COUNCIL

115th Session

PROGRAMME AND BUDGET FOR 2025

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## ACRONYMS

| | |
|---|---|
| CCCM | Camp coordination and camp management |
| COP29 | Twenty-ninth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change |
| COVID-19 | Coronavirus disease 2019 |
| CSO | Civil society organization |
| IASC | Inter-Agency Standing Committee |
| ICT | Information and communications technology |
| IDP | Internally displaced person |
| MIDAS | Migration Information and Data Analysis System |
| MiMOSA | Migration Management and Operational Systems Application |
| NGO | Non-governmental organization |
| OSI | Operational Support Income |
| PRIMA | Project Information and Management Application |
| PRISM | Processes and Resources Integrated Systems Management |
| PSEAH | Prevention of Sexual Exploitation and Abuse and Sexual Harassment |
| RCP | 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 |
| UNSMS | United Nations Security Management System |
| WASH | Water, sanitation and hygiene |

# GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

# FOREWORD

As I conclude my first year in office, I am pleased to present to you the Programme and Budget for 2025. I would also like to take this opportunity to express my heartfelt gratitude to each of our Member States for your support and commitment to the critical work of IOM.

In these challenging times, marked by an unprecedented number of people on the move, IOM continues to respond to global and complex challenges. We have been at the front line of responses to crises globally. The ongoing conflict in Ukraine remains a significant displacement crisis, which has resulted in over 6.2 million refugees and 3.67 million IDPs. The prolonged crisis in Afghanistan continues to jeopardize the futures of millions of Afghans, both domestically and internationally. In the Sudan and neighbouring countries, armed conflict has compounded the dire humanitarian situation of affected populations. The protracted conflict in the Democratic Republic of the Congo has displaced 7 million people, leading to acute food insecurity and increased gender-based violence. Urgent and concerted action is needed to address the worsening humanitarian situation. The spread of mpox across Eastern, Southern and the Horn of Africa is a grave concern, especially for migrants in situations of vulnerability, highly mobile populations and displaced communities, groups that are often overlooked in such crises.

Climate change continues to be a major driver of migration and displacement. Across the world, extreme weather events such as floods and prolonged droughts have wreaked havoc on livelihoods, impacting millions of people. The upcoming COP29 conference is timely, as it will focus on the intersection of climate change, peace and security. IOM will advocate strengthened international efforts to address climate-induced displacement and promote safe, orderly and regular migration.

As one of the few agencies working across the humanitarian-development-peace nexus, IOM remains at the forefront of programming to respond to emerging needs. However, this increasing demand for support from IOM continues to place a strain on the Organization's existing structures. Over the past year, the budget and staffing levels of the Organization have continued to grow. IOM's projected total expenditure at the end of 2024 is estimated at USD 3.8 billion. The number of IOM staff is projected to reach 22,500 by the end of 2024, with 2025 staffing levels expected to reach approximately 23,500.

IOM welcomes the strengthening of the core structure of the Organization as part of the budget reforms agreed upon in Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM. As we enter the third year of implementation of these reforms, we have met many of the most pressing and immediate needs that we had identified at the beginning of the process. Our internal oversight and accountability functions are stronger and decentralized. We have reinforced our legal, administrative, human resources and financial oversight functions. We have advanced our strategic engagement with the private sector and expanded our media and communications capacity. All of this has been done in line with the IOM Strategic Plan 2024–2028, while retaining a focus on institutional efficiency and strengthened organizational agility and responsiveness in meeting complex and urgent needs on the ground.

Yet there is still more to do. I have full confidence that, with your unwavering support, IOM will retain its prized flexibility and agility, while also continuing these institutional strengthening efforts to meet your expectations that underpin the budget reform. Thus, in 2025, I propose to use OSI to ensure that IOM remains a delivery-focused organization, able to respond better and faster to complex challenges through a more decentralized structure. To this end, we will focus on four key management-related areas in 2024:

- **Further reinforcing internal accountability and oversight.** We are increasing the presence of key audit and investigation positions both at Headquarters and in the field, as well as improving quality control and reporting. Further decentralization of select functions will ensure greater oversight of IOM's country offices. This will help to consolidate a culture of integrity, transparency, and accountability across the Organization.

- **Greater support for IOM's workforce to enhance service delivery and career development**. We need the right people in the right job at the right time. Without a strong and stable workforce, we cannot reach our full potential. We will revamp IOM's recruitment, training and leadership processes, whilst also progressively increasing geographical diversity and gender equality in staffing at all levels.

- **Strengthening our strategic partnerships and advocacy.** As part of the implementation of the IOM Strategic Plan 2024–2028, we need to engage strategic partners, raise greater awareness of global migration dynamics, amplify the voices of migrants, communities, and countries, and position IOM as the global leader on migration. We are consolidating our policy and institutional partnerships, advocacy and communications functions to make sure they are fit for purpose, including strengthening collaboration with partners such as international financial institutions.

- **Shaping the regional offices of the future.** Following a comprehensive structural review process, we are strengthening the regional offices to enhance capacity to support country offices, and cross-regional, regional and subregional initiatives, fostering programming excellence. We will standardize key functions in all our regional offices, ranging from risk and compliance, human resources, supply chain management, ICT, monitoring and evaluation, media and communications and project development to other relevant thematic functions.

Looking forward, our focus is on achieving operational and policy excellence where it matters most. To do this, we immediately need to strengthen IOM's current programming in four key areas: humanitarian response and protection, climate mobility, regular pathways and data and analysis. This will be done through stronger internal structures and improved partnerships.

First, **humanitarian response and protection**. We need to constantly adapt and position IOM to respond to dynamic humanitarian contexts. We will strengthen our humanitarian response and protection capacities at Headquarters and in the field, with a particular focus on camp coordination and camp management; water, sanitation and hygiene; and shelter and settlements. To ensure no one is left behind, we are incorporating key positions on disability inclusion, counter-trafficking in crisis situations, accountability to affected populations and mental health and psychosocial support.

Second, **climate mobility and displacement**. The climate emergency is raging, and we are witnessing its immediate impact daily. We know that future long-term impacts on populations are inevitable. It is our responsibility to ensure that climate action cuts across all our operational, policy and data work so that the migration community does its part to fight the climate emergency. We will continue to enhance our institutional capacities to support Member States and other stakeholders in meeting their commitments to address climate change and displacement though dedicated "Climate Labs" and reinforcing our strategic advocacy and partnerships on climate action.

Third, **regular pathways and inclusion**. We have decades of experience of supporting labour mobility, social inclusion and border and immigration governance. We know that many countries are currently facing – or will face in future – debilitating labour gaps. At the same time, to counter irregular migration there is a need for improved border management systems and to fight against migrant smuggling and human trafficking. We will have a dedicated Secretariat to coordinate our work on regular pathways and ensure a whole-of-organization response. We are also strengthening our work on skills development and recognition as well as migrant integration and inclusion.

Fourth, **data and analysis**. We need to maintain high-quality evidence- and rights-based migration policy and law, and innovative and comprehensive programming. This will enhance our capacity to move beyond simply responding to current displacement situations and help the international community to anticipate and mitigate future risks. Data and research are vital to this endeavour. We will continue to strengthen the impact of the Global Data Institute, including through strengthening of the data hubs in the regional offices, to deliver data for action, insight and strategic foresight to support the needs of migrants and communities we serve.

Our first line of defence remains our country offices and that's where some of our most important investments should be made. We are progressively incorporating key field positions into our core structure; a minimum of 75 per cent of the costs of Chiefs of Mission and Resources Management Officer positions in relevant countries covered by Resolution No. 31 are now covered by core funding. In the country offices with coordinating functions and country offices for partnerships and advocacy, these positions are fully funded. This boosts our capacity to deliver in countries where needs are greatest.

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

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

Amy E. Pope
Director General

# KEY DECISIONS
# FOR 2025

# DECISIONS REQUIRED ON THE PROGRAMME AND BUDGET FOR 2025

## BUDGET LEVEL

### Administrative Part of the Budget

1.      The Administrative Part of the Budget is presented at CHF 88,874,192 and reflects an increase of CHF 11,760,976 compared with the 2024 budget.

### Operational Part of the Budget

2.      The Operational Part of the Budget is based on anticipated funding and is estimated at USD 2.19 billion, which is USD 346.1 million higher than the level at the same time last year.

### Operational Support Income

3.      The budget level established anticipates income that will be generated in line with the established institutional policies relating to the overhead rate applicable to projects implemented by the Organization. The OSI budget level projected for 2025 is USD 273 million.

# OVERVIEW

# INTRODUCTION TO THE BUDGET

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

5.		Through the application of Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM, the process of establishing appropriate core structures was initiated on a gradual progressive approach to facilitate prompt responses to the needs of constituents.

# BUDGET FORMAT

6.		The Programme and Budget for 2025 is presented in two main parts in accordance with the Organization's Financial Regulations. Separate sections are included for further clarity and ease of reference.

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

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

# BUDGET LEVELS

9.		The Administrative Part of the Budget is presented at CHF 88,874,192 and reflects an increase of CHF 11,760,976 compared with the 2024 budget.

10.		The Operational Part of the Budget is based on anticipated funding and is estimated at USD 2.19 billion, which is USD 346.1 million higher than the level at the same time last year. It should be noted that the Organization prepares its budget based on anticipated funding, and this figure represents the funding for 2025 confirmed at the time of finalizing this document. The OSI budget has been increased from the 2024 revised budget of USD 220 million to USD 273 million in 2025, which represents a 24.1 per cent increase. In line with Council Resolution No. 1390 on budget regulations and practices, adopted on 24 November 2020, the OSI projection has been established based on the actual results derived from the latest Financial Report of the Organization and taking into consideration current and expected trends.

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

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

# GENERAL FINANCE AND BUDGET PRINCIPLES FOR FINANCIAL MANAGEMENT AT IOM

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

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

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

16.		**Projectization** is an activity-based cost allocation method adopted by IOM to distribute staff, office, and operational costs to projects. Staff costs are charged to projects based on time spent, while common office costs are allocated in proportion to staff projectization or through other appropriate measures, such office space usage. Operational costs are directly charged to the related project. 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)

|  | 2024<br>( C/114/6)<br>CHF | 2025<br>Estimates<br>CHF |
|---|---|---|
| Administration | 77 113 216 | 88 874 192 |

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

|  | SERVICES/SUPPORT | 2024<br>(C/114/6)<br>USD | 2025<br>Estimates<br>USD |
|---|---|---|---|
| I. | Movement, Emergency and Post-crisis Programming | 1 005 793 200 | 1 219 522 700 |
| II. | Migration Health | 276 286 100 | 342 693 000 |
| III. | Migration and Sustainable Development | 40 308 800 | 49 929 100 |
| IV. | Regulating Migration | 332 411 900 | 338 177 700 |
| V. | Facilitating Migration | 104 793 400 | 136 763 200 |
| VI. | Migration Policy, Research and Communications | 13 237 400 | 21 190 200 |
| VII. | Land, Property and Reparation Programmes | 18 866 200 | 2 629 900 |
| VIII. | General Programme Support | 47 183 000 | 74 102 200 |
|  | TOTAL | 1 838 880 000 | 2 185 008 000 |

# STRENGTHENED ORGANIZATIONAL STRUCTURE

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

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

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

22.        The allocation of the overall budget increase also foresees prioritization of funding for Chief of Mission and Resource Management Officer positions in the country offices envisaged in Standing Committee Resolution No. 31. To ensure a broad allocation of the additional funds, 75 per cent of the cost of the Chief of Mission and Resource Management Officer posts in the relevant country offices are funded in year three of the budget reform implementation. In addition, the costs of the Chief of Mission and Resource Management Officer positions in the country offices with coordinating functions and country offices for partnerships and advocacy are fully funded in year three. Since the proportionate allocation from the Administrative Part of the Budget is insufficient to cover these costs, a portion of funding required to meet these needs is covered by OSI. As the first line of defence for the Organization, Chiefs of Mission and Resource Management Officers are primarily responsible for managing, monitoring, providing oversight for and ensuring sound administration of activities related to finance, budget, treasury, human resources, procurement and logistics, and IT. These roles are essential for the delivery of services to migrants and Member States and to ensure compliance with policies and internal control measures related to the management of financial resources entrusted to the Organization.

23.        In the regional offices, strong emphasis has been placed on the standardization and strengthening of structures, including finance, risk and compliance, human resources, supply chain management, ICT, monitoring and evaluation, media and communication, project development and policy and liaison, to align with the restructuring and unit classifications in Headquarters with the aim of creating efficient, fit-for-purpose regional offices that support the unique contexts of each region and ensure the implementation of the strategic objectives of the Organization. In addition, capacity has been enhanced in areas such as protection, humanitarian response and recovery, and data. The management of the regional offices is organized into two main pillars: Management and Reform, and Operations. Each pillar is led by a Deputy Regional Director under the leadership of the Regional Director. Existing and new positions are dedicated to providing oversight functions and guidance to field offices in compliance with internal policies, processes and controls.

24.        Strategic emphasis is also placed on strengthening internal structures, particularly with regard to private sector engagement; media and communications and enhancing partnerships, as well as on fostering internal accountability through reinforcement of legal, administrative, human resources and financial oversight functions.

Pie chart data:
- Delivery 21%
- Data 3%
- Communications 3%
- Clmate change and human mobility 9%
- Regular pathways 3%
- Private sector and other partnerships 9%
- Oversight 16%
- Internal accountability 36%
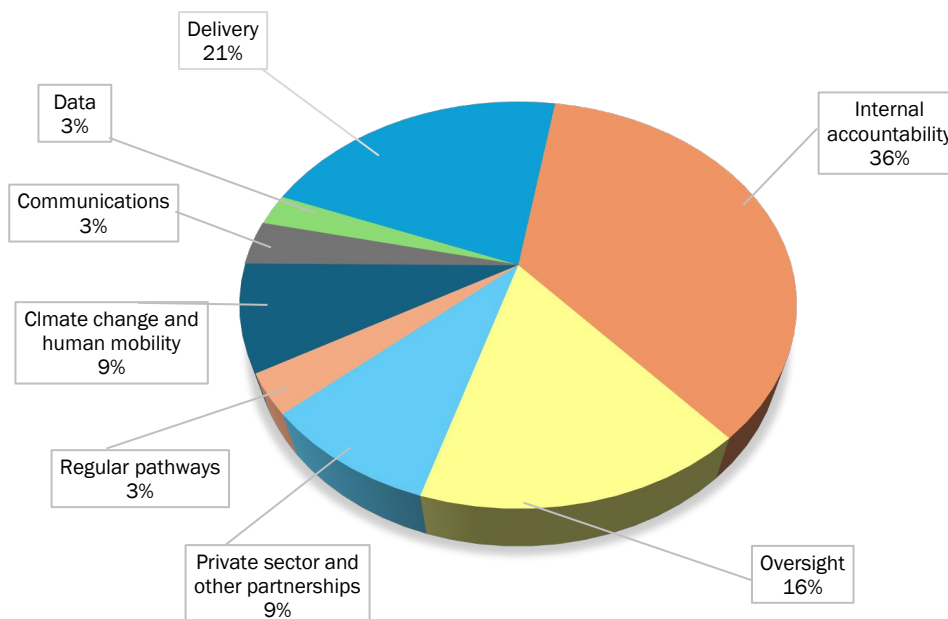
25.     The following section outlines the changes, including newly created positions, that will be included in the existing structure using the increase under the Administrative Part of the Budget in line with Standing Committee Resolution No. 31 and complemented by the increase in the OSI budget.


## HEADQUARTERS

26.     Headquarters is responsible for the formulation of institutional policy, guidelines and strategy, standard setting, quality control procedures and oversight. The Leadership Team, under the direction of the Director General, is made up of the:

- Deputy Director General for Operations
- Deputy Director General for Management and Reform
- Chief of Staff
- Senior Director of the Office of Partnerships, Advocacy and Communications
- Senior Director of the Office of Strategy and Organizational Performance

27.     Four independent offices report directly to the Director General: the Office of the Ombudsperson and Mediation Services, the Office of Legal Affairs, the Office of Internal Oversight and the Office of Ethics and PSEAH.

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

### I.     Director General

**Office of Internal Oversight**

- Establishment of a Director of Internal Audit position and five Professional category positions to strengthen the capacity of the Office of Internal Oversight.

- Establishment of one delocalized position in the Regional Office in Nairobi focusing on investigation functions with a direct reporting line to the Office of Internal Oversight.

- Establishment of one delocalized position in the Regional Office in Vienna focusing on internal audit functions with a direct reporting line to the Office of Internal Oversight.

- To enhance and strengthen the presence of the Office of Internal Oversight in the field, ten Professional category positions have been delocalized from the Office of Internal Oversight at Headquarters to the Regional Offices in Bangkok, Vienna, Nairobi and Panama City. In addition,

seven Professional and National Officer category positions covering internal audit and investigation functions have been transferred from the Manila Administrative Centre to different Regional Offices: three in Vienna, one in Nairobi, two in Bangkok and one in Panama City. The positions will maintain their direct reporting lines to the Office of Internal Oversight.

**Office of Ethics and PSEAH**

- Establishment of two Professional category positions and one General Service category position to strengthen the Office of Ethics and PSEAH.

**Office of the Ombudsperson and Mediation Services**

- Establishment of two Professional category positions to strengthen overall capacity of the Office.

**Office of Legal Affairs**

- Establishment of 10 Professional category positions to strengthen and enhance overall capacity of the Office.

- To enhance and strengthen the presence of the Office of Legal Affairs in the field, delocalized positions are placed in the legal hubs located in Panama City, Bangkok and Nairobi. In addition, two Professional category positions covering legal advisory functions are placed in the Administrative Centres, one in Manila and one in Panama. One Professional category position covering legal advisory functions is established in the Global Office in Washington, D.C. These functions will maintain their direct reporting lines to the Office of Legal Affairs.

## II. Executive Office

- Establishment of three Professional category positions covering migration policy, administrative support and regional coordination functions and four General Service category positions to support administrative functions.

## III. Office of Partnerships, Advocacy and Communications

- Establishment of two Professional category positions providing advisory and support functions to the Senior Director of the Office of Partnerships, Advocacy and Communications.

- Establishment of one General Service category position to provide administrative functions and support within the Office.

**Department of Media and Communications**

- Establishment of 11 Professional category positions to strengthen the Department in the areas of communications strategy, communications support, internal communications, social media, and creativity.

**Governing Bodies Secretariat:**

- Establishment of two Professional category positions covering translation services.

- Transfer of one General Service category position supporting administrative functions from the office of the Senior Director to the Governing Bodies Secretariat.

**Resource Mobilization Division**

- Establishment of the five Professional category positions to increase the efficiency of resource mobilization in the field, broaden research and data processing of funding trends, improve forecasting, and strengthen donor relationship management expertise, global appeal coordination and outreach to emerging and non-traditional donors.

**United Nations Network on Migration Secretariat**

- Establishment of a Head of the Secretariat and one Professional category positions to reinforce the Secretariat and support the implementation of relevant programmes in the field.

- Establishment of one General Service category position to support administrative functions within the Secretariat.

**Partnerships Division**

- Establishment of one Professional category position leading IOM's engagement with multilateral development banks.

**Private Sector Partnerships Division**

- Establishment of one General Service category position to support private sector engagement.

## IV.   Office of Strategy and Organizational Performance

- Establishment of a Deputy Director and five Professional category positions covering the areas of project portfolio management, risk management, flexible funding management, strategic planning and other support functions.

## V.   Deputy Director General for Operations

- Establishment of one Professional category position to strengthen liaison and policy support functions.

**Department of Humanitarian Response and Recovery**

- Establishment of 14 Professional category positions to enhance various areas, including data analysis; development of digitalized solutions; WASH and shelter; land, housing and property; IASC high-level humanitarian diplomacy initiatives; community interventions and planning; and preparedness and response.

- Six positions have been transferred from the Protection Division to the Department of Humanitarian Response and Recovery. In addition, two positions covering emergency preparedness functions have been transferred from the IOM Office in Türkiye to the Department of Humanitarian Response and Recovery at Headquarters.

**Protection Division**

- Establishment of four Professional category positions to strengthen disability inclusion, counter-trafficking, mental health and psychosocial support and other protection-related areas.

**Department of Mobility Pathways and Inclusion**

- Establishment of four Professional category positions to enhance the capacity in the areas of labour mobility, social cohesion and integrated border governance.

- Establishment of three General Service category positions within the Travel Coordination Unit for staff travel coordination and support.

- Transfer of one Professional category position from the Department of Data, Insight and Policy Coordination to the Department of Mobility Pathways and Inclusion.

**Department of Data, Insight and Policy Coordination**

- Establishment of one Professional category position covering migration policy support

**Office of Staff Security**

- Establishment of three Professional category and two General Service category positions to strengthen and support strategic planning and business continuity in emergencies, build capacity in the areas of policy development and adaptation and ensure security compliance with UNDSS and Organization-specific security policies and guidelines

- Transfer of the position of one Professional category position from the Office of Staff Security at Headquarters to the Regional Office in Vienna to strengthen presence in the field.

**Climate Action Division**

- Establishment of four Professional category positions to strengthen climate action-related support functions.

## VI.    Deputy Director General for Management and Reform

- Establishment of four Professional category positions to strengthen coordination on cross-cutting management issues and support related functions, including provision of support to field offices addressing identified gaps.

- Establishment of one General Service category position to strengthen administrative support functions.

### Department of Finance and Administrative Management

- Establishment of a Deputy Comptroller and five Professional category positions to strengthen finance, financial compliance, budget, accounting, enterprise resource planning system and treasury functions.

### Department of Human Resources

- Establishment of seven Professional category positions covering career development, staff mobility, diversity and inclusion and the Pathways Pool.

- Establishment of five General Service category positions covering various human resources areas including staff insurance, staff development and learning.

### Department of Information and Communications Technology

- Establishment of nine Professional category positions to increase the capacity of various support services and build ICT Solutions in addition to strengthening cybersecurity strategies.

  Establishment of five General Service category positions to support procurement of ICT equipment and services, network administration, and provide support for the development and implementation of various corporate platforms.

### Supply Chain Division

- Establishment of six Professional category positions to provide global support in the areas of global stocks management, business processes and policies, implementing partners compliance, standardization of goods and services categories, global fleet management solutions and asset management.

- Establishment of four General Service category positions to support procurement, fleet management and asset management.

- Transfer of one Professional category position from the IOM Office in Türkiye to the Supply Chain Division at Headquarters focusing on of global stock management.

### Change Management Division

- Establishment of one Professional category position focusing on delegation of authority to enhance streamlining, automation, and documentation of relevant delegations at Headquarters and in the field in alignment with enterprise resource planning system roles and access controls.

### Global Shared Services Division

- Establishment of one Professional category position focusing on the implementation of different elements of the United Nations efficiency agenda.


## ADMINISTRATIVE CENTRES

29.    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 two National Officer category positions to support media and communications functions, including graphic design and web development.

- Establishment of 12 General Service category positions to strengthen enterprise resource system and technical support and optimize search engines to support media and communications.

## GLOBAL DATA INSTITUTE

- Establishment of three Professional category positions and one National Officer category position to support resource management, data thematic functions and strategic foresight capabilities.

## GLOBAL, REGIONAL AND SUBREGIONAL OFFICES AND THE SPECIAL LIAISON OFFICE

30.    The global offices provide strategic and operational guidance to IOM field offices, ensure close coordination between respective donor counterparts and IOM structures and ensure critical stakeholders are kept closely informed of IOM institutional developments. The regional and subregional 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. The IOM Special Liaison Office to the African Union and the United Nations Economic Commission for Africa is responsible for liaison and coordination with the African Union and other multilateral bodies. 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.

### Global Office – Brussels

- Establishment of five Professional category positions focusing on the thematic areas of migrant assistance; labour mobility and human development; immigration and border governance; migration, environment and climate change; and migration health.

- Establishment of one National Officer category position covering emergencies and post-crisis responses.

- Establishment of four General Service category positions to support financial analysis and different thematic areas.

### Global Office – Washington, D.C.

- Establishment of three National Officer category positions to strengthen capacity in the areas of liaison and advocacy and cooperation agreements.

- Establishment of two General Service category positions to provide support in the areas of programmes, liaison and finance.

### Regional Office – Bangkok

- Establishment of a Deputy Regional Director for Management and Reform position and four Professional category positions covering peace and recovery, protection, data analysis, and compliance and risk management.

- Establishment of twelve General Service category positions supporting and strengthening supply chain management, finance, ICT, policy and liaison, media and communications, monitoring and evaluation, risk and compliance, and other thematic areas.

### Regional Office – Panama City

- Establishment of a Deputy Regional Director for Management and Reform position and four Professional category positions covering media and communications, risk and compliance, data and research, and peace and recovery functions.

- Establishment of three General Service category positions supporting monitoring and evaluation, risk and compliance, and policy and liaison functions.

- Transfer of one National Officer category position covering private sector engagement to the IOM Office in Mexico City and conversion to a Professional category position.

### Regional Office – Vienna

- Establishment of a Deputy Regional Director for Management and Reform position and five Professional category positions covering risk and compliance, media and communications, humanitarian response operations, protection and migration data and research.

