support on Migration Affairs in Ethiopia | To contribute to the efforts of the Government of Ethiopia to improve migration governance and uphold migrants' human rights, through strengthened migration coordination mechanisms and data management systems. |
| IOM Strategy: 2, 3, 4, 6, 7 | | Budgeted resources: 140 800 |
| VI.1.4 | 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 in South America. |
| IOM Strategy: 3, 7 | | Budgeted resources: 12 600 |
| VI.1.5 | Migration Governance for Sustainable Development in Indonesia | To enhance migration governance in Indonesia by supporting the Government's capacities in 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: 447 200 |

| Programme/Project | | Objectives |
|---|---|---|
| VI.1.6 | Evidence-based Migration Policy Planning and Discourse in North Macedonia | To support the initiative of the Government of North Macedonia to improve the management of demographic and migration dynamics through the development of evidence-based migration policies and the collective engagement of a broad range of partners for the effective management of immigrants and refugees. |
| IOM Strategy: 3 | | Budgeted resources: 114 100 |
| **Migration Policy** | | **Total budgeted resources: 2 374 900** |

## VI.2    MIGRATION RESEARCH AND PUBLICATIONS

| Programme/Project | | Objectives |
|---|---|---|
| VI.2.1 | World Migration Report | To support and facilitate communications outreach on this publication on international migration written for policymakers, practitioners, researchers and students to enhance collective understanding of migration globally. This project will provide key information and data on migration and analysis of complex and emerging thematic issues in migration. |
| IOM Strategy: 3, 4, 5, 6, 7, 11 | | Budgeted resources: 62 900 |
| VI.2.2 | Establishment of a European Migration Network in Austria | 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. |
| IOM Strategy: 3, 6 | | Budgeted resources: 663 800 |
| **Migration Research and Publications** | | **Total budgeted resources: 726 700** |

## VI.3    MEDIA AND COMMUNICATIONS

| Programme/Project | | Objectives |
|---|---|---|
| VI.3.1 | Communicating about Migration Management | To lead on the United Nations Network on Migration and other migration issues of interest to the international community, and to provide critical support to States on migration management, policy development and capacity-building through research, reporting and communication about the non-humanitarian aspects. |
| IOM Strategy: 3, 5, 7, 9 | | Budgeted resources: 106 300 |
| VI.3.2 | Balancing Migration Narratives in the Americas | To facilitate the joint campaign by IOM and the GFMD Working Group on Public Narratives on Migration to share stories, images, and videos about the positive impact that migration can have on local host communities in the Americas. This initiative will contribute to mutual understanding and appreciation between migrant and host communities by promoting the positive contributions of migration to sustainable development through the media. |
| IOM Strategy: 2, 3, 7 | | Budgeted resources: 80 600 |
| **Media and Communications** | | **Total budgeted resources: 186 900** |

## 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: 1 674 100 |
| **United Nations Network on Migration Secretariat-related Activities** | **Total budgeted resources: 1 674 100** |

## VII. LAND, PROPERTY AND REPARATION PROGRAMMES

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VII.1 | Assistance for Victims of Colonia Dignidad in Chile | 193 000 | | 13 500 | 206 500 |
| | Total | 193 000 | | 13 500 | 206 500 |

351.    The total budget for Land, Property and Reparation Programmes is approximately USD 0.2 million. The project is listed with its objective(s) and its link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

352.    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 | 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: 206 500 |
| Land, Property and Reparation Programmes | | Total Budgeted resources: 206 500 |

## VIII.    GENERAL PROGRAMME SUPPORT

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VIII.1 | Seconded Staff | 2 205 000 |  | 190 300 | 2 395 300 |
| VIII.2 | Migrant Management and Operational Systems Application (MiMOSA) | 4 732 900 | 2 125 000 | 567 900 | 7 425 800 |
| VIII.3 | Staff and Services Covered by Miscellaneous Income | 5 000 000 | 7 500 000 |  | 12 500 000 |
| VIII.4 | Sasakawa Endowment Fund |  | 60 000 |  | 60 000 |
| VIII.5 | Unearmarked Contributions | 1 016 100 | 94 600 |  | 1 110 700 |
|  | Total | 12 954 000 | 9 779 600 | 758 200 | 23 491 800 |

353.    The total budget for General Programme Support is approximately USD 23.5 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 | 1 305 800 |  | 156 700 | 1 462 500 |
| VIII.1.2 | Special Assignments and Support | 745 900 |  | 33 600 | 779 500 |
| VIII.1.3 | IOM Staff Assigned to Other Organizations | 153 300 |  |  | 153 300 |
|  | Total | 2 205 000 |  | 190 300 | 2 395 300 |

### VIII.1.1  Junior Professional Officers

354.    Several governments continue to support the assignment of Junior Professional Officers, who assist the Organization in various aspects of its work. IOM currently has 24 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 | Mali | 1 | 40 300 |
| China | Switzerland and Thailand | 2 | 139 600 |
| Denmark | Egypt and Ethiopia | 2 | 30 400 |
| Finland | Burkina Faso | 1 | 69 300 |
| France | Switzerland | 1 | 112 700 |
| Germany | Belgium and Malawi | 2 | 67 000 |
| Italy | Switzerland | 1 | 101 400 |
| Japan | Cameroon, Kenya, Philippines, Rwanda and Sudan | 5 | 245 900 |
| Netherlands | Niger | 1 | 68 900 |
| Republic of Korea | Switzerland | 2 | 120 800 |
| Sweden | Chad and Costa Rica | 2 | 108 000 |
| United States of America | Kenya, Panama, Philippines and Switzerland | 4 | 358 200 |
| Total |  | 24 | 1 462 500 |

Budgeted resources: 1 462 500

## VIII.1.2  Special Assignments and Support

355.    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 at Headquarters, funded by the Swedish International Development Agency**

  The Swedish International Development Agency is funding the secondment of a senior official to support IOM's engagement in the ongoing discussions on the humanitarian, development and peace nexus and the new way of working, articulating the Organization's approach and contribution to the nexus and the new way of working and advocating the integration of the approaches across IOM's operations, including through the Organization's participation in humanitarian and development coordination mechanisms at the national and global level. The adviser will work closely with relevant IOM divisions and regional and country offices to support the development of strategies and partnerships, with a focus on advancing the new way of working within IOM's work, coordination and policies.

- **Adviser to the Deputy Director General for Management and Reform, funded by the Swiss State Secretariat for Migration**

  The Swiss State Secretariat for Migration is funding a secondment to support the Deputy Director General for Management and Reform in providing institutional leadership, setting institutional goals and priorities, maintaining global oversight of IOM's management and implementing reform. Duties will include advising on the continuing development of IOM's strategic frameworks, notably the IOM Strategic Vision 2019–2023, the IGF and the IOM Strategy; gathering policy planning, human resource, finance and administrative information; and providing regular briefings and updates to the Deputy Director General on relevant activities inside and outside the Organization in the areas of internal governance, human resources, information technology, legal affairs, ethics and conduct, diversity and inclusion, budgeting and environmental sustainability.

- **Specialist at Headquarters, funded by MIRAC**

  MIRAC is funding the secondment of a senior knowledge management specialist to support the work of the United Nations Network on Migration Secretariat in carrying out implementation of its workplan, including the establishment of the Global Knowledge Platform and Connection Hub of the capacity-building mechanism as mandated in the Global Compact for Safe, Orderly and Regular Migration.

- **Adviser at Headquarters, funded by MIRAC**

  MIRAC is funding the secondment of a programme adviser in migration management to support coordination and cross-cutting functions within the Department of Programme Support and Migration Management and help catalyse organizational thinking regarding the latest advancements in sustainable, development-oriented and system-strengthening capacity development theory and practice. Positioned within the Coordination and Capacity Development Unit, the adviser will support IOM's growth in capacity development for governments in relation to migration management, enabling it to develop an informed corporate position as part of a coherent approach to capacity development, project strategy, operationalization, monitoring and documentation.

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

  The Government of Germany has loaned an official to IOM to support the United Nations Partnerships Division through advisory services and coordination with key United Nations system and other relevant partners and to support IOM country and regional offices in the areas of United Nations reform, the 2030 Agenda and the Sustainable Development Goals. The position also includes ensuring that IOM maintains a strong and coherent voice in the United Nations Network on Migration and within the GFMD.

- **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.

- **Office costs of the IOM Office in Bratislava, funded by the Government of Slovakia**

  The IOM Office in Bratislava receives support from the Government of Slovakia 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.

<div align="right">Budgeted resources: 779 500</div>

## VIII.1.3 IOM Staff Assigned to Other Organizations

356.       In order to share expertise with other international and regional bodies and to draw on the experience of its counterparts, IOM has seconded or loaned the following staff to other organizations on a fully reimbursable basis.

- **IOM expert on loan to the United Nations Secretary-General's Office of the Special Adviser on Solutions to Internal Displacement**

  Based in Geneva, the IOM expert will provide support to the United Nations Secretary-General's Office of the Special Adviser on Solutions to Internal Displacement as a senior programme adviser. Liaising between the Assistant Secretary-General and the humanitarian/resident coordinators, the expert will be responsible for the roll-out of the *United Nations Secretary-General's Action Agenda on Internal Displacement* at the country level. This will specifically involve coordinating with humanitarian/resident coordinators on the development of preventive actions to reduce and mitigate displacement; the introduction of improved humanitarian responses utilizing a triple nexus approach; and the scaling up of solutions in selected countries. The secondment will improve IOM's positioning and visibility in this important area for the Organization.

- **IOM expert on loan to the United Nations Operations and Crisis Centre**

  The IOM expert supports senior United Nations system-wide decision-making and crisis management, creating synergies between IOM and its newly created Global Data Institute, the United Nations Secretariat and United Nations system data and analytics capabilities in the context of the Data Strategy of the United Nations Secretary-General and his report, *Our Common Agenda*.

- **IOM expert on loan to the International Telecommunication Union**

  The IOM expert provides comprehensive legal research, analyses legal documents and precedents, provides legal opinions and prepares legal documents on questions related to the functions, working methods and mandate of the International Telecommunication Union. This involves examining relatively complex legal and policy questions in the fields of intellectual property law and commercial law, including the settlement of disputes, as well as public and private international law, including telecommunications law.

<div align="right">Budgeted resources: 153 300</div>

## 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) | 4 732 900 | 2 125 000 | 567 900 | 7 425 800 |

357.     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 interfaces with the financial system (PRISM Financials) 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.

358.     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 PRISM Financials 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.

359.     iGATOR is the corporate application that captures the costs of tickets for migrants, staff and consultants. It interfaces with MiMOSA, the RMI and PRISM, 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: 7 425 800

## 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 | 5 000 000 | 7 500 000 | | 12 500 000 |

360.     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: 12 500 000

## VIII.4 SASAKAWA ENDOWMENT FUND

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VIII.4 | Sasakawa Endowment Fund | | 60 000 | | 60 000 |

361.     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 2023 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: 60 000

## VIII.5    UNEARMARKED CONTRIBUTIONS

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VIII.5 | Unearmarked Contributions | 1 016 100 | 94 600 | | 1 110 700 |

362.     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. The Operational Part of the Budget for 2023 includes such contributions from the following Member States: Austria, Belgium and the United States, and from the Qatar Fund for Development.

Budgeted resources: 1 110 700

# GEOGRAPHICAL BREAKDOWN OF THE OPERATIONAL PART OF THE BUDGET

## OVERALL SUMMARY TABLES (in US dollars)

### Overall 2023 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 | 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** |

For comparison, the geographical breakdown in the Programme and Budget for 2022 (C/112/6/Rev.1) is reproduced below.

### Overall 2022 summary (C/112/6/Rev.1)

| | | 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 | 203 282 900 | 118 428 900 | 45 983 500 | 1 848 100 | 129 320 900 | 40 170 300 | 64 381 800 | 603 416 400 |
| II. | Migration Health | 65 522 900 | 34 033 300 | 871 500 | | 76 354 000 | 9 725 200 | 9 885 500 | 196 392 400 |
| III. | Migration and Sustainable Development | 7 950 700 | | 3 236 900 | | 1 728 800 | 1 891 200 | 2 255 800 | 17 063 400 |
| IV. | Regulating Migration | 59 631 100 | 3 471 200 | 10 795 600 | | 18 569 400 | 128 118 400 | 2 076 800 | 222 662 500 |
| V. | Facilitating Migration | 13 944 600 | 5 115 600 | 18 260 000 | | 12 262 600 | 54 047 500 | 3 386 800 | 107 017 100 |
| VI. | Migration Policy, Research and Communications | 3 517 900 | 316 300 | 24 200 | | 102 800 | 2 139 500 | 2 714 900 | 8 815 600 |
| VII. | Land, Property and Reparation Programmes | | | 2 414 100 | | 236 100 | | | 2 650 200 |
| VIII. | General Programme Support | 43 700 | 680 900 | | | | 55 000 | 30 972 800 | 31 752 400 |
| | **Grand total** | **353 893 800** | **162 046 200** | **81 585 800** | **1 848 100** | **238 574 600** | **236 147 100** | **115 674 400** | **1 189 770 000** |

## PROGRAMMES AND PROJECTS BY REGION

### Africa

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---|
| I.1 | Resettlement Assistance | 112 651 000 |
| I.3.3 | Strengthening and Greening Humanitarian Responses in East Africa | 10 900 |
| I.3.4 | Strengthening the Evidence Base on Migration and the Regional Migrant Response Plan in the East and Horn of Africa Region | 322 100 |
| I.3.5 | Monitoring the Situation of Displaced Populations in Situations of Vulnerability in Burundi | 630 200 |
| I.3.6 | Strengthening Community Resilience in Cameroon | 673 600 |
| I.3.7 | Emergency Assistance for Conflict-affected People in the Central African Republic | 349 600 |
| I.3.8 | Life-saving Multisectoral Assistance in Chad | 15 100 |
| I.3.9 | Multisectoral Humanitarian Assistance in the Democratic Republic of the Congo | 273 200 |
| I.3.10 | Provision of Emergency Support to IDPs and Host Communities in Ethiopia | 3 818 400 |
| I.3.11 | Humanitarian Assistance for Migrants and IDPs in Libya | 1 229 900 |
| I.3.12 | Strengthening the Response to Humanitarian Crisis in Madagascar | 46 400 |
| I.3.13 | Emergency Assistance to Populations Affected by Flooding and COVID-19 in the Niger | 118 000 |
| I.3.14 | Supporting the Humanitarian Community in Nigeria | 1 074 900 |
| I.3.15 | Humanitarian Response and Emergency Preparedness in Somalia | 9 707 900 |
| I.3.16 | Integrated Multisectoral Assistance for Conflict-affected Communities in South Sudan | 11 847 100 |
| I.3.17 | Humanitarian Assistance for IDPs, Refugees and Conflict-affected Populations in the Sudan | 4 779 300 |
| I.3.18 | Supporting Migrants in Situations of Vulnerability and Victims of Trafficking in Tunisia | 1 631 000 |
| I.4.2 | Implementation of Measures to Address Cross-border Issues in West Africa | 468 000 |
| I.4.3 | Strengthening Women's Resilience as Peace Actors in Burkina Faso | 1 894 000 |
| I.4.4 | Strengthening Stabilization and Recovery of Communities in Cameroon | 802 700 |
| I.4.5 | Supporting Peacebuilding Efforts in Chad | 3 282 000 |
| I.4.6 | Building Community Resilience to Reduce Community Conflicts in Côte d'Ivoire | 75 000 |
| I.4.7 | Promoting Security and Peace in the Democratic Republic of the Congo | 3 919 400 |
| I.4.8 | Provision of Peacebuilding and Recovery Processes in Ethiopia | 3 870 700 |
| I.4.9 | Consolidating Cross-border Social Cohesion between Côte d'Ivoire and Guinea | 1 048 800 |
| I.4.10 | Enhancing Community Resilience and Social Cohesion in Ghana | 144 300 |
| I.4.11 | Promoting Peacebuilding among IDPs, Returnees and Host Communities in Mali | 336 200 |
| I.4.12 | Building Capacities to Address Violent Extremism in Mozambique | 963 400 |
| I.4.13 | Promoting Community Cohesion and Livelihoods and Preventing Violent Extremism in the Niger | 8 598 300 |
| I.4.14 | Support for Disarmament, Demobilization and Reintegration Efforts and Community Stabilization in Nigeria | 1 183 000 |

## Africa (cont'd)

| | Movement, Emergency and Post-crisis Programming (cont'd) | |
|---|---|---:|
| I.4.15 | Enhancing Resilience and Living Conditions for Vulnerable Communities in Sierra Leone | 234 300 |
| I.4.16 | Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia | 12 943 400 |
| I.4.17 | Strengthening the Peace Process and Rehabilitation Initiative in South Sudan | 8 634 500 |
| I.4.18 | Community Stabilization in the Sudan | 1 836 400 |
| | **Subtotal** | **199 413 000** |
| | **Migration Health** | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 73 523 400 |
| II.2.1 | Regional Initiatives on Fostering the Health and Protection of Migrants in Situations of Vulnerability in North Africa | 420 800 |
| II.2.2 | Improving Sexual and Reproductive Health and HIV/AIDS-related Outcomes for People in Migration-affected Communities in Southern Africa | 3 407 500 |
| II.2.3 | Promoting Health-care Access for Migrants in Egypt | 58 400 |
| II.2.4 | Strengthening the Capacity to Fight Communicable Diseases in Guinea | 271 700 |
| II.2.5 | Enhancing Sustainable HIV and Tuberculosis Treatment in Lesotho | 233 700 |
| II.2.6 | Provision of Clinical Mentoring Services in Somalia | 370 400 |
| II.3.1 | Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies and Strengthen Health Systems | 219 500 |
| II.3.3 | Supporting COVID Vaccination in Chad | 328 800 |
| II.3.4 | Emergency Health Response in Libya | 205 000 |
| II.3.5 | Enhancing the HIV and Tuberculosis Response for Displaced and Vulnerable Populations in Mozambique | 99 000 |
| II.3.6 | Increasing Access to Health-care Services in Nigeria | 432 100 |
| II.4.1 | Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities | 419 100 |
| | **Subtotal** | **79 989 400** |
| | **Migration and Sustainable Development** | |
| III.1.2 | Supporting Migration and Development in Morocco | 6 584 700 |
| III.1.3 | Enhancing Socioeconomic and Reintegration Opportunities in Tunisia | 2 156 600 |
| III.2.2 | Implementing Global Policies on Environmental Migration and Disaster Displacement in West Africa | 137 300 |
| III.2.3 | Addressing Drivers and Facilitating Safe, Orderly and Regular Migration in the Intergovernmental Authority on Development Region in Africa | 27 800 |
| III.2.4 | Protection and Integration of Migrant Labour and Environment in Côte d'Ivoire and Senegal | 117 800 |
| III.2.5 | Sustainable Energy for Displaced Communities in Mozambique | 232 400 |
| III.2.6 | Addressing the Climate–Conflict Nexus in Somalia | 2 648 300 |
| III.2.7 | Strengthening the Disaster Risk Management Initiative in South Sudan | 2 040 300 |
| III.3.2 | Engaging the Diaspora for Institutional Development in Somalia | 1 107 100 |
| | **Subtotal** | **15 052 300** |

## Africa (cont'd)

| | Regulating Migration | |
|---|---|---:|
| IV.1.1 | Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance | 309 800 |
| IV.1.2 | Initiative for the Protection and Reintegration of Returnee Migrants in Africa | 4 481 400 |
| IV.1.3 | Global Assistance for Irregular Migrants in West Africa | 570 000 |
| IV.1.4 | Facilitating the Return and Reintegration of Stranded Vulnerable Migrants in the East and Horn of Africa | 378 500 |
| IV.1.5 | Establishment of a Multipurpose Migrant Return Assistance Centre in Ethiopia | 181 400 |
| IV.1.6 | Providing Assistance for Returnees and Potential Migrants in Ghana | 201 600 |
| IV.1.7 | Facilitating the Sustainable Reintegration of Voluntary Returnees in Nigeria | 15 000 |
| IV.1.8 | Enhancing Response Mechanisms and Assistance for Vulnerable Migrants in Tunisia | 1 359 300 |
| IV.2.4 | Africa Regional Migration Programme | 2 224 200 |
| IV.2.5 | Southern Africa Migration Management | 2 095 900 |
| IV.2.6 | Information Campaign in East and West Africa | 148 800 |
| IV.2.7 | Improving Trafficking in Persons Referral Outcomes in the Comoros and Mauritius | 39 900 |
| IV.2.8 | Prevention of Trafficking in Persons in the Democratic Republic of the Congo | 1 054 700 |
| IV.2.9 | Protection and Support for Victims of Trafficking in Djibouti | 3 332 900 |
| IV.2.10 | Strengthening Protection for Victims of Trafficking in Egypt | 318 600 |
| IV.2.11 | Strengthening Prevention, Protection and Empowerment Activities in Relation to Mixed Migration in Gabon | 83 700 |
| IV.2.12 | Capacity-building to Combat Trafficking via Prevention and Protection in Lesotho | 83 900 |
| IV.2.13 | Support to Civil Society and Authorities for the Protection of Migrants in Situations of Vulnerability in Mauritania | 52 400 |
| IV.2.14 | Assistance and Protection for Migrant Children in Morocco | 778 400 |
| IV.2.15 | Enhancing the Protection of Migrants in Situations of Vulnerability in the Sudan | 173 600 |
| IV.2.16 | Raising Awareness about Violence against Women and Children in the United Republic of Tanzania | 352 100 |
| IV.2.17 | Enhancing National Counter-trafficking Capacities in Zambia | 309 400 |
| IV.3.4 | Capacity-building in Migration and Border Management in Guinea, Liberia and Sierra Leone | 426 500 |
| IV.3.5 | Securing Cross-border Activities in the Great Lakes Region | 3 620 300 |
| IV.3.6 | Strengthening the Northern Borders of Côte d'Ivoire, Ghana and Togo | 2 798 400 |
| IV.3.7 | Partnership to Counter Migrant Smuggling and Human Trafficking Along the Central Mediterranean Route | 712 100 |
| IV.3.8 | African Capacity Building Centre Project Support | 170 800 |
| IV.3.9 | Supporting Border Management in Benin and Senegal | 347 200 |
| IV.3.10 | Promoting coordination and cooperation in Burkina Faso and Niger | 875 600 |
| IV.3.11 | Improving Border and Migration Management in Kenya and Somalia | 466 800 |
| IV.3.12 | Increasing Border Management in Burkina Faso | 659 100 |
| IV.3.13 | Strengthening Border Management in the Democratic Republic of the Congo | 109 400 |
| IV.3.14 | Enhancing the Border Management Capacity of the Gambian Authorities | 1 575 000 |
| IV.3.15 | Strengthening Migration Management in Libya | 4 974 800 |
| IV.3.16 | Supporting Border Management in the Niger | 3 141 700 |

## Africa (cont'd)

| | Regulating Migration (cont'd) | |
|---|---|---:|
| IV.3.17 | Enhancing Migration Management in Nigeria | 1 124 900 |
| IV.3.18 | Improving Immigration and Border Management in Somalia | 932 800 |
| IV.3.19 | Enhancing Border and Mobility Management in Tunisia | 2 881 700 |
| IV.3.36 | Management Support Unit of the Regional Development and Protection Programme for North Africa in Italy | 1 077 000 |
| IV.4.2 | Advancing Sustainable Development in Guinea | 51 000 |
| | **Subtotal** | **44 490 600** |
| | **Facilitating Migration** | |
| V.1.2 | Building Capacity of West African Talents to Migrate | 26 700 |
| V.1.3 | Labour Migration in Africa | 2 340 300 |
| V.1.4 | Youth, Employment and Migration in Burkina Faso | 706 200 |
| V.2.1 | Migrant Integration | 1 749 000 |
| V.3.1 | Immigration and Visa Support Solutions | 4 848 200 |
| V.3.2 | Travel Assistance for Individuals and Governments | 138 300 |
| V.3.3 | Enhancing Readmission and Legal Identity Capacity | 743 300 |
| | **Subtotal** | **10 552 000** |
| | **Migration Policy, Research and Communications** | |
| VI.1.2 | Collaboration in Supporting the Accelerated Implementation of Free Movement of Persons In Africa | 1 490 200 |
| VI.1.3 | Support on Migration Affairs in Ethiopia | 140 800 |
| | **Subtotal** | **1 631 000** |
| | **General Programme Support** | |
| VIII.1.2 | Special Assignments and Support | 41 300 |
| | **Subtotal** | **41 300** |
| | **Total** | **351 169 600** |

## Middle East

| | Movement, Emergency and Post-crisis Programming | |
|---|---|---|
| I.1 | Resettlement Assistance | 71 567 400 |
| I.3.19 | Humanitarian Assistance for IDPs and Conflict-affected Communities in Yemen | 19 943 900 |
| I.3.20 | Emergency Response to the Crisis in the Syrian Arab Republic | 26 300 |
| I.3.21 | Initiative on Life-saving Protection and Health Care in Lebanon | 237 600 |
| I.4.19 | Contributing to Stabilization Efforts in Iraq | 32 235 400 |
| I.4.20 | Enhancing Community Stability in Lebanon | 98 000 |
| | Subtotal | 124 108 600 |
| | Migration Health | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 18 198 700 |
| II.3.1 | Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies and Strengthen Health Systems | 63 500 |
| II.3.7 | Emergency Health Response to the Crisis in the Middle East | 18 167 700 |
| II.3.8 | Enhancing Primary and Emergency Healthcare Services in Yemen | 125 100 |
| | Subtotal | 36 555 000 |
| | Regulating Migration | |
| IV.2.18 | Strengthening the Identification and Referral of Potential Victims of Trafficking in Persons in Bahrain | 143 100 |
| IV.3.20 | Supporting Community Policing and Stabilization in Iraq | 95 200 |
| IV.3.21 | Enhancing the Capacity of the Jordanian Border Forces and Services | 110 900 |
| | Subtotal | 349 200 |
| | Facilitating Migration | |
| V.2.1 | Migrant Integration | 1 543 100 |
| V.3.1 | Immigration and Visa Support Solutions | 5 468 000 |
| V.3.3 | Enhancing Readmission and Legal Identity Capacity | 1 416 900 |
| | Subtotal | 8 428 000 |
| | Total | 169 440 800 |

## Latin America and the Caribbean

| | Movement, Emergency and Post-crisis Programming | |
|---|---|---|
| I.1 | Resettlement Assistance | 44 838 300 |
| I.3.22 | Enhancing Emergency Response in Haiti | 312 100 |
| I.3.23 | Supporting Migrants and Refugees in Situations of Vulnerability in Peru | 222 900 |
| I.4.21 | Regional Response for Dignified, Peaceful and Inclusive Human Mobility in Central America | 229 800 |
| I.4.22 | Enhancing National Capacities for the Peace Process in the Caribbean | 109 300 |
| I.4.23 | Social Integration of Displaced Migrant Populations in Belize | 550 500 |
| I.4.24 | Community Stabilization in Colombia | 12 516 400 |
| I.4.25 | National Response for Dignified, Peaceful and Inclusive Human Mobility in El Salvador | 57 200 |
| I.4.26 | Construction of Inclusive Societies and Peaceful Coexistence in Guatemala | 115 600 |
| | Subtotal | 58 952 100 |
| | **Migration Health** | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 2 234 000 |
| II.2.7 | Integrated Response to Health and Migration in the Northern Triangle of Central America and Mexico | 101 400 |
| II.3.1 | Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies and Strengthen Health Systems | 513 900 |
| | Subtotal | 2 849 300 |
| | **Migration and Sustainable Development** | |
| III.1.4 | Fostering Communities of Solidarity for Migrants and Refugees from the Bolivarian Republic of Venezuela in Latin America and the Caribbean | 1 271 800 |
| III.1.5 | Administrative and Technical Assistance for the Government of Argentina | 2 042 200 |
| III.1.6 | Educational Opportunities for Migrants and Returnees in El Salvador | 3 071 900 |
| III.1.7 | Improving Governance, Protection and Economic Resilience for Migrants in Haiti | 1 263 800 |
| III.2.8 | Implementing Global Policies on Environmental Migration and Disaster Displacement in the Caribbean | 255 600 |
| III.2.9 | Enhancement of Disaster Risk Management Capacity in Haiti | 5 981 100 |
| | Subtotal | 13 886 400 |
| | **Regulating Migration** | |
| IV.1.9 | Integrated Responses on Migration from Central America | 8 651 800 |
| IV.1.10 | Reintegration Assistance for Returned Migrant Youth in El Salvador Focused on Training and Entrepreneurship | 428 600 |
| IV.1.11 | Assisting Voluntary Return in Guatemala through Economic Reintegration Assistance to Potential and Returned Migrant Youth | 645 200 |
| IV.2.19 | Supporting the Fight against Human Trafficking and Migrant Smuggling in Latin America | 1 720 700 |
| IV.2.20 | Strengthening Government Capacities in Panama and Costa Rica | 61 500 |
| IV.2.21 | Supporting Survivors of Human Trafficking in Trinidad and Tobago | 934 200 |
| IV.3.22 | Supporting the Activities of the Regional Conference on Migration | 136 400 |
| IV.3.23 | Regularization of Venezuelan Migrants in the Latin America and Caribbean Region | 756 200 |
| IV.3.24 | Support for Integrated Border Management in Latin America | 544 200 |

## Latin America and the Caribbean (cont'd)

| | | | |
|---|---|---|---|
| **Regulating Migration (cont'd)** | | | |
| IV.3.25 | Administrative and Technical Assistance for Migration Management Services in Argentina | | 430 200 |
| IV.4.3 | Supporting Migration Management and Related Activities in Uruguay | | 49 600 |
| | | Subtotal | **14 358 600** |
| **Facilitating Migration** | | | |
| V.1.5 | Capacity-building in Migration Management in the Western Hemisphere | | 3 091 700 |
| V.2.1 | Migrant Integration | | 57 700 |
| V.2.2 | Integration of Labour Migrants in Costa Rica | | 176 900 |
| V.3.1 | Immigration and Visa Support Solutions | | 2 231 000 |
| V.3.4 | Promotion of the Documentation of Foreigners and Transfer Assistance Programme in Argentina | | 1 165 500 |
| V.3.5 | Travel Assistance in Chile | | 2 584 400 |
| V.3.6 | Support and Assistance for Scholarship Holders in Colombia | | 138 200 |
| V.3.7 | Selective Migration Programmes in Costa Rica | | 23 800 |
| V.3.8 | Selective Migration Programmes in Honduras | | 49 900 |
| | | Subtotal | **9 519 100** |
| **Migration Policy, Research and Communications** | | | |
| VI.1.4 | Regional Migration, Policy and Knowledge Management Initiative in South America | | 12 600 |
| | | Subtotal | **12 600** |
| **Land, Property and Reparation Programmes** | | | |
| VII.1 | Assistance for Victims of Colonia Dignidad in Chile | | 206 500 |
| | | Subtotal | **206 500** |
| | | | |
| | | **Total** | **99 784 600** |