- Establishment eight General Service category positions to support functions related to compliance and risk, supply chain management, human resources, finance, administration and various thematic areas.

- Transfer of one Professional category position covering human resources functions from the Subregional Office in Brussels to the Regional Office in Vienna.

### Regional Office – Cairo

- Establishment of a Deputy Regional Director for Management and Reform position and five professional category positions covering risk and compliance, media and communications, data and research, protection and emergency preparedness, as well as a delocalized position on Islamic Philanthropy Fund engagement in the IOM Office in Saudi Arabia.

- Establishment of 13 General Service category positions supporting the areas of ICT, finance and budget, administration, risk and compliance, monitoring and evaluation, project development and various thematic areas, as well as a delocalized position of Executive Assistant in the IOM Office in Saudi Arabia.

- Transfer of one Professional category position from the IOM Office in Doha to the IOM Office in Riyadh to lead IOMs engagement in Islamic Philanthropy.

### Regional Office – Dakar

- Establishment of a Deputy Regional Director for Management and Reform position and five Professional category positions covering risk and compliance, supply chain management, media and communications, protection and data and research coordination.

- Establishment of nine General Service category positions to support functions related to human resources management, finance and budget, risk and compliance, project development, monitoring and evaluation, and various thematic areas.

### Regional Office –Nairobi

- Establishment of a Deputy Regional Director for Management and Reform position and five Professional category positions covering the areas of risk and compliance, emergency preparedness and response, protection, and data and research coordination.

- Establishment of nine General Service category positions to support functions related to finance, supply chain management, risk and compliance, policy and liaison, monitoring and evaluation, and various thematic areas.

### Subregional Office – Brussels

- Establishment of the two Professional category positions in the areas of ICT and migrant assistance.

- Establishment of one General Service category position supporting monitoring and valuation functions.

- Transfer of one Professional category position covering human resources functions from the Subregional Office in Brussels to the Regional Office in Vienna.

### Subregional Office – Pretoria

- Establishment of two Professional category positions covering protection and emergency response.

- Establishment of two General Service category positions to support supply chain management and ICT.

### Special Liaison Office – Addis Ababa

- Establishment of four Professional category positions covering the areas of migration, environment and climate change, migration trade policy, protection and migration health.

## COUNTRY OFFICES FOR PARTNERSHIPS AND ADVOCACY AND COUNTRY OFFICES WITH COORDINATING FUNCTIONS

31.     The country offices for partnerships and advocacy have additional responsibilities for resource mobilization, building partnerships and undertaking advocacy. Advocacy entails raising public awareness and engaging with civil society, the private sector and the general public. The offices engage on a strategic level with donor countries in support of the IOM Strategic Plan 2024–2028 and IOM country offices worldwide. They support the development of funding policies, establish priorities and procedures, prepare proposals and develop fundraising strategies and mechanisms for national programmes and projects in line with the Organization's strategic focus and priorities.

### Country Office for Partnerships and Advocacy – Australia

- Establishment of three National Officer category positions covering media and communications, private sector liaison, and other liaison and partnership functions.

### Country Office for Partnerships and Advocacy – Canada

- Establishment of two National Officer category positions covering resource mobilization and liaison, and private sector engagement functions.

### Country Office for Partnerships and Advocacy – Denmark

- Establishment of one Professional category position covering liaison functions.

- Establishment of two National Officer category positions covering media and communications, and resource mobilization functions.

### Country Office for Partnerships and Advocacy – Germany

- Establishment of one National Officer category position covering resource mobilization functions and one General Service category position covering media and communications.

### Country Office for Partnerships and Advocacy – Japan

- Establishment of one National Officer category position covering resource mobilization functions.

- Establishment of three locally recruited positions to support finance and communication functions.

### Country Office for Partnerships and Advocacy - Republic of Korea

- Establishment of three National Officer category positions covering resource mobilization, programme development, and liaison functions.

### Country Office for Partnerships and Advocacy - United Kingdom

- Establishment of one Professional category position on private sector engagement, and three locally recruited positions covering resources mobilization, communications and donor liaison functions.

## TRANSFERS BETWEEN THE ADMINISTRATIVE PART OF THE BUDGET AND OSI

32.     The following positions have been transferred from OSI to the Administrative Part of the Budget:

- One Professional category position in the Office of Legal Affairs

- One Professional category position in the Office of Internal Oversight

- One Professional category position in the Department of Humanitarian Response and Recovery

- One Professional category position in the Department of Data, Insight and Policy Coordination

- One Professional and one General Service category position in the Department of Human Resources

- One Professional and one General Service category position in the Department of Finance and Administrative Management

- One Professional category position in the Staff Health and Welfare Division

- One Professional category position covering resource management functions the IOM Office in the Lao People's Democratic Republic

- One Professional category position in the Legal Hub in the Regional Office in Panama City

- Two Professional category positions in the Regional Office in Vienna covering peace and recovery and human resources functions.

- Two Professional category positions in the Regional Office in Cairo covering media and communications and human resources functions

- Two Professional category positions in the Regional Office in Dakar covering media and communications and human resources functions

- One Professional category position in the Regional Office in Nairobi covering policy coordination

- Two Professional category positions in the Global Office in Washington, D.C.

33.     The following positions were moved from Administrative Part of the Budget to OSI:

- Two Professional category positions in the Global Office in Brussels

- Two Professional category positions and one local support position in the IOM Office in London

# DESCRIPTION OF THE ORGANIZATION

# CONSTITUTION AND GOVERNANCE

34.      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.

35.      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.

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

37.      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 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.

38.      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.

39.      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

40.		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, deliver its mandate and meet the increasing needs 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.

41.		The structure at Headquarters and in the field as per the 2024 structural review is presented in more detail below.

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

- Administrative centres

- Global offices

- Regional offices

- Subregional offices

- Country offices

## HEADQUARTERS

43.		Headquarters is responsible for the formulation of institutional policy, guidelines and strategy, standard-setting, quality control procedures and oversight. The Leadership Team, under the direction of the Director General, is made up of the:

- Deputy Director General for Operations

- Deputy Director General for Management and Reform

- Chief of Staff

- Senior Director of the Office of Partnerships, Advocacy and Communications

- Senior Director of the Office of Strategy and Organizational Performance

### DIRECTOR GENERAL

44.		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 setting the global strategic plan, 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.

### Office of Internal Oversight

45.		The Office of Internal Oversight forms the independent third line of defence of the Internal Governance Framework. The mandate of the Office is to provide independent and objective assurance, and systematic review and advice; add value and improve the design, efficiency and effectiveness of IOM's service delivery and operations; and support achievement of the objectives of IOM's programmes and projects. The purpose, authority and responsibilities of the Office are set out in its Charter and relate to the delivery of internal audit, intake, investigation and evaluation services. It is the only Office in IOM that is responsible for the independent and professional discharge of these functions; the Office develops

strategies and workplans for its activities based on the Organization's mandate, plans, priorities and risks. In carrying out its functions, the Office acts in accordance with professional standards, principles and guidance on audit, investigations and evaluation; and takes into account good practices agreed upon and recommended by relevant professional groups within in the United Nations system and from other international organizations.

## Office of Ethics and Prevention of Sexual Exploitation and Abuse and Sexual Harassment

46.     The Office of Ethics and Prevention of Sexual Exploitation and Abuse and Sexual Harassment is an independent office reporting directly to the Director General. The Office leads IOM's work to foster and sustain an ethical culture of integrity, transparency and accountability across the Organization, promote compliance with IOM's core values and ethical standards, and implement robust PSEAH measures through policy and advisory work; an annual disclosure programme; global training and outreach; and initiatives to promote a speak-up culture and prevent all forms of discrimination, abuse, harassment and other misconduct. The activities of the Office are essential to IOM's good governance, operational impact and maintaining the trust of IOM's stakeholders.

## Office of the Ombudsperson and Mediation Services

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

## Office of Legal Affairs

48.     The Office of Legal Affairs, headed by the Legal Counsel, is responsible for ensuring that the Organization's activities are carried out in accordance with the IOM Constitution and other relevant provisions adopted by its governing bodies, and that its relations with governments, international organizations, private entities and individuals have a sound legal basis. It provides legal advice on constitutional issues, the privileges and immunities of the Organization and its staff, contractual issues and staffing matters, among others. The Office comprises three divisions in Headquarters and regional legal hubs in Bangkok, Nairobi and Panama City.

49.     The **Institutional Law and Programme Support Division** provides legal advice on the structure, mandate and functions of the Organization, based on the IOM Constitution; other basic texts, such as the Rules of Procedure of the Council and Standing Committee on Programmes and Finance; relevant Council decisions; and international law. The Division deals with core questions of IOM's legal status and privileges and immunities; provides advice to ensure a sound legal basis for the Organization's legal relationship with States, the United Nations and other international organizations; supports the work of the governing bodies, including subsidiary organs and working groups, by providing legal advice and interpretation; advises on the legal aspects of IOM operations and organizational policies; and provides advice to field offices and Headquarters to ensure that personal data are collected, used, transferred or otherwise processed in accordance with the IOM data protection legal framework.

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

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

## EXECUTIVE OFFICE

52.        The Chief of Staff assists the Director General and the Leadership Team in ensuring operational efficiency, strategic coordination and effective communication across various departments and field operations. Tasked with supporting the day-to-day functions of the Organization, including the oversight over the regional offices, the Executive Office provides critical support to the Director General and senior leadership in decision-making processes. By facilitating collaboration between departments and between Headquarters and the field and streamlining workflows, the Executive Office contributes to the smooth implementation of IOM's mandate. The Executive Office also oversees the Regional Coordination and Support Unit.

53.        The **Regional Coordination and Support Unit** helps build cohesion across the regional structure of IOM and facilitates the work of the regional offices in fulfilling their oversight and technical responsibilities to efficiently and effectively manage IOM's field operations. The Unit deals with cross-functional requests related to the regions and country offices, providing support and guidance as required, including channelling issues for resolution to the appropriate functions at Headquarters.

## OFFICE OF PARTNERSHIPS, ADVOCACY AND COMMUNICATIONS

54.        The Office of Partnerships, Advocacy and Communications supports the implementation of IOM's strategic priorities by mobilizing resources, engaging partners, influencing policies and raising awareness of the global migration dynamics. The Office spearheads the establishment of predictable funding mechanisms to enable the Organization to implement its Strategic Plan 2024–2028 and enhances IOM's reputation and credibility as the leading organization on migration. The Office advocates the implementation of the Global Compact for Safe, Orderly and Regular Migration with all its partners and Member States and supports the provision of adequate space to amplify the voices and stories of migrants, communities and countries. It comprises the Department of Media and Communications, the Governing Bodies Secretariat, the Resource Mobilization Division, the United Nations Network on Migration Secretariat, the Partnerships Division, the Private Sector Partnerships Division, the IOM Office at the United Nations and the Global Offices in Brussels and Washington, D.C.

### Department of Media and Communications

55.        The Department of Media and Communications serves as the strategic hub for the Organization's internal and external communications activities. The mandate of the Department is to manage and enhance the Organization's global visibility, communications and outreach. The Department offers invaluable support to IOM Headquarters, as well as to regional and country offices globally, ensuring a cohesive and impactful approach to communications while positioning IOM as a global leader on migration, thereby contributing to understanding and support for the Organization's work. The Department plays a key role in shaping the narrative surrounding migration-related issues and ensuring that IOM's mission, goals and activities are effectively communicated to diverse audiences worldwide.

### Governing Bodies Secretariat

56.        The Governing Bodies Secretariat is the institutional focal point for relations and liaison with Member and observer States on governing body matters. As such, it is responsible for the preparation and coordination of IOM's annual governing body meetings, including sessions of the Council and Standing Committee on Programmes and Finance; meetings of working groups; and related informal consultations. It also organizes meetings of the Council Bureau and the International Dialogue on Migration. It is composed of four units: the International Dialogue on Migration Unit; the Meetings Secretariat; the Regional Desk Officer Unit; and Translation Services.

57.      The **International Dialogue on Migration Unit** organizes IOM's global forum for migration policy dialogue, which serves to strengthen the capacities of governments and other relevant stakeholders to address migration comprehensively and effectively.

58.      The **Meetings Secretariat** is the focal point for governing body meetings and documents and for the institutional archives. It is responsible for managing all of the logistics related to the planning and running of in-person and online meetings, as well as the editing (in English) and distribution of all governing body and other related documents.

59.      The **Regional Desk Officers Unit** provides regional and country-level expertise to the Director General and the Leadership Team, providing background information on relevant matters. This expertise also contributes to the alignment and coordination of institutional efforts at the regional and country levels. The Unit also regularly liaises with Member States on national and regional migration issues.

60.      **Translation Services** – comprising the French Translation Unit and the Spanish Translation Unit – is responsible for managing the translation of documents into French and Spanish, and other languages where necessary. It also acts as a linguistic hub for all migration-related terminology in French and Spanish, for IOM and for academic institutions and other United Nations and international organizations.

## Resource Mobilization Division

61.      The Resource Mobilization Division aims to increase financial support to advance IOM's mission as stipulated in its Strategic Plan 2024–2028. The Division's core functions entail building and maintaining relationships with donors, mobilizing funds and diversifying IOM's resource base. In the light of IOM's decentralized structure, the Division leads and coordinates donor engagement and resource mobilization activities undertaken across different organizational and geographical units. It also provides essential guidance, develops and disseminates knowledge and strengthens organizational capacity to raise funds, serving as a central hub to ensure a cohesive and effective approach to donor engagement and resource mobilization within IOM's decentralized structure.

## United Nations Network on Migration Secretariat

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

63.      The **Migration Multi-Partner Trust Fund Unit** is responsible for managing the operation of the Migration Multi-Partner Trust Fund and for providing management support to the Steering Committee. This includes reviewing all concept notes and joint programme proposals; providing support to United Nations country teams developing and implementing joint programmes; facilitating technical and strategic consultations among Steering Committee members; and supporting fundraising and advocacy efforts.

## Partnerships Division

64.      The Partnerships Division leads a whole-of-organization approach to leveraging partnerships to support IOM's strategic priorities and operational requirements. IOM recognizes the importance of forging strategic partnerships with external stakeholders to address the multi-faceted opportunities and challenges of migration. The Division works to expand and diversify partnerships with international organizations, international financial institutions, civil society and other stakeholders by developing a more strategic approach and strengthening knowledge on engagement with partners.

65.      The **International Partnerships Unit** is a unit within the Partnerships Division. The Unit leads and supports the Organization in building and maintaining relations and partnerships at the intergovernmental, non-governmental and local government level. Specifically, it covers inter-State consultation mechanisms on migration; non-United Nations intergovernmental organizations; local governments; civil society; and youth actors. It provides guidance to colleagues at Headquarters and in the regional and country offices on partnership opportunities and ensures that best practices are shared

across the Organization. It also acts as an enabler, supporting IOM to utilize each institution's comparative advantage to contribute to the Organization's strategic priorities.

66.      The **Multilateral Development Bank Partnerships Unit** leads and supports the Organization in building and maintaining effective relations and partnerships with international financial institutions and multilateral development banks, with the aim of jointly promoting humane and orderly migration that benefits societies and mainstreaming migration into the development work financed by such banks. It provides guidance to colleagues at Headquarters and in the regional and country offices on partnership opportunities and ensures that best practices are shared across the Organization.

## Private Sector Partnerships Division

67.      The Private Sector Partnerships Division leads strategic outreach and engagement and builds impactful and innovative partnerships with the private sector to support achievement of IOM's strategic priorities. The Division provides Headquarters and the regional and country offices with assistance and expertise relating to initiating, establishing and maintaining partnerships with the private sector. In addition, the Division is responsible for the implementation of the Private Sector Engagement Strategy 2023–2027, which provides a framework for how IOM engages with the private sector to support safe, orderly and regular migration. It oversees engagement with the private sector, establishes and coordinates IOM's private sector partnerships due diligence process, builds staff capacity in private sector partnership-building and oversees the Goodwill Ambassador programme and celebrity partnerships.

## IOM Office at the United Nations

68.      The IOM Office at the United Nations in New York is dedicated to enhancing IOM's partnerships across the United Nations, diplomatic missions, and other key stakeholders. It aims to improve understanding of migration issues, facilitate policy dialogues and ensure that IOM and migration issues are prominently represented at high-level United Nations conferences and meetings. By engaging in political, social, economic, humanitarian, and peace and security discussions on migration, the Office seeks to increase the visibility of IOM's work and priorities, highlighting migration as a crucial issue across various United Nations fora, such as the Security Council, the General Assembly, and the Economic and Social Council. Together with the United Nations Partnerships Unit in Geneva, it offers guidance to IOM staff globally on engaging with United Nations coordination mechanisms, including United Nations country teams, and plays a critical role in advancing IOM's strategic priorities and operational goals. The two entities work in tandem with United Nations Member States; the United Nations Secretariat and agencies, funds and programmes; and various intergovernmental organizations globally, contributing significantly to IOM's commitments related to United Nations reform and the 2023 Agenda for Sustainable Development, and ensuring that migration remains at the forefront of international discussions.

69.      The **United Nations Partnerships Unit** is an integral part of the IOM Office at the United Nations and leads the strategic development and maintenance of relationships with other United Nations agencies, funds and programmes. It also supports the efforts of the IOM Office at the United Nations to foster institutional participation in United Nations mechanisms and processes, thus ensuring that collaboration between IOM and other United Nations bodies is both effective and aligned with the overarching goals of the United Nations.

## OFFICE OF STRATEGY AND ORGANIZATIONAL PERFORMANCE

70.      The Office of Strategy and Organizational Performance is responsible for the drafting and implementation of the Strategic Plan 2024–2028, periodically assessing progress and risks, and leading efforts to establish robust planning, risk management, and monitoring policies, processes and information systems. The Office is instrumental in steering IOM's transition from project management to programme management, emphasizing judicious, efficient and effective resource utilization. The Office also oversees and ensures the integration of risk management practices into all strategic and operational areas of IOM, manages institution-wide results-based reporting to stakeholders and supports the Director General to prioritize institutional initiatives aligned with IOM's overarching goals.

## Institutional Risk Division

71.      The Institutional Risk Division 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 Division 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.

## Institutional Performance Division

72.     The Institutional Performance Division oversees the development and implementation of the required systems architecture to manage and report on IOM's diverse project portfolio. This includes providing related guidance and training on project development, implementation, reporting, monitoring and evaluation in consultation with other relevant stakeholders. The Division aims to improve decision-making and provide timely, relevant, and impactful oversight to monitor project delivery.

## Strategic Planning and Results Division

73.     The Strategic Planning and Results Division leads strategic planning and results reporting at the institutional level. The Division provides guidance to staff across the Organization on strategic planning in line with institutional priorities and as outlined in the Strategic Plan 2024–2028 and the Strategic Results Framework. The Division coordinates institutional work plan processes, ensuring alignment with annual policy-setting processes (such as the work of the Policy and Management Coordination Committees); promotes consistency in the reporting of institutional results at global, regional and country level; strengthens approaches to institutional monitoring; and develops and manages guidelines and processes related to the collection of institutional results. The Division also ensures transparency through the production of the IOM Annual Report and the Director General's reports to the Standing Committee on Programmes and Finance and the Council, and is responsible for institutional United Nations system-wide reporting requirements.

## DEPUTY DIRECTOR GENERAL FOR OPERATIONS

74.     The Deputy Director General for Operations directly supervises the Department of Humanitarian Response and Recovery; the Protection Division; the Department of Mobility Pathways and Inclusion; the Department of Data, Insight and Policy Coordination; the Office of Staff Security; and the Climate Action Division.

## Department of Humanitarian Response and Recovery

75.     The Department of Humanitarian Response and Recovery spearheads efforts to achieve Objectives 1 and 2 of the Strategic Plan 2024–2028, focusing on saving lives, protecting people on the move, and driving solutions to displacement. By prioritizing humanitarian coordination, employing conflict-sensitive approaches and integrating climate change mitigation strategies, the Department aims to enhance disaster preparedness, anticipate crises and reduce the impact of environmental degradation on displacement. It also ensures high-quality programming standards, and policies that link humanitarian response with recovery, peacebuilding and sustainable solutions to displacement. The Department plays a pivotal role in humanitarian policy dialogue, strengthening IOM's positioning in the global humanitarian system, and fostering partnerships with United Nations agencies and humanitarian donors to promote principled and inclusive humanitarian action and maintain humanitarian access.

76.     Furthermore, the Department promotes early warning systems, anticipatory actions and disaster risk reduction to mitigate the impact of hazards on vulnerable populations. It enhances emergency response capabilities, adopts new technologies for efficiency, and champions data-driven approaches to address the needs of displaced populations effectively. By fostering local participation, promoting social cohesion, and linking cash-based interventions with longer-term solutions, the Department aims to empower communities and facilitate sustainable outcomes. Moreover, in conflict-affected areas, it mobilizes peacebuilding efforts, supports conflict prevention and resolution and advances efforts to address the nexus between climate change, conflict and human mobility to contribute to resilient, peaceful, and inclusive societies. The Department is composed of the Preparedness and Climate Change Adaptation Division, the Humanitarian Operations Division, the Peace and Recovery Division and the Cash-based Interventions Unit.

77.     The **Preparedness and Climate Change Adaptation Division** seeks to establish a systemic and whole-of-organization approach to preparedness, anticipatory actions, disaster risk reduction and climate change adaptation as vehicles of transformative action towards the achievement of the IOM Strategic Plan 2024–2028. The Division develops and facilitates initiatives that go beyond mere responses to

displacement, but rather use preparedness, disaster risk reduction and climate change adaptation actions to create a step change in how risks are understood, identified and addressed. It employs preparedness actions, including the institutionalization of early warning systems and anticipatory action, while also strengthening the capacity of IOM and States to mitigate and respond effectively to the human mobility dimensions of crises.

78.      The **Humanitarian Operations Division** serves as the institutional focal point for operationalizing Objective 1 of IOM Strategic Plan 2024–2028 to ensure timely, systematic, principled, and nexus-oriented crisis response that complies with Level 3 protocols. The Division provides technical expertise, coordination, operational support and policy guidance on response planning, implementation and monitoring in line with IOM's humanitarian policy, the Principles for Humanitarian Action, and with the normative and policy work of the Inter-Agency Standing Committee. The Division hosts global thematic units, including Water, Sanitation and Hygiene; Shelter and Settlements; and Camp Coordination and Camp Management, that provide technical support to IOM programmes across the humanitarian-development-peace nexus. It also hosts the Global CCCM Cluster in support of IOM's commitments to Inter-Agency Standing Committee coordination structures.

79.      The **Peace and Recovery Division** serves as the institutional focal point for IOM's work on peace and recovery, supporting crisis-affected populations in their efforts to recover, build resilience, and find sustainable solutions to displacement in line with the United Nations Secretary General's Action Agenda on Internal Displacement. IOM's peace and recovery interventions are integrated with and complement interventions responding to emergency needs, enabling transition away from humanitarian vulnerabilities and laying the foundations for long-term development. Recognizing the growing threat posed by climate change to peace and stability in fragile contexts, the Division is increasingly focusing on responding to drivers of environmental and natural resource-based conflict through analysis, early warning and peacebuilding.

80.      The **Cash-based Interventions Unit** leads IOM's strategic effort to increase, coordinate and standardize the Organization's use of cash-based modalities. This includes reviewing IOM's policies and internal processes in coordination with all relevant stakeholders, designing operational tools, enhancing the capacity of IOM staff to efficiently implement cash-based interventions, and finding functional solutions for country offices and the migrants and host communities that they serve.

## Protection Division

81.      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 line with international standards and relevant bodies of law. IOM's overarching goal on protection is to place the rights and well-being of migrants, regardless of their status, at the centre of its operations. Working in partnership with other stakeholders and across development and humanitarian contexts, the Division works to uphold or restore the rights of individuals who are vulnerable to, or at risk of, violence, abuse, exploitation, neglect, discrimination or deliberate deprivation. It also delivers on IOM's cross-cutting commitments, such as accountability to affected populations, human rights due diligence, access to protection-sensitive pathways and empowerment of all migrants, including through flagship global programmes. The Division also delivers provides data, research and learning to continuously improve decision-making, strategies and outcomes.

82.      The **Protection in Humanitarian Action Unit** is responsible for all protection interventions in the context of emergencies, crises and transition, with the aim of addressing protection risks through preventing or responding to actual or potential violations of the rights enshrined in relevant international instruments, including those related to human rights, refugees and humanitarian law. The Unit works to uphold or restore of the rights of individuals who are vulnerable to, or at risk of, violence, abuse, exploitation, neglect, discrimination or deliberate deprivation, as well as to ensure disability inclusion and that inter-agency PSEAH actions are at the forefront of humanitarian responses.

83.      The **Migrant Protection Unit** is responsible for all protection interventions in non-emergency settings, the roll-out of strategies, policies and quality standards related to migrant protection, and addressing protection risks by preventing or responding to actual or potential violations of the rights enshrined into relevant international instruments, including those related to human rights, refugees and humanitarian law.

84.      The **Mental Health and Psychosocial Support and Intercultural Communications Unit** is responsible for leading the formulation of global policies and programmes in the field of mental health and psychosocial support and intercultural communications for migrants and displaced, mobile, crisis-affected and host populations. It also oversees and supports the development of regional and national strategies, policies and programmes. In coordination with the Migration Health Division, the Department of Humanitarian Response and Recovery, the Department of Mobility Pathways and Inclusion and the Protection Division, the Unit develops tools and guidance and supervises capacity-building initiatives related to mental health and psychosocial support and population mobility for IOM and its partners; directs programme implementation; and coordinates with other United Nations agencies, the IASC, governmental and non-governmental organizations, professional associations and civil society in this area.

85.      The **Gender and Diversity Coordination Unit** works to operationalize a rights-based, evidence-based and solutions-focused approach to equality, diversity and inclusion of all persons in IOM's work, by putting people first and targeting those at the highest risk of being left behind.

## Department of Mobility Pathways and Inclusion

86.      The Department of Mobility Pathways and Inclusion contributes to and supports Member States in the establishment, expansion and enhancement of regular migration pathways as an integral part of IOM's wider efforts to promote safe, orderly and regular migration globally, in line with Objective 3 of IOM's Strategic Plan 2024–2028. Underpinning this approach is a common and actionable purpose based on shared interests and goals that will leverage the power of the private sector and diaspora engagement.

87.      By scaling up services related to, among others, documentation and legal identity services, border management and visa systems, health and social services, settlement and integration support, skills training and recognition and diaspora engagement, the Department enables more individuals to benefit from opportunities for development, seamless cross-border movements and inclusive pathways, while also supporting regularization to reduce irregular migration. Jointly with other Departments in the operations pillar, the Department of Mobility Pathways and Inclusion plays a key role in shaping the global agenda on regular pathways through evidence-based advocacy based on IOM's knowledge, experience and expertise; and advancing international cooperation on migration to develop people-centred solutions with key stakeholders, including governments, international organizations, civil society organizations such as diaspora organizations, the private sector and academia.

88.      The **Immigration and Border Governance Division** has the institutional responsibility for overseeing programmes and policy initiatives that enhance regular migration pathways, with a focus on human rights-compliant border solutions, effective identity management and the related operationalization of admission, stay and readmission frameworks. These programmes are designed to assist governments in the development, testing and implementation of innovative approaches to effectively manage mobility and address irregular migration. The Division provides capacity-development and technical assistance to address core border governance needs, ranging from policy advice to operational solutions, including automated processing systems. It also supports immigration and consular authorities in managing visa application processes through a wide range of tailored, technology-driven and cost-effective operational solutions, which include comprehensive assistance for family reunification processes and the management of visa application centres. As a key component of accessing regular migration, the Division also works on legal identity, providing technical assistance related to national civil registration and identity management systems, including the strengthening of States' document issuance capacities.

89.      The **Labour Mobility Division** supports the development of innovative and collaborative solutions to contribute to safe, orderly and regular labour mobility channels by providing practical and solutions-oriented assistance to country offices and partners. By working in collaboration with private sector actors, governments, United Nations partners, civil society, migrant and diaspora communities, the Division promotes innovation, knowledge management, cross-thematic collaboration and interdisciplinary approaches in programming areas such as regular labour pathways; support for skills-based and talent mobility schemes; migrant inclusion and social cohesion; facilitation of human and economic mobility; rights-based approaches to labour migration, including through business engagement; and engagement with transnational communities. Through this collaboration with partners and stakeholders, The Division ensures the integrity, accessibility, and sustainability of labour and education pathways, with the aim of generating positive integration outcomes for migrants and their communities.

90.     **The Migration Health Division** provides advanced expertise, global standards, and guidance on complex health subject matter; management of global immigrant and refugee health assessment programmes; and capacity development and technical assistance ranging from policy advice to operations, health informatics, data systems and research. The main responsibilities include enhancing the quality of health and protection services for migration pathways along the humanitarian–development nexus, including in humanitarian settings; supporting public health preparedness and recovery; strengthening national health system capacities; promoting sound policies and multisectoral partnerships to enable the inclusion of migrants and population mobility dynamics; and implementing initiatives related to disease prevention and control and health system strengthening. The Division fosters joint deliverables and cross-departmental and cross-divisional collaboration to better support the health of migrants, displaced persons, and communities, ensuring that the health is integrated as a cross-cutting aspect within IOM. The Division is the thematic lead for key external partnerships and joint action plans on promoting the health of migrants and universal health coverage with global health agencies, thereby guiding and supporting achievement of regional- and country-level health goals.

91.     The **Resettlement and Movement Management Division** directs, oversees and coordinates IOM's work in areas of resettlement and complementary pathways for refugee admissions (activities range from case management and integration support to movement assistance and coordination with the Migration Health Division for health activities), as well as movement management (including humanitarian evacuations and other projects with movement components). The Division coordinates the policy mainstreaming, 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 commercial passenger and charter 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 Data, Insight and Policy Coordination

92.     The Department of Data, Insight and Policy Coordination spearheads institutional efforts on migration and displacement data, strategic research and foresight, and shapes IOM's work on evidence- and rights-based migration policy and law and innovative and comprehensive programming. Comprising the Policy, Knowledge and Research Division, the Global Data Institute and the IOM Development Fund, the Department works as an in-house think tank and enabler that seeks to empower IOM as a thought leader and global convenor on migration and displacement, including its role as Coordinator and Secretariat of the United Nations Network on Migration. To this end, the Department plays a leading role in primary data collection and research on human mobility to inform analysis, assistance, evidence-based narratives and anticipatory policy and programmatic action, leveraging emerging technologies, such as artificial intelligence and big data, where relevant.

93.     The **Global Data Institute** is a leading source of primary data and analysis about population movements worldwide. IOM established the Institute to harness the power of its data for operations, facilitate understanding of global migration patterns, and inform foresight. The Institute transforms data on migration and displacement, including in the context of drivers such as climate change, into coherent analysis to inform solutions and contribute to IOM's strategic priorities and wider United Nations system objectives. The Institute delivers:

- Data for action that save lives and deliver solutions for internal displacement, including through the Displacement Tracking Matrix, which informs almost 90 per cent of United Nations humanitarian needs assessments and actions. Data analysis informs investments in displacement solutions, including by international financial institutions.

- Data for insight that facilitate regular migration pathways, including whole-of-route analysis of sex, age, nationality, educational and skills profiles, and flow monitoring, including regarding both reasons for leaving and intentions, to enable design of regular migration pathways from the community to continental level using Displacement Tracking Matrix primary data and the analytical capabilities of the Global Migration Data Analysis Centre, and working with regional data hubs.

- Data for strategic foresight for preparedness and anticipatory action, that position IOM as a global leader in data-driven decision-making through a whole-of-organization approach that incorporates regional, country, and community-level planning and operations. The Institute collaborates with other United Nations agencies and partners on timely analysis of emerging trends, including cutting-edge modelling of climate change impacts on population movements.

- Data foundations that position IOM at the centre of a United Nations data ecosystem as its primary community-level operational data source. The Institute's secure, at-scale data system ensures interoperable, cost-effective data for action, insight and foresight. This also fosters organization-wide data fluency through standardized data collection at country level, and centralized end-to-end secure data integration, bringing disparate datasets together and undertaking analysis.

94.     The Global Data Institute capitalizes on synergies between its three parts — the Displacement Tracking Matrix, the Global Migration Data and Analysis Centre and the Data Impact and Strategy Unit. The Institute collaborates across IOM in support of strategic priorities and to serve the field, collaborating with regional thematic specialists and regional data hubs to present the story of human mobility based on sound evidence. The Institute is home to a large and growing team of data engineers, analysts and scientists based at Headquarters, and in Berlin, the Global Office in Washington, D.C. and selected regional locations.

95.     The **Policy, Knowledge and Research Division** brings together IOM's migration policy, law, research, knowledge management and innovation functions to drive transformational impact in IOM's work. Working collaboratively across the Organization to shape the migration policy agenda at the global level, the Division supports the implementation of the Global Compact for Safe, Orderly and Regular Migration and the 2030 Agenda for Sustainable Development by contributing to all three objectives of the IOM Strategic Plan 2024–2028: saving lives, driving solutions to displacement and facilitating regular migration. The Division also makes substantial contributions to several enablers of the Strategic Plan, notably partnerships, data and evidence, learning and innovation, and communications.

96.     The **IOM Development Fund** provides support to developing Member States, Member States with economies in transition and, in coordination with the regional offices, to the relevant country offices in the development and implementation of joint government–IOM capacity-development projects to address specific areas of migration management and governance. The IOM Development Fund is a key component of IOM's support for eligible developing Member States, providing seed funding for innovative migration-related priorities, including achievement of the 2030 Agenda and implementation of the Global Compact and other international frameworks. Application of a theory of change and careful development of each initiative ensure that project interventions contribute to attainment of the goals of relevant international frameworks, and that project outcomes contribute to institutional priorities as laid out in the three objectives of the Strategic Plan 2024–2028.

## Office of Staff Security

97.     The Office of Staff Security enables the delivery of IOM's programmes through the development, implementation and oversight of security policies and procedures and the provision of effective and efficient advisory and support services on risk management and security measures. As part of IOM's commitment to put the safety, dignity, and protection of people first, the Office works across IOM's pillars and departments to strengthen the integration of security risk management considerations and solutions into humanitarian access and crisis preparedness and response activities. In addition, the Office provides enabling services in the areas of emergency communications, including the SCAAN platform; security reporting; analysis; and communications. It also oversees the security operations centres located in the Manila and Panama Administrative Centres; develops and facilitates security training and learning events for all IOM personnel; and ensures inter-agency liaison, cooperation and coordination through the UNSMS. As the representative of IOM within the Inter-Agency Security Management Network and other senior-level security forums, the Director of the Office actively advocates for the security needs of IOM and collaborates with other UNSMS organizations.

## Climate Action Division

98.     The Climate Action Division engages in policy advocacy and promotes the inclusion of migration considerations in climate change policies and financing through innovation, data and evidence. The Division's comprehensive approach also aligns with the climate change-related elements of the 2030 Agenda while advocating sustainable and inclusive solutions on a global scale for people to move, for people on the move and for people to stay. The Division also works in partnership with other structures across IOM to develop an organization-wide climate lens for evidence, policy and operational activities and leverages this work for policy outcomes.

## DEPUTY DIRECTOR GENERAL FOR MANAGEMENT AND REFORM

99.      The Deputy Director General for Management and Reform directly supervises the following organizational structures: the Department of Financial and Administrative Management; the Department of Human Resources; the Department of Information and Communications Technology; the Supply Chain Division; the Staff Health and Welfare Division, the Change Management Division and the Global Shared Services Division, including the Manila and Panama Administrative Centres. In addition, the Deputy Director General for Management and Reform oversees the Management Support Team established in alignment with the cross-cutting priorities of the IOM Strategic Plan 2024–2028, and which contributes to strengthening integrity, transparency and accountability through the provision of advice and support to offices on risks identified by the Office of Internal Oversight, internal/external assessments, risk assessments and other relevant stakeholders.

## Department of Financial and Administrative Management

100.      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.

101.      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, 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.

102.      The Department is active in several 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 to facilitate comparability and also to achieve efficiencies through joint initiatives.

103.      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 is also in charge of the financial master data structures, data flows and financial processes within IOM's enterprise resource planning system; endorsement of donor financial reports; 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.

104.      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.

105.      The **Treasury Division** is responsible for providing effective cash management for the Organization's funds to ensure optimum yield and operational liquidity. This is achieved by managing the short-term investment of funds according to anticipated incomes and expenditures and financial market conditions. The Division develops strategies to effectively manage cash and to ensure that foreign exchange risk is measured, monitored and controlled by suitable hedging policies. It also formulates and recommends policies concerning disbursements, foreign exchange and investments; strengthens and

incorporates appropriate treasury controls; and establishes and maintains effective banking relationships across the Organization in order to ensure local liquidity that will facilitate effective implementation of IOM operations. The Division also leads technology-driven initiatives to improve the automation, security and efficiency of treasury processes across IOM.

106.    The **Financial Coordination and Policy Division** oversees the global financial framework of the Organization, facilitating compliance with the Organization's financial regulations, policies, and standards. It coordinates the comprehensive monitoring and analysis of budgetary, financial compliance and monetary risks in close coordination with the other divisions in the Department, the Institutional Risk Division, the administrative centres and the regional offices. It oversees, develops and regularly updates IOM's financial management rules and procedures; provides financial advisory services; and integrates the applicable financial principles into IOM's non-financial policies. The Division also provides financial advisory services to the Administration on financial controls, financial risks, financial conditions in legal agreements and other related topics. Additionally, the Division supports Level 3 emergency operations and offers guidance to global projects managed from Headquarters, facilitating associated financial and administrative processes. It supports capacity-building initiatives in the area of finance and administration and leads strategic initiatives to drive change and strengthen the financial and administrative workforce and solutions deployed by IOM. The Division's work facilitates IOM's financial management globally, ensuring it remains robust, adaptable, and closely aligned with both operational and strategic objectives.

107.    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.

108.    The **Headquarters Building Unit** is responsible for the overall planning, design and execution of the IOM Headquarters building project. It 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.

## Department of Human Resources

109.    The Department of Human Resources is responsible for: (a) developing and implementing human resources management policies to support IOM's strategic focus and organizational structure, as well as its operational activities, through the selection, recruitment, performance management, mobility, retention, evaluation and professional development of competent and motivated staff, together with work force analytics; (b) establishing and maintaining conditions of service, benefits and entitlements, job classification and social security with reference to the United Nations common system; (c) ensuring adherence to the established Staff Regulations and Rules and related policy instructions and guidelines; (d) gathering, analysing and reporting on staffing-related data; and (e) advising on optimal organization typology, nomenclature and change management processes. The Department also supervises both delocalized human resources units at the Manila and Panama Administrative Centres; reviews misconduct cases and the implementation of corrective measures; and reviews and responds to various internal and external reports and multilateral reviews providing strategic advice and guidance to organizational leadership.

110.    The **Human Resources Operations and Advisory Services Unit** oversees the consistent application of human resources policies and other administrative instructions, guidelines and processes; manages insurance schemes, including the relationship with IOM's insurance providers; and oversees upscaling and downsizing initiatives. It includes the Manila Human Resources Operations, the Panama Human Resources Advisory Services and the Insurance Unit.

111.    The **Human Resources Policy and Staff Relations Unit** is responsible for the design and monitoring of human resources policies in line with organizational priorities and human resources strategies. The Division 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.

112.	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 Division works to achieve harmony between the Organization's strategy, processes, integrated systems, budget/finance, technology, culture and people. The Division conducts structural review and general classification exercises worldwide, classifies positions in the international Professional, National Officer and General Service categories, approves promotion calculations and interim allowances for local staff, maintains a repository of generic position descriptions and processes all reclassification requests.

113.	The **Integrated Talent Management Unit** is responsible for delivering the strategic management of the organization's human capital through the entire workforce life cycle. It oversees the functional areas of talent acquisition; staff mobility; succession planning; staff development and learning; career development; workforce analytics; performance management; diversity, equality and inclusion; and the gratis personnel system.

## Department of Information and Communications Technology

114.	The **Infrastructure and Operations Unit** is responsible for planning and managing the enterprise-wide technology infrastructure strategy, architecture, standards, and transformation through delivery of high-quality products and round the clock services to support IOM's technology and operations. The Division plays a key role by ensuring the reliability, availability and performance of the Organization's digital assets.

115.	The **Application and Solutions Delivery Services Unit** provides IOM with modern and reliable corporate applications and solutions to process IOM operations and provide staff with the necessary information to make the right decisions at the right time. This includes a robust end-to-end migrant processing solution and the enterprise resource planning system and related capabilities, as well as the advancement of advanced analytics, business intelligence and data-driven reporting.

116.	The **Information Security and Risk Management Unit** is responsible for safeguarding data about migrants and the most vulnerable; protecting the integrity of the IOM brand; and supporting the development of organizational resilience by mitigating risks and threats for and vulnerabilities of IOM missions, programmes and projects.

117.	The **ICT Strategy, Resources Management and Governance Unit** is responsible for translating business strategy into effective enterprise change and an architecture technology road map. The Division also provides effective leadership on ICT sourcing strategies, management of ICT resources (staff and budget), the development and enforcement of governance procedures and adoption of strategic ICT initiatives.

## Supply Chain Division

118.	The Supply Chain Division comprises the following organizational units: Business Policy and Systems; Emergency Supply Chain Management; Information Management and Business Analytics; Asset and Fleet Management; and Implementing Partnerships Management. It is responsible for the global oversight and development of all supply chain management 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, to meet the needs of people affected by humanitarian crises, such as natural disasters and conflict. It involves coordinating the timely and efficient delivery of aid to affected populations in a way that addresses immediate needs while also considering the long-term sustainability, reconstruction and relief efforts.

119.	In addition to coordination with internal channel partners, the Division focuses on collaboration with external partners, such as United Nations agencies, NGOs, governments, academia, private sector actors, suppliers, intermediaries, third-party service providers and implementing partners to ensure the effective, sustainable, and ethical delivery of assistance to those in need. The main goal of the Division is to minimize delays, reduce costs and enhance the overall effectiveness of humanitarian aid delivery, ultimately improving outcomes for affected communities.

## Staff Health and Welfare Division

120.    The Staff Health and Welfare Division is mandated to protect and promote the physical and mental health and safety of IOM's workforce, thereby preventing work-related injuries, illnesses and deaths. The objectives of the Division are to reduce the occurrence of adverse physical and mental health and safety events in the workplace by managing health and safety concerns, needs and risk factors; and to enhance the psychosocial well-being of IOM's workforce by providing support to build personal resilience, lessen traumatic stress, prevent burnout and improve mental health.

121.    The **Staff Welfare Unit** is mandated to support and address the mental health and well-being of IOM's global workforce by providing psychological support and tools to better equip staff to deal with a fluid and often stressful operating environment. The Unit implements, and is guided by, the United Nations System Workplace Mental Health and Well-being Strategy, with a focus on preventing work-related mental health conditions; protecting and promoting mental health at work; and supporting workers with mental health conditions to participate fully and equitably in work.

122.    The **Occupational Health and Safety Unit** is mandated to implement 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, including by adopting the Occupational Health and Safety Framework. The Unit ensures that the workforce is fit to deliver on IOM's mandate through activities to evaluate fitness to work in relation to a specific job in a specific duty station or location; prevent work-related injuries and diseases; and protect and promote the health of workers both at work and at home. The Unit designs, coordinates and implements occupational health and well-being programmes.

## Change Management Division

123.    The **Change Management Division** is responsible for overseeing and supporting IOM's organization-wide transformation and reform initiatives, aimed at continuously improving organizational performance, through strengthening the Internal Governance Framework. It supports the departments and offices responsible for implementing reform initiatives through the organizational change cycle, including with regard to effective planning, implementation, interdepartmental coordination, communication, field engagement, reporting and change management. In particular, it ensures that a vision for the change is communicated worldwide, facilitating behavioural changes for successful cultural shifts across the Organization. The Division is composed of two units: the Internal Governance Framework Unit and the Special Projects Unit.

124.    The **Internal Governance Framework Unit** supports the Leadership Team to identify priority areas for transformation by conducting preliminary analysis of external reports on institutional assessments and presenting them to the Leadership Team for consideration. The Unit also oversees and coordinates broad-ranging initiatives under the Internal Governance Framework, in collaboration with relevant Headquarters departments and may be designated to serve as a secretariat for or to lead an inter-departmental working group for the implementation of transformation initiatives. The Unit also supports development of an institutional change management strategy and its global application.

125.    The **Special Projects Unit** is responsible for leading the implementation of transformation initiatives on special cross-departmental issues which require a dedicated project management office, as determined by the Deputy Director General for Management and Reform.

## Global Shared Services Division

126.    The Global Shared Services Division plays a key role in improving the effectiveness of location-independent services and serves as a driving force for organizational efficiency. It provides thought leadership, implements best practices and optimizes resources for the delivery of global transactional work and other location-independent enabling services. The Division's responsibilities encompass strategy-setting, planning and overall performance management of the global administrative centres, leveraging economies of scale, expertise and technology to deliver reliable, efficient, and timely services throughout the Organization. It also supports engagement in and implementation of the United Nations Secretary General's reform agenda, conducted through the United Nations Business Innovations Group and the High-Level Committee on Management. In addition, in recognition of the importance of ensuring environmental sustainability in IOM's facilities and operations worldwide, these functions also fall under

the scope of the Division. The Division is composed of the Environmental Sustainability Unit and the United Nations Efficiency Unit.

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

128.     The **United Nations Efficiency Unit** promotes the advancement of IOM's strategic objectives by offering expert guidance, optimizing the management of resources and advocating for IOM's interests within United Nations system-wide processes in the areas of business operations strategy, common back offices and premises and shared services. The Unit fosters a culture of collaborative innovation and effective utilization of common resources. It capitalizes on the enabling functions of the mutual recognition statement, pricing and costing principles and client satisfaction principles to amplify efficiency gains both internally and in conjunction with other United Nations entities. By maintaining active liaison with the United Nations system and representing IOM's interests, the Unit enhances the efficiency and effectiveness of the Organization while also fostering collaboration within the United Nations system to improve access to joint and pooled funding.

# ADMINISTRATIVE CENTRES

129.     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

130.     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.

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

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

133.     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.

134.     The **Manila Contract Law Unit** is an integral part of the Office 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.

135.     The **Office of Internal Oversight** conducts internal audits, including compliance, performance and management audits, and undertakes investigations of IOM's activities worldwide.

136.     The **Manila Financial Services** is responsible for providing financial services to IOM field offices worldwide and consists of the following eight units: ERP Central Support Team; Central Accounting Support; Regional Accounting Support; Manila Budget Support; Manila Treasury Services; IDF Project Monitoring and Finance Support; Manila Emergency Support; and Business Process Improvement and Quality Assurance.

137.     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.

138.     The **Global Movement Systems Support 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.

139.     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 Unit provides budgeting, financial analysis and reporting support for specific global projects and programmes, such as resettlement to the United States of America, the Junior Professional Officer Programme, visa application centres for Canada and the United Kingdom, the Family Assistance Programme of Germany, counter-trafficking and other programmes. Other resources management sections mainly provide administrative support to all Manila Administrative Centre Units.

140.     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.

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

142.     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.

143.     **Occupational Health Unit** in Manila provides regular occupational health services for employees and their dependants in Europe, the Middle East and Asia and the Pacific, and monitors the health of staff throughout their employment. It recommends adaptation measures for posts based on the capabilities of staff in view of their physical and mental health; reviews and assists staff with health travel preparedness and approves official travel clearance; and approves the admission of employees in medical insurance plans and identifies exclusions. The Unit monitors sick leave cases, malicious acts cases, and occupational health cases; conducts health and safety risk assessments in missions and proposes mitigating measures; and remains on call to manage medical evacuations and follow-up with hospital doctors.

## PANAMA ADMINISTRATIVE CENTRE

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

145.     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.

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

147.    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 structural reviews, human resources policy compliance, classifications, promotion calculations and salary scales; analysing and preparing statistical data for various reports; and providing support in handling cases of poor performance.

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

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

150.    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.

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

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

## GLOBAL OFFICES

153.    IOM has two global offices: one in Brussels, Belgium and one in Washington, D.C., United States of America. These Global Offices provide strategic and operational guidance to IOM field offices, ensure close coordination between respective donor counterparts and IOM structures, and ensure critical stakeholders in both locations are kept closely informed of IOM institutional developments.

154.    The **Global Office in Brussels** will build, manage and maintain IOM's direct relationship with European Union institutions and agencies and the European Parliament to position IOM as a key player in discussions and provide evidence-based advice and recommendations on migration-related topics, policies and programmes. The Office also guides and supports IOM country offices worldwide in their advocacy on the European Union-related issues and represents IOM in the United Nations team in Brussels. It will also provide advice on and oversight of compliance with European Union policies and regulations for European Union-funded projects.

155.    The **Global Office in Washington, D.C.** leads outreach and liaison efforts with all relevant US government entities, including federal departments, agencies and the United States Congress. It is responsible for strategic engagement with multilateral and regional institutions headquartered in

Washington, D.C., including the World Bank, the Inter-American Development Bank and the Organization of American States. The Office also manages IOM's implementation of the United States Refugee Admissions Program and oversees all IOM activities carried out in the United States.

## SPECIAL LIAISON OFFICE

156.     IOM has one special liaison office, in **Addis Ababa, Ethiopia**, which is responsible for liaison with multilateral bodies.

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

## REGIONAL AND SUBREGIONAL OFFICES

158.     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 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 for Safe, Orderly and Regular Migration. They also support United Nations reform efforts, ensuring that migration is mainstreamed into common country analyses and United Nations Sustainable Development Cooperation Frameworks. A brief description of the six regional offices is outlined below. In support of the regional office structure, two subregional offices, in Brussels and Pretoria, respectively, provide specific technical support, management and oversight to country offices within their area of responsibility.