## North America

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---:|
| I.1 | Resettlement Assistance | 4 015 000 |
| | Subtotal | **4 015 000** |
| **Migration Health** | | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 19 900 |
| | Subtotal | **19 900** |
| **Regulating Migration** | | |
| IV.2.22 | Counter-trafficking Response in the United States of America | 692 400 |
| | Subtotal | **692 400** |
| | | |
| | Total | **4 727 300** |

## Asia and Oceania

| | Movement, Emergency and Post-crisis Programming | |
|---|---|---|
| I.1 | Resettlement Assistance | 121 058 200 |
| I.3.2 | Regional Initiative on Evidence for Migration Analysis and Policy | 150 600 |
| I.3.24 | Strengthening National and Cross-border Humanitarian Protection in Afghanistan | 9 756 600 |
| I.3.25 | Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh | 3 746 900 |
| I.3.26 | Strengthening Multisectoral Life-saving Assistance to Crisis-affected Populations in the Islamic Republic of Iran | 41 700 |
| I.3.27 | Emergency Preparedness and Support in the Marshall Islands | 300 200 |
| I.3.28 | Humanitarian Assistance for IDPs Displaced by Conflict in Myanmar | 1 227 900 |
| I.3.29 | Enhancing Emergency Preparedness in Timor-Leste | 111 200 |
| I.3.30 | Strengthening the Disaster Management Plan in Vanuatu | 30 800 |
| I.4.27 | Managing the Global Pandemic in the Federated States of Micronesia and the Marshall Islands | 10 695 700 |
| I.4.28 | Fostering Social Cohesion and Capacity-building for Resilience in Bangladesh | 3 751 800 |
| I.4.29 | Protection and Assistance to Migrants in Situations of Vulnerability in Indonesia | 26 000 000 |
| I.4.30 | Community Stabilization and Protection and Assistance for Migrants in Situations of Vulnerability in Pakistan | 4 559 000 |
| I.4.31 | Capacity-building for Preventing Climate-induced Conflict in Papua New Guinea | 168 200 |
| I.4.32 | Promoting Local Resilience and Early Recovery in the Philippines | 15 800 |
| | Subtotal | 181 614 600 |
| | Migration Health | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 59 897 400 |
| II.2.8 | Regional Initiative on Tuberculosis Elimination among Migrants in the Greater Mekong Subregion | 3 087 100 |
| II.2.9 | Managing Health Risks Linked to Migration in Afghanistan | 321 500 |
| II.2.10 | Strengthening Support for HIV, Malaria and Tuberculosis Prevention and Care in Myanmar | 3 442 700 |
| II.2.11 | Community-based Active Case Detection and Management of Tuberculosis in Timor-Leste | 742 600 |
| II.3.1 | Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies and Strengthen Health Systems | 501 500 |
| II.3.9 | Facilitating and Enhancing Health Services for Rohingya Refugees in Bangladesh | 4 296 100 |
| II.3.10 | Supporting the Health-compliant Border Response in Cambodia | 120 200 |
| II.3.11 | Strengthening Preparedness and Response Capacity for Effective COVID-19 Prevention and Control Services in Remote Islands in the Philippines | 26 300 |
| II.3.12 | Enhancing Public Health Capacity in Viet Nam | 143 800 |
| II.4.1 | Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities | 51 000 |
| | Subtotal | 72 630 200 |

## Asia and Oceania (cont'd)

| | Migration and Sustainable Development | |
|---|---|---|
| III.1.8 | Understanding and Managing Internal Migration in Mongolia | 438 800 |
| III.2.10 | Disaster Risk Management Efforts in Afghanistan | 229 500 |
| III.2.11 | Disaster Management in the Marshall Islands | 617 400 |
| III.2.12 | Strengthening Community Resilience in Palau | 58 600 |
| III.2.13 | Promoting Community Stabilization and Capacity-building in Papua New Guinea | 189 700 |
| III.2.14 | Enhancing Disaster Risk Reduction in Timor-Leste | 171 000 |
| | **Subtotal** | **1 705 000** |
| | Regulating Migration | |
| IV.1.1 | Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance | 160 100 |
| IV.1.12 | Return and Reintegration Assistance for Afghanistan | 3 340 300 |
| IV.1.13 | Strengthening Operational Management Capacity in Bangladesh | 395 600 |
| IV.1.14 | Assisted Return and Reintegration Assistance for Victims of Trafficking in Japan | 38 900 |
| IV.1.15 | Assisted Voluntary Return and Reintegration and Capacity-building for Well-managed Migration in Papua New Guinea | 1 528 800 |
| IV.1.16 | Support for Socioeconomic Reintegration in Sri Lanka | 163 100 |
| IV.2.23 | Protection of Migrants in Situations of Vulnerability in Central Asia | 1 061 300 |
| IV.2.24 | South-East Asia Regional Programme on Labour Migration | 464 800 |
| IV.2.25 | Strengthening the Capacity of Pacific Fisheries Officers to Address Modern Slavery | 22 000 |
| IV.2.26 | Addressing Human Trafficking in Bangladesh | 1 257 000 |
| IV.2.27 | Strengthening Survivor Protection and Services in Cambodia | 474 300 |
| IV.2.28 | Enhancing Counter-trafficking Efforts in Indonesia | 98 000 |
| IV.2.29 | Building Capacity to Combat Trafficking in Persons in the Lao People's Democratic Republic | 126 000 |
| IV.2.30 | Strengthening Counter-trafficking Capacity and Fighting Modern Slavery in Solomon Islands | 668 300 |
| IV.2.31 | Combating Trafficking in Sri Lanka | 390 800 |
| IV.2.32 | Empowerment of Abandoned Families in Tajikistan | 475 200 |
| IV.2.33 | Strengthening Justice for Children in Viet Nam | 326 700 |
| IV.3.3 | European Union–China Dialogue on Migration and Mobility Support | 230 600 |
| IV.3.26 | Administration of the Regional Support Office of the Bali Process | 1 847 000 |
| IV.3.27 | Strengthening Border Management Capacities in Bangladesh | 1 268 800 |
| IV.3.28 | Supporting Afghan Refugees and Migrants in the Islamic Republic of Iran | 1 280 800 |
| IV.3.29 | Enhancing Border Management in the Lao People's Democratic Republic | 131 500 |
| IV.3.30 | Strengthening Counter-trafficking Capacities in Pakistan | 481 000 |
| IV.3.31 | Strengthening Border Management in Sri Lanka | 1 531 800 |
| IV.3.32 | Strengthening Border Security in Tajikistan | 328 800 |
| IV.3.33 | Assessing Vulnerabilities and Resilience in Timor-Leste | 10 000 |
| | **Subtotal** | **18 101 500** |

## Asia and Oceania (cont'd)

| | | | |
|---|---|---|---|
| **Facilitating Migration** | | | |
| V.1.6 | Implementing Responsible Recruitment Due Diligence in Global Supply Chains | | 40 900 |
| V.1.7 | Poverty Reduction Through Safe Migration, Skills Development and Enhanced Job Placement in Asia | | 1 857 300 |
| V.1.8 | Promoting Ethical Recruitment and Fair Labour in Asia | | 1 109 200 |
| V.1.9 | Governance of Labour Migration in South and South-East Asia | | 1 088 000 |
| V.1.10 | Promoting Ethical Recruitment and Fair Labour Practices in Asia | | 12 100 |
| V.1.11 | Promoting Safe Migration in Malaysia | | 278 900 |
| V.1.12 | Creating Infrastructure for Migration Opportunities and the Empowerment of Migrants in Border Areas of Myanmar | | 400 700 |
| V.1.13 | Bridging Recruitment to Reintegration in Migration Governance in the Philippines | | 66 400 |
| V.1.14 | Labour Mobility in Vanuatu | | 494 300 |
| V.2.1 | Migrant Integration | | 2 116 300 |
| V.3.1 | Immigration and Visa Support Solutions | | 4 300 300 |
| V.3.9 | Facilitating Migration for Afghan Citizens in Situations of Vulnerability | | 836 200 |
| V.3.10 | Community Support Programmes in Australia | | 359 800 |
| | | Subtotal | 12 960 400 |
| **Migration Policy, Research and Communications** | | | |
| VI.1.5 | Migration Governance for Sustainable Development in Indonesia | | 447 200 |
| | | Subtotal | 447 200 |
| | | **Total** | **287 458 900** |

## Europe

| | Movement, Emergency and Post-crisis Programming | |
|---|---|---|
| I.1 | Resettlement Assistance | 55 008 300 |
| I.2.1 | Supporting Protection, Transit, Voluntary and Informed Return and Reintegration for Conflict in Ukraine | 5 080 200 |
| I.3.31 | Addressing Mixed Migration Flows in the Western Balkans | 1 422 000 |
| I.3.32 | Response to the Refugee and Migrant Situation in Bosnia and Herzegovina | 10 732 500 |
| I.3.33 | Supporting Refugees and Migrants through a Consolidated Response in Türkiye | 571 500 |
| I.3.34 | Humanitarian Support in Conflict-affected Communities in Ukraine | 6 785 200 |
| I.3.35 | Ukraine Crisis Response in the Republic of Moldova | 46 900 |
| I.4.33 | Reintegration and Community Stabilization Support in the Western Balkans | 250 200 |
| I.4.34 | Economic Enhancement for Kosovo* | 1 238 700 |
| I.4.35 | Community Revitalization Initiative and Multisectoral Resilience Programme for Syrian refugees in Türkiye | 2 679 700 |
| I.4.36 | Stabilization Support for IDPs and Conflict-affected Populations in Ukraine | 7 710 700 |
| I.5.1 | Support for European Union Election Observation Missions | 503 600 |
| | Subtotal | 92 029 500 |
| | **Migration Health** | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 15 777 100 |
| II.3.13 | Providing Health and Other Support for Conflict-affected Populations in Ukraine | 562 500 |
| II.4.1 | Provision of Health Services to Self-funded United Nations Staff and Dependants, Humanitarian Actors and Diplomatic Communities | 14 400 |
| | Subtotal | 16 354 000 |
| | **Migration and Sustainable Development** | |
| III.1.9 | Strengthening the Migration and Development Capacity of Italy | 601 000 |
| III.1.10 | Economic Integration of Internally Displaced People in Ukraine | 5 429 900 |
| III.3.3 | Strengthening the Diaspora Forum in Italy | 443 900 |
| | Subtotal | 6 474 800 |
| | **Regulating Migration** | |
| IV.1.1 | Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance | 92 983 500 |
| IV.1.17 | Regional Support for Protection-sensitive Migration Management Systems in the Western Balkans | 1 683 800 |
| IV.1.18 | Supporting Serbia and North Macedonia in Managing the Balkan Route | 72 100 |
| IV.1.19 | Facilitating the Return and Sustainable Reintegration of Returnees from Belgium | 160 900 |
| IV.2.34 | Training for Austrian Migration and Asylum Stakeholders | 243 400 |
| IV.2.35 | Counter-trafficking Initiatives in Azerbaijan | 527 500 |
| IV.2.36 | Assistance for Unaccompanied Asylum-seeking Children and Awareness-raising about Migration among Roma in Bulgaria | 879 400 |
| IV.2.37 | Operation of Semi-independent Living Units for Unaccompanied Children in Cyprus | 1 728 800 |
| IV.2.38 | Support to Migrants in Situations of Vulnerability in Greece | 304 500 |
| IV.2.39 | Raising Awareness of and Preventing Trafficking in Persons in Ireland | 622 400 |

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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.2.40 | Family Assessment of Unaccompanied Minors in Luxembourg | 23 800 |
| IV.2.41 | Combating Domestic and Gender-based Violence in the Republic of Moldova | 364 000 |
| IV.2.42 | Combating Trafficking in Human Beings in Poland | 46 000 |
| IV.2.43 | Combating Trafficking in Romania | 16 200 |
| IV.3.1 | European Readmission Capacity-building Facility (EURCAP) | 6 122 800 |
| IV.3.2 | Mainstreaming Human Rights into Immigration and Border Management | 48 000 |
| IV.3.34 | Enhancing Migration Management in the Western Balkans | 3 060 900 |
| IV.3.35 | Supporting Integrated Border Management in Georgia | 1 625 400 |
| IV.3.37 | Technical Support for Migration Management in Montenegro | 11 300 |
| IV.3.38 | Supporting Migration Management Efforts in Türkiye | 2 782 800 |
| IV.3.39 | Capacity-building for Border Management in Ukraine | 25 100 |
| IV.3.40 | Capacity Support in the United Kingdom | 13 800 |
| IV.4.4 | Border Assistance Mission to the Republic of Moldova and Ukraine | 86 300 |
| IV.4.5 | Strengthening Migration Management in Armenia | 179 000 |
| IV.4.6 | Strengthening Capacities and Partnerships for Migration Management in Serbia | 637 400 |
| | **Subtotal** | **114 249 100** |
| | Facilitating Migration | |
| V.1.15 | Displaced Talent for Europe | 906 700 |
| V.1.16 | Facilitating Safe and Skilled Migration in the Russian Federation–Central Asia Corridor | 1 989 300 |
| V.1.17 | Raising Awareness regarding Labour Mobility to Bulgaria | 249 900 |
| V.1.18 | Preventing and Combating Illegal Work and Exploitation in Italy | 173 400 |
| V.1.19 | Promoting Positive Migration in Spain | 374 200 |
| V.1.20 | Facilitating Legal Pathways for the International Labour Force in Türkiye | 664 700 |
| V.2.1 | Migrant Integration | 259 900 |
| V.2.3 | Building Youth Resilience in Turkmenistan | 391 400 |
| V.2.4 | Building Resilience and Empowerment in Austria | 186 500 |
| V.2.5 | Community Policing without Borders | 324 200 |
| V.2.6 | Technical Support for the Integration of Third-country Nationals in Croatia | 345 200 |
| V.2.7 | Pre-integration Measures for Migrants in Germany | 524 200 |
| V.2.8 | Moving the Middle in the Netherlands | 27 700 |
| V.2.9 | Cultural Orientation Programme in Norway | 1 071 600 |
| V.2.10 | Enhancing Migrant Integration Services in Portugal | 206 700 |
| V.2.11 | Strengthening the Value of Migrant Associations in Spain | 232 100 |
| V.3.1 | Immigration and Visa Support Solutions | 2 583 800 |
| V.3.3 | Enhancing Readmission and Legal Identity Capacity | 645 900 |
| V.3.11 | Family Reunification Travel Assistance in Ireland | 720 000 |
| | **Subtotal** | **11 877 400** |

## Europe (cont'd)

| | Migration Policy, Research and Communications | |
|---|---|---|
| VI.1.6 | Evidence-based Migration Policy Planning and Discourse in North Macedonia | 114 100 |
| VI.2.2 | Establishment of a European Migration Network in Austria | 663 800 |
| | Subtotal | 777 900 |
| | General Programme Support | |
| VIII.1.2 | Special Assignments and Support | 84 400 |
| | Subtotal | 84 400 |
| | | |
| | Total | 241 847 100 |

## Global Support/Services

| | Movement, Emergency and Post-crisis Programming | |
|---|---|---|
| I.1 | Resettlement Assistance | 59 752 800 |
| I.3.1 | Enhancing Strategic Capacity for Humanitarian and Emergency Response and Recovery | 273 400 |
| I.4.1 | Contributing to Community Stabilization Efforts and Strengthening Capacity in Community Participation and Knowledge Management | 354 000 |
| | Subtotal | 60 380 200 |
| | **Migration Health** | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 16 289 800 |
| II.3.1 | Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies and Strengthen Health Systems | 259 500 |
| II.3.2 | Diaspora Support for COVID-19 Response and Relief | 111 200 |
| | Subtotal | 16 660 500 |
| | **Migration and Sustainable Development** | |
| III.1.1 | Making Migration Work for Sustainable Development | 1 381 900 |
| III.2.1 | Implementing the IOM Institutional Strategy on Migration, Environment and Climate Change | 93 400 |
| III.3.1 | Diaspora Engagement in Public and Private Sector Development | 359 700 |
| | Subtotal | 1 835 000 |
| | **Regulating Migration** | |
| IV.2.1 | Emergency Direct Assistance for Victims of Trafficking | 597 100 |
| IV.2.2 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | 1 191 100 |
| IV.2.3 | Protection against Sexual Exploitation and Abuse in Mozambique and the Philippines | 349 400 |
| IV.4.1 | Essentials of Migration Management 2.0 | 67 400 |
| | Subtotal | 2 205 000 |
| | **Facilitating Migration** | |
| V.1.1 | Development of the International Recruitment Integrity System (IRIS) | 550 600 |
| V.2.1 | Migrant Integration | 2 448 000 |
| V.3.1 | Immigration and Visa Support Solutions | 999 400 |
| | Subtotal | 3 998 000 |
| | **Migration Policy, Research and Communications** | |
| VI.1.1 | Supporting Sustainable and Humane Migration Management | 170 000 |
| VI.2.1 | World Migration Report | 62 900 |
| VI.3.1 | Communicating about Migration Management | 106 300 |
| VI.3.2 | Balancing Migration Narratives in the Americas | 80 600 |
| VI.4.1 | Strengthening the United Nations Network on Migration | 1 674 100 |
| | Subtotal | 2 093 900 |

## Global Support/Services (cont'd)

| General Programme Support | | |
|---|---|---|
| VIII.1.1 | Junior Professional Officers | 1 462 500 |
| VIII.1.2 | Special Assignments and Support | 653 800 |
| VIII.1.3 | IOM Staff Assigned to Other Organizations | 153 300 |
| VIII.2 | Migrant Management and Operational Systems Application (MiMOSA) | 7 425 800 |
| VIII.3 | Staff and Services Covered by Miscellaneous Income | 12 500 000 |
| VIII.4 | Sasakawa Endowment Fund | 60 000 |
| VIII.5 | Unearmarked Contributions | 1 110 700 |
| | Subtotal | 23 366 100 |

| | Total | 110 538 700 |
|---|---|---|

| | Grand total | 1 264 967 000 |
|---|---|---|

# 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 |
| 2009 | 38 806 000 | 2.0% | 75 236 000 | 1 027 290 000 | 7.3% | 127 | 7 258 | 2 332 |
| 2010 | 39 388 000 | 1.5% | 79 997 000 | 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 | 89 641 000 | 1 230 644 000 | 7.3% | 146 | 8 353 | 2 321 |
| 2013 | 39 404 908[c] | ZNG | 94 997 000 | 1 233 953 000 | 7.7% | 151 | 8 464 | 2 565 |
| 2014 | 41 007 909 | 4% | 94 437 000 | 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% | 112 985 000 | 1 602 307 000 | 7.1% | 166 | 10 218 | 3 305 |
| 2017 | 50 690 324[c] | 5.3% | 129 354 000 | 1 606 412 000 | 8.1% | 169 | 10 978 | 2 925 |
| 2018 | 50 728 318[c] | ZNG | 140 824 000 | 1 841 572 000 | 7.6% | 172 | 12 673 | 3 441 |
| 2019 | 52 240 024 | 2.9% | 144 489 000 | 2 096 319 000 | 6.9% | 173 | 14 813 | 3 062 |
| 2020 | 52 242 614[c] | ZNG | 166 931 000 | 2 178 038 000 | 7.7% | 173 | 16 257 | 3 246 |
| 2021 | 53 189 080[c] | ZNG | 167 837 000 | 2 532 100 000 | 6.6% | 174 | 17 761 | 3 396 |
| 2022 | 53 586 816[c] | ZNG | 181 681 000 | 2 998 738 000[d] | 6.1% | 174[e] | 19 000[d] | 3 500[d] |
| 2023 | 65 346 816 | 21.9% | 211 680 000 | 3 000 000 000[d] | 7.1% | 174[e] | 20 300[d] | 3 500[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 2022, total voluntary contributions made to the Mechanism amounted to USD 11,644,283, of which there was a remaining balance of USD 1,546,307.

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 joint operations between the two organizations. It specifically lays out each organization's responsibilities in the provision of transportation assistance. Over the years, the Fund has enabled IOM to respond rapidly and efficiently to emergency humanitarian transportation requirements 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 2022 was USD 849,480 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 2022 was USD 1,836,665.

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 estimated that 66,500 individuals will be seeking assistance under the Refugee Loan Fund in 2023, and approximately USD 429,400,000 will be expended from the Fund to finance these movements.

The following table estimates the resources available and required for 2023, as well as the anticipated balance at the end of the year.

|  | 2023<br>Estimates in USD |
|---|---|
| Resources |  |
| Brought forward from 2022 | 30 000 000 |
| Contributions from the United States Government | 397 200 000 |
| Repayments of promissory notes by refugees | 32 100 000 |
| Income from self-payers and other income | 100 000 |
| Interest income | 10 000 |
| Interest returned to the United States Treasury | (10 000) |
|  | _____ |
| Total resources | 459 400 000 |
|  | _____ |
| Estimated requirements | 429 400 000 |
|  | _____ |
| **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.

|  | 2023<br>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 | 60 000 |
| Allocation of interest income to projects* | (60 000) |
| **Balance at the end of the year** | **0** |

\* Allocation for priority projects          USD 60 000

## 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 2022 was USD 89,809.

# 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, while the Operational Part of the Budget is expressed in US dollars. While much of the income and expenditure under both parts of the budget occur in the indicated currencies, owing to its global footprint, IOM receives and spends its funding in a wide range of currencies, exposing the budgets concerned to exchange rate fluctuations.

For the preparation of the Programme and Budget, IOM's procedure is to use the exchange rates prevailing at the time the budget is prepared in order to express other national currencies in terms of Swiss francs or US dollars. The preparation process begins early in the year since budget estimates must be received from each IOM office worldwide and consolidated to meet the deadlines for the governing body meetings.

The first part of 2022 has been dominated by the war in Ukraine, together with rising inflation, which was already heightened prior to the start of the conflict and has subsequently increased). Consumer prices were recorded as growing by 8.5 per cent annually in the United States of America and by 7.5 per cent in the euro area. This is the end of the era of easy money on the markets and central banks are now tackling the inflation challenge head-on, both in practice and through their forward guidance. As a result, policy rates are picking up around the globe, and approaches have shifted from quantitative easing to quantitative tightening.

The euro has depreciated against most other European currencies and against major currencies such as the US dollar and the Swiss franc.

The US dollar has strengthened against most other major currencies in recent months.

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

Swiss franc/US dollar: 0.98

Euro/US dollar: 1.03

Pound sterling/US dollar: 0.90

Canadian dollar/US dollar: 1.35

Australian dollar/US dollar: 1.52

The exchange rate applied to the Administrative Part of the Budget is 0.98 Swiss francs per US dollar. It should be noted that any effects of foreign exchange rate fluctuations on this part of the budget are largely neutralized because the predominant currency of income and expenditure is the same, namely 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 to be as close as possible to a naturally hedged position.

Exchange fluctuations can present financial risks when a project's funding 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, supported by PRISM Financials, which can report project income and expenditure in different currencies. 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

| | 2022 – C/112/6/Rev.1 OSI P | OSI GS | OSI Staff, office & other costs | PF P | PF GS | PF Staff, office & other costs | Total P | Total GS | Total costs | 2023 est. OSI P | OSI GS | OSI Staff, office & other costs | PF P | PF GS | PF Staff, office & other costs | Total P | Total GS | Total costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **HEADQUARTERS** | | | | | | | | | | | | | | | | | | |
| **Director General** | | | 60 000 | | | | | | 60 000 | | | 369 000 | | | | | | 369 000 |
| Office of the Inspector General | 12 | | 2 825 000 | | | | 12 | | 2 825 000 | 16 | | 3 662 000 | | | | 16 | | 3 662 000 |
| Office of the Ombudsperson | | | 75 000 | | 2 | 94 000 | | 2 | 169 000 | | | 79 100 | 1 | | 78 000 | 1 | | 157 100 |
| United Nations Network on Migration Secretariat | | | | 8 | 1 | 1 589 000 | 8 | 1 | 1 589 000 | | | | 11 | 2 | 1 944 600 | 11 | 2 | 1 944 600 |
| **Executive Office** | | | | | | | | | | 1 | | 174 000 | | | | 1 | | 174 000 |
| Office of the Chief of Staff | 6 | 1 | 1 465 000 | 5 | | 747 000 | 11 | 1 | 2 212 000 | 5 | 2 | 1 425 600 | 5 | | 531 600 | 10 | 2 | 1 957 200 |
| Media and Communications | 6 | 3 | 1 610 000 | | | | 6 | 3 | 1 610 000 | 6 | 3 | 1 699 100 | 1 | | 84 000 | 7 | 3 | 1 783 100 |
| Governing Bodies | 7 | | 1 233 000 | | | | 7 | | 1 233 000 | 7 | | 1 275 000 | | | | 7 | | 1 275 000 |
| External Relations | | 1 | 199 000 | | | | | 1 | 199 000 | | 1 | 216 200 | | | | | 1 | 216 200 |
| International Partnerships | 2 | | 278 000 | | | | 2 | | 278 000 | 2 | | 290 000 | 2 | 1 | 552 000 | 4 | 1 | 842 000 |
| United Nations Partnerships | 2 | | 250 000 | 3 | | 361 000 | 5 | | 611 000 | 2 | | 280 000 | | | | 2 | | 280 000 |
| Donor Relations | 4 | | 771 000 | 2 | | 266 000 | 6 | | 1 037 000 | 4 | | 778 000 | 2 | | 302 400 | 6 | | 1 080 400 |
| Global Compact on Migration | 2 | | 390 000 | | | | 2 | | 390 000 | 3 | | 633 000 | | | | 3 | | 633 000 |
| Strategic Planning and Organizational Performance | 1 | | 291 000 | | | | 1 | | 291 000 | 1 | 1 | 535 000 | | | | 1 | 1 | 535 000 |
| Internal Governance Framework | 5 | | 968 400 | | | | 5 | | 968 400 | 5 | | 1 021 000 | 13 | | 2 511 600 | 18 | | 3 532 600 |
| Risk Management | 2 | | 330 000 | | | | 2 | | 330 000 | 2 | | 375 000 | | | | 2 | | 375 000 |
| Results-based Management | 3 | | 543 000 | | | | 3 | | 543 000 | 6 | | 1 055 000 | 2 | | 195 600 | 8 | | 1 250 600 |
| Central Evaluation | 2 | | 417 000 | | | | 2 | | 417 000 | 3 | | 831 000 | 1 | | 70 800 | 4 | | 901 800 |
| Operational Compliance | | | | | | | | | | 2 | | 407 000 | | | | 2 | | 407 000 |
| **Operations** | | | | | | | | | | 2 | | 724 000 | 4 | 1 | 475 200 | 6 | 1 | 1 199 200 |
| Operations and Emergencies | 2 | 1 | 553 000 | 2 | | 424 000 | 4 | 1 | 977 000 | 2 | 1 | 577 000 | 2 | | 133 300 | 4 | 1 | 710 300 |
| Preparedness and Response | 6 | | 1 305 000 | 13 | | 1 641 000 | 19 | | 2 946 000 | 8 | | 1 768 000 | 9 | | 999 300 | 17 | | 2 767 300 |
| Resettlement and Movement Management | 3 | | 479 000 | 13 | | 1 641 000 | 16 | | 2 120 000 | 3 | | 631 000 | 8 | | 741 600 | 11 | | 1 372 600 |
| Peace and Development Coordination | 1 | | 291 000 | | | | 1 | | 291 000 | 1 | 1 | 456 500 | | | | 1 | 1 | 456 500 |
| Transition and Recovery | 6 | | 1 239 000 | 4 | | 433 000 | 10 | | 1 672 000 | 5 | | 1 087 000 | | | | 5 | | 1 087 000 |
| Migration, Environment and Climate Change and Risk Reduction | 2 | | 266 000 | 1 | | 40 000 | 3 | | 306 000 | 4 | | 660 000 | 2 | | 57 600 | 6 | | 717 600 |
| Sustainable Development | 1 | | 284 000 | | | | 1 | | 284 000 | 2 | | 483 000 | 3 | | 346 200 | 5 | | 829 200 |
| Programme Support and Migration Management | 1 | 1 | 354 000 | | | | 1 | 1 | 354 000 | 1 | 1 | 213 400 | | 1 | 63 600 | 1 | 2 | 277 000 |
| Coordination and Capacity Development Support Unit | | | | | | | | | | 1 | | 172 000 | | | | 1 | | 172 000 |
| Immigration and Border Governance | 4 | | 966 000 | | 1 | 50 000 | 4 | 1 | 1 016 000 | 3 | | 674 000 | 8 | | 769 100 | 11 | | 1 443 100 |
| Labour Mobility and Social Inclusion | 4 | | 850 000 | 2 | | 270 000 | 6 | | 1 120 000 | 4 | | 888 000 | 5 | | 894 000 | 9 | | 1 782 000 |
| Migration Health | 4 | | 930 000 | 8 | | 1 552 000 | 12 | | 2 482 000 | 4 | | 1 000 000 | 12 | | 1 927 200 | 16 | | 2 927 200 |
| Protection | 5 | | 988 000 | 2 | | 333 000 | 7 | | 1 321 000 | 5 | | 1 015 000 | 2 | | 142 800 | 7 | | 1 157 800 |
| **Policy and Research** | | | | | | | | | | 4 | 1 | 169 000 | | | | 4 | 1 | 169 000 |
| Policy Coordination | 5 | 1 | 1 093 000 | 3 | | 306 000 | 8 | 1 | 1 399 000 | 4 | | 761 000 | | | | 4 | | 761 000 |
| Innovation and Knowledge Management | | | | | | | | | | 2 | | 416 000 | | | | 2 | | 416 000 |
| Migration Research and Publications | 2 | 1 | 527 000 | | | | 2 | 1 | 527 000 | 2 | 1 | 557 000 | | | | 2 | 1 | 557 000 |
| International Migration Law | 3 | | 497 000 | | | | 3 | | 497 000 | 3 | | 527 000 | | | | 3 | | 527 000 |
| Global Data Institute | 3 | | 675 000 | | | | 3 | | 675 000 | | | | | | | | | |