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

160.     The **Regional Office in Panama City, Panama**, established in 2024, supports the IOM country offices in the Americas and provides technical assistance to governments in developing national migration frameworks and enhancing migration management systems to promote safe, orderly and regular migration within the region. Additionally, the office plays a crucial role in providing technical assistance to regional processes such as the South American Conference on Migration, the Regional Conference on Migration, the Central American Integration System, the Central American Commission of Directors of Migration, the Caribbean Community, the Migration Forum of the Southern Common Market, the Quito Process, as well as to Member States that are signatories to the Los Angeles Declaration on Migration and Protection. Furthermore, it actively engages with key partners beyond governmental entities, such as civil society organizations, private sector companies, development finance institutions, and academic organizations, to address migration issues comprehensively within the region. Within the framework of the United Nations system, the Regional Office co-leads the Issue-Based Coalition on Human Mobility together with UNHCR, the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and UNICEF. IOM and ECLAC also co-chair the United Nations Regional Network on Migration for Latin America and the Caribbean. Moreover, the Office fulfils a significant role in managing regional responses to specific migration challenges, including serving as co-lead of the regional Inter-agency Coordination Platform (R4V) with UNHCR, providing oversight, management and coordination for 17 countries in the region supporting migrants and refugees from the Bolivarian Republic of Venezuela.

161.     The **Regional Office in Vienna, Austria**, provides practical, technical and administrative support to IOM offices in the European Economic Area, Switzerland, the United Kingdom, South-Eastern Europe, Eastern Europe and Central Asia; 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. The Regional Office also works to implement projects in those countries where IOM presence is limited. 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 Eastern Partnership. As a member of the regional United Nations Sustainable Development Group and a core member of the Regional Collaborative Platform 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. 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.

162.     The **Subregional Office in Brussels, Belgium** provides coordination and management oversight for the country offices within the European Economic Area and Switzerland and ensures the subregional implementation of workplans in support of the Strategic Plan 2024–2028. In close coordination with the Global Office in Brussels, and under the direct supervision of the Regional Director in Vienna, the subregional director facilitates cooperation between IOM and European Union capitals on advocacy work carried out by the Global Office in Brussels. The Subregional Office is accountable for compliance with IOM's rules and regulations in the subregion and for ensuring the provision of direct support to country offices as required, including specific technical support in the areas of resettlement and relocation, migrant protection and resources management.

163.     The **Regional Office in Cairo, Egypt**, provides support to IOM offices in the Middle East and North Africa through diverse 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 key stakeholders, including States, international organizations, NGOs and civil society. 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; co-leads on the organization of the quadrennial Global Compact regional review for the Middle East and North Africa region, as co-chair of the regional United Nations Network on Migration; 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, IOM co-convenes, along with the International Labour Organization, the Issue Based Coalition on Migration in the Arab Region. The Regional Office also works with other international and reginal entities such as the Organization of Islamic Cooperation, the Islamic Development Bank, the Naif Arab University for Security Sciences, and the Arab Labour Organization; seeks to shape a common platform of response and preparedness for migration crises in the region; provides timely and disaggregated data to all relevant stakeholders through the

Middle East and North Africa Regional Data Hub; 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. Furthermore, it undertakes regional public information activities to contribute to IOM's visibility and promote its activities at the regional and global levels.

164.    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 in 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 the Economic Community of West African States 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 United Nations system agencies, including the United Nations Office for West Africa and the Sahel, the United Nations Regional Office for Central Africa and the United Nations Integrated Strategy for the Sahel, and represents IOM in the United Nations Sustainable Development Group for Western and Central Africa.

165.    The **Regional Office in Nairobi, Kenya**, provides strategic guidance and technical and thematic support to IOM offices in the East, Horn and Southern 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 Common Market for Eastern and Southern Africa; the East African Community, the Indian Ocean Commission; 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 contribute to their enhanced understanding of migration issues and the mobility dimensions of regional integration; works to implement regional programmes, as approved by the Director General; supports evidence-based migration policies, practices and dialogues, and humanitarian operations through the collection, harmonization, analysis and dissemination of migration- and displacement-related data sets; provides technical support to governments and regional economic communities to develop national and regional migration frameworks and strengthen migration management systems; promotes the regional consultative platforms on migration for States in the East and Horn of Africa and Southern Africa to enhance regional cooperation and dialogue on migration; maintains liaison with the United Nations Office at Nairobi, the United Nations Environment Programme and UN-Habitat – both of which are headquartered in Nairobi – and other United Nations agencies; promotes inter-agency cooperation on migration for regional United Nations partners, including through the United Nations Network on Migration; and maintains relationships with development partners. The Office also undertakes regional and global public information activities to contribute to the understanding of migration and effective migration governance, enhance IOM's visibility and promote its activities with counterparts and development partners at the regional and global levels, and promotes the building of institutional memory through knowledge-sharing and knowledge management within the region.

166.    The **Subregional Office in Pretoria, South Africa**, works with the Southern African Development Community; plans and coordinates activities and maintains liaison and partnerships with governments, development partners and civil society within the region; provides technical support to governments and the regional economic communities to develop national and regional migration frameworks and strengthen migration management systems; promotes the regional consultative platforms on migration for Southern African States; serves as a link between migration and development, collaborating with the Secretariats of the Pan-African Parliament and the African Union New Partnership for Africa's Development; and works with the Secretariat of the Southern African Development Community 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.

## COUNTRY OFFICES

167.    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 FOR PARTNERSHIPS AND ADVOCACY

168.     To ensure effective fundraising and liaison with donors, seven country offices that coordinate substantial funding for IOM's activities worldwide (**Australia, Canada, Denmark (for the Nordic countries), Germany, Japan, Republic of Korea, and United Kingdom**) have additional responsibilities for resource mobilization, building partnerships and undertaking advocacy. Advocacy entails raising public awareness and engaging with civil society, private sector and the general public. They engage on a strategic level with donor countries in support of the IOM Strategic Plan 2024–2028 and IOM country offices worldwide. They support the development of funding policies, establish priorities and procedures, 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

169.     Within the large geographical areas covered by each regional office, there are migratory realities for which country offices are assigned coordinating functions to deal with such specific migration dynamics and to supervise the IOM operations and engagements of the countries within the country cluster. These offices help address specific migration issues and emerging trends and promote increased IOM membership within their area of responsibility in the subregion. They establish priorities for project development and resource mobilization; stimulate, direct and support project development; provide monitoring and backstopping support 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: **Argentina, Barbados, Belgium, Bosnia and Herzegovina, Cameroon, Fiji, Georgia, Ghana, Greece, Guinea, India, Italy, Kazakhstan, Madagascar, Mauritius, Micronesia (Federated States of), Panama, Senegal, Sri Lanka and Switzerland**.

## LEADERSHIP TEAM AND SENIOR MANAGEMENT TEAM

170.     The **Leadership Team** is collectively responsible for setting strategic direction at the highest level of the Organization, consistent with IOM's mandate and directions given by the Council and the Director General. It supports the Director General in the decision-making on the Organization's administration. The Leadership Team, under the direction of the Director General, is made up of the Deputy Director General for Operations, the Deputy Director General for Management and Reform, the Chief of Staff, the Senior Director of the Office of Partnerships, Advocacy and Communications and the Senior Director of the Office of Strategy and Organizational Performance.

171.     The **Senior Management Team** is an advisory body comprising the members of the Leadership Team, the Regional Directors, and the Directors and Heads of Headquarters departments and divisions that report directly to members of the Leadership Team. It focuses on operationalizing the strategic direction set by the Leadership Team, including with regard management issues, with a view towards ensuring coherent realization of IOM's mandate. It serves as a link between the Leadership Team, Headquarters and the field through the involvement of the Regional Directors and department directors in the formulation of policy.

## AUDIT AND OVERSIGHT ADVISORY COMMITTEE

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

173.     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

## IOM HEADQUARTERS ORGANIZATIONAL STRUCTURE

**Director General**

- Office of Internal Oversight
- Office of Ethics and PSEAH
- Office of the Ombudsperson and Mediation Services
- Office of Legal Affairs

**Deputy Director General for Operations**

- Department of Data, Insight and Policy Coordination
- Office of Staff Security
- Climate Action Division
- Department of Humanitarian Response and Recovery
- Protection Division
- Department of Mobility Pathways and Inclusion

**Office of Strategy and Organizational Performance**

- Institutional Risk Division
- Institutional Performance Division
- Strategic Planning and Results Division

**Chief of Staff**

- Special Liaison Office in Addis Ababa
- Regional offices

**Office of Partnerships, Advocacy and Communications**

- Private Sector Partnerships Division
- Resource Mobilization Division
- Global Office in Brussels
- Global Office in Washington D.C.
- Department of Media and Communications
- Governing Bodies Secretariat
- United Nations Network on Migration Secretariat
- IOM Office at the United Nations
- Partnerships Division

**Deputy Director General for Management and Reform**

- Department of Human Resources
- Department of Information and Communications Technology
- Supply Chain Divison
- Department of Financial and Administrative Management
- Staff Health and Welfare Division
- Global Shared Services
- Change Management Division

# FUNDING OF THE CORE STRUCTURE

## DEFINITION OF THE CORE STRUCTURE

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

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

175.      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

176.      IOM's core structure is funded from two sources: Member State assessed contributions and OSI. The Administrative Part of the Budget (CHF 88,874,192) is funded from assessed contributions and is used to cover administrative costs of the Organization. OSI is derived principally from  project-related overhead, plus miscellaneous income (unearmarked contributions and interest income). As shown in the chart below, OSI (USD 273 million) covers three quarters of the core budget for 2025.



Funding sources of the core budget for 2025

Operational Support Income 75%

Administrative Part of the Budget 25%
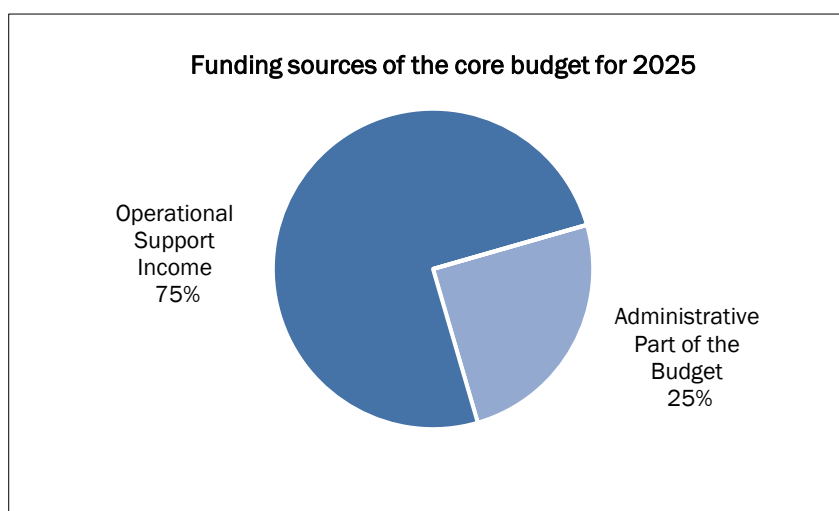
177.	The proportion of the core structure in relation to the Organization's total budget represents one of the lowest ratios when compared with any public sector organization. The chart below illustrates the level of the core structure as a proportion of the currently projected total expenditure of the Organization for 2025.

**Core structure as a proportion of total projected expenditure for 2025**

Core Structure
9%

Operational Part
of Budget
(excluding core)
91%
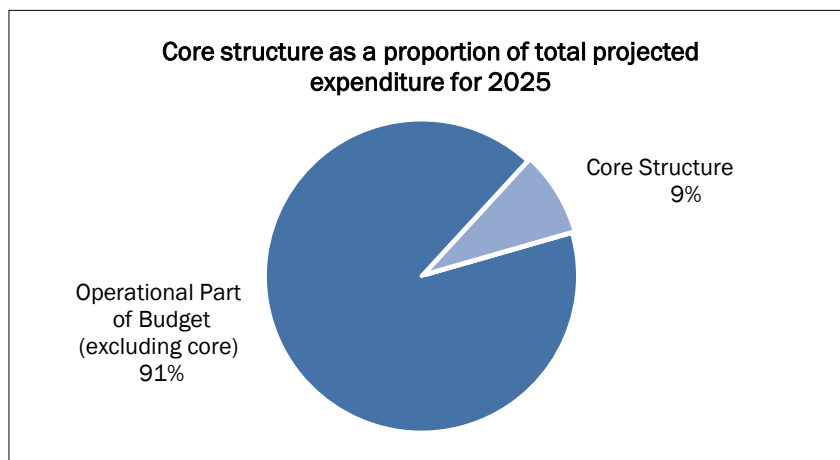
## BUDGET REFORM

178.	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.

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

180.	Providing services to migrants and Members States is critically important; therefore, as part of the gradual implementation of the budget reform, priority has been given to covering at least 75 per cent of the funding for Chief of Mission and Resources Management Officer posts in the country offices envisaged by Resolution No. 31. In the regional offices, the focus has been on progressing towards standardization of structures and the delocalization of some vital positions and functions, including internal oversight and legal support, from Headquarters to the regional offices. At Headquarters, the focus of additional funding is on further strengthening internal accountability, enhancing capacity in the areas of climate change and human mobility and regular pathways, investing in partnerships and private sector engagement and reinforcing communications capacity.

181.	In view of the staggered approach of the budget reform implementation, these measures are also supported through OSI in 2025.

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

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

184.	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

185.      The table on pages 54 and 55 presents an overview of core structure funding under the Administrative Part of the Budget and OSI for 2025. 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.

186.      The core structure under both sources of funding is subject to statutory increases every year which have to be absorbed within the approved budget. The budget allocations cover both staff and associated office costs. The budget level under the Administrative Part of the Budget is approximately USD 90.7 million and projected OSI is USD 273 million. The combined resources of the Administrative Part of the Budget and OSI to cover the core structure and other non-staff items in 2025 amount to approximately USD 363.7 million.

# 2025 CONSOLIDATED ADMINISTRATIVE PART OF THE BUDGET AND OPERATIONAL SUPPORT INCOME

| Staff and non-staff items covered by the Administrative Part of the Budget and Operational Support Income | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Administrative Budget | | OSI | | Total | | Admin. (CHF) | Total (USD) | | Grand total (USD) | % of total Admin. and OSI |
| | P | NO/GS | P | NO/GS | P | NO/GS | | Admin.[a] | OSI | Admin.[a] and OSI | |
| **Headquarters** | | | | | | | | | | | |
| **Director General and Deputy Directors General** | 3 | | | | 3 | | 1 250 000 | 1 275 600 | 319 000 | 1 594 600 | |
| Office of Internal Oversight | 8 | | 21 | 1 | 29 | 1 | 1 863 000 | 1 900 900 | 5 198 400 | 7 099 300 | |
| Office of Ethics and PSEAH | 4 | | 4 | 1 | 8 | 1 | 988 000 | 1 008 200 | 960 000 | 1 968 200 | |
| Office of Ombudsperson and Mediation Services | 1 | | 3 | | 4 | | 310 000 | 316 300 | 871 400 | 1 187 700 | |
| Office of Legal Affairs | 8 | 1 | 23 | 1 | 31 | 2 | 2 381 000 | 2 429 600 | 4 124 000 | 6 553 600 | |
| **Executive Office** | 4 | 2 | 6 | 6 | 10 | 8 | 1 457 000 | 1 486 800 | 1 963 000 | 3 449 800 | |
| **Office of Partnerships, Advocacy and Communication** | 3 | | 1 | 2 | 4 | 2 | 759 000 | 774 500 | 657 000 | 1 431 500 | |
| Media and Communications | 4 | | 23 | 4 | 27 | 4 | 770 000 | 785 700 | 5 292 000 | 6 077 700 | |
| Governing Bodies Secretariat | 3 | 6 | 19 | | 22 | 6 | 1 771 000 | 1 807 100 | 4 153 000 | 5 960 100 | |
| Resource Mobilization | 1 | 1 | 10 | | 11 | 1 | 519 000 | 529 500 | 2 005 000 | 2 534 500 | |
| Partnerships | 2 | | 6 | | 8 | | 582 000 | 593 800 | 1 291 000 | 1 884 800 | |
| Private Sector Partnerships | 1 | | 2 | 1 | 3 | 1 | 298 000 | 304 100 | 558 000 | 862 100 | |
| United Nations Network on Migration Secretariat | | | 2 | 1 | 2 | 1 | | | 736 000 | 736 000 | |
| **Strategy and Organizational Performance** | | | 1 | 1 | 1 | 1 | | | 557 000 | 557 000 | |
| Institutional Risk | 1 | | 4 | | 5 | | 273 000 | 278 600 | 855 000 | 1 133 600 | |
| Institutional Performance | | | 6 | | 6 | | | | 1 303 000 | 1 303 000 | |
| Strategic Planning and Results | | | 10 | | 10 | | | | 1 887 000 | 1 887 000 | |
| **Deputy Director General for Operations** | 2 | | 2 | | 4 | | 394 000 | 402 000 | 577 500 | 979 500 | |
| Humanitarian Response and Recovery | 11 | 1 | 39 | 1 | 50 | 2 | 3 031 000 | 3 092 900 | 7 992 000 | 11 084 900 | |
| Protection | 8 | | 16 | | 24 | | 1 841 000 | 1 878 500 | 3 587 000 | 5 465 500 | |
| Mobility Pathways and Inclusion | 16 | 4 | 22 | 6 | 38 | 10 | 4 427 000 | 4 517 400 | 5 486 000 | 10 003 400 | |
| Data, Insight and Policy Coordination | 8 | 2 | 21 | 4 | 29 | 6 | 2 360 000 | 2 408 200 | 5 270 000 | 7 678 200 | |
| Climate Action | 2 | | 9 | 1 | 11 | 1 | 379 000 | 386 700 | 2 016 000 | 2 402 700 | |
| **Deputy Director General for Management and Reform** | 1 | 1 | 4 | 1 | 5 | 2 | 406 000 | 414 300 | 1 190 000 | 1 604 300 | |
| Financial and Administrative Management | 12 | 9 | 37 | 14 | 49 | 23 | 4 366 000 | 4 455 000 | 9 859 100 | 14 314 100 | |
| Human Resources | 8 | 2 | 25 | 14 | 33 | 16 | 2 190 000 | 2 234 700 | 7 586 100 | 9 820 800 | |
| Information and Communications Technology | 2 | 3 | 17 | 3 | 19 | 6 | 1 059 000 | 1 080 600 | 4 046 400 | 5 127 000 | |
| Supply Chain | 1 | | 16 | 4 | 17 | 4 | 300 000 | 306 100 | 3 658 000 | 3 964 100 | |
| Staff Health and Welfare | 3 | | 3 | 2 | 6 | 2 | 803 000 | 819 400 | 1 390 100 | 2 209 500 | |
| Change Management | | | 7 | | 7 | | | | 1 498 000 | 1 498 000 | |
| Global Shared Services | 1 | | 5 | | 6 | | 170 000 | 173 500 | 1 186 000 | 1 359 500 | |
| **Global Staff Association Committee** | | 1 | 1 | | 1 | 1 | 166 000 | 169 400 | 333 000 | 502 400 | |
| **Total - Headquarters** | **118** | **33** | **364** | **68** | **482** | **101** | **35 113 000** | **35 829 400** | **88 405 000** | **124 234 400** | **34%** |
| **Administrative Centres** | | | | | | | | | | | |
| **Manila Administrative Centre** | | | | | | | | | | | |
| Office of Internal Oversight | | | | 1 | | 1 | | | 25 100 | 25 100 | |
| Legal Affairs | | | 2 | 6 | 2 | 6 | | | 666 000 | 666 000 | |
| Resources Management | 2 | 6 | 12 | 262 | 14 | 268 | 715 000 | 729 700 | 10 319 100 | 11 048 800 | |
| Procurement | | | 1 | 20 | 1 | 20 | | | 747 000 | 747 000 | |
| Other | 1 | 2 | 3 | 38 | 4 | 40 | 453 000 | 462 200 | 4 465 720 | 4 927 920 | |
| *Subtotal - Manila Administrative Centre* | *3* | *8* | *18* | *327* | *21* | *335* | *1 168 000* | *1 191 900* | *16 222 920* | *17 414 820* | |
| **Panama Administrative Centre** | | | | | | | | | | | |
| Legal Affairs | | | 2 | 5 | 2 | 5 | | | 692 200 | 692 200 | |
| Resources Management | 3 | | 2 | 37 | 5 | 37 | 607 000 | 619 400 | 1 904 700 | 2 524 100 | |
| Procurement | | | | 1 | | 1 | | | 57 800 | 57 800 | |
| Other | | 1 | 3 | 7 | 3 | 8 | 62 000 | 63 300 | 1 565 200 | 1 628 500 | |
| *Subtotal - Panama Administrative Centre* | *3* | *1* | *7* | *50* | *10* | *51* | *669 000* | *682 700* | *4 219 900* | *4 902 600* | |
| **Total - Administrative centres** | **6** | **9** | **25** | **377** | **31** | **386** | **1 837 000** | **1 874 600** | **20 442 820** | **22 317 420** | **6%** |

# 2025 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 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Administrative Budget | | OSI | | Total | | Admin. (CHF) | Total (USD) | | Grand total (USD) | % of total Admin. and OSI |
| | P | NO/GS | P | NO/GS | P | NO/GS | | Admin.[a] | OSI | Admin.[a] and OSI | |
| **Field** | | | | | | | | | | | |
| **Global offices** | | | | | | | | | | | |
| Brussels, Belgium | 2 | | 12 | 25 | 14 | 25 | 465 000 | 474 500 | 6 072 000 | 6 546 500 | |
| Washington, D.C., United States | 2 | | 3 | 20 | 5 | 20 | 479 000 | 488 800 | 5 862 100 | 6 350 900 | |
| **Regional offices** | | | | | | | | | | | |
| Bangkok, Thailand | 7 | 4 | 22 | 20 | 29 | 24 | 1 541 000 | 1 572 600 | 5 948 500 | 7 521 100 | |
| Cairo, Egypt | 8 | 2 | 19 | 23 | 27 | 25 | 1 800 000 | 1 836 600 | 4 636 500 | 6 473 100 | |
| Dakar, Senegal | 9 | 3 | 20 | 22 | 29 | 25 | 1 960 000 | 2 000 000 | 5 224 400 | 7 224 400 | |
| Nairobi, Kenya | 8 | 2 | 19 | 21 | 27 | 23 | 1 937 000 | 1 976 500 | 5 516 500 | 7 493 000 | |
| Panama City, Panama | 8 | 2 | 25 | 17 | 33 | 19 | 1 742 000 | 1 777 700 | 5 933 500 | 7 711 200 | |
| Vienna, Austria | 8 | 3 | 20 | 21 | 28 | 24 | 2 087 000 | 2 129 500 | 6 843 600 | 8 973 100 | |
| **Delocalized independent offices** | | | | | | | | | | | |
| Internal Oversight | 1 | | 18 | | 19 | | 142 000 | 144 900 | 3 123 000 | 3 267 900 | |
| Ombudsperson | | | 5 | | 5 | | | | 712 900 | 712 900 | |
| Legal Affairs | 1 | | 6 | 3 | 7 | 3 | 197 000 | 201 000 | 1 148 100 | 1 349 100 | |
| **Subregional offices** | | | | | | | | | | | |
| Brussels, Belgium | 1 | 2 | 5 | 5 | 6 | 7 | 494 000 | 504 100 | 1 949 200 | 2 453 300 | |
| Pretoria, South Africa | 2 | 2 | 5 | 5 | 7 | 7 | 547 000 | 558 200 | 1 396 200 | 1 954 400 | |
| **IOM Office to the United Nations in New York, United States of America** | 4 | | 13 | 4 | 17 | 4 | 1 011 000 | 1 031 600 | 3 360 000 | 4 391 600 | |
| **Special Liaison Office, Addis Ababa, Ethiopia** | 2 | | 5 | 2 | 7 | 2 | 430 000 | 438 800 | 1 149 700 | 1 588 500 | |
| **African Capacity Building Centre for Migration Management United Republic of Tanzania** | | | 2 | 2 | 2 | 2 | | | 638 500 | 638 500 | |
| **Global Data Institute** | 1 | | 16 | 2 | 17 | 2 | 274 000 | 279 600 | 3 423 100 | 3 702 700 | |
| **Country offices for partnerships and advocacy** | 1 | 2 | 9 | 33 | 10 | 35 | 407 000 | 415 300 | 6 101 100 | 6 516 400 | |
| **Country offices with coordinating functions** | 13.50 | 1.5 | 25 | 11 | 38 | 12 | 3 117 000 | 3 180 600 | 6 713 400 | 9 894 000 | |
| **Country offices** | 72 | 4.5 | 40 | 29 | 112 | 33 | 16 087 700 | 16 416 100 | 14 934 250 | 31 350 350 | |
| **Total - Field** | **151** | **28** | **288** | **263** | **439** | **291** | **34 717 700** | **35 426 400** | **90 686 550** | **126 112 950** | **35%** |
| **Total - Headquarters, administrative centres and field** | **275** | **70** | **678** | **708** | **952** | **778** | **71 667 700** | **73 130 400** | **199 534 370** | **272 664 770** | **75%** |
| **Other staff benefits** | | | | | | | | | | | |
| Installation grant | | | | | | | 440 000 | 449 000 | 204 100 | 653 100 | |
| Parental leave and extended sick leave | | | | | | | | | 3 850 000 | 3 850 000 | |
| Terminal emoluments | | | | | | | 1 500 000 | 1 530 600 | | 1 530 600 | |
| Travel on appointment or transfer | | | | | | | 350 000 | 357 100 | 1 255 100 | 1 612 200 | |
| **Total - Other staff benefits** | | | | | | | **2 290 000** | **2 336 700** | **5 309 200** | **7 645 900** | **2%** |
| **Other global costs and services** | | | | | | | | | | | |
| Information and communications technology | | | 14 | 2 | 14 | 2 | | | 15 903 630 | 15 903 630 | |
| Communications | | | | | | | 985 000 | 1 005 100 | 50 000 | 1 055 100 | |
| Contractual services | | | | | | | 2 145 216 | 2 189 000 | 1 282 800 | 3 471 800 | |
| General office | 1 | 3 | | | 1 | 3 | 3 569 226 | 3 642 000 | 1 400 000 | 5 042 000 | |
| Global activities | | | | | | | 120 000 | 122 400 | 1 960 000 | 2 082 400 | |
| Governing body sessions | | | | | | | 435 000 | 443 800 | | 443 800 | |
| Office of Staff Security | | | 19 | 26 | 19 | 26 | | | 22 196 400 | 22 196 400 | |
| Project Information and Management Application (PRIMA) | | | | 2 | | 2 | | | 1 071 000 | 1 071 000 | |
| Travel and representation | | | | | | | 1 116 200 | 1 138 900 | | 1 138 900 | |
| Unbudgeted activities and structures | | | | | | | | | 8 000 000 | 8 000 000 | |
| United Nations reform at field level | | | | | | | 2 823 000 | 2 880 600 | | 2 880 600 | |
| United Nations-related cost-sharing fees | | | | | | | 3 722 850 | 3 798 800 | 769 600 | 4 568 400 | |
| Projects | | | | | | | | | 523 000 | 523 000 | |
| **Total - other costs** | **1** | **3** | **33** | **30** | **34** | **33** | **14 916 492** | **15 220 600** | **53 156 430** | **68 377 030** | **19%** |
| **IOM Development Fund** | | | | | | | | | | | |
| IOM Development Fund – Line 1 | | | | | | | | | 1 400 000 | 1 400 000 | |
| IOM Development Fund - Line 2 | | | | 7 | | 7 | | | 13 600 000 | 13 600 000 | |
| **Total - IOM Development Fund** | | | | **7** | | **7** | | | **15 000 000** | **15 000 000** | **4%** |
| **GRAND TOTAL** | **276** | **73** | **711** | **745** | **986** | **818** | **88 874 192** | **90 687 700** | **273 000 000** | **363 687 700** | **100%** |

[a] The Administrative Part of the Budget is budgeted, maintained and presented in Swiss francs, in accordance with the IOM Financial Regulations. IOM applies a foreign exchange rate of 0.98 to translate the Administrative Part of the Budget from Swiss francs to US dollars when a comprehensive overview of the overall IOM budget in US dollars is necessary. Since the Swiss franc is the dominant currency for the revenue and expenditures of the Administrative Part of the Budget, the effects of foreign exchange fluctuations are largely neutralized.

P – Professional and higher categories; NO – National Officer category (Total: 160); GS – General Service category (Total: 658).

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

# ADMINISTRATIVE PART OF THE BUDGET

## BACKGROUND

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

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

## BUDGET LEVEL

189.    The Administrative Part of the Budget is presented at CHF 88,874,192 and reflects an increase of CHF 11,760,976 compared with the 2024 budget. The increase is in line with the provisions of Standing Committee on Programmes and Finance Resolution No. 31, and of Council Resolution No. 1390 of 24 November 2020 on budget regulations and practices, which states that contributions of Member States that join IOM shall constitute an increase in the level of the Administrative Part of the Budget.

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

## APPLICATION OF THE ADMINISTRATIVE PART OF THE BUDGET

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

## STAFFING LEVELS AT HEADQUARTERS AND IN THE FIELD

192.    The overall staffing levels under the Administrative Part of the Budget in 2025 compared with 2024 are as follows:

–    Headquarters – 118 Professional category staff and 33 General Service staff (2024: 107 P staff and 32 GS staff)

- Manila Administrative Centre – 3 Professional category staff and 8 General Service staff (2024: 3 P staff and 8 GS staff)
- Panama Administrative Centre – 3 Professional category staff and 1 General Service staff (2024: 3 P staff and 1 GS staff)
- Global offices – 4 Professional category staff (2024: 4 P staff)
- Regional offices – 48 Professional category staff and 16 General Service staff (2024: 41 P staff and 16 GS staff)
- Delocalized independent offices - 2 Professional category staff
- Sub-regional offices – 3 Professional category staff and 4 General Service staff (2024: 3 P staff and 4 GS staff)
- IOM Office to the United Nations in New York – 4 Professional category staff (2024: 4 P staff)
- Special Liaison Office, Addis Ababa– 2 Professional category staff (2024: 2 P staff)
- Global Data Institute – 1 Professional category staff (2024: 1 P staff)
- Country offices for partnerships and advocacy – 1 Professional category staff and 2 General Service staff (2024: 3 P staff and 2 GS staff)
- Country offices with coordination functions – 13.5 Professional category staff and 1.5 General Service staff (2024: 10.5 P staff and 1 GS staff)
- Country offices – 72 Professional category staff and 4.5 General Service staff (2024: 47.5 P staff and 3 GS staff)

## Headquarters

193.     Headquarters is responsible for the formulation of institutional policy, guidelines and strategy, setting standard setting, quality control procedures and oversight.

## Administrative centres

194.     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

195.     The six regional offices and two subregional offices, which have oversight responsibilities for the country offices under their coverage; the two Global offices, which provide strategic and operational guidance to IOM field offices, the special liaison office in Addis Ababa, which is responsible for liaison with multilateral bodies, and the IOM Office at the United Nations which is dedicated to enhancing IOM's partnerships across the United Nations and other key stakeholders, are partially funded under this part of the budget. This structure is designed to enhance effective use of limited core resources and expertise within and across regions. In addition, as part of the implementation of Standing Committee Resolution No. 31, country offices will progressively receive funding under this part of the budget.

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

## Staff costs

197.     Following implementation of Resolution No. 31, the presentation in the object of expenditure table on pages 66 to 68 has been revised to reflect the full staff costs.

## Other staff benefits

198.	The allocation for terminal emoluments has increased owing to the growth of the Organization, while travel on appointment or transfer and installation grant costs are straight-lined compared with the allocation made in the Programme and Budget for 2024.

## Non-staff costs

199.	Non-staff costs, including general office, communications, governing body sessions, and United Nations-related cost-sharing fees are straight-lined. Following implementation of Resolution No. 31, the allocation for United Nations reform at field level is increased by CHF 941,000.


## ASSESSMENT SCALE

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

201.	Through Resolution No. 1408 of 27 November 2023, the Council authorized the Standing Committee on Programmes and Finance to adopt in 2024 a scale of assessment for IOM Member States for the year 2025, 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 2025 is fully equated to the larger membership of the United Nations through the application of an equation factor.

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

203.	The contributions of Member States to the Administrative Part of the Budget, as presented on pages 62 to 65, have therefore been calculated in accordance with the scale of assessment for 2025 (document S/34/3), approved by the Standing Committee in June 2024.

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

| MEMBER STATES | 2024 Assessment scale % | 2024 Contributions | 2025 Assessment scale % | 2025 Contributions (ZNG) | 2025 Contributions (Budget Reform)[a] | 2025 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Afghanistan | 0.0063 | 4 858 | 0.0063 | 4 858 | 741 | 5 599 |
| Albania | 0.0083 | 6 400 | 0.0083 | 6 400 | 977 | 7 377 |
| Algeria | 0.1137 | 87 678 | 0.1137 | 87 678 | 13 372 | 101 050 |
| Angola | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Antigua and Barbuda | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Argentina | 0.7499 | 578 272 | 0.7499 | 578 272 | 88 196 | 666 468 |
| Armenia | 0.0073 | 5 629 | 0.0073 | 5 629 | 859 | 6 488 |
| Australia | 2.2019 | 1 697 956 | 2.2019 | 1 697 956 | 258 965 | 1 956 921 |
| Austria | 0.7082 | 546 116 | 0.7082 | 546 116 | 83 291 | 629 407 |
| Azerbaijan | 0.0313 | 24 136 | 0.0313 | 24 136 | 3 682 | 27 818 |
| Bahamas | 0.0198 | 15 268 | 0.0198 | 15 268 | 2 329 | 17 597 |
| Barbados | 0.0083 | 6 400 | 0.0083 | 6 400 | 977 | 7 377 |
| Bangladesh | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Belarus | 0.0428 | 33 004 | 0.0428 | 33 004 | 5 034 | 38 038 |
| Belgium | 0.8636 | 665 950 | 0.8636 | 665 950 | 101 568 | 767 518 |
| Belize | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Benin | 0.0052 | 4 010 | 0.0052 | 4 010 | 611 | 4 621 |
| Bolivia (Plurinational State of) | 0.0198 | 15 268 | 0.0198 | 15 268 | 2 329 | 17 597 |
| Bosnia and Herzegovina | 0.0125 | 9 639 | 0.0125 | 9 639 | 1 470 | 11 109 |
| Botswana | 0.0156 | 12 030 | 0.0156 | 12 030 | 1 834 | 13 864 |
| Brazil | 2.0996 | 1 619 069 | 2.0996 | 1 619 069 | 246 934 | 1 866 003 |
| Bulgaria | 0.0584 | 45 034 | 0.0584 | 45 034 | 6 869 | 51 903 |
| Burkina Faso | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Burundi | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Cabo Verde | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Cambodia | 0.0073 | 5 629 | 0.0073 | 5 629 | 859 | 6 488 |
| Cameroon | 0.0136 | 10 487 | 0.0136 | 10 487 | 1 600 | 12 087 |
| Canada | 2.7411 | 2 113 750 | 2.7411 | 2 113 750 | 322 380 | 2 436 130 |
| Central African Republic | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Chad | 0.0031 | 2 391 | 0.0031 | 2 391 | 364 | 2 755 |
| Chile | 0.4381 | 337 833 | 0.4381 | 337 833 | 51 525 | 389 358 |
| China | 15.9112 | 12 269 640 | 15.9112 | 12 269 640 | 1 871 308 | 14 140 948 |
| Colombia | 0.2566 | 197 873 | 0.2566 | 197 873 | 30 178 | 228 051 |
| Comoros | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Congo | 0.0052 | 4 010 | 0.0052 | 4 010 | 611 | 4 621 |
| Cook Islands | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Costa Rica | 0.0720 | 55 522 | 0.0720 | 55 522 | 8 467 | 63 989 |
| Côte d'Ivoire | 0.0229 | 17 659 | 0.0229 | 17 659 | 2 693 | 20 352 |
| Croatia | 0.0949 | 73 180 | 0.0949 | 73 180 | 11 162 | 84 342 |
| Cuba | 0.0991 | 76 419 | 0.0991 | 76 419 | 11 655 | 88 074 |
| Cyprus | 0.0375 | 28 917 | 0.0375 | 28 917 | 4 411 | 33 328 |
| Czechia | 0.3546 | 273 443 | 0.3546 | 273 443 | 41 705 | 315 148 |
| Democratic Republic of the Congo | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Denmark | 0.5768 | 444 789 | 0.5768 | 444 789 | 67 837 | 512 626 |
| Djibouti | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Dominica | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Dominican Republic | 0.0699 | 53 902 | 0.0699 | 53 902 | 8 221 | 62 123 |

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

| MEMBER STATES | 2024 Assessment scale % | 2024 Contributions | 2025 Assessment scale % | 2025 Contributions (ZNG) | 2025 Contributions (Budget Reform)[a] | 2025 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Ecuador | 0.0803 | 61 922 | 0.0803 | 61 922 | 9 444 | 71 366 |
| Egypt | 0.1450 | 111 814 | 0.1450 | 111 814 | 17 054 | 128 868 |
| El Salvador | 0.0136 | 10 487 | 0.0136 | 10 487 | 1 600 | 12 087 |
| Eritrea | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Estonia | 0.0459 | 35 395 | 0.0459 | 35 395 | 5 398 | 40 793 |
| Eswatini | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Ethiopia | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Fiji | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Finland | 0.4349 | 335 365 | 0.4349 | 335 365 | 51 149 | 386 514 |
| France | 4.5038 | 3 473 026 | 4.5038 | 3 473 026 | 529 689 | 4 002 715 |
| Gabon | 0.0136 | 10 487 | 0.0136 | 10 487 | 1 600 | 12 087 |
| Gambia | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Georgia | 0.0083 | 6 400 | 0.0083 | 6 400 | 977 | 7 377 |
| Germany | 6.3740 | 4 915 197 | 6.3740 | 4 915 197 | 749 643 | 5 664 840 |
| Ghana | 0.0250 | 19 278 | 0.0250 | 19 278 | 2 941 | 22 219 |
| Greece | 0.3390 | 261 414 | 0.3390 | 261 414 | 39 870 | 301 284 |
| Grenada | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Guatemala | 0.0428 | 33 004 | 0.0428 | 33 004 | 5 034 | 38 038 |
| Guinea | 0.0031 | 2 391 | 0.0031 | 2 391 | 364 | 2 755 |
| Guinea-Bissau | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Guyana | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Haiti | 0.0063 | 4 858 | 0.0063 | 4 858 | 741 | 5 599 |
| Holy See | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Honduras | 0.0094 | 7 249 | 0.0094 | 7 249 | 1 105 | 8 354 |
| Hungary | 0.2378 | 183 375 | 0.2378 | 183 375 | 27 968 | 211 343 |
| Iceland | 0.0375 | 28 917 | 0.0375 | 28 917 | 4 411 | 33 328 |
| India | 1.0889 | 839 686 | 1.0889 | 839 686 | 128 065 | 967 751 |
| Iran (Islamic Republic of) | 0.3870 | 298 428 | 0.3870 | 298 428 | 45 515 | 343 943 |
| Ireland | 0.4579 | 353 101 | 0.4579 | 353 101 | 53 854 | 406 955 |
| Israel | 0.5851 | 451 189 | 0.5851 | 451 189 | 68 814 | 520 003 |
| Italy | 3.3263 | 2 565 018 | 3.3263 | 2 565 018 | 391 203 | 2 956 221 |
| Jamaica | 0.0083 | 6 400 | 0.0083 | 6 400 | 977 | 7 377 |
| Japan | 8.3787 | 6 461 086 | 8.3787 | 6 461 086 | 985 415 | 7 446 501 |
| Jordan | 0.0229 | 17 659 | 0.0229 | 17 659 | 2 693 | 20 352 |
| Kazakhstan | 0.1387 | 106 956 | 0.1387 | 106 956 | 16 313 | 123 269 |
| Kenya | 0.0313 | 24 136 | 0.0313 | 24 136 | 3 682 | 27 818 |
| Kiribati | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Kyrgyzstan | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Lao People's Democratic Republic | 0.0073 | 5 629 | 0.0073 | 5 629 | 859 | 6 488 |
| Latvia | 0.0522 | 40 253 | 0.0522 | 40 253 | 6 139 | 46 392 |
| Lesotho | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Liberia | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Libya | 0.0188 | 14 497 | 0.0188 | 14 497 | 2 211 | 16 708 |
| Lithuania | 0.0803 | 61 922 | 0.0803 | 61 922 | 9 444 | 71 366 |
| Luxembourg | 0.0709 | 54 673 | 0.0709 | 54 673 | 8 339 | 63 012 |
| Madagascar | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Malawi | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |

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

| MEMBER STATES | 2024 Assessment scale % | 2024 Contributions | 2025 Assessment scale % | 2025 Contributions (ZNG) | 2025 Contributions (Budget Reform)[a] | 2025 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Maldives | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Mali | 0.0052 | 4 010 | 0.0052 | 4 010 | 611 | 4 621 |
| Malta | 0.0198 | 15 268 | 0.0198 | 15 268 | 2 329 | 17 597 |
| Marshall Islands | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Mauritania | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Mauritius | 0.0198 | 15 268 | 0.0198 | 15 268 | 2 329 | 17 597 |
| Mexico | 1.2736 | 982 114 | 1.2736 | 982 114 | 149 788 | 1 131 902 |
| Micronesia (Federated States of) | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Mongolia | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Montenegro | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Morocco | 0.0574 | 44 263 | 0.0574 | 44 263 | 6 751 | 51 014 |
| Mozambique | 0.0042 | 3 239 | 0.0042 | 3 239 | 494 | 3 733 |
| Myanmar | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Namibia | 0.0094 | 7 249 | 0.0094 | 7 249 | 1 105 | 8 354 |
| Nauru | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Nepal | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Netherlands (Kingdom of the) | 1.4363 | 1 107 577 | 1.4363 | 1 107 577 | 168 923 | 1 276 500 |
| New Zealand | 0.3223 | 248 536 | 0.3223 | 248 536 | 37 906 | 286 442 |
| Nicaragua | 0.0052 | 4 010 | 0.0052 | 4 010 | 611 | 4 621 |
| Niger | 0.0031 | 2 391 | 0.0031 | 2 391 | 364 | 2 755 |
| Nigeria | 0.1898 | 146 361 | 0.1898 | 146 361 | 22 322 | 168 683 |
| North Macedonia | 0.0073 | 5 629 | 0.0073 | 5 629 | 859 | 6 488 |
| Norway | 0.7082 | 546 116 | 0.7082 | 546 116 | 83 291 | 629 407 |
| Pakistan | 0.1189 | 91 688 | 0.1189 | 91 688 | 13 983 | 105 671 |
| Palau | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Panama | 0.0939 | 72 409 | 0.0939 | 72 409 | 11 044 | 83 453 |
| Papua New Guinea | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Paraguay | 0.0271 | 20 898 | 0.0271 | 20 898 | 3 187 | 24 085 |
| Peru | 0.1700 | 131 092 | 0.1700 | 131 092 | 19 994 | 151 086 |
| Philippines | 0.2211 | 170 497 | 0.2211 | 170 497 | 26 004 | 196 501 |
| Poland | 0.8730 | 673 198 | 0.8730 | 673 198 | 102 674 | 775 872 |
| Portugal | 0.3682 | 283 931 | 0.3682 | 283 931 | 43 304 | 327 235 |
| Republic of Korea | 2.6848 | 2 070 336 | 2.6848 | 2 070 336 | 315 758 | 2 386 094 |
| Republic of Moldova | 0.0052 | 4 010 | 0.0052 | 4 010 | 611 | 4 621 |
| Romania | 0.3254 | 250 926 | 0.3254 | 250 926 | 38 271 | 289 197 |
| Russian Federation | 1.9463 | 1 500 855 | 1.9463 | 1 500 855 | 228 903 | 1 729 758 |
| Rwanda | 0.0031 | 2 391 | 0.0031 | 2 391 | 364 | 2 755 |
| Saint Kitts and Nevis | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Saint Lucia | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Saint Vincent and the Grenadines | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Samoa | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Sao Tome and Principe | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Senegal | 0.0073 | 5 629 | 0.0073 | 5 629 | 859 | 6 488 |
| Serbia | 0.0334 | 25 756 | 0.0334 | 25 756 | 3 928 | 29 684 |
| Seychelles | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Sierra Leone | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Slovakia | 0.1617 | 124 692 | 0.1617 | 124 692 | 19 018 | 143 710 |

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

| MEMBER STATES | 2024 Assessment scale % | 2024 Contributions | 2025 Assessment scale % | 2025 Contributions (ZNG) | 2025 Contributions (Budget Reform)[a] | 2025 Contributions (Total) |
|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) = (4) + (5) |
| Slovenia | 0.0824 | 63 541 | 0.0824 | 63 541 | 9 691 | 73 232 |
| Solomon Islands | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Somalia | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| South Africa | 0.2545 | 196 253 | 0.2545 | 196 253 | 29 932 | 226 185 |
| South Sudan | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Spain | 2.2258 | 1 716 386 | 2.2258 | 1 716 386 | 261 776 | 1 978 162 |
| Sri Lanka | 0.0469 | 36 166 | 0.0469 | 36 166 | 5 516 | 41 682 |
| Sudan | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Suriname | 0.0031 | 2 391 | 0.0031 | 2 391 | 364 | 2 755 |
| Sweden | 0.9085 | 700 574 | 0.9085 | 700 574 | 106 848 | 807 422 |
| Switzerland | 1.1828 | 912 095 | 1.1828 | 912 095 | 139 109 | 1 051 204 |
| Tajikistan | 0.0031 | 2 391 | 0.0031 | 2 391 | 364 | 2 755 |
| Thailand | 0.3838 | 295 961 | 0.3838 | 295 961 | 45 138 | 341 099 |
| Timor-Leste | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Togo | 0.0021 | 1 619 | 0.0021 | 1 619 | 247 | 1 866 |
| Tonga | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Trinidad and Tobago | 0.0386 | 29 766 | 0.0386 | 29 766 | 4 539 | 34 305 |
| Tunisia | 0.0198 | 15 268 | 0.0198 | 15 268 | 2 329 | 17 597 |
| Türkiye | 0.8814 | 679 676 | 0.8814 | 679 676 | 103 661 | 783 337 |
| Turkmenistan | 0.0355 | 27 375 | 0.0355 | 27 375 | 4 175 | 31 550 |
| Tuvalu | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Uganda | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| Ukraine | 0.0584 | 45 034 | 0.0584 | 45 034 | 6 869 | 51 903 |
| United Kingdom | 4.5633 | 3 518 908 | 4.5633 | 3 518 908 | 536 687 | 4 055 595 |
| United Republic of Tanzania | 0.0104 | 8 020 | 0.0104 | 8 020 | 1 223 | 9 243 |
| United States of America | 22.9478 | 17 695 790 | 22.9478 | 17 695 790 | 2 698 879 | 20 394 669 |
| Uruguay | 0.0960 | 74 029 | 0.0960 | 74 029 | 11 290 | 85 319 |
| Uzbekistan | 0.0282 | 21 746 | 0.0282 | 21 746 | 3 317 | 25 063 |
| Vanuatu | 0.0010 | 771 | 0.0010 | 771 | 118 | 889 |
| Venezuela (Bolivarian Republic of) | 0.1825 | 140 732 | 0.1825 | 140 732 | 21 463 | 162 195 |
| Viet Nam | 0.0970 | 74 800 | 0.0970 | 74 800 | 11 408 | 86 208 |
| Yemen | 0.0083 | 6 400 | 0.0083 | 6 400 | 977 | 7 377 |
| Zambia | 0.0083 | 6 400 | 0.0083 | 6 400 | 977 | 7 377 |
| Zimbabwe | 0.0073 | 5 629 | 0.0073 | 5 629 | 859 | 6 488 |
| Grand total | 100.0000 | 77 113 216 | 100.0000 | 77 113 216 | 11 760 976 | 88 874 192 |

[a] As established since the first year of application of the budget reform increase, the exchange rate of CHF 0.98 to USD 1 is applied to the budget reform increase to maintain predictability and consistency throughout its implementation years, from 2023 to 2027.

The total number of Member States is 175.