## OPERATIONAL PART OF THE BUDGET

| | 2022 – C/112/6/Rev.1 | | | | | | | | | 2023 estimates | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Operational Support Income | | | Project funds | | | Total | | | Operational Support Income | | | Project funds | | | Total | | |
| | P | GS | Staff, office and other costs | P | GS | Staff, office and other costs | P | GS | Total costs | P | GS | Staff, office and other costs | P | GS | Staff, office and other costs | P | GS | Total costs |
| **HEADQUARTERS (continued)** | | | | | | | | | | | | | | | | | | |
| **Management and Reform** | | | | | | | | | | | | | | | | | | |
| Gender and Diversity | 2 | | 451 000 | 1 | | 131 000 | 3 | | 582 000 | 2 | | 471 000 | 2 | | 163 200 | 4 | | 634 200 |
| Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harrasment | | | | | | | | | | | | 15 000 | 1 | | 153 600 | 1 | | 168 600 |
| Ethics and Conduct | 1 | | 237 000 | 1 | | 244 000 | 2 | | 481 000 | 1 | | 245 000 | | | | 1 | | 245 000 |
| Environmental Sustainability | 1 | | 126 000 | | | | 1 | | 126 000 | 1 | | 157 000 | | | | 1 | | 157 000 |
| Headquarters Building | 1 | 1 | 497 000 | | | | 1 | 1 | 497 000 | 1 | 1 | 511 000 | | | | 1 | 1 | 511 000 |
| Occupational Health | | 1 | 153 000 | | | | | 1 | 153 000 | 1 | 1 | 397 100 | | | | 1 | 1 | 397 100 |
| Financial and Administrative Management | 2 | | 465 000 | | | | 2 | | 465 000 | 4 | | 846 500 | | | | 4 | | 846 500 |
| Finance and Accounting | 5 | | 1 072 000 | 3 | | 617 000 | 8 | | 1 689 000 | 6 | 1 | 1 454 000 | 3 | 1 | 477 600 | 9 | 2 | 1 931 600 |
| Budget | 1 | | 221 000 | 1 | | 188 000 | 2 | | 409 000 | 2 | | 403 000 | | | | 2 | | 403 000 |
| Treasury | 2 | | 371 000 | | | | 2 | | 371 000 | 3 | | 543 000 | 1 | | 111 600 | 4 | | 654 600 |
| Supply Chain | 1 | | 230 000 | 2 | | 423 000 | 3 | | 653 000 | 2 | | 470 000 | 2 | 1 | 368 400 | 4 | 1 | 838 400 |
| Emergency Support | 1 | | 257 000 | | | | 1 | | 257 000 | 1 | | 253 000 | | | | 1 | | 253 000 |
| Common Services | | 9 | 1 168 000 | | | | | 9 | 1 168 000 | | 9 | 1 253 100 | | | | | 9 | 1 253 100 |
| Staff Travel Coordination | | 1 | 290 000 | | | | | 1 | 290 000 | | 2 | 427 000 | | | | | 2 | 427 000 |
| Human Resources Management | | 1 | 350 000 | | | | | 1 | 350 000 | | 1 | 373 400 | | | | | 1 | 373 400 |
| Human Resources Operations and Advisory Services | | 1 | 173 000 | | | | | 1 | 173 000 | | 1 | 189 000 | | | | | 1 | 189 000 |
| Human Resources Policy | 2 | | 433 000 | | | | 2 | | 433 000 | 2 | | 440 000 | 2 | | 273 600 | 4 | | 713 600 |
| Organizational Design and Classification | 2 | | 472 000 | | | | 2 | | 472 000 | 2 | | 485 000 | | | | 2 | | 485 000 |
| Integrated Talent Management | 2 | 1 | 525 000 | | | | 2 | 1 | 525 000 | 3 | 1 | 807 000 | 1 | | 78 000 | 4 | 1 | 885 000 |
| Staff Welfare | 1 | | 208 000 | | | | 1 | | 208 000 | 1 | | 219 000 | | | | 1 | | 219 000 |
| Enterprise Architecture and Technology | 2 | 1 | 605 000 | | | | 2 | 1 | 605 000 | 2 | 1 | 589 000 | 3 | | 417 600 | 5 | 1 | 1 006 600 |
| ICT Security | 2 | | 422 000 | | | | 2 | | 422 000 | 2 | | 365 000 | | | | 2 | | 365 000 |
| Applications and Solutions Delivery Services | 3 | | 640 000 | | | | 3 | | 640 000 | 3 | | 594 500 | | | | 3 | | 594 500 |
| ICT Strategy, Risk Management and Governance | 1 | | 221 000 | | | | 1 | | 221 000 | 1 | | 231 000 | | | | 1 | | 231 000 |
| Legal Affairs | | | 30 000 | 1 | | 204 000 | 1 | | 234 000 | | | 30 000 | 5 | | 700 800 | 5 | | 730 800 |
| Institutional Law and Programme Support | 3 | | 444 000 | | | | 3 | | 444 000 | 3 | | 432 000 | 4 | | 339 800 | 7 | | 771 800 |
| General and Administrative Law | 4 | | 652 000 | | | | 4 | | 652 000 | 5 | | 819 000 | 2 | 1 | 258 000 | 7 | 1 | 1 077 000 |
| Global Staff Association Committee | 1 | | 304 000 | | | | 1 | | 304 000 | 1 | | 289 000 | | | | 1 | | 289 000 |
| **Total – Headquarters** | **145** | **25** | **34 019 400** | **75** | **4** | **11 554 000** | **220** | **29** | **45 573 400** | **167** | **30** | **41 018 500** | **120** | **8** | **16 336 700** | **287** | **38** | **57 355 200** |
| **ADMINISTRATIVE CENTRES** | | | | | | | | | | | | | | | | | | |
| Manila Administrative Centre | 21 | 213 | 12 127 400 | 7 | 66 | 6 678 200 | 28 | 279 | 18 805 600 | 18 | 234 | 12 393 000 | 8 | 99 | 7 002 800 | 26 | 333 | 19 395 800 |
| Panama Administrative Centre | 6 | 42 | 3 892 000 | 1 | 1 | 31 800 | 7 | 43 | 3 923 800 | 8 | 44 | 4 122 500 | | 1 | 53 300 | 8 | 45 | 4 175 800 |
| **Total – Administrative centres** | **27** | **255** | **16 019 400** | **8** | **67** | **6 710 000** | **35** | **322** | **22 729 400** | **26** | **278** | **16 515 500** | **8** | **100** | **7 056 100** | **34** | **378** | **23 571 600** |

## OPERATIONAL PART OF THE BUDGET

Columns group 1 (**2022 - C/112/6/Rev.1**) and group 2 (**2023 estimates**); each group has: Operational Support Income (Staff positions P, GS; Staff, office and other costs), Project funds (Staff positions P, GS; Staff, office and other costs), Total (Staff positions P, GS; Total costs).

| FIELD | 2022 OSI P | 2022 OSI GS | 2022 OSI costs | 2022 PF P | 2022 PF GS | 2022 PF costs | 2022 Tot P | 2022 Tot GS | 2022 Total costs | 2023 OSI P | 2023 OSI GS | 2023 OSI costs | 2023 PF P | 2023 PF GS | 2023 PF costs | 2023 Tot P | 2023 Tot GS | 2023 Total costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **ASIA AND THE PACIFIC** | | | | | | | | | | | | | | | | | | |
| Regional Office – Bangkok, Thailand[a] | 11 | 6 | 3 568 000 | 7 | 5 | 1 620 300 | 18 | 11 | 5 188 300 | 15 | 6 | 4 440 500 | | 4 | 901 300 | 15 | 10 | 5 341 800 |
| Afghanistan | | | | 17 | 61 | 8 611 800 | 17 | 61 | 8 611 800 | | | | 11 | 26 | 4 817 400 | 11 | 26 | 4 817 400 |
| Australia[a] | 2 | 1 | 613 000 | 1 | 7 | 1 003 600 | 3 | 8 | 1 616 600 | 2 | 1 | 634 000 | | 20 | 2 227 300 | 2 | 21 | 2 861 300 |
| Bangladesh | | | | 44 | 270 | 14 863 600 | 44 | 270 | 14 863 600 | | | | 33 | 261 | 9 764 200 | 33 | 261 | 9 764 200 |
| Cambodia | | | 102 000 | 1 | 19 | 924 100 | 1 | 19 | 1 026 100 | | | 102 000 | 2 | 31 | 1 461 900 | 2 | 31 | 1 563 900 |
| China, including Hong Kong Special Administrative Region[a] | 1 | 2 | 907 400 | 4 | 7 | 979 300 | 5 | 9 | 1 886 700 | 1 | 2 | 938 600 | 2 | 8 | 620 900 | 3 | 10 | 1 559 500 |
| Fiji | | | 200 000 | 3 | 5 | 282 800 | 3 | 5 | 482 800 | | | 200 000 | | | | | | 200 000 |
| India | | | 133 000 | | 10 | 184 700 | | 10 | 317 700 | | | 133 000 | | 36 | 1 145 000 | | 36 | 1 278 000 |
| Indonesia | | | 20 000 | 22 | 252 | 10 701 900 | 22 | 252 | 10 721 900 | | | 20 000 | 17 | 243 | 9 707 000 | 17 | 243 | 9 727 000 |
| Iran (Islamic Republic of) | | | | | 8 | 386 800 | | 8 | 386 800 | | | | 1 | 12 | 1 163 700 | 1 | 12 | 1 163 700 |
| Japan[b] | 1 | 2 | 610 000 | 1 | 3 | 436 100 | 2 | 5 | 1 046 100 | 1 | 2 | 600 500 | 1 | 2 | 419 400 | 2 | 4 | 1 019 900 |
| Lao People's Democratic Republic | | | 172 000 | 2 | 9 | 329 200 | 2 | 9 | 501 200 | | | 179 700 | 2 | 8 | 241 900 | 2 | 8 | 421 600 |
| Malaysia | | | 15 000 | 5 | 60 | 2 677 700 | 5 | 60 | 2 692 700 | | | 15 000 | 5 | 60 | 3 190 800 | 5 | 60 | 3 205 800 |
| Maldives | | | 25 000 | 1 | 3 | 82 900 | 1 | 3 | 107 900 | | | 25 000 | | 1 | 27 500 | | 1 | 52 500 |
| Marshall Islands | | | 5 000 | 2 | 18 | 653 300 | 2 | 18 | 658 300 | | | 5 000 | 2 | 11 | 382 500 | 2 | 11 | 387 500 |
| Micronesia (Federated States of) | | | 5 000 | 34 | 25 | 4 936 300 | 34 | 25 | 4 941 300 | | | 5 000 | 33 | 20 | 4 822 200 | 33 | 20 | 4 827 200 |
| Mongolia | | | 19 000 | 2 | 14 | 323 800 | 2 | 14 | 342 800 | | | 19 000 | | 28 | 1 176 200 | | 28 | 1 195 200 |
| Myanmar | | | 20 000 | 7 | 199 | 2 999 200 | 7 | 199 | 3 019 200 | | | 128 200 | 6 | 136 | 2 807 200 | 6 | 136 | 2 935 400 |
| Nepal | | | 44 000 | 3 | 72 | 1 901 300 | 3 | 72 | 1 945 300 | | | 44 000 | 3 | 112 | 2 894 700 | 3 | 112 | 2 938 700 |
| Pakistan | | | | 9 | 166 | 6 113 600 | 9 | 166 | 6 113 600 | | | | 13 | 208 | 13 410 100 | 13 | 208 | 13 410 100 |
| Palau | | | 5 000 | 1 | 5 | 120 600 | 1 | 5 | 125 600 | | | 5 000 | 1 | 3 | 163 200 | 1 | 3 | 168 200 |
| Papua New Guinea | | | 60 000 | 1 | 4 | 279 800 | 1 | 4 | 339 800 | | | 60 000 | 2 | 19 | 1 115 600 | 2 | 19 | 1 175 600 |
| Philippines | | | 170 000 | 6 | 96 | 2 453 100 | 6 | 96 | 2 623 100 | | | 170 000 | 3 | 131 | 1 935 400 | 3 | 131 | 2 105 400 |
| Republic of Korea[b] | 1 | 1 | 648 000 | 1 | 1 | 79 500 | 2 | 2 | 727 500 | 1 | 1 | 685 500 | | 6 | 183 200 | 1 | 7 | 868 700 |
| Solomon Islands | | | 35 000 | 1 | 4 | 313 400 | 1 | 4 | 348 400 | | | 35 000 | 2 | 5 | 425 000 | 2 | 5 | 460 000 |
| Sri Lanka | | | | 6 | 103 | 2 803 500 | 6 | 103 | 2 803 500 | | | | 5 | 101 | 2 575 500 | 5 | 101 | 2 575 500 |
| Thailand | | | 22 000 | 26 | 123 | 9 516 000 | 26 | 123 | 9 538 000 | | | 22 000 | 29 | 159 | 13 089 900 | 29 | 159 | 13 111 900 |
| Timor-Leste | | | 60 000 | 3 | 17 | 606 200 | 3 | 17 | 666 200 | | | 60 000 | 3 | 10 | 435 200 | 3 | 10 | 495 200 |
| Tonga | | | 25 000 | | 2 | 21 100 | | 2 | 46 100 | | | 25 000 | | 1 | 19 800 | | 1 | 44 800 |
| Tuvalu | | | | | 1 | 29 900 | | 1 | 29 900 | | | | | | | | | |
| Vanuatu | | | 35 000 | 1 | 1 | 53 600 | 1 | 1 | 88 600 | | | 35 000 | 1 | 2 | 166 300 | 1 | 2 | 201 300 |
| Viet Nam | | | | 8 | 73 | 3 911 000 | 8 | 73 | 3 911 000 | | | | 9 | 103 | 5 123 000 | 9 | 103 | 5 123 000 |
| **Subtotal** | 16 | 12 | 7 518 400 | 218 | 1 643 | 80 200 000 | 234 | 1 655 | 87 718 400 | 21 | 12 | 8 587 000 | 185 | 1 767 | 86 413 300 | 206 | 1 779 | 95 000 300 |
| **EUROPEAN ECONOMIC AREA** | | | | | | | | | | | | | | | | | | |
| Regional Office – Brussels, Belgium | 11 | 27 | 5 653 200 | 4 | 21 | 2 679 800 | 15 | 48 | 8 333 000 | 14 | 26 | 6 046 800 | | 19 | 1 905 500 | 14 | 45 | 7 952 300 |
| Austria | | | 65 000 | | 20 | 2 377 400 | | 20 | 2 442 400 | | | 65 000 | | 38 | 2 973 600 | | 38 | 3 038 600 |
| Belgium | | | | 1 | 34 | 3 610 100 | 1 | 34 | 3 610 100 | | | | 1 | 29 | 2 633 000 | 1 | 29 | 2 633 000 |
| Bulgaria | | | 10 000 | | 20 | 555 200 | | 20 | 565 200 | | | 10 000 | | 32 | 802 900 | | 32 | 812 900 |
| Croatia | | | 60 000 | | | | | | 60 000 | | 1 | 59 500 | | 4 | 232 600 | | 5 | 292 100 |
| Cyprus | | | 31 000 | | 18 | 660 100 | | 18 | 691 100 | | | 31 000 | | 12 | 514 100 | | 12 | 545 100 |
| Czechia | | | 46 000 | | 6 | 129 800 | | 6 | 175 800 | | | 46 000 | | | | | | 46 000 |
| Denmark[a] | | | 50 000 | 1 | 1 | 28 400 | 1 | 1 | 78 400 | | | 50 000 | 2 | 3 | 714 000 | 2 | 3 | 764 000 |
| Estonia | | | 18 000 | | 3 | 59 700 | | 3 | 77 700 | | | 18 000 | | | | | | 18 000 |
| Finland | 1 | 2 | 361 500 | | 26 | 1 987 200 | 1 | 28 | 2 348 700 | | 1 | 171 100 | | 20 | 1 383 600 | | 21 | 1 554 100 |
| France | | | 136 000 | | 11 | 393 900 | | 11 | 529 900 | | | 136 000 | | 21 | 1 310 200 | | 21 | 1 446 200 |
| Germany[b] | 1 | 2 | 532 000 | 2 | 166 | 14 378 100 | 3 | 168 | 14 910 100 | 1 | 2 | 501 400 | | 179 | 15 414 700 | 1 | 181 | 15 916 100 |
| Greece | | | 94 000 | 4 | 217 | 18 173 500 | 4 | 217 | 18 267 500 | | | 94 000 | 1 | 50 | 2 269 100 | 1 | 50 | 2 363 100 |
| Hungary | | | 50 000 | | 10 | 214 600 | | 10 | 264 600 | | | 50 000 | | 2 | 29 700 | | 2 | 79 700 |
| Ireland | | | 20 100 | 2 | 9 | 1 158 400 | 2 | 9 | 1 178 500 | | | 20 100 | 2 | 25 | 1 605 900 | 2 | 25 | 1 626 000 |