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

| | 2024 revised | | | 2025 estimates | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Staff positions | | Total amount | Staff positions | | Staff costs | | Other costs | Total amount |
| | P | NO/GS | | P | NO/GS | P | NO/GS | | |
| **Headquarters** | | | | | | | | | |
| **Director General and Deputy Directors General** | 3 | | 1 271 000 | 3 | | 1 250 000 | | | 1 250 000 |
| Office of Internal Oversight | 7 | 1 | 1 840 000 | 8 | | 1 857 000 | | 6 000 | 1 863 000 |
| Office of Ethics and PSEAH | 4 | | 994 000 | 4 | | 978 000 | | 10 000 | 988 000 |
| Office of Ombudsperson and Mediation Services | 1 | | 288 000 | 1 | | 310 000 | | | 310 000 |
| Office of Legal Affairs | 7 | 1 | 2 055 000 | 8 | 1 | 2 167 000 | 202 000 | 12 000 | 2 381 000 |
| **Executive Office** | 4 | 2 | 1 411 000 | 4 | 2 | 1 081 000 | 326 000 | 50 000 | 1 457 000 |
| **Office of Partnerships, Advocacy and Communication** | 3 | | 697 000 | 3 | | 759 000 | | | 759 000 |
| Media and Communications | 4 | | 764 000 | 4 | | 770 000 | | | 770 000 |
| Governing Bodies Secretariat | 3 | 5 | 1 614 000 | 3 | 6 | 829 000 | 902 000 | 40 000 | 1 771 000 |
| Resource Mobilization | 1 | 1 | 476 000 | 1 | 1 | 360 000 | 159 000 | | 519 000 |
| Partnerships | 2 | 1 | 739 000 | 2 | | 560 000 | | 22 000 | 582 000 |
| Private Sector Partnerships | 1 | | 258 000 | 1 | | 298 000 | | | 298 000 |
| **Office of Strategy and Organizational Performance** | | | | | | | | | |
| Institutional Risk | 1 | | 261 000 | 1 | | 273 000 | | | 273 000 |
| **Deputy Director General for Operations** | 2 | | 396 000 | 2 | | 394 000 | | | 394 000 |
| Data, Insight and Policy Coordination | 7 | 2 | 2 181 000 | 8 | 2 | 1 857 000 | 308 000 | 195 000 | 2 360 000 |
| Humanitarian Response and Recovery | 9 | 1 | 2 557 300 | 11 | 1 | 2 854 000 | 142 000 | 35 000 | 3 031 000 |
| Mobility Pathways and Inclusion | 13 | 4 | 3 898 000 | 16 | 4 | 3 702 000 | 675 000 | 50 000 | 4 427 000 |
| Protection | 8 | | 1 727 000 | 8 | | 1 841 000 | | | 1 841 000 |
| Climate Action | 2 | | 359 000 | 2 | | 379 000 | | | 379 000 |
| **Deputy Director General for Management and Reform** | 1 | 1 | 454 000 | 1 | 1 | 265 000 | 141 000 | | 406 000 |
| Financial and Administrative Management | 11 | 8 | 4 243 000 | 12 | 9 | 2 861 000 | 1 384 000 | 121 000 | 4 366 000 |
| Human Resources | 6 | 2 | 1 914 700 | 8 | 2 | 1 887 000 | 278 000 | 25 000 | 2 190 000 |
| Information and Communications Technology | 2 | 3 | 1 027 000 | 2 | 3 | 580 000 | 479 000 | | 1 059 000 |
| Supply Chain | 1 | | 290 000 | 1 | | 300 000 | | | 300 000 |
| Staff Health and Welfare | 2 | | 585 000 | 3 | | 798 000 | | 5 000 | 803 000 |
| Global Shared Services | 1 | | 166 000 | 1 | | 170 000 | | | 170 000 |
| **Global Staff Association Committee** | | 1 | 181 000 | | 1 | | 166 000 | | 166 000 |
| **Total - Headquarters** | **106** | **33** | **32 647 000** | **118** | **33** | **29 380 000** | **5 162 000** | **571 000** | **35 113 000** |
| **Administrative Centres** | | | | | | | | | |
| Manila Administrative Centre | 3 | 8 | 1 051 000 | 3 | 8 | 799 000 | 369 000 | | 1 168 000 |
| Panama Administrative Centre | 3 | 1 | 619 000 | 3 | 1 | 607 000 | 62 000 | | 669 000 |
| **Total - Administrative centres** | **6** | **9** | **1 670 000** | **6** | **9** | **1 406 000** | **431 000** | | **1 837 000** |
| **Field** | | | | | | | | | |
| **Global offices** | | | | | | | | | |
| Brussels, Belgium | 4 | | 967 000 | 2 | | 465 000 | | | 465 000 |
| Washington, D.C., United States | | | | 2 | | 479 000 | | | 479 000 |
| **Total - Global offices** | **4** | | **967 000** | **4** | | **944 000** | | | **944 000** |
| **Regional offices** | | | | | | | | | |
| Bangkok, Thailand | 7 | 4 | 1 616 000 | 7 | 4 | 1 278 000 | 263 000 | | 1 541 000 |
| Cairo, Egypt | 6 | 2 | 1 439 000 | 8 | 2 | 1 712 000 | 88 000 | | 1 800 000 |
| Dakar, Senegal | 7 | 3 | 1 557 000 | 9 | 3 | 1 853 000 | 107 000 | | 1 960 000 |
| Nairobi, Kenya | 7 | 2 | 1 613 000 | 8 | 2 | 1 811 000 | 126 000 | | 1 937 000 |
| Panama City, Panama | 7 | 3 | 1 591 600 | 8 | 2 | 1 634 000 | 108 000 | | 1 742 000 |
| Vienna, Austria | 6 | 3 | 1 745 000 | 8 | 3 | 1 747 000 | 340 000 | | 2 087 000 |
| **Total - Regional offices** | **40** | **17** | **9 561 600** | **48** | **16** | **10 035 000** | **1 032 000** | | **11 067 000** |
| **Delocalized independent offices** | | | | | | | | | |
| Legal Affairs | | | | 1 | | 197 000 | | | 197 000 |
| Internal Oversight | | | | 1 | | 142 000 | | | 142 000 |
| **Total - Delocalized independent offices** | | | | **2** | | **339 000** | | | **339 000** |
| **Subregional offices** | | | | | | | | | |
| Brussels, Belgium | 1 | 2 | 503 000 | 1 | 2 | 223 000 | 271 000 | | 494 000 |
| Pretoria, South Africa | 2 | 2 | 483 000 | 2 | 2 | 411 000 | 136 000 | | 547 000 |
| **Total - Subregional offices** | **3** | **4** | **986 000** | **3** | **4** | **634 000** | **407 000** | | **1 041 000** |
| **IOM Office to the United Nations in New York, United States of America** | 4 | | 1 019 000 | 4 | | 1 011 000 | | | 1 011 000 |
| **Special Liaison Office, Addis Ababa, Ethiopia** | 2 | | 418 000 | 2 | | 430 000 | | | 430 000 |
| **Global Data Institute** | 1 | | 233 000 | 1 | | 274 000 | | | 274 000 |
| **Country offices for partnerships and advocacy** | | | | | | | | | |
| Denmark | 1.5 | 1.0 | 395 000 | 1 | 2 | 256 000 | 151 000 | | 407 000 |
| United Kingdom | 2 | 0.5 | 511 400 | | | | | | |
| **Total - Country offices for partnerships and advocacy** | **3.50** | **1.50** | **906 400** | **1** | **2** | **256 000** | **151 000** | | **407 000** |

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

| | 2024 revised | | | 2025 estimates | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Staff positions | | Total amount | Staff positions | | Staff costs | | Other costs | Total amount |
| | P | NO/GS | | P | NO/GS | P | NO/GS | | |
| **Country offices with coordinating functions** | | | | | | | | | |
| Argentina | 1 | | 256 000 | 1 | | 255 000 | | | 255 000 |
| Barbados | | | | 2 | | 530 000 | | | 530 000 |
| Cameroon | 1 | | 191 000 | 1.25 | | 236 000 | | | 236 000 |
| Ghana | 1 | | 241 000 | 1.25 | | 302 000 | | | 302 000 |
| Guinea | 1 | | 238 000 | 2 | | 497 000 | | | 497 000 |
| India | 0.5 | 0.5 | 121 000 | 0.75 | 1 | 148 000 | 48 000 | | 196 000 |
| Kazakhstan | 1 | | 126 000 | 0.75 | | 102 000 | | | 102 000 |
| Micronesia (Federated States of) | 2 | | 364 000 | 1.25 | | 249 000 | | | 249 000 |
| Senegal | 2 | | 356 000 | 2 | | 361 000 | | | 361 000 |
| Sri Lanka | 1 | | 200 000 | 1.25 | | 285 000 | | | 285 000 |
| Switzerland | | 0.5 | 88 000 | | 0.5 | | 104 000 | | 104 000 |
| **Total - Country offices with coordinating functions** | **10.5** | **1** | **2 181 000** | **13.50** | **1.5** | **2 965 000** | **152 000** | | **3 117 000** |
| **Country offices** | | | | | | | | | |
| Afghanistan | 1 | | 334 000 | 1.25 | | 424 300 | | | 424 300 |
| Angola | 0.5 | 0.5 | 160 000 | 1.5 | | 244 000 | | | 244 000 |
| Bangladesh | 1 | | 252 000 | 1.5 | | 396 000 | | | 396 000 |
| Bolivia (Plurinational State of) | | 1 | 63 000 | | 1.50 | | 93 500 | | 93 500 |
| Brazil | 0.5 | 0.5 | 156 000 | 0.75 | 0.75 | 184 000 | 46 000 | | 230 000 |
| Burkina Faso | 1 | | 196 000 | 1.5 | | 330 000 | | | 330 000 |
| Burundi | 1 | | 209 000 | 1.5 | | 274 000 | | | 274 000 |
| Cambodia | 0.5 | 0.5 | 143 000 | 0.75 | 0.75 | 148 000 | 48 000 | | 196 000 |
| Central African Republic | 1 | | 268 000 | 1.5 | | 409 000 | | | 409 000 |
| Chad | 1 | | 196 000 | 1.5 | | 354 000 | | | 354 000 |
| Costa Rica | | | | 0.75 | | 199 000 | | | 199 000 |
| Côte d'Ivoire | 1 | | 188 000 | 1.5 | | 303 000 | | | 303 000 |
| Democratic Republic of the Congo | 1 | | 241 000 | 1.5 | | 379 000 | | | 379 000 |
| Djibouti | 1 | | 181 000 | 1.5 | | 275 000 | | | 275 000 |
| Dominican Republic | 1 | | 139 000 | 1.5 | | 211 000 | | | 211 000 |
| Egypt | 1 | | 163 000 | 1.5 | | 272 000 | | | 272 000 |
| El Salvador | 1 | | 208 000 | 1.5 | | 329 000 | | | 329 000 |
| Eritrea | 0.5 | | 61 000 | 0.75 | | 93 000 | | | 93 000 |
| Ethiopia | 1 | | 268 000 | 1.5 | | 428 000 | | | 428 000 |
| Guatemala | 0.5 | | 71 000 | 0.75 | | 145 000 | | | 145 000 |
| Haiti | 1 | | 326 000 | 1.5 | | 466 000 | | | 466 000 |
| Honduras | 0.5 | 0.5 | 138 000 | 1.5 | | 228 000 | | | 228 000 |
| Indonesia | 1 | | 292 000 | 1.5 | | 423 000 | | | 423 000 |
| Iran (Islamic Republic of) | 1 | | 168 000 | 1.5 | | 292 000 | | | 292 000 |
| Kenya | 1 | | 226 000 | 1.5 | | 362 000 | | | 362 000 |
| Lao People's Democratic Republic | | | | 0.75 | | 85 000 | | | 85 000 |
| Lebanon | 1 | | 257 000 | 1.5 | | 377 000 | | | 377 000 |
| Malawi | 1 | | 124 000 | 0.75 | 0.75 | 143 000 | 68 000 | | 211 000 |
| Mali | 1 | | 207 000 | 1.5 | | 305 000 | | | 305 000 |
| Mauritania | 1 | | 204 000 | 1.5 | | 309 000 | | | 309 000 |
| Mexico | 0.5 | | 85 000 | 0.75 | | 125 000 | | | 125 000 |
| Morocco | 1 | | 171 000 | 1.5 | | 259 000 | | | 259 000 |
| Mozambique | 1 | | 194 000 | 1.5 | | 304 000 | | | 304 000 |
| Myanmar | 1 | | 223 000 | 1.5 | | 316 000 | | | 316 000 |
| Nepal | 1 | | 183 000 | 1.5 | | 302 000 | | | 302 000 |
| Niger | 1 | | 206 000 | 1.5 | | 374 000 | | | 374 000 |
| Nigeria | 1 | | 257 000 | 1.25 | | 314 000 | | | 314 000 |
| Pakistan | 1 | | 219 000 | 1.25 | | 288 000 | | | 288 000 |
| Papua New Guinea | 1 | | 231 000 | 1.5 | | 345 000 | | | 345 000 |
| Philippines | 1 | | 221 000 | 1.5 | | 340 000 | | | 340 000 |
| Rwanda | 1 | | 167 000 | 1.5 | | 284 000 | | | 284 000 |
| Somalia | 1 | | 293 000 | 1.5 | | 392 000 | | | 392 000 |
| South Sudan | 1 | | 256 000 | 1.5 | | 370 000 | | | 370 000 |
| Sudan | 1 | | 269 000 | 1.5 | | 434 000 | | | 434 000 |
| Timor-Leste | 0.5 | 0.5 | 115 000 | 0.75 | 0.75 | 151 000 | 113 000 | | 264 000 |
| Tunisia | 1 | | 182 000 | 1.5 | | 280 000 | | | 280 000 |
| Uganda | 1 | | 201 000 | 1.5 | | 271 000 | | | 271 000 |
| Ukraine | 1 | | 197 000 | 1.5 | | 345 900 | | | 345 900 |
| United Republic of Tanzania | 1 | | 271 000 | 1.5 | | 319 000 | | | 319 000 |
| Venezuela (Bolivarian Republic of) | 1 | | 235 000 | 1.5 | | 348 000 | | | 348 000 |
| Viet Nam | 1 | | 161 000 | 1.5 | | 247 000 | | | 247 000 |
| Yemen | 1 | | 255 000 | 1.5 | | 400 000 | | | 400 000 |
| Zambia | 1 | | 154 000 | 1.5 | | 237 000 | | | 237 000 |
| Zimbabwe | 1 | | 245 000 | 1.5 | | 286 000 | | | 286 000 |
| **Total - Country offices** | **47.0** | **3.5** | **10 430 000** | **72** | **5** | **15 719 200** | **368 500** | | **16 087 700** |
| **Total - Field** | **115** | **27** | **26 702 000** | **151** | **28** | **32 607 200** | **2 110 500** | | **34 717 700** |
| **Total - Staff costs** | **227** | **69** | **61 019 000** | **275** | **70** | **63 393 200** | **7 703 500** | **571 000** | **71 667 700** |

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

| | 2024 revised | | | 2025 estimates | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Staff positions | | Total amount | Staff positions | | Staff costs | | Other costs | Total amount |
| | P | NO/GS | | P | NO/GS | P | NO/GS | | |
| **Other staff benefits** | | | | | | | | | |
| Installation grant | | | 440 000 | | | | | 440 000 | 440 000 |
| Terminal emoluments | | | 700 000 | | | | | 1 500 000 | 1 500 000 |
| Travel on appointment or transfer | | | 350 000 | | | | | 350 000 | 350 000 |
| Total - Other staff benefits | | | **1 490 000** | | | | | **2 290 000** | **2 290 000** |
| **General office** | | | | | | | | | |
| Amortization, rental and maintenance of premises | | | 1 354 000 | | | | | 1 354 000 | 1 354 000 |
| Office supplies, printing and other services | | | 210 000 | | | | | 210 000 | 210 000 |
| Purchase and maintenance of office equipment and furniture | | | 1 868 000 | 1 | 3 | 246 226 | 751 000 | 1 008 000 | 2 005 226 |
| Total - General office | | | **3 432 000** | 1 | 3 | 246 226 | 751 000 | **2 572 000** | **3 569 226** |
| **Communications** | | | | | | | | | |
| Email | | | 520 000 | | | | | 520 000 | 520 000 |
| Facsimile | | | 50 000 | | | | | 50 000 | 50 000 |
| Postage | | | 176 000 | | | | | 176 000 | 176 000 |
| Telephone | | | 239 000 | | | | | 239 000 | 239 000 |
| Total - Communications | | | **985 000** | | | | | **985 000** | **985 000** |
| **Contractual services** | | | | | | | | | |
| Consultants | | | 55 000 | | | | | 55 000 | 55 000 |
| Insurance, bank charges, security, etc. | | | 632 000 | | | | | 632 000 | 632 000 |
| Staff development and learning | | | 1 458 216 | | | | | 1 458 216 | 1 458 216 |
| Total - Contractual services | | | **2 145 216** | | | | | **2 145 216** | **2 145 216** |
| **Governing body sessions** | | | | | | | | | |
| Documentation | | | 35 000 | | | | | 35 000 | 35 000 |
| Rental of space, equipment, etc. | | | 65 000 | | | | | 65 000 | 65 000 |
| Salaries | | | 335 000 | | | | | 335 000 | 335 000 |
| Total - Governing Bodies | | | **435 000** | | | | | **435 000** | **435 000** |
| **Travel and representation** | | | 1 128 000 | | | | | 1 116 200 | 1 116 200 |
| **Global activities** | | | 120 000 | | | | | 120 000 | 120 000 |
| **United Nations-related cost-sharing fees** | | | 4 477 000 | | | | | 3 722 850 | 3 722 850 |
| **United Nations reform at field level** | | | 1 882 000 | | | | | 2 823 000 | 2 823 000 |
| Total - Other costs | | | **7 607 000** | | | | | **7 782 050** | **7 782 050** |
| **GRAND TOTAL** | **227** | **69** | **77 113 216** | **276** | **73** | **63 639 426** | **8 454 500** | **16 780 266** | **88 874 192** |

P – Professional and higher categories; NO – National Officer category (Total: 13.5); GS – General Service category (Total: 59.5).

# STAFFING TABLE
## Administrative Part of Budget

| | 2024 revised | | | | | | | | | | 2025 estimates | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | NO/GS | Total | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | NO/GS | Total |
| **Headquarters** | | | | | | | | | | | | | | | | | | | | |
| **Director General and Deputy Directors General** | 3 | | | | | | | 3 | | 3 | 3 | | | | | | | 3 | | 3 |
| Office of Internal Oversight | | 1 | 1 | 2 | 1 | 1 | 1 | 7 | 1 | 8 | | 1 | 1 | 2 | 1 | 1 | 2 | 8 | | 8 |
| Office of Ethics and PSEAH | | | 2 | 1 | | | 1 | 4 | | 4 | | | 2 | 1 | | | 1 | 4 | | 4 |
| Office of Ombudsperson and Mediation Services | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| Office of Legal Affairs | | 1 | 1 | 2 | 3 | | | 7 | 1 | 8 | | 1 | 1 | 2 | 4 | | | 8 | 1 | 9 |
| **Executive Office** | | 1 | 1 | | 1 | | 1 | 4 | 2 | 6 | | 1 | 1 | | 1 | | 1 | 4 | 2 | 6 |
| **Office of Partnerships, Advocacy and Communication** | | | 1 | 1 | 1 | | | 3 | | 3 | | | 1 | 1 | 1 | | | 3 | | 3 |
| Media and Communications | | | 1 | | 1 | | 2 | 4 | | 4 | | | 1 | 1 | | | 2 | 4 | | 4 |
| Governing Bodies Secretariat | | | 1 | | 2 | | | 3 | 5 | 8 | | | 1 | | 2 | | | 3 | 6 | 9 |
| Resource Mobilization | | | 1 | | | | | 1 | 1 | 2 | | | 1 | | | | | 1 | 1 | 2 |
| Partnerships | | | 1 | 1 | | | | 2 | 1 | 3 | | | 1 | 1 | | | | 2 | | 2 |
| Private Sector Partnerships | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| **Office of Strategy and Organizational Performance** | | | | | | | | | | | | | | | | | | | | |
| Institutional Risk | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| **Deputy Director General for Operations** | | | 1 | | | | 1 | 2 | | 2 | | | 1 | | | | 1 | 2 | | 2 |
| **Humanitarian Response and Recovery** | | 1 | 1 | | 1 | | | 3 | 1 | 4 | | 1 | 1 | | 1 | 2 | | 5 | 1 | 6 |
| Cash-based Interventions | | | | | 1 | | | 1 | | 1 | | | | | 1 | | | 1 | | 1 |
| Humanitarian Operations | | | | 1 | 1 | | | 2 | | 2 | | | | 1 | 1 | | | 2 | | 2 |
| Peace and Recovery | | | | 1 | 1 | | | 2 | | 2 | | | | 1 | 1 | | | 2 | | 2 |
| Preparedness and Climate Change Adaptation | | | | | 1 | | | 1 | | 1 | | | | | 1 | | | 1 | | 1 |
| **Protection** | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| Gender and Diversity | | | | | 1 | | 1 | 2 | | 2 | | | | | 1 | | 1 | 2 | | 2 |
| Humanitarian Protection | | | | | | 2 | | 2 | | 2 | | | | | 1 | 1 | | 2 | | 2 |
| Migrant Protection | | | | 1 | 2 | | | 3 | | 3 | | | | 1 | 2 | | | 3 | | 3 |
| **Mobility Pathways and Inclusion** | | 1 | | | | | | 1 | 1 | 2 | | 1 | | | | 1 | | 2 | 1 | 3 |
| Immigration and Border Governance | | | | 1 | 2 | | | 3 | | 3 | | | | 1 | 2 | | | 3 | | 3 |
| Labour Mobility | | | | 1 | 2 | | | 3 | | 3 | | | | 1 | 2 | | 2 | 5 | | 5 |
| Migration Health | | | 1 | 1 | | | | 2 | 1 | 3 | | | 1 | 1 | | | | 2 | 1 | 3 |
| Resettlement and Movement Management | | | 1 | | 2 | | 1 | 4 | 2 | 6 | | | 1 | | 2 | | 1 | 4 | 2 | 6 |
| **Data, Insight and Policy Coordination** | | 1 | | | | | | 1 | | 1 | | 1 | | | | | | 1 | | 1 |
| Policy, Knowledge and Research | | | 1 | 1 | 2 | | 2 | 6 | 2 | 8 | | | 1 | 1 | 2 | | 3 | 7 | 2 | 9 |
| **Climate Action** | | | 1 | | | | 1 | 2 | | 2 | | | 1 | | | | 1 | 2 | | 2 |
| **Deputy Director General for Management and Reform** | | | 1 | | | | | 1 | 1 | 2 | | | 1 | | | | | 1 | 1 | 2 |
| **Financial and Administrative Management** | | 1 | | | | | | 1 | 1 | 2 | | 1 | | | | | | 1 | 1 | 2 |
| Finance and Accounting | | | 1 | | 1 | | | 2 | 2 | 4 | | | 1 | | 1 | 1 | | 3 | 2 | 5 |
| Budget | | | | 1 | 2 | 1 | | 4 | 1 | 5 | | | | | 1 | 2 | 1 | 4 | 2 | 6 |
| Treasury | | | | 1 | 1 | 2 | | 4 | 1 | 5 | | | | 1 | 1 | 2 | | 4 | 1 | 5 |
| Common Services | | | | | | | | | 3 | 3 | | | | | | | | | 3 | 3 |
| **Human Resources** | | 1 | 1 | | | | | 2 | | 2 | | 1 | 1 | | | | | 2 | | 2 |
| HR Operations and Advisory Services | | | | 1 | 1 | | | 2 | | 2 | | | | 1 | 1 | | | 2 | | 2 |
| Human Resources Policy | | | | | | 1 | | 1 | 1 | 2 | | | | | 1 | 1 | | 2 | 1 | 3 |
| Integrated Talent Management | | | | 1 | | | | 1 | 1 | 2 | | | | 1 | | | 1 | 2 | 1 | 3 |
| **Information and Communications Technology** | | 1 | | | | | | 1 | | 1 | | 1 | | | | | | 1 | | 1 |
| Infrastructure and Operations | | | | | | | | | 3 | 3 | | | | | | | | | 3 | 3 |
| Strategy, Resources Management and Governance | | | | | | 1 | | 1 | | 1 | | | | | | 1 | | 1 | | 1 |
| **Supply Chain** | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| **Staff Health and Welfare** | | | 1 | 1 | | | | 2 | | 2 | | | 1 | 1 | 1 | | | 3 | | 3 |
| **Global Shared Services** | | | | | 1 | | | 1 | | 1 | | | | | 1 | | | 1 | | 1 |
| **Global Staff Association Committee** | | | | | | | | | 1 | 1 | | | | | | | | | 1 | 1 |
| **Total - Headquarters** | 3 | 9 | 19 | 26 | 28 | 10 | 11 | 106 | 33 | 139 | 3 | 9 | 19 | 27 | 31 | 13 | 16 | 118 | 33 | 151 |
| **Administrative Centres** | | | | | | | | | | | | | | | | | | | | |
| **Manila Administrative Centre** | | | | | | | | | | | | | | | | | | | | |
| Resources Management | | | | 1 | 1 | | | 2 | 6 | 8 | | | | 1 | 1 | | | 2 | 6 | 8 |
| Other | | | 1 | | | | | 1 | 2 | 3 | | | 1 | | | | | 1 | 2 | 3 |
| **Panama Administrative Centre** | | | | | | | | | | | | | | | | | | | | |
| Resources Management | | | 1 | | 2 | | | 3 | | 3 | | | 1 | | 2 | | | 3 | | 3 |
| Other | | | | | | | | | 1 | 1 | | | | | | | | | 1 | 1 |
| **Total - Administrative Centres** | | | 2 | 1 | 3 | | | 6 | 9 | 15 | | | 2 | 1 | 3 | | | 6 | 9 | 15 |
| **Field** | | | | | | | | | | | | | | | | | | | | |
| **Global offices** | | | | | | | | | | | | | | | | | | | | |
| Brussels, Belgium | | 1 | | 2 | 1 | | | 4 | | 4 | | 1 | | | 1 | | | 2 | | 2 |
| Washington, D.C., United States | | | | | | | | | | | | 1 | | | 1 | | | 2 | | 2 |
| **Regional offices** | | | | | | | | | | | | | | | | | | | | |
| Bangkok, Thailand | | 1 | 1 | 1 | 2 | 1 | 1 | 7 | 4 | 11 | | 1 | 1 | 1 | 3 | | 1 | 7 | 4 | 11 |
| Cairo, Egypt | | 1 | 1 | 2 | 2 | | | 6 | 2 | 8 | | 1 | 1 | 2 | 4 | | | 8 | 2 | 10 |
| Dakar, Senegal | | 1 | 1 | 1 | 3 | 1 | | 7 | 3 | 10 | | 1 | 1 | 1 | 6 | | | 9 | 3 | 12 |
| Nairobi, Kenya | | 1 | 1 | 1 | 4 | | | 7 | 2 | 9 | | 1 | 1 | 2 | 4 | | | 8 | 2 | 10 |
| Panama City, Panama | | 1 | 1 | 1 | 1 | 3 | | 7 | 3 | 10 | | 1 | 1 | 1 | 5 | | | 8 | 2 | 10 |
| Vienna, Austria | | 1 | 1 | 2 | 2 | | | 6 | 3 | 9 | | 1 | 1 | 1 | 4 | 1 | | 8 | 3 | 11 |
| **Delocalized independent offices** | | | | | | | | | | | | | | | | | | | | |
| Internal Oversight | | | | | | | | | | | | | | | | | 1 | 1 | | 1 |
| Legal Affairs | | | | | | | | | | | | | | | | 1 | | 1 | | 1 |
| **Subregional offices** | | | | | | | | | | | | | | | | | | | | |
| Brussels, Belgium | | | | | 1 | | | 1 | 2 | 3 | | | | | 1 | | | 1 | 2 | 3 |
| Pretoria, South Africa | | | 1 | | | 1 | | 2 | 2 | 4 | | | 1 | | | 1 | | 2 | 2 | 4 |

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

| | 2024 revised | | | | | | | | | | 2025 estimates | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | NO/GS | Total | DG/DDG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P | NO/GS | Total |
| **Special Liaison Offices** | | | | | | | | | | | | | | | | | | | | |
| IOM Office to the United Nations in New York, United States of America | | 1 | | | 2 | 1 | | 4 | | 4 | 1 | | | | 2 | 1 | | 4 | | 4 |
| Special Liaison Office, Addis Ababa, Ethiopia | | | 1 | | | 1 | | 2 | | 2 | | | 1 | | | 1 | | 2 | | 2 |
| **Global Data Institute** | | | | 1 | | | | 1 | | 1 | | | | 1 | | | | 1 | | 1 |
| **Country offices for partnerships and advocacy** | | | | | | | | | | | | | | | | | | | | |
| Denmark | | | 1 | | 1 | | | 2 | 1 | 3 | | | 1 | | | | | 1 | 2 | 3 |
| United Kingdom | | | 1 | | 1 | | | 2 | 0.5 | 3 | | | | | | | | | | |
| **Country offices with coordinating functions** | | | | | | | | | | | | | | | | | | | | |
| Argentina | | | 1 | | | | | 1 | | 1 | | | 1 | | | | | 1 | | 1 |
| Barbados | | | | | | | | | | | | | 1 | | | 1 | | 2 | | 2 |
| Cameroon | | | | | 0.5 | 0.5 | | 1 | | 1 | | | | | 0.75 | 0.5 | | 1.25 | | 1.25 |
| Ghana | | | | 0.5 | 0.5 | | | 1 | | 1 | | | | 0.75 | 0.5 | | | 1.25 | | 1.25 |
| Guinea | | | | 0.5 | | 0.5 | | 1 | | 1 | | | | | 1 | 1 | | 2 | | 2 |
| India | | | | | 0.5 | | | 0.5 | 0.5 | 1 | | | | | 0.75 | | | 0.75 | 1 | 1.75 |
| Kazakhstan | | | | | | 1 | | 1 | | 1 | | | | | | 0.75 | | 0.75 | | 0.75 |
| Micronesia (Federated States of) | | | | 1 | | | 1 | 2 | | 2 | | | | | 0.75 | | 0.5 | 1.25 | | 1.25 |
| Senegal | | | | 1 | | 1 | | 2 | | 2 | | | | | 1 | 1 | | 2 | | 2 |
| Sri Lanka | | | 1 | | | 0.5 | | 1 | | 1 | | | | | 0.75 | 0.5 | | 1.25 | | 1.25 |
| Switzerland | | | | | | | | | 0.5 | 0.5 | | | | | | | | | 0.5 | 0.5 |
| **Country offices** | | | | | | | | | | | | | | | | | | | | |
| Afghanistan | | | | 0.5 | 0.5 | | | 1 | | 1 | | | | 0.5 | 0.75 | | | 1.25 | | 1.25 |
| Angola | | | | | 0.5 | | | 0.50 | 1 | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Bangladesh | | | 0.5 | | 0.5 | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Bolivia (Plurinational State of) | | | | | | | | | 1 | 1 | | | | | | | | | 1.5 | 1.5 |
| Brazil | | | 0.5 | | | | | 0.5 | 0.5 | 1 | | | | | 0.75 | | | 0.75 | 0.75 | 1.5 |
| Burkina Faso | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Burundi | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Cambodia | | | | | 0.5 | | | 0.5 | 0.5 | 1 | | | | | 0.75 | | | 1 | 0.75 | 1.5 |
| Central African Republic | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Chad | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Costa Rica | | | | | | | | | | | | | | | 0.75 | | | 1 | | 1 |
| Côte d'Ivoire | | | | 0.0 | 1 | 0.5 | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Democratic Republic of the Congo | | | 0.5 | 0.5 | | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Djibouti | | | 0.0 | 1 | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Dominican Republic | | | | 0.0 | 1 | 0.5 | | 1 | | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Egypt | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| El Salvador | | | 0.5 | 0.5 | | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Eritrea | | | | | | 0.5 | | 0.5 | | 1 | | | | | | | 0.75 | 0.75 | | 0.75 |
| Ethiopia | | 0.5 | | 0.5 | | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Guatemala | | | | | 0.5 | | | 0.5 | | 1 | | | | | | 0.75 | | 0.75 | | 0.75 |
| Haiti | | | 1 | 0.5 | | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Honduras | | | | | | 1 | | 1 | 1 | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Indonesia | | 1 | | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Iran (Islamic Republic of) | | | | | 0.5 | | 0.5 | 1 | | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Kenya | | | 0.5 | 0.5 | | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Lao People's Democratic Republic | | | | | | | | | | | | | | | | | 0.75 | 0.75 | | 0.75 |
| Lebanon | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Malawi | | | | 0.5 | | | | 0.5 | 0.5 | 1 | | | | | 0.75 | | | 0.75 | 0.75 | 1.5 |
| Mali | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Mauritania | | | | 0.5 | 0.5 | | | 1 | | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Mexico | | | | 0.5 | | | | 0.5 | | 0.5 | | | | | 0.75 | | | 0.75 | | 0.75 |
| Morocco | | | | 0.5 | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Mozambique | | | 0.5 | 0.5 | | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Myanmar | | | 0.5 | 0.5 | | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Nepal | | | | 0.5 | 0.5 | | | 1 | | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Niger | | | 0.5 | 0.5 | | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Nigeria | | | 0.5 | | 0.5 | | | 1 | | 1 | | | 0.5 | | 0.75 | | | 1.25 | | 1.25 |
| Pakistan | | | 0.5 | | 0.5 | | | 1 | | 1 | | | 0.5 | | 0.75 | | | 1.25 | | 1.25 |
| Papua New Guinea | | | | 0.5 | 0.5 | | | 1 | | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Philippines | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Rwanda | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Somalia | | | 0.5 | 0.5 | | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| South Sudan | | | 0.5 | 0.5 | | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Sudan | | | 0.5 | 0.5 | | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Timor-Leste | | | | 0.5 | | | | 0.5 | 0.5 | 1 | | | | | 0.75 | | | 0.75 | 0.75 | 1.5 |
| Tunisia | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Uganda | | | 0.5 | 0.5 | | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Ukraine | | | 0.0 | 0.5 | | 1 | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| United Republic of Tanzania | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Venezuela (Bolivarian Republic of) | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Viet Nam | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| Yemen | | | 0.5 | | 0.5 | | | 1 | | 1 | | | 0.75 | | 0.75 | | | 1.5 | | 1.5 |
| Zambia | | | | 0.0 | 1 | 0.5 | | 1 | | 1 | | | | | 0.75 | | 0.75 | 1.5 | | 1.5 |
| Zimbabwe | | | 0.5 | | 0.5 | | | 1 | | 1 | | | | | 0.75 | 0.75 | | 1.5 | | 1.5 |
| **Total - Field** | | 9 | 16 | 26 | 34.0 | 26 | 4.0 | 114.5 | 27.5 | 142 | | 9 | 18.25 | 35.25 | 53.5 | 25.5 | 9 | 150.5 | 28 | 178.5 |
| Other global costs and services | | | | | | | | | | | | | | | | | 1 | 1 | 3 | 4 |
| **General office** | | | | | | | | | | | | | | | | | 1 | 1 | 3 | 4 |
| **Total - Headquarters, administrative centres and field** | 3 | 17.5 | 37 | 53 | 65 | 36 | 15 | 226.5 | 69.5 | 296 | 3 | 18 | 39 | 63 | 88 | 40 | 25 | 276 | 73 | 349 |

P – Professional and higher categories; NO – National Officer category (Total: 13.5); GS – General Service category (Total: 59.5).

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

# OPERATIONAL PART OF THE BUDGET

## INTRODUCTION

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

205.     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 2025 is estimated at USD 2.19 billion.

206.     The budgeted resources for 2025 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.

207.     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.

208.     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.

209.     Projected OSI for 2025 is USD 273 million and more information on its sources and application is provided in the section on pages 74 to 87.

210.     The geographical breakdown of the Operational Part of the Budget on pages 171 to 191 provides a regional perspective on IOM programmes.

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

212.     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.

213.     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

214.    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)
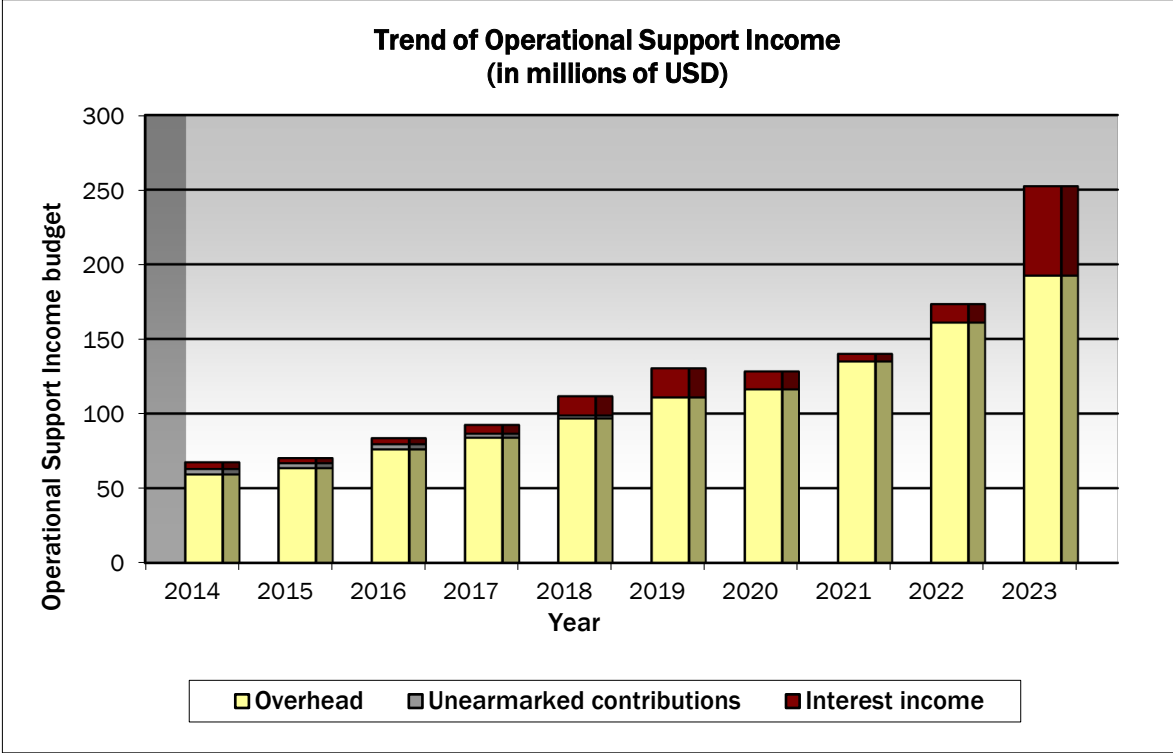
215.    The OSI budget estimate for 2025 is projected at USD 273 million. In 2025, the OSI projection has increased by 24.1 per cent compared with the Revision of the Programme and Budget for 2024 (S/34/6). This increase in projected OSI level is also reflective of Member States calls for the Organization to plan for higher OSI income in view of the growing expenditure levels of the past years.

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

PROJECT-RELATED OVERHEAD PROJECTION

217.     The project-related overhead for 2025 is projected at USD 215 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 | 2025 Total budget in millions of USD | % of total 2025 budget | 2025 Staff and office costs out of the total budget in millions of USD | 2025 Overhead in millions of USD |
|---|---|---|---|---|
| 12% on staff/office costs | 44.9 | 2.1 | 19.1 | 2.3 |
| 5% on total costs | 1.1 | 0.1 | 0.6 | 0.1 |
| 7% on total costs | 1 113.2 | 50.9 | 421.2 | 71.9 |
| 10% on total costs (excl. ticket costs) [a] | 835.9 | 38.2 | 363.8 | 60.9 |
| 0 to 4% | 189.9 | 8.7 | 65.5 | 2.1 |
| TOTAL | 2 185.0 | 100.0 | 870.2 | 137.3 |
| Difference needed to bring overhead income to the projected level in 2025 | | | | 77.7 |
| TOTAL | 2 185.0 | 100.0 | 870.2 | 215.0 |

[a]     Pertains to certain large resettlement operations and related projects where the overhead rate is set by the donor at 10 per cent on total costs, except air ticket costs, to support the Organization's core structure.

[b]     USD 77.7 million must be realized from new and additional projects/funding over the course of 2025 in order to reach the projected overhead income of USD 215 million. The overhead funding of USD 137.3 million is derived from ongoing projects with confirmed funding.

218.     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.

219.     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 | 2025 |
|---|---|
| **PROJECT-RELATED OVERHEAD INCOME** | |
| General overhead | 215 000 000 |
| **Total project-related overhead income** | **215 000 000** |
| **MISCELLANEOUS INCOME** | |
| Unearmarked contributions | 16 000 000 |
| Interest income | 42 000 000 |
| **Total miscellaneous income** | **58 000 000** |
| **Total** | **273 000 000** |

| Application | 2025 |
|---|---|
| Staff and services for Headquarters | 88 405 000 |
| Staff and services for the administrative centres | 20 442 820 |
| Staff and services for the global offices | 11 934 100 |
| Staff and services for the regional offices | 34 103 000 |
| Staff and services for the delocalized independent offices | 4 984 000 |
| Staff and services for the subregional offices | 3 345 400 |
| Staff and services for the IOM Office at the United Nations, New York | 3 360 000 |
| Staff and services for the Special liaison office, Addis Ababa, Ethiopia | 1 149 700 |
| African Capacity Building Centre for Migration Management | 638 500 |
| Global Data Institute | 3 423 100 |
| Staff and services for country offices for partnership and advocacy | 6 101 100 |
| Staff and services for country offices with coordinating functions | 6 713 400 |
| Staff and services for country offices | 14 934 250 |
| Global activity/support | 3 765 800 |
| Information and communications technology | 15 953 630 |
| Office of Staff Security | 22 196 400 |
| Unbudgeted activities and structures | 8 000 000 |
| Maintenance of office premises | 1 400 000 |
| Other Staff Benefits | 5 309 200 |
| Project Information and Management Application (PRIMA) | 1 071 000 |
| United Nations-related cost-sharing fees | 769 600 |
| IOM Development Fund – Line 1 | 1 400 000 |
| IOM Development Fund – Line 2 | 13 600 000 |
| **Grand total** | **273 000 000** |

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

| | Activity | Staff and office costs | Other | Total costs |
|---|---|---|---|---|
| 1 | Headquarters | 88 405 000 | | 88 405 000 |
| 2 | Field – Administrative centres | 20 442 820 | | 20 442 820 |
| 3 | Field – Global offices | 11 934 100 | | 11 934 100 |
| 4 | Field – Regional offices | 34 103 000 | | 34 103 000 |
| 5 | Field – Delocalized independent offices | 4 984 000 | | 4 984 000 |
| 6 | Field – Subregional offices | 3 345 400 | | 3 345 400 |
| 7 | IOM Office at the United Nations, New York | 3 360 000 | | 3 360 000 |
| 8 | Special liaison office, Addis Ababa, Ethiopia | 1 149 700 | | 1 149 700 |
| 9 | African Capacity Building Centre for Migration Management | 638 500 | | 638 500 |
| 10 | Global Data Institute (Global Migration Data Analysis Centre and Displacement Tracking Matrix) | 3 423 100 | | 3 423 100 |
| 11 | Field – Country offices for partnerships and advocacy | 6 101 100 | | 6 101 100 |
| 12 | Field – Country offices with coordinating functions | 6 713 400 | | 6 713 400 |
| 13 | Field – Country offices | 14 934 250 | | 14 934 250 |
| 14 | Staff development and learning | 1 282 800 | | 1 282 800 |
| 15 | Research and publications | 225 000 | | 225 000 |
| 16 | Gender mainstreaming activities | 100 000 | | 100 000 |
| 17 | Course on International Migration Law | 20 000 | | 20 000 |
| 18 | Leadership, diversity and inclusion initiatives | 300 000 | | 300 000 |
| 19 | Private sector outreach | 200 000 | | 200 000 |
| 20 | Regional consultative processes on migration | 25 000 | | 25 000 |
| 21 | Support for consultations with civil society organizations | 10 000 | | 10 000 |
| 22 | Humanitarian Assistance for Stranded Migrants | | 300 000 | 300 000 |
| 23 | Centre for Information on Migration in Latin America (CIMAL) | 30 000 | | 30 000 |
| 24 | Inter-American Course on Migration | | 63 000 | 63 000 |
| 25 | Technical Cooperation Project to Strengthen the Puebla Process | 20 000 | | 20 000 |
| 26 | Support to Strengthen the Central American Commission of Migration Directors (OCAM) | 10 000 | | 10 000 |
| 27 | South American Conference on Migration Process | 20 000 | | 20 000 |
| 28 | Annual support for African Union migration policy formulation and dialogues | 80 000 | | 80 000 |
| 29 | PRIMA | 1 071 000 | | 1 071 000 |
| 30 | Institutional initiatives | 1 000 000 | | 1 000 000 |
| 31 | External audit | 130 000 | | 130 000 |
| 32 | Information and communications technology | 15 953 630 | | 15 953 630 |
| 33 | Staff security | 5 783 000 | 16 413 400 | 22 196 400 |
| 34 | Unbudgeted activities and structures | 8 000 000 | | 8 000 000 |
| 35 | Maintenance of office premises | 1 400 000 | | 1 400 000 |
| 36 | Other staff benefits | 5 309 200 | | 5 309 200 |
| 37 | United Nations-related cost-sharing fees | 769 600 | | 769 600 |
| 38 | IOM Development Fund | 605 200 | 14 394 800 | 15 000 000 |
| | **Grand total** | **241 828 800** | **31 171 200** | **273 000 000** |

## APPLICATION OF OPERATIONAL SUPPORT INCOME

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

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

### 1.    Headquarters

222.    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: 88 405 000

### 2.    Field – Administrative centres

223.    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: 20 442 820

### 3.    Field – Global offices

224.    Two global offices have been established, in Brussels, Belgium and Washington, D.C., United States of America, respectively. These Global Offices provide strategic and operational guidance to IOM field offices, ensure close coordination between respective donor counterparts and IOM structures, and ensure critical stakeholders in both locations are kept closely informed of IOM institutional developments.

Budgeted resources: 11 934 100

### 4.    Field – Regional offices

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

Budgeted resources: 34 103 000

### 5.    Field – Delocalized independent offices

226.    To enhance coordination and support to the field offices while promoting cost efficiencies, key functions of the Offices of Internal Oversight, Ombudsperson and Legal Affairs (independent offices that report directly to the Director General) have been delocalized.

Budgeted resources: 4 984 000

### 6.    Field – Subregional offices

227.    The subregional offices in Brussels, Belgium and Pretoria, South Africa are accountable for compliance with IOM's rules and regulations in the subregion and for ensuring the provision of direct support to country offices as required, including specific technical support in the areas of resettlement and relocation, migrant protection and resources management.

Budgeted resources: 3 345 400

### 7.    IOM Office at the United Nations, New York

228.    The IOM Office at the United Nations in New York is dedicated to enhancing IOM's partnerships across the United Nations, diplomatic missions, the private sector, and other key stakeholders. It aims to improve understanding of migration issues, facilitate policy dialogues and ensure that IOM and migration issues are prominently represented at high-level United Nations conferences and meetings. By engaging in political, social, economic, humanitarian, and peace and security discussions on migration, the Office seeks to increase the visibility of IOM's work and priorities, highlighting migration as a crucial issue across various United Nations fora, such as the Security Council, the General Assembly, and the Economic and Social Council. Together with the United Nations Partnerships Unit in Geneva, it offers guidance to IOM staff globally on engaging with United Nations coordination mechanisms, including United Nations country teams, and plays a critical role in advancing IOM's strategic priorities and operational goals. The two entities work in tandem with United Nations Member States; the United Nations Secretariat and agencies, funds and programmes; and various intergovernmental organizations globally, contributing significantly to IOM's commitments related to United Nations reform and the 2023 Agenda for Sustainable Development, and ensuring that migration remains at the forefront of international discussions.

Budgeted resources: 3 360 000

### 8.    Special liaison office, Addis Ababa, Ethiopia

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

Budgeted resources: 1 149 700

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

230.    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: 638 500

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

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

Budgeted resources: 3 423 100

### 11.    Field - Country offices for partnerships and advocacy

232.    To ensure effective fundraising and liaison with donors, seven country offices that coordinate substantial funding for IOM's activities worldwide (Australia, Canada, Denmark (for the Nordic countries),

Germany, Japan, Republic of Korea, and United Kingdom) have additional responsibilities for resource mobilization and undertaking advocacy. Advocacy entails raising public awareness and engaging with civil society, private sector and the general public. They engage on a strategic level with donor countries in support of the IOM Strategic Plan 2024–2028 and with IOM country offices worldwide. They support the development of funding policies, establish priorities and procedures, 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: 6 101 100

## 12. Field - Country offices with coordinating functions

233. Within the large geographical areas covered by each regional office, there are subregional migratory realities for which a number of 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: Argentina, Barbados, Belgium, Bosnia and Herzegovina, Cameroon, Fiji, Georgia, Ghana, Greece, Guinea, India, Italy, Kazakhstan, Madagascar, Mauritius, Micronesia (Federated States of), Panama, Senegal, Sri Lanka and Switzerland.

Budgeted resources: 6 713 400

## 13. Field – Country offices

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

Budgeted resources: 14 934 250

## 14. Staff development and learning

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

Budgeted resources: 1 282 800

## 15. Research and publications

236. The work of the Migration Research and Publications Division continues to grow and the online current publications platform lists over 3,300 titles. In order to cope with the increase in publications support requests from the field, more should be invested in the publications production process, including reducing the resource gap, bolstering quality assurance capacity, and enhancing online tools to support delivery of content and further access by Member States and the public in general. The IOM Publications Platform provides a large range of IOM publications in the three official languages, as well as some other languages. Most publications can be downloaded free of charge.

- IOM's academic journal: *International Migration*

237. The journal is edited by Koç University and published by Wiley. Six issues of the journal are published per year and are available online only. Hard copies can be requested through the Wiley portal. IOM established the scientific journal in 1961, and 2021 saw the journal's 60th anniversary. Key achievements of the journal include an increase in its impact factor and citations for 2023, as well as an increase in free-to-access articles, including research and policy commentaries as well as scientific articles.

- *Migration Policy Practice*

238.     *Migration Policy Practice* is a journal published by IOM and edited in partnership with the University of Ghana and the German Agency for International Cooperation (GIZ). Following open global calls, contributions are received from senior officials, international organizations and civil society worldwide who work in the field of migration policy and practice. By 15 September 2024, 51 issues of the journal had been published, with a renewed emphasis on publishing content from developing countries.

- Migration Research Series

239.     The Migration Research Series focuses on policy-oriented and empirical research and analysis with the aim to contribute to a better understanding of the multidimensional aspects of migration and inform migration policies at the national, regional and international levels. By 15 September 2024, over 87 titles had been published in this series, some of which have also been published in French and Spanish. 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

240.     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 2024 edition of the report was launched by the Director General in May 2024 in Dhaka, Bangladesh and by mid-September was available in French and Spanish with translations into other UN languages (Arabic, Chinese and Russian) in progress, along with outputs in Portuguese and Swahili. The 2024 edition is the first report IOM has ever produced in html format, making it easier for people who use assistive technology to access the contents.