| OPERATIONAL PART OF THE BUDGET | 2022 - C/112/6/Rev.1 | | | | | | | | | 2023 estimates | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Operational Support income | | | Project funds | | | Total | | | Operational Support income | | | Project funds | | | Total | | |
| | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Total costs | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Total costs |
| **EUROPEAN ECONOMIC AREA (cont'd)** | | | | | | | | | | | | | | | | | | |
| **Regional Office – Brussels, Belgium (cont'd)** | | | | | | | | | | | | | | | | | | |
| Italy[a] | 2 | 2 | 506 700 | 1 | 45 | 1 289 400 | 3 | 47 | 1 796 100 | 2 | 2 | 508 500 | | 19 | 546 700 | 2 | 21 | 1 055 200 |
| Latvia | | | 10 000 | | 2 | 72 100 | | 2 | 82 100 | | | 10 000 | | | | | | 10 000 |
| Lithuania | | | 15 000 | | 11 | 367 000 | | 11 | 382 000 | | | 15 000 | | | | | | 15 000 |
| Malta | | | 38 000 | | 1 | 30 000 | | 1 | 68 000 | | | 38 000 | | | 2 900 | | | 40 900 |
| Netherlands | | | | 3 | 73 | 7 204 100 | 3 | 73 | 7 204 100 | | | | 3 | 66 | 5 816 200 | 3 | 66 | 5 816 200 |
| Norway | | | | 4 | 13 | 1 942 100 | 4 | 13 | 1 942 100 | | | | 3 | 14 | 1 811 600 | 3 | 14 | 1 811 600 |
| Poland | 1 | | 196 800 | 1 | 9 | 278 500 | 2 | 9 | 475 300 | 1 | | 200 800 | 5 | 202 | 13 320 100 | 6 | 202 | 13 520 900 |
| Portugal | | | 25 000 | | 14 | 497 100 | | 14 | 522 100 | | | 25 000 | | 5 | 212 700 | | 5 | 237 700 |
| Romania | | | 10 000 | | 15 | 317 100 | | 15 | 327 100 | | | 10 000 | | 4 | 61 300 | | 4 | 71 300 |
| Slovakia | | | 45 000 | | 9 | 336 800 | | 9 | 381 800 | | | 45 000 | | 3 | 49 300 | | 3 | 94 300 |
| Slovenia | | | 44 000 | | 2 | 52 700 | | 2 | 96 700 | | | 44 000 | | | | | | 44 000 |
| Spain | | | 19 000 | | 17 | 1 518 900 | | 17 | 1 537 900 | | | 20 000 | | 24 | 1 700 700 | | 24 | 1 720 700 |
| Switzerland | | | | 3 | 19 | 2 983 400 | 3 | 19 | 2 983 400 | | | | | 1 | 145 400 | | 1 | 145 400 |
| United Kingdom[b] | | | 50 000 | 4 | 38 | 2 641 900 | 4 | 38 | 2 691 900 | | | | 4 | 37 | 2 642 200 | 4 | 37 | 2 642 200 |
| **Subtotal** | 16 | 35 | 8 086 300 | 31 | 829 | 65 937 300 | 47 | 864 | 74 023 600 | 18 | 33 | 8 215 200 | 21 | 809 | 58 097 400 | 39 | 842 | 66 312 600 |
| **EASTERN AND SOUTH-EASTERN EUROPE AND CENTRAL ASIA** | | | | | | | | | | | | | | | | | | |
| **Regional Office – Vienna, Austria** | 11 | 7 | 3 396 400 | 1 | 1 | 104 900 | 12 | 8 | 3 501 300 | 11 | 7 | 3 353 800 | | | | 11 | 7 | 3 353 800 |
| Albania | | | 21 000 | | 17 | 627 600 | | 17 | 648 600 | | | 21 000 | | 20 | 741 200 | | 20 | 762 200 |
| Armenia | | | 33 000 | 1 | 10 | 312 900 | 1 | 10 | 345 900 | | | 33 000 | 1 | 17 | 473 200 | 1 | 17 | 506 200 |
| Azerbaijan | | | 10 000 | 2 | 12 | 530 300 | 2 | 12 | 540 300 | | | 10 000 | 3 | 21 | 664 300 | 3 | 21 | 674 300 |
| Belarus | | | 15 000 | 1 | 13 | 567 300 | 1 | 13 | 582 300 | | | 15 000 | 1 | 12 | 553 100 | 1 | 12 | 568 100 |
| Bosnia and Herzegovina | | | 100 000 | 3 | 14 | 1 202 000 | 3 | 14 | 1 302 000 | | | 100 000 | 6 | 172 | 5 313 000 | 6 | 172 | 5 413 000 |
| Georgia | | | 48 000 | 3 | 27 | 1 291 100 | 3 | 27 | 1 339 100 | | | 48 000 | 2 | 24 | 1 117 600 | 2 | 24 | 1 165 600 |
| Kazakhstan[a] | 1 | 1 | 301 000 | 1 | 12 | 513 400 | 2 | 13 | 814 400 | 1 | 1 | 303 400 | 1 | 26 | 1 059 800 | 2 | 27 | 1 363 200 |
| Kyrgyzstan | | | 30 000 | | 4 | 174 600 | | 4 | 204 600 | | | 30 000 | | 8 | 327 800 | | 8 | 357 800 |
| Montenegro | | | 30 000 | | 4 | 158 400 | | 4 | 188 400 | | | 30 000 | | 7 | 224 600 | | 7 | 254 600 |
| North Macedonia | | | 12 000 | 1 | 24 | 706 900 | 1 | 24 | 718 900 | | | 12 000 | 4 | 64 | 2 808 800 | 4 | 64 | 2 820 800 |
| Republic of Moldova | | | 10 000 | 1 | 22 | 1 235 000 | 1 | 22 | 1 245 000 | | | 10 000 | 1 | 24 | 1 547 400 | 1 | 24 | 1 557 400 |
| Russian Federation | | | 150 000 | 1 | 29 | 891 500 | 1 | 29 | 1 041 500 | | | 150 000 | 1 | 59 | 1 674 600 | 1 | 59 | 1 824 600 |
| Serbia | | | 70 000 | 1 | 22 | 566 100 | 1 | 22 | 636 100 | | | 70 000 | 2 | 41 | 1 434 000 | 2 | 41 | 1 504 000 |
| Tajikistan | | | 74 000 | 1 | 28 | 749 400 | 1 | 28 | 823 400 | | | 31 300 | 1 | 30 | 820 300 | 1 | 30 | 851 600 |
| Türkiye | | | | 18 | 128 | 5 599 500 | 18 | 128 | 5 599 500 | | | | 20 | 155 | 7 656 600 | 20 | 155 | 7 656 600 |
| Turkmenistan | | | 15 000 | | 1 | 18 500 | | 1 | 33 500 | | | 15 000 | | 6 | 127 500 | | 6 | 142 500 |
| Ukraine | | | | 15 | 110 | 7 601 100 | 15 | 110 | 7 601 100 | | | | 37 | 292 | 12 441 400 | 37 | 292 | 12 441 400 |
| Uzbekistan | | | 25 000 | 1 | 3 | 54 400 | 1 | 3 | 79 400 | | | 25 000 | 1 | 4 | 184 200 | 1 | 4 | 209 200 |
| Kosovo[c] | | | 50 000 | 1 | 14 | 714 000 | 1 | 14 | 764 000 | | | 50 000 | 6 | 36 | 1 667 600 | 6 | 36 | 1 717 600 |
| **Subtotal** | 12 | 8 | 4 390 400 | 51 | 495 | 23 618 900 | 63 | 503 | 28 009 300 | 12 | 8 | 4 307 500 | 87 | 1 018 | 40 837 000 | 99 | 1 026 | 45 144 500 |
| **SOUTH AMERICA** | | | | | | | | | | | | | | | | | | |
| **Regional Office – Buenos Aires, Argentina** | 7 | 7 | 1 862 000 | 1 | 1 | 34 800 | 8 | 8 | 1 896 800 | 6 | 7 | 2 061 300 | | 4 | 106 600 | 6 | 11 | 2 167 900 |
| Argentina | | | 50 000 | 1 | 20 | 763 400 | 1 | 20 | 813 400 | | | 50 000 | | 15 | 653 000 | | 15 | 703 000 |
| Bolivia (Plurinational State of) | | | 65 000 | | 5 | 158 700 | | 5 | 223 700 | | | 65 000 | | 4 | 131 900 | | 4 | 196 900 |
| Brazil | | | 140 000 | 1 | 5 | 155 200 | 1 | 5 | 295 200 | | | 140 000 | 1 | 4 | 80 500 | 1 | 4 | 220 500 |
| Chile | | | 40 000 | 1 | 2 | 115 100 | 1 | 2 | 155 100 | | | 40 000 | 2 | 13 | 767 800 | 2 | 13 | 807 800 |
| Colombia | | | | 9 | 142 | 7 098 100 | 9 | 142 | 7 098 100 | | | | 3 | 67 | 2 901 700 | 3 | 67 | 2 901 700 |
| Ecuador | | | 120 600 | 2 | 23 | 1 861 000 | 2 | 23 | 1 981 600 | | | 120 600 | 3 | 37 | 3 402 000 | 3 | 37 | 3 522 600 |
| Office of the Special Envoy for the Regional Response to the Venezuela Situation | | | | 1 | 1 | 2 000 | 1 | 1 | 2 000 | | | | 2 | 1 | 406 100 | 2 | 1 | 406 100 |
| Paraguay | | | 60 000 | | 5 | 156 100 | | 5 | 216 100 | | | 60 000 | | 3 | 124 700 | | 3 | 184 700 |
| Peru | | | 30 000 | 2 | 16 | 561 900 | 2 | 16 | 591 900 | | | 30 000 | 1 | 15 | 550 100 | 1 | 15 | 580 100 |
| Uruguay | | | 60 000 | 1 | 8 | 244 100 | 1 | 8 | 304 100 | | | 60 000 | | 4 | 190 800 | | 4 | 250 800 |
| Venezuela (Bolivarian Republic of) | | | 290 000 | 1 | 3 | 332 800 | 1 | 3 | 622 800 | | | 290 000 | | | | | | 290 000 |
| **Subtotal** | 7 | 7 | 2 717 600 | 20 | 231 | 11 483 200 | 27 | 238 | 14 200 800 | 6 | 7 | 2 916 900 | 12 | 167 | 9 315 200 | 18 | 174 | 12 232 100 |

## OPERATIONAL PART OF THE BUDGET

| | 2022 - C/112/6/Rev.1 | | | | | | | | | 2023 estimates | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Operational Support Income | | | Project funds | | | Total | | | Operational Support Income | | | Project funds | | | Total | | |
| | P | GS | Staff, office and other costs | P | GS | Staff, office and other costs | P | GS | Total costs | P | GS | Staff, office and other costs | P | GS | Staff, office and other costs | P | GS | Total costs |
| **CENTRAL AND NORTH AMERICA AND THE CARIBBEAN** | | | | | | | | | | | | | | | | | | |
| Regional Office – San José, Costa Rica | 9 | 11 | 2 448 800 | 8 | 12 | 1 914 900 | 17 | 23 | 4 363 700 | 8 | 11 | 2 392 700 | | 2 | 155 000 | 8 | 13 | 2 547 700 |
| Bahamas | | | | | 1 | 20 900 | | 1 | 20 900 | | | | | | | | | |
| Barbados[a] | | | | | | | | | | 1 | | 417 000 | | | | 1 | | 417 000 |
| Belize | | | 47 000 | 1 | 6 | 237 500 | 1 | 6 | 284 500 | | | 47 000 | 1 | 4 | 156 900 | 1 | 4 | 203 900 |
| Canada | | | | | 13 | 1 307 300 | | 13 | 1 307 300 | | | | | 30 | 3 346 100 | | 30 | 3 346 100 |
| Costa Rica | | | 43 000 | 3 | 55 | 1 917 200 | 3 | 55 | 1 960 200 | | | 43 000 | 7 | 93 | 4 802 900 | 7 | 93 | 4 845 900 |
| Cuba | 1 | | 45 400 | | 2 | 51 600 | 1 | 2 | 97 000 | | | 48 800 | | 1 | 700 | | 1 | 49 500 |
| Dominica | | | 95 000 | 1 | 2 | 84 500 | 1 | 2 | 179 500 | | | 95 000 | | 3 | 86 100 | | 3 | 181 100 |
| Dominican Republic | | | 92 000 | 2 | 17 | 625 200 | 2 | 17 | 717 200 | | | 92 000 | | 1 | 16 600 | | 1 | 108 600 |
| El Salvador | | | 60 000 | 9 | 104 | 6 109 000 | 9 | 104 | 6 169 000 | | | 60 000 | 15 | 228 | 16 309 600 | 15 | 228 | 16 369 600 |
| Guatemala | | | 20 000 | 1 | 37 | 2 772 100 | 1 | 37 | 2 792 100 | | | 20 000 | 4 | 66 | 5 453 900 | 4 | 66 | 5 473 900 |
| Guyana | 1 | | 323 000 | 1 | 2 | 53 700 | 2 | 3 | 376 700 | | | | 1 | 2 | 47 600 | 1 | 2 | 47 600 |
| Haiti | | | | 2 | 23 | 438 900 | 2 | 23 | 438 900 | | | | 6 | 86 | 2 627 100 | 6 | 86 | 2 627 100 |
| Honduras | | | 34 000 | | 28 | 1 604 400 | | 28 | 1 638 400 | | | 34 000 | | 83 | 2 609 000 | | 83 | 2 643 000 |
| Jamaica | | | 51 000 | | 3 | 33 600 | | 3 | 84 600 | | | 51 000 | | 2 | 36 000 | | 2 | 87 000 |
| Mexico | 1 | | 268 600 | 2 | 32 | 1 244 400 | 3 | 32 | 1 513 000 | 1 | | 279 500 | | 5 | 168 700 | 1 | 5 | 448 200 |
| Nicaragua | | 1 | 120 000 | | 6 | 147 600 | | 6 | 267 600 | | 1 | 120 000 | | 4 | 113 200 | | 5 | 233 200 |
| Panama | | | | | 8 | 778 100 | | 8 | 778 100 | | | | | 4 | 263 500 | | 4 | 263 500 |
| Trinidad and Tobago | | | 65 000 | | | | | | 65 000 | | | 65 000 | | 13 | 271 900 | | 13 | 336 900 |
| Washington, D.C., United States of America[b] | 2 | 9 | 2 728 500 | 2 | 9 | 1 120 400 | 4 | 18 | 3 848 900 | 2 | 9 | 2 706 800 | 2 | 12 | 1 895 800 | 4 | 21 | 4 602 600 |
| United States country offices | | | | 7 | 36 | 3 421 800 | 7 | 36 | 3 421 800 | | | | 17 | 171 | 33 181 300 | 17 | 171 | 33 181 300 |
| **Subtotal** | **14** | **22** | **6 441 300** | **40** | **393** | **23 883 100** | **54** | **415** | **30 324 400** | **13** | **22** | **6 471 800** | **52** | **809** | **71 541 900** | **65** | **831** | **78 013 700** |
| **MIDDLE EAST AND NORTH AFRICA** | | | | | | | | | | | | | | | | | | |
| Regional Office – Cairo, Egypt | 14 | 2 | 2 616 000 | 3 | 3 | 911 500 | 17 | 5 | 3 527 500 | 15 | 2 | 2 984 800 | 1 | 2 | 532 600 | 16 | 4 | 3 517 400 |
| Algeria | 1 | | 215 200 | 4 | 15 | 855 700 | 5 | 15 | 1 070 900 | 1 | | 284 500 | 1 | 6 | 232 900 | 1 | 6 | 517 400 |
| Bahrain | | | 103 700 | 5 | 10 | 955 000 | 5 | 10 | 1 058 700 | | | 103 700 | 1 | 1 | 123 700 | 1 | 1 | 227 400 |
| Egypt | | | | 11 | 97 | 4 818 100 | 11 | 97 | 4 818 100 | | | | 10 | 87 | 4 454 600 | 10 | 87 | 4 454 600 |
| Iraq | | | | 46 | 144 | 11 911 800 | 46 | 144 | 11 911 800 | | | | 61 | 212 | 14 027 400 | 61 | 212 | 14 027 400 |
| Jordan | 1 | | 275 000 | 40 | 240 | 17 644 400 | 41 | 240 | 17 919 400 | | | 2 000 | 39 | 362 | 33 731 000 | 39 | 362 | 33 733 000 |
| Kuwait | | | | 2 | 9 | 639 400 | 2 | 9 | 639 400 | | | | | 1 | 26 600 | | 1 | 26 600 |
| Lebanon | | | 5 000 | 10 | 94 | 8 125 400 | 10 | 94 | 8 130 400 | | | 5 000 | 9 | 87 | 7 732 400 | 9 | 87 | 7 737 400 |
| Libya | | | | 22 | 60 | 6 787 000 | 22 | 60 | 6 787 000 | | | | 7 | 24 | 2 632 500 | 7 | 24 | 2 632 500 |
| Morocco | | | 210 000 | 6 | 47 | 2 782 900 | 6 | 47 | 2 992 900 | | | 210 000 | 4 | 44 | 2 446 500 | 4 | 44 | 2 656 500 |
| Qatar | | | | 1 | 1 | 3 800 | 1 | 1 | 3 800 | | | | 15 | 15 | 30 512 800 | 15 | 15 | 30 512 800 |
| Saudi Arabia | 1 | | 261 000 | 1 | 1 | 15 200 | 2 | 1 | 276 200 | | | 240 800 | 3 | 2 | 252 600 | 3 | 2 | 493 400 |
| Sudan | | | 20 000 | 7 | 52 | 3 037 900 | 7 | 52 | 3 057 900 | | | 20 000 | 10 | 80 | 4 296 000 | 10 | 80 | 4 316 000 |
| Tunisia | | | 50 000 | 5 | 30 | 1 669 900 | 5 | 30 | 1 719 900 | | | 50 000 | 8 | 70 | 2 908 500 | 8 | 70 | 2 958 500 |
| United Arab Emirates | | | | 1 | | 17 700 | 1 | | 17 700 | | | | 1 | | 324 800 | 1 | | 324 800 |
| Yemen | | | | 11 | 19 | 1 146 500 | 11 | 19 | 1 146 500 | | | | 27 | 56 | 9 629 600 | 27 | 56 | 9 629 600 |
| **Subtotal** | **17** | **2** | **3 755 900** | **175** | **822** | **61 322 200** | **192** | **824** | **65 078 100** | **17** | **2** | **3 900 800** | **195** | **1 049** | **113 864 500** | **212** | **1 051** | **117 765 300** |
| **CENTRAL AND WEST AFRICA** | | | | | | | | | | | | | | | | | | |
| Regional Office – Dakar, Senegal | 13 | 8 | 3 160 000 | 16 | 18 | 2 632 700 | 29 | 26 | 5 792 700 | 14 | 8 | 3 524 700 | | 2 | 168 500 | 14 | 10 | 3 693 200 |
| Benin | | | | 1 | 5 | 214 600 | 1 | 5 | 214 600 | | | | | 2 | 85 200 | | 2 | 85 200 |
| Burkina Faso | | | 30 000 | 5 | 17 | 1 064 400 | 5 | 17 | 1 094 400 | | | 30 000 | 7 | 37 | 2 069 700 | 7 | 37 | 2 099 700 |
| Cabo Verde | | | 16 500 | | 1 | 10 300 | | 1 | 26 800 | | | 16 500 | | 4 | 133 800 | | 4 | 150 300 |
| Cameroon | | | | 8 | 43 | 1 648 200 | 8 | 43 | 1 648 200 | | | | 10 | 54 | 2 330 600 | 10 | 54 | 2 330 600 |
| Central African Republic | | | | 4 | 10 | 1 290 600 | 4 | 10 | 1 290 600 | | | | 1 | 7 | 169 600 | 1 | 7 | 169 600 |
| Chad | | | | 16 | 83 | 3 325 400 | 16 | 83 | 3 325 400 | | | | 18 | 140 | 4 121 400 | 18 | 140 | 4 121 400 |
| Congo | | | | | | | | | | | | | | 1 | 5 200 | | 1 | 5 200 |
| Côte d'Ivoire | | | 40 000 | 4 | 12 | 1 414 600 | 4 | 12 | 1 454 600 | | | 40 000 | 2 | 7 | 763 900 | 2 | 7 | 803 900 |
| Gabon | | | 10 000 | 1 | 1 | 4 000 | 1 | 1 | 14 000 | | | 10 000 | | 1 | 9 000 | | 1 | 19 000 |

| OPERATIONAL PART OF THE BUDGET | 2022 - C/112/6/Rev.1 | | | | | | | | | 2023 estimates | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Operational Support Income | | | Project funds | | | Total | | | Operational Support Income | | | Project funds | | | Total | | |
| | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Total costs | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Staff, office and other costs | Staff positions P | GS | Total costs |
| **CENTRAL AND WEST AFRICA (cont'd)** | | | | | | | | | | | | | | | | | | |
| Regional Office – Dakar, Senegal (cont'd) | | | | | | | | | | | | | | | | | | |
| Gambia | | | | 2 | 10 | 305 500 | 2 | 10 | 305 500 | | | | 3 | 20 | 726 400 | 3 | 20 | 726 400 |
| Ghana | | | 50 000 | 6 | 42 | 2 707 000 | 6 | 42 | 2 757 000 | | | 50 000 | 12 | 69 | 3 529 300 | 12 | 69 | 3 579 300 |
| Guinea | | | | 2 | 15 | 692 900 | 2 | 15 | 692 900 | | | | 2 | 34 | 1 325 100 | 2 | 34 | 1 325 100 |
| Guinea-Bissau | | | 20 000 | | | | | | 20 000 | | | 20 000 | | | | | | 20 000 |
| Liberia | | | 50 000 | 1 | 5 | 190 400 | 1 | 5 | 240 400 | | | 50 000 | | 3 | 111 000 | | 3 | 161 000 |
| Mali | | | 40 000 | 4 | 18 | 1 089 300 | 4 | 18 | 1 129 300 | | | 40 000 | 3 | 32 | 1 167 000 | 3 | 32 | 1 207 000 |
| Mauritania | | | 50 000 | 3 | 13 | 973 700 | 3 | 13 | 1 023 700 | | | 50 000 | | 4 | 255 000 | | 4 | 305 000 |
| Niger | | | | 30 | 115 | 3 458 400 | 30 | 115 | 3 458 400 | | | | 60 | 226 | 7 077 800 | 60 | 226 | 7 077 800 |
| Nigeria | | | | 24 | 146 | 7 613 900 | 24 | 146 | 7 613 900 | | | | 30 | 214 | 11 051 700 | 30 | 214 | 11 051 700 |
| Senegal | | | 25 000 | 3 | 16 | 884 900 | 3 | 16 | 909 900 | | | 25 000 | 3 | 23 | 959 500 | 3 | 23 | 984 500 |
| Sierra Leone | | | 40 000 | 2 | 21 | 416 200 | 2 | 21 | 456 200 | | | 40 000 | 3 | 23 | 748 500 | 3 | 23 | 788 500 |
| Togo | | | | 1 | 3 | 68 700 | 1 | 3 | 68 700 | | | | 1 | 4 | 204 800 | 1 | 4 | 204 800 |
| **Subtotal** | 13 | 8 | 3 531 500 | 133 | 594 | 30 005 700 | 146 | 602 | 33 537 200 | 14 | 8 | 3 896 200 | 155 | 907 | 37 013 000 | 169 | 915 | 40 909 200 |
| **EAST AND HORN OF AFRICA** | | | | | | | | | | | | | | | | | | |
| Regional Office – Nairobi, Kenya | 9 | 9 | 2 684 500 | 22 | 33 | 6 377 700 | 31 | 42 | 9 062 200 | 13 | 8 | 3 336 800 | 11 | 38 | 3 801 700 | 24 | 46 | 7 138 500 |
| Burundi | | | | 13 | 102 | 5 604 000 | 13 | 102 | 5 604 000 | | | | 9 | 89 | 3 192 000 | 9 | 89 | 3 192 000 |
| Djibouti | | 1 | 32 000 | 4 | 20 | 1 113 600 | 4 | 21 | 1 145 600 | | 1 | 55 000 | 4 | 29 | 1 399 300 | 4 | 30 | 1 454 300 |
| Eritrea | | | 150 000 | 2 | 3 | 415 100 | 2 | 3 | 565 100 | 1 | | 150 000 | | | | 1 | | 150 000 |
| Kenya | | | | 23 | 235 | 13 212 000 | 23 | 235 | 13 212 000 | | | | 27 | 358 | 18 487 300 | 27 | 358 | 18 487 300 |
| Rwanda | | | | 6 | 47 | 2 808 700 | 6 | 47 | 2 808 700 | | | | 8 | 76 | 4 306 900 | 8 | 76 | 4 306 900 |
| Somalia | | | | 15 | 38 | 5 189 200 | 15 | 38 | 5 189 200 | | | | 28 | 63 | 8 112 900 | 28 | 63 | 8 112 900 |
| South Sudan | | | | 41 | 180 | 12 140 300 | 41 | 180 | 12 140 300 | | | | 40 | 174 | 11 503 800 | 40 | 174 | 11 503 800 |
| Uganda | | | | 15 | 145 | 5 896 200 | 15 | 145 | 5 896 200 | | | | 15 | 164 | 6 359 600 | 15 | 164 | 6 359 600 |
| United Republic of Tanzania | | | 85 000 | 13 | 126 | 6 462 400 | 13 | 126 | 6 547 400 | | | 85 000 | 13 | 142 | 7 769 500 | 13 | 142 | 7 854 500 |
| **Subtotal** | 9 | 10 | 2 951 500 | 154 | 929 | 59 219 200 | 163 | 939 | 62 170 700 | 14 | 9 | 3 626 800 | 155 | 1 133 | 64 933 000 | 169 | 1 142 | 68 559 800 |
| **SOUTHERN AFRICA** | | | | | | | | | | | | | | | | | | |
| Regional Office – Pretoria, South Africa | 8 | 3 | 2 011 000 | 9 | 5 | 1 351 200 | 17 | 8 | 3 362 200 | 8 | 3 | 2 135 200 | 8 | 5 | 1 118 000 | 16 | 8 | 3 253 200 |
| Angola | | | 54 000 | | 4 | 113 900 | | 4 | 167 900 | | | 54 000 | | 2 | 51 300 | | 2 | 105 300 |
| Botswana | | | 74 000 | | 2 | 38 300 | | 2 | 112 300 | | | 74 000 | | 3 | 59 200 | | 3 | 133 200 |
| Comoros | | | | | 1 | 18 300 | | 1 | 18 300 | | | | | 1 | 7 200 | | 1 | 7 200 |
| Democratic Republic of the Congo | | | 155 000 | 5 | 15 | 1 181 100 | 5 | 15 | 1 336 100 | | | 155 000 | 10 | 40 | 2 242 800 | 10 | 40 | 2 397 800 |
| Eswatini | | | 66 300 | 1 | 3 | 166 700 | 1 | 3 | 233 000 | | | 66 300 | | 2 | 101 100 | | 2 | 167 400 |
| Lesotho | | | 66 000 | 1 | 7 | 314 900 | 1 | 7 | 380 900 | | | 66 000 | 1 | 5 | 250 400 | 1 | 5 | 316 400 |
| Madagascar | | | 55 000 | 3 | 6 | 83 600 | 3 | 6 | 138 600 | | | 55 000 | | 1 | 27 800 | | 1 | 82 800 |
| Malawi | | | 25 000 | 2 | 22 | 750 700 | 2 | 22 | 775 700 | | | 25 000 | 1 | 23 | 726 300 | 1 | 23 | 751 300 |
| Mauritius | | | 74 300 | 1 | 11 | 338 800 | 1 | 11 | 413 100 | | | 74 300 | 1 | 8 | 299 800 | 1 | 8 | 374 100 |
| Mozambique | | | | 6 | 20 | 1 115 200 | 6 | 20 | 1 115 200 | | | | 6 | 26 | 1 329 200 | 6 | 26 | 1 329 200 |
| Namibia | | | 40 000 | | 2 | 38 200 | | 2 | 78 200 | | | 40 000 | | 2 | 27 100 | | 2 | 67 100 |
| South Africa | | | 40 000 | 5 | 43 | 2 670 200 | 5 | 43 | 2 710 200 | | | 40 000 | 6 | 47 | 3 424 300 | 6 | 47 | 3 464 300 |
| Zambia | | | 100 000 | 3 | 23 | 1 025 500 | 3 | 23 | 1 125 500 | | | 82 800 | 3 | 31 | 1 850 300 | 3 | 31 | 1 933 100 |
| Zimbabwe | | | 100 000 | 2 | 13 | 1 117 000 | 2 | 13 | 1 217 000 | | | 100 000 | 4 | 52 | 2 388 200 | 4 | 52 | 2 488 200 |
| **Subtotal** | 8 | 3 | 2 860 600 | 39 | 177 | 10 323 600 | 47 | 180 | 13 184 200 | 8 | 3 | 2 967 600 | 40 | 248 | 13 903 000 | 48 | 251 | 16 870 600 |
| **SPECIAL LIAISON OFFICES** | | | | | | | | | | | | | | | | | | |
| Addis Ababa, Ethiopia | 1 | 2 | 357 700 | 31 | 190 | 11 328 000 | 32 | 192 | 11 685 700 | 1 | 2 | 384 900 | 38 | 517 | 16 255 100 | 39 | 519 | 16 640 000 |
| New York, United States of America | 9 | 3 | 2 251 900 | 1 | 1 | 52 300 | 10 | 4 | 2 304 200 | 12 | 3 | 2 745 400 | | 2 | 62 300 | 12 | 4 | 2 807 700 |
| **Subtotal** | 10 | 5 | 2 609 600 | 32 | 191 | 11 380 300 | 42 | 196 | 13 989 900 | 13 | 5 | 3 130 300 | 38 | 519 | 16 317 400 | 51 | 523 | 19 447 700 |

| OPERATIONAL PART OF THE BUDGET | 2022 - C/112/6/Rev.1 Operational Support Income — Staff positions P | OSI GS | OSI Staff, office and other costs | Project funds — Staff positions P | PF GS | PF Staff, office and other costs | Total — Staff positions P | Total GS | Total costs | 2023 estimates Operational Support Income — Staff positions P | OSI GS | OSI Staff, office and other costs | Project funds — Staff positions P | PF GS | PF Staff, office and other costs | Total — Staff positions P | Total GS | Total costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| African Capacity Building Centre for Migration Management (United Republic of Tanzania) | 2 | 2 | 578 500 | 2 | 1 | 172 500 | 4 | 3 | 751 000 | 2 | 2 | 568 500 | 1 | | 155 400 | 3 | 2 | 723 900 |
| Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix) | 3 | | 778 000 | | | | 3 | | 778 000 | 10 | | 2 404 500 | 15 | | 2 209 300 | 25 | | 4 613 800 |
| **Total – Field** | 127 | 114 | 46 219 600 | 895 | 6 305 | 377 546 000 | 1 022 | 6 419 | 423 765 600 | 148 | 111 | 50 993 100 | 956 | 8 426 | 514 600 400 | 1 104 | 8 536 | 565 593 500 |
| **GLOBAL ACTIVITIES** | | | | | | | | | | | | | | | | | | |
| Junior Professional Officers | | | | 30 | | 2 157 900 | 30 | | 2 157 900 | | | | 24 | | 1 305 800 | 24 | | 1 305 800 |
| 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 | | | 441 000 | | | | | | 441 000 | | | 981 000 | | | | | | 981 000 |
| Maintenance of office premises | | | 500 000 | | | | | | 500 000 | | | 500 000 | | | | | | 500 000 |
| Communications | | | | | | | | | | | | 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 | | | | 4 | | 853 600 | 4 | | 853 600 | | | | 6 | | 662 500 | 6 | | 662 500 |
| IOM staff assigned to other organizations | | | | | | | | | | | | | 2 | | 153 300 | 2 | | 153 300 |
| Staff development and learning | | | 267 600 | | | | | | 267 600 | | | 664 600 | | | | | | 664 600 |
| Support for consultations with civil society organizations | | | 10 000 | | | | | | 10 000 | | | 10 000 | | | | | | 10 000 |
| **Total – Global activities** | | | 2 118 600 | 34 | | 3 011 500 | 34 | | 5 130 100 | | | 3 105 600 | 32 | | 2 121 600 | 32 | | 5 227 200 |
| 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 | 1 644 800 | 1 | 5 | 1 644 800 | | | | 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 | 1 644 800 | 1 | 5 | 2 167 800 | | | 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 | | 900 000 | | | | 2 | | 900 000 | 2 | | 1 147 000 | | | | 2 | | 1 147 000 |
| Information Management Competence Centre (PRISM) | | | 2 900 000 | | | | | | 2 900 000 | | | 2 900 000 | | | | | | 2 900 000 |
| Staff security | 13 | 23 | 14 500 000 | | | | 13 | 23 | 14 500 000 | 14 | 23 | 20 624 500 | | | | 14 | 23 | 20 624 500 |
| United Nations membership cost-sharing fees | | | | | | | | | | | | 1 907 500 | | | | | | 1 907 500 |
| Other staff benefits | | | | | | | | | | | | 965 300 | | | | | | 965 300 |
| Unbudgeted activities and structures | | | 3 500 000 | | | | | | 3 500 000 | | | 5 000 000 | | | | | | 5 000 000 |
| **TOTAL** | 312 | 423 | 136 000 000 | 1 013 | 6 381 | 400 466 300 | 1 325 | 6 804 | 536 466 300 | 357 | 448 | 160 000 000 | 1 117 | 8 539 | 541 761 400 | 1 474 | 8 986 | 701 761 400 |

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).

P– Professional and higher categories; GS– General Service category.

# ANNEX V – MOVEMENT ESTIMATES

(Actual movements may vary significantly depending on developments relating to the COVID-19 pandemic.)

| Service | Programme/Project | Region of origin | Total | United States | Canada | Australia | United Kingdom | New Zealand | Switzerland | Austria | Denmark | Finland | France | Germany | Sweden | Ireland | Italy | Latvia | Liechtenstein | Lithuania | Netherlands | Norway | Portugal |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Resettlement Assistance | Africa | 56 111 | 22 000 | 22 314 | 3 094 | 666 | 327 | 276 | | 200 | 609 | | 3 092 | 3 240 | | | | | | | | 293 |
| | | Asia and Oceania | 46 264 | 24 000 | 13 953 | 641 | 3 833 | 1 089 | | | | | | | | | 2 400 | | | | | | |
| | | Europe | 26 075 | 8 229 | 7 654 | 6 337 | 666 | | 277 | | | 203 | | | 405 | | 2 010 | | | | | | 293 |
| | | Latin America and the Caribbean | 18 923 | 10 000 | 863 | 1 189 | 1 002 | 435 | 277 | | | 204 | | 1 546 | 1 215 | 1 900 | | | | | | | |
| | | Middle East | 29 618 | 17 271 | 9 156 | 2 864 | | 327 | | | | 203 | | | | | | | | | | | |
| | | North America | 101 | | 101 | | | | | | | | | | | | | | | | | | |
| | | Other (undetermined departure countries) | 3 894 | | | | 1 333 | 72 | | | | 203 | | 771 | 400 | 115 | | | | | 1 000 | | |
| | | **Subtotal** | **180 986** | **81 500** | **54 041** | **14 125** | **7 500** | **2 250** | **830** | | **200** | **1 422** | | **5 409** | **5 260** | **2 015** | **4 410** | | | | **1 000** | | **879** |
| Movement, Emergency and Post-crisis Programming | Humanitarian Assistance to Stranded Migrants | Other (undetermined departure countries) | 400 | | | | | | | | | | | | | | | | | | | | |
| | | **Subtotal** | **400** | | | | | | | | | | | | | | | | | | | | |
| | Emergency Response and Assistance to Displaced Populations | Africa | 17 072 | | | | | | | | | | | | | | | | | | | | |
| | | Latin America and the Caribbean | 1 200 | | | | | | | | | | | | | | | | | | | | |
| | | Europe | 16 520 | | | | | | 500 | 2 000 | | | 2 500 | 2 500 | | 500 | | 500 | 20 | 2 000 | 500 | 500 | |
| | | **Subtotal** | **34 792** | | | | | | **500** | **2 000** | | | **2 500** | **2 500** | | **500** | | **500** | **20** | **2 000** | **500** | **500** | |
| | | **Movement, Emergency and Post-crisis Programming Total** | **216 178** | **81 500** | **54 041** | **14 125** | **7 500** | **2 250** | **1 330** | **2 000** | **200** | **1 422** | **2 500** | **7 909** | **5 260** | **2 515** | **4 410** | **500** | **20** | **2 000** | **1 500** | **500** | **879** |

| Service | Programme/Project | Region of origin | Bangladesh | Benin | Brazil | Burkina Faso | Cameroon | Chad | Côte d'Ivoire | Democratic Republic of the Congo | Egypt | Ethiopia | Gambia | Ghana | Guinea | Guinea Bissau | Japan | Kenya | Liberia | Mali | Niger | Nigeria | Pakistan | Philippines | Republic of Korea | Senegal | Sierra Leone | Somalia | South Sudan | Sudan | Togo | Other (undetermined destination countries) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Movement, Emergency and Post-crisis Programming | Resettlement Assistance | Africa | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Asia and Oceania | | | | | | | | | | | | | | | 60 | | | | | | | | 85 | | | | | | | |
| | | Europe | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Latin America and the Caribbean | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Middle East | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | North America | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Other (undetermined departure countries) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | **Subtotal** | | | | | | | | | | | | | | | 60 | | | | | | | | 85 | | | | | | | |
| | Humanitarian Assistance to Stranded Migrants | Other (undetermined departure countries) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 400 |
| | | **Subtotal** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 400 |
| | Emergency Response and Assistance to Displaced Populations | Africa | 1 900 | 25 | | 310 | 250 | 2 020 | 200 | 95 | 600 | 45 | 560 | 1 450 | 370 | 30 | | 13 | 10 | 2 150 | 1 800 | 2 400 | 300 | 35 | | 81 | 85 | 180 | 18 | 2 100 | 45 | |
| | | Latin America and the Caribbean | | | 1 200 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Europe | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 5 000 |
| | | **Subtotal** | 1 900 | 25 | 1 200 | 310 | 250 | 2 020 | 200 | 95 | 600 | 45 | 560 | 1 450 | 370 | 30 | | 13 | 10 | 2 150 | 1 800 | 2 400 | 300 | 35 | | 81 | 85 | 180 | 18 | 2 100 | 45 | 5 000 |
| | **Movement, Emergency and Post-crisis Programming - Total** | | 1 900 | 25 | 1 200 | 310 | 250 | 2 020 | 200 | 95 | 600 | 45 | 560 | 1 450 | 370 | 30 | 60 | 13 | 10 | 2 150 | 1 800 | 2 400 | 300 | 35 | 85 | 81 | 85 | 180 | 18 | 2 100 | 45 | 5 400 |

**Facilitating Migration**

| Service | Programme/Project | Region of origin | Total | Countries/Regions of destination | | | | | | | | | | Other countries in | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | United Kingdom | Chile | Canada | Australia | United States | Finland | Spain | Germany | France | Belgium | Africa | Middle East | Latin America and the Caribbean | North America | Asia and Oceania | Europe |
| Facilitating Migration[a] | Immigration and Visas[b] | Africa | 1 728 | 422 | 1 | 626 | 146 | 54 | 262 | | 85 | 13 | 6 | | 4 | | | 33 | 80 |
| | | Middle East | 331 | 272 | | | 15 | 4 | | | 1 | | | 4 | | | | 13 | 22 |
| | | Latin America and the Caribbean | 825 | 77 | 4 | 23 | 37 | 146 | 1 | 176 | 45 | 65 | 7 | 1 | | 34 | | 12 | 197 |
| | | North America | 82 | | 75 | | 1 | | | | | | | | | 6 | | | |
| | | Asia and Oceania | 324 | 71 | 57 | 43 | 81 | 15 | | | | 2 | | | | 2 | | 40 | 11 |
| | | Europe | 825 | 58 | 327 | 59 | 4 | 6 | | | 20 | 1 | 2 | 30 | 3 | 62 | | 3 | 251 |
| | | **Facilitating Migration – Total** | **4 115** | **900** | **464** | **751** | **284** | **225** | **263** | **177** | **151** | **81** | **15** | **35** | **3** | **104** | | **101** | **561** |

[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.

**Regulating Migration**

| Service | Programme/Project | Region of origin[a] | Total | Countries/Regions of destination[b] | | | | | | | | | | Other countries in | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Libya | Niger | Germany | Greece | Morocco | Yemen | Algeria | Türkiye | Belgium | Tunisia | 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 | 20 540 | 5 628 | 972 | 330 | 38 | 744 | 1 | 430 | 8 | 49 | 602 | 10 948 | 572 | | | 15 | 203 |
| | | Asia and Oceania | 1 035 | 458 | | 124 | 97 | 4 | | | 20 | 29 | 4 | 27 | 46 | 2 | | 109 | 115 |
| | | Europe | 1 154 | 4 | | 432 | 323 | | | 1 | 5 | 113 | 1 | 6 | | | | 1 | 269 |
| | | Latin America and the Caribbean | 305 | 1 | | 10 | 4 | | | | | 36 | | 2 | | 166 | | | 84 |
| | | Middle East | 194 | 13 | | 91 | 22 | | | | 1 | 4 | 3 | 6 | 11 | 1 | | | 42 |
| | | North America | 13 | | | 3 | | | | | | | | 1 | 1 | | | 5 | 3 |
| | | **Subtotal** | **23 241** | **6 104** | **972** | **990** | **484** | **748** | **1** | **431** | **34** | **231** | **610** | **10 990** | **630** | **168** | **1** | **131** | **716** |
| | Return Assistance for Migrants and Governments | Africa | 46 681 | 10 472 | 16 777 | 812 | 237 | 2 672 | 3 075 | 2 185 | 305 | 178 | 1 444 | 6 733 | 497 | 6 | | 94 | 1 196 |
| | | Asia and Oceania | 8 912 | 1 492 | | 1 029 | 1 311 | 19 | 199 | 1 | 1 876 | 506 | 124 | 88 | 201 | 2 | | 361 | 1 704 |
| | | Europe | 10 052 | | | 5 016 | 1 247 | 1 | | | 13 | 701 | | 11 | 2 | 2 | | 22 | 3 032 |
| | | Latin America and the Caribbean | 4 291 | | | 107 | 30 | 3 | | 3 | 354 | 644 | 3 | | | 1 335 | 1 | 12 | 1 794 |
| | | Middle East | 2 621 | | | 930 | 303 | | | | 3 | 41 | | | 1 | | | 21 | 1 324 |
| | | North America | 243 | | | 40 | | | | | | | 1 | 3 | 1 | 76 | | 10 | 112 |
| | | **Subtotal** | **72 800** | **11 968** | **16 777** | **7 932** | **3 127** | **2 694** | **3 275** | **2 189** | **2 551** | **2 070** | **1 573** | **6 839** | **702** | **1 421** | **1** | **519** | **9 162** |
| | | **Regulating Migration – Total** | **96 041** | **18 072** | **17 749** | **8 922** | **3 611** | **3 442** | **3 276** | **2 620** | **2 585** | **2 301** | **2 183** | **17 829** | **1 332** | **1 589** | **2** | **650** | **9 878** |

[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.