241.     The World Migration Report series now has a new interactive platform to enable readers to explore key migration data and analysis, and is now a multi-award-winning flagship report, having won several international design and web platform awards in 2021, 2022 and 2023. The World Migration Report has three objectives: (a) to provide key information on migration and migrants, globally and regionally; (b) to provide analyses of complex and emerging issues in the field of migration; and (c) to present policy-relevant findings based on sound research and analysis, and practical suggestions for a range of different stakeholders. The World Migration Report is co-financed through donations/grants from the private sector, philanthropic foundations, Member States, and intergovernmental organizations. OSI covers only a small proportion of the costs (USD 80,000).

- Other publications

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

Budgeted resources: 225 000

## 16.     Gender mainstreaming activities

243.     In 2024 IOM adopted a new Gender Equality Policy, accompanied by a five-year implementation plan. Similarly, the revised United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 3.0) and United Nations System-wide Gender Equality Acceleration Plan both outline critical institutional actions for a step change in the ability of the United Nations system to achieve the gender equality goals outlined in the 2030 Agenda. The Gender and Diversity Coordination Unit will seek to promote the implementation of the IOM Gender Equality Policy and these United Nations frameworks, by promoting knowledge in the regional offices and providing remote technical assistance to country offices, such as through the publication and launch of IOM's new intersectional gender analysis package.

244.     IOM's new Disability Inclusion Strategy calls for mainstreaming disability inclusion in all its programmes and projects worldwide in alignment with the United Nations Disability Inclusion Strategy (UNDIS). The Gender and Diversity Coordination Unit will ensure internal coordination of the Strategy's dissemination and implementation across the Organization and provide technical support for its roll-out.

Budgeted resources: 100 000

### 17. Course on International Migration Law

245. 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

### 18. Leadership, diversity and inclusion initiatives

246. 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

### 19. Private sector outreach

247. The Private Sector Partnerships (PSP) Division has a two-fold mission: to forge global partnerships and to serve as a support hub for regional and national offices in their private sector engagement efforts. By providing Headquarters, regional and country offices with the necessary assistance and expertise, the PSP Division ensures the effective initiation, establishment, and maintenance of private sector partnerships. This enables the Organization to fully leverage the benefits of such collaborations. The Division leads and supports the Organization's overall efforts to build private sector partnerships, identifies opportunities for strategic engagement, coordinates structured outreach to potential partners, and develops and implements impactful fundraising campaigns.

Budgeted resources: 200 000

### 20. Regional consultative processes on migration

248. 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

### 21. Support for consultations with civil society organizations

249. 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

### 22. Humanitarian Assistance for Stranded Migrants

250. 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.

251.    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

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

252.    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

### 24.    Inter-American Course on Migration

253.    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

### 25.    Technical Cooperation Project to Strengthen the Puebla Process

254.    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

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

255.    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

### 27.    South American Conference on Migration process

256.    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

**28.    Annual support for African Union migration policy formulation and dialogues**

257.    The general objective of the project is to support migration dialogues in Africa to ensure inclusive and coherent policy formulation and implementation. This support will provide a platform for advisory and technical assistance to ensure the complementarity of engagement and work in line with the African migration and development agenda. This annual support will also align with IOM's Continental Strategy for Africa 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

**29.    PRIMA**

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

Budgeted resources: 1 071 000

**30.    Institutional initiatives**

259.    There are various strategically important institutional initiatives that require sustained funding which include supporting IOM's engagement in the Thirtieth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30), and strengthening institutional capacity to provide technical assistance to Member States. IOM also contributes to the Capacity for Disaster Reduction Initiative (CADRI), which focuses on building capacities of governments to prevent disaster displacement, and is required to pay membership fees to participate in the following networks and platforms: the Standby Partnership (SBP) Network; the Humanitarian Standards Partnership; the United Nations Humanitarian Booking Hub; the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP); the Cash Learning Partnership (CALP) Network; and the United Nations Partner Portal. Twice a year, IOM also organizes the International Dialogue on Migration (IDM), which is an important forum for migration policy discussions at ministerial level.

Budgeted resources: 1 000 000

**31.    External audit**

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

Budgeted resources: 130 000

**32.    Information and communications technology**

261.    Efforts will be continued to update and enhance existing technology, improve the cybersecurity posture and organization-wide information and communications solutions 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, solutions and services in advancing the mandate of the Organization, while mitigating cybersecurity risks. The priority projects in 2024 are described below:

- Maintenance of the PRISM enterprise resource planning system and implementation of its replacement, WAVE, is critical to keep pace with demands from IOM offices and departments for improved business processes, new business capabilities and to keep up to date on technical upgrades.

- IOM has embarked on a revised programme to strengthen its core infrastructure technologies and improve its cybersecurity posture. The implementation of cloud tools and solutions is intended to optimize performance, identify, monitor, manage and mitigate the Organization's cybersecurity risks and vulnerabilities especially at mission level, and protect the Organization's information and data assets from malicious attacks.

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

- IOM has invested significantly in building data foundations as a first step to enable agile analytics and robust business intelligence solutions. In 2025, this initiative will include consolidation and integration of data sources, strengthening data governance and security measures across the Organization, and the decentralization of ICT support to missions and regions to be closer to operations.

Budgeted resources: 15 953 630

## 33. Staff security

262. 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.

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

Budgeted resources: 22 196 400

## 34. Unbudgeted activities and structures

264. 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.

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

Budgeted resources: 8 000 000

## 35. Maintenance of office premises

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

Budgeted resources: 1 400 000

### 36. Other staff benefits

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

Budgeted resources: 5 309 200

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

268.     In addition to the location-related costs 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: 769 600

### 38. IOM Development Fund

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

270.     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 Department of Humanitarian Response and Recovery; for example, activities in immediate response to disasters.

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

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

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

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

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

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

- The following maximum funding levels apply:

  - Line 1: USD 100,000 for national and regional projects. Exceptional increases for regional projects will continue to be considered up to USD 200,000.
  - Line 2: USD 300,000 for national projects and USD 400,000 for regional projects. Funding requests beyond these limits are not considered.

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

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

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

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

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

- Fundraising and visibility campaigns are ongoing.

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

Budgeted resources: 15 000 000

# FINANCING OF THE OPERATIONAL PART OF THE BUDGET

271.     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**.

272.     A summary of anticipated voluntary contributions by source of funds for 2025 is provided in the table below.

| | USD |
|---|---|
| **Total Operational Part of the Budget** | **2 185 008 000** |
| **Earmarked contributions** | |
| Anticipated earmarked contributions and reimbursements from governments, intergovernmental agencies, migrants, sponsors, voluntary agencies and others | 1 280 618 200 |
| Refugee Loan Fund (principally the United States Government) | 835 899 000 |
| **Total earmarked contributions** | **2 116 517 200** |
| **Unearmarked contributions** | **26 490 800** |
| **Interest income** | **42 000 000** |
| **TOTAL ANTICIPATED RESOURCES** | **2 185 008 000** |

273.     A breakdown of financing of the Operational Part of the Budget is provided on pages 90 and 91.

# ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET

274.     The list of anticipated voluntary contributions from governments and multilateral donors for the implementation of projects under the Operational Part of the Budget for 2025 is shown on pages 90 and 91. 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 2024 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 2025 for continued project implementation.

275.     The amounts in the "unearmarked" column are based on specific discussions, notifications received and agreements concluded with Member States and estimated carry-forward from 2024, 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).

276.     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.

277.     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 2025

| | Unearmarked/ interest income USD | Earmarked USD | Total USD |
|---|---|---|---|
| **MEMBER STATES** | | | |
| Argentina | | 1 086 200 | 1 086 200 |
| Australia | | 45 301 200 | 45 301 200 |
| Austria[a] | 39 600 | 4 047 700 | 4 087 300 |
| Belgium[a] | | 18 139 900 | 18 139 900 |
| Bulgaria[a] | | 3 589 500 | 3 589 500 |
| Canada | | 128 181 800 | 128 181 800 |
| Chad | | 10 351 300 | 10 351 300 |
| China | | 398 800 | 398 800 |
| Colombia | | 884 000 | 884 000 |
| Croatia[a] | | 117 100 | 117 100 |
| Cyprus[a] | | 6 080 800 | 6 080 800 |
| Czechia[a] | | 651 600 | 651 600 |
| Denmark[a] | 7 047 400 | 8 114 900 | 15 162 300 |
| Estonia[a] | | 294 600 | 294 600 |
| Finland[a] | | 11 566 500 | 11 566 500 |
| France[a] | | 8 680 800 | 8 680 800 |
| Germany[a] | | 121 334 300 | 121 334 300 |
| Greece[a] | | 59 889 200 | 59 889 200 |
| Iceland | | 2 081 600 | 2 081 600 |
| Ireland[a] | | 3 892 300 | 3 892 300 |
| Italy[a] | | 28 137 100 | 28 137 100 |
| Japan | | 9 103 700 | 9 103 700 |
| Lithuania[a] | | 658 800 | 658 800 |
| Luxembourg[a] | | 298 100 | 298 100 |
| Malawi | | 1 522 800 | 1 522 800 |
| Mozambique | | 394 000 | 394 000 |
| Netherlands (Kingdom of the)[a] | 3 285 900 | 58 710 500 | 61 996 400 |
| New Zealand | | 9 394 500 | 9 394 500 |
| Norway | | 9 688 600 | 9 688 600 |
| Peru | | 881 500 | 881 500 |
| Portugal[a] | | 2 348 700 | 2 348 700 |
| Romania[a] | | 388 500 | 388 500 |
| Republic of Korea | 1 000 000 | 12 827 500 | 13 827 500 |
| Slovakia[a] | | 1 040 900 | 1 040 900 |
| South Sudan | | 16 492 900 | 16 492 900 |
| Spain[a] | | 5 719 900 | 5 719 900 |
| Sweden[a] | | 12 929 900 | 12 929 900 |

# ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET FOR 2025 (continued)

| | Unearmarked/ interest income USD | Earmarked USD | Total USD |
|---|---|---|---|
| **MEMBER STATES (continued)** | | | |
| Switzerland | | 7 518 900 | 7 518 900 |
| Türkiye | | 1 350 900 | 1 350 900 |
| United Kingdom | | 43 716 800 | 43 716 800 |
| United States of America | | 1 002 341 500 | 1 002 341 500 |
| Uruguay | | 246 700 | 246 700 |
| **Total - Member States** | **11 372 900** | **1 660 396 800** | **1 671 769 700** |
| **OTHERS** | | | |
| Kosovo[b] | | 1 179 100 | 1 179 100 |
| Kuwait | | 357 100 | 357 100 |
| Saudi Arabia | | 1 303 200 | 1 303 200 |
| United Nations organizations | | 33 603 500 | 33 603 500 |
| European Union[a] | | 220 904 500 | 220 904 500 |
| Refugee Loan Fund repayments | | 30 795 000 | 30 795 000 |
| Migrants, sponsors, voluntary agencies and others | | 164 643 200 | 164 643 200 |
| Carried forward balance of initiatives funded from unearmarked income | 15 117 900 | | 15 117 900 |
| Private sector | | 3 254 800 | 3 254 800 |
| Sasakawa Endowment Fund interest | | 80 000 | 80 000 |
| Interest income | 42 000 000 | | 42 000 000 |
| **Grand total** | **68 490 800** | **2 116 517 200** | **2 185 008 000** |

[a]  Consolidated contributions from the European Union and IOM Member States of the European Union total USD 587,909,000.

[b]  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 | 1 219 522 700 |
| II. | Migration Health | 342 693 000 |
| III. | Migration and Sustainable Development | 49 929 100 |
| IV. | Regulating Migration | 338 177 700 |
| V. | Facilitating Migration | 136 763 200 |
| VI. | Migration Policy, Research and Communications | 21 190 200 |
| VII. | Land, Property and Reparation Programmes | 2 629 900 |
| VIII. | General Programme Support | 74 102 200 |
| | TOTAL | 2 185 008 000 |

# I. MOVEMENT, EMERGENCY AND POST-CRISIS PROGRAMMING

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| I.1 | Resettlement Assistance | 299 638 800 | 435 760 600 | 48 952 900 | 784 352 300 |
| I.2 | Repatriation Assistance | 210 400 | 789 000 | 53 800 | 1 053 200 |
| I.3 | Emergency Preparedness and Response Assistance | 60 778 000 | 130 970 700 | 12 357 100 | 204 105 800 |
| I.4 | Transition and Stabilization Assistance | 61 961 700 | 147 208 200 | 13 899 200 | 223 069 100 |
| I.5 | Elections Support | 763 800 | 5 724 400 | 454 100 | 6 942 300 |
| | Total | 423 352 700 | 720 452 900 | 75 717 100 | 1 219 522 700 |

278. The total budget for Movement, Emergency and Post-crisis Programming is approximately USD 1.22 billion. 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).

279. Movement, Emergency and Post-crisis Programming activities, which are the responsibility of the Department of Humanitarian Response and Recovery, 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.

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

281. **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.

282. 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 II – Migration Health.

283. 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.

284. 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.

285. **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.

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

287.    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.

288.    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.

289.    **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.

290.    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.

291.    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.

292.    **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 and receiving resettlement countries and in close collaboration with UNHCR and other international agencies, governmental organizations, NGOs and private sponsors, assistance will be provided to resettle approximately 271,000 people to various destinations in North America, Europe and the Asia-Pacific region under various resettlement programmes in 2025. These resettlement programmes include the following core areas: case processing/case management; facilitation of selection missions; pre-departure/post-arrival orientation; and movement management (including international movement assistance from the country of departure, through transit points and on to the final destination, organized through the Organization's worldwide network of field offices, and in-country movements for the purpose of resettlement assistance, for example for interviews, health assessments and pre-departure orientation). |
| | The costs relating to individuals accepted for resettlement are generally covered by the governments concerned on a fully reimbursable basis. Many resettlement programmes include health assessments of their beneficiaries. 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: 784 352 300 |
| **Resettlement Assistance** | **Total budgeted resources: 784 352 300** |

## I.2      REPATRIATION ASSISTANCE

| Programme/Project | Objectives |
|---|---|
| I.2.1      Protecting Migrants in Situations of Vulnerability and Stabilizing Communities in Libya | To contribute to strengthening resilience and reducing vulnerabilities among affected populations in Libya through a multisectoral response by providing life-saving assistance and strengthening the capacity of national stakeholders, with targeted interventions focusing on direct, specialized assistance for migrants in detention centres. This project will continue supporting voluntary humanitarian return for stranded migrants and foster their sustainable reintegration into their communities. |
| IOM Strategy: 1, 2 | Budgeted resources: 204 900 |
| I.2.2      Supporting Protection, Transit and Voluntary and Informed Return and Reintegration during the Conflict in Ukraine | To support effective border and migration management in the context of conflict-induced mass displacement in the Republic of Moldova and neighbouring countries, with the purpose of ensuring effective and dignified first-line processing of border crossing by Ukrainian citizens and third-country nationals in line with internationally accepted humanitarian border management standards. |
| IOM Strategy: 10 | Budgeted resources: 848 300 |
| **Repatriation Assistance** | **Total budgeted resources: 1 053 200** |

## I.3    EMERGENCY PREPAREDNESS AND RESPONSE ASSISTANCE

| Programme/Project | Objectives |
|---|---|
| I.3.1    Enhancing Strategic Capacity for Humanitarian and Emergency Response and Recovery | To improve the shelter and settlements outcomes for crisis-affected populations by raising awareness support needs, improving expertise in humanitarian shelter, settlements and camp coordination and camp management, and managing pre-positioned stocks in strategically located warehouses, ready to be rapidly delivered to people in need. |
| IOM Strategy: 1, 3, 4, 7 | Budgeted resources: 491 400 |
| I.3.2    Comprehensive Reintegration and Emergency Response Programme in Burundi | To provide reintegration assistance to returnees, host communities and other displaced populations through the provision of information on return-related stability in Burundi; access to basic services and livelihood opportunities; and referrals, case management and health support, as well as implementation of Displacement Tracking Matrix activities. Moreover, this initiative will ensure a multisectoral approach response to internal displacement which includes shelter, non-food item, water, sanitation and hygiene and health assistance; and improved protection and mental health and psychosocial well-being. |
| IOM Strategy: 3, 5, 6, 9, 10 | Budgeted resources: 177 800 |
| I.3.3    Providing Life-saving Assistance to Displaced Populations in Cameroon | To contribute to improving the well-being, dignity and lives of displaced populations through the distribution of emergency shelter and non-food items in Cameroon. |
| IOM Strategy: 9 | Budgeted resources: 49 800 |
| I.3.4    Emergency Assistance for Conflict-affected People in the Central African Republic | To support implementation of various components of the Displacement Tracking Matrix to inform humanitarian community and government counterparts of the most pressing multisectoral needs in places hosting the highest concentration of IDPs and returnees in the Central African Republic. This initiative will improve the living conditions of IDPs through the construction and rehabilitation of shelters and the construction of emergency latrines, and will reinforce camp coordination and camp management mechanisms. |
| IOM Strategy: 1, 6, 9, 10 | Budgeted resources: 3 374 500 |
| I.3.5    Monitoring and Managing Population Displacement in the Democratic Republic of the Congo | To provide life-saving humanitarian support to displaced populations in the Democratic Republic of Congo through Displacement Tracking Matrix activities and camp coordination and camp management and dignified and safe shelter interventions. |
| IOM Strategy: 2, 9 | Budgeted resources: 225 600 |
| I.3.6    Humanitarian Assistance in Egypt | To provide humanitarian assistance, including protection, medical and mental health and psychosocial support, to people in Egypt affected by the crisis in the Sudan to meet their immediate needs and to create a conducive and sustainable environment where the migrant population is accepted by host communities. |
| IOM Strategy: 2, 9 | Budgeted resources: 184 900 |
| I.3.7    Multisectoral Approach to Emergency Assistance in Ethiopia | To provide critical life-saving humanitarian assistance in Ethiopia via an integrated, multisectoral response and contribute to better coordination and effectiveness of the humanitarian response through use of the Displacement Tracking Matrix and shelter, non-food item and camp coordination and camp management interventions. |
| IOM Strategy: 9 | Budgeted resources: 592 500 |

| | Programme/Project | Objectives |
|---|---|---|
| I.3.8 | Enhancing Flood Response and Disaster Risk Management in Libya | To improve the humanitarian situation and support the recovery and resilience of flood-affected populations in Libya by providing disaster-affected individuals with health; water, sanitation and hygiene; socioeconomic recovery; and disaster risk reduction support. In addition, this project will respond to the immediate recovery and reconstruction needs while placing preparedness and prevention at the core of its intervention to pre-emptively address future hazards. |
| IOM Strategy: 2, 3, 5 | | Budgeted resources: 587 600 |
| I.3.9 | Humanitarian Response in Mozambique | To provide a multisectoral intervention comprising health, mental health and psychosocial support services, camp coordination and camp management, Displacement Tracking Matrix activities, and shelter, non-food items and coordination support. The main objective is to ensure dignified, safe and secure living conditions and basic services for vulnerable populations affected by disasters driven by climate shocks and conflict; empower and build the resilience of individuals and communities in Mozambique; and enhance community engagement and information dissemination among conflict-affected individuals. |
| IOM Strategy: 2, 3, 9 | | Budgeted resources: 784 900 |
| I.3.10 | Enhanced Humanitarian Assistance for Crisis-affected Populations in the Niger | To provide humanitarian assistance in various regions in the Niger, targeting host communities, IDPs and returnees affected by either floods or armed conflict and to provide a holistic response to the humanitarian situation in Assamaka and the migratory route Assamaka – Arlit - Agadez. |
| IOM Strategy: 1 | | Budgeted resources: 164 500 |
| I.3.11 | Multisectoral Assistance to Displaced Populations in Nigeria | To establish a rapid response fund to allow the timely disbursement of funds to local partners, addressing the funding shortage and efficiently responding to the pressing needs of IDPs, returnees and vulnerable host community members. The project will also establish a reliable, cost-effective and sustainable clean source of electricity for the hubs in Nigeria. |
| IOM Strategy: 9 | | Budgeted resources: 1 167 600 |
| I.3.12 | Improving Disaster Preparedness in Somalia | To improve resilience for vulnerable communities affected by conflict and recurrent disasters in Somalia. The project will provide an integrated intervention to strengthen the capacity of response systems, national and local institutions and communities themselves. |
| IOM Strategy: 9 | | Budgeted resources: 350 900 |
| I.3.13 | Multisectoral Assistance for Crisis-affected populations in South Sudan | To prevent, reduce and mitigate protection threats while addressing the humanitarian needs of displaced populations in South Sudan. The actions will also improve living conditions and alleviate immediate humanitarian concerns, ensuring a secure and dignified environment for those affected. |
| IOM Strategy: 9 | | Budgeted resources: 3 401 000 |
| I.3.14 | Providing Humanitarian Assistance for Conflict-affected Populations in the Sudan | To integrate multisectoral support for vulnerable conflict- and crisis-affected populations across the country, including IDPs, refugees, returnees and host communities, by providing humanitarian assistance, including emergency response interventions, such as the provision of shelter; non-food items; water, sanitation and hygiene facilities; health care; protection; humanitarian coordination; and information management to IDPs, refugees, returnees, host communities and crisis-affected populations in the Sudan. The project will also improve the basic service provision of life-saving humanitarian assistance at the main points of entry in the Sudan. |
| IOM Strategy: 2, 5, 9 | | Budgeted resources: 1 247 900 |

| Programme/Project | Objectives |
|---|---|
| I.3.15 Enhancing Community-based Surveillance in Zimbabwe | To strengthen flow monitoring activities along major migration corridors and in urban centres, including points of entry, border communities and congregation areas in Zimbabwe, by providing a more comprehensive picture of mobility dynamics. |
| IOM Strategy: 1 | Budgeted resources: 220 700 |
| I.3.16 Technical Capacity-building for Partners and Supporting the Humanitarian Response in Gaza | To meet the immediate needs and alleviate the suffering of IDPs and other affected people in Gaza through the provision of technical capacity-building and support for the overall response in the areas of shelter, water, sanitation and hygiene and site management. |
| IOM Strategy: 9 | Budgeted resources: 30 495 000 |
| I.3.17 Improving Assistance for Displaced Populations in Iraq | To prevent, reduce, and mitigate protection threats for IDPs living in protracted displacement in informal settlements in Iraq through increased access to services to provide an integrated protection response. |
| IOM Strategy: 2 | Budgeted resources: 447 000 |
| I.3.18 Emergency Response to the Crisis in the Syrian Arab Republic | To respond to the immediate needs of IDPs in situations of vulnerability in north-west Syrian Arab Republic through the provision of multisectoral assistance, including shelter, non-food items, water, sanitation and hygiene facilities, protection activities, and food, health, education and transportation services. |
| IOM Strategy: 9 | Budgeted resources: 246 000 |
| I.3.19 Comprehensive Multisectoral Assistance for IDPs in Yemen | To provide humanitarian assistance to IDPs, host communities and conflict-affected communities in Yemen through multisectoral interventions that meet their most critical needs, together with complementary interventions, such as assessments through the Displacement Tracking Matrix that are crucial for informing the integrated response, and increased access to safe sanitation services. |
| IOM Strategy: 2, 3, 9 | Budgeted resources: 29 755 000 |
| I.3.20 Multisectoral Response for Migrants in the Bolivarian Republic of Venezuela | To address the needs of migrants in situations of vulnerability in border areas and of IDPs in mining and remote areas of the Bolivarian Republic of Venezuela; and to provide tailored assistance to victims of trafficking in the context of human mobility. |
| IOM Strategy: 1, 2, 3, 4, 5, 9, 10, 11 | Budgeted resources: 232 400 |
| I.3.21 Boosting the Emergency Response in Haiti | To enhance the living conditions of the most vulnerable people affected by gang violence in Haiti through the provision of integrated protection services. This project will deliver holistic assistance, including psychosocial support; non-food items; camp coordination and camp management; water, sanitation and hygiene responses; medical equipment; documentation assistance; and adequate housing through a cash-for-rent modality. Moreover, this initiative will increase support for Government authorities to provide direct assistance to returning and repatriated migrants. |
| IOM Strategy: 4, 9 | Budgeted resources: 3 195 200 |
| I.3.22 Addressing Migrants' Needs in Honduras | To maintain the dignity of international migrants during their transit of Honduras by ensuring access to decent living conditions, including safe water, good hygiene and protection mechanisms. |
| IOM Strategy: 9 | Budgeted resources: 162 200 |
| I.3.23 Providing Life-saving Assistance in Panama | To respond to the humanitarian needs of migrants in Panama that are in transit or stranded in government-managed migrant reception centres and to contribute to improving institutional capacities and the conditions of the migrant reception centres. |
| IOM Strategy: 2, 9 | Budgeted resources: 293 900 |

| | Programme/Project | Objectives |
|---|---|---|
| I.3.24 | Strengthening the Protection and Resilience of Rohingya Refugees in Indonesia, Malaysia and Thailand | To contribute to strengthening the protection and resilience of Rohingya refugees and migrants through direct humanitarian assistance in Indonesia, Malaysia and Thailand. Actions will include the provision of: health, mental health and psychosocial support; food and supplemental nutrition; cash-based assistance; non-food items; water, sanitation and hygiene support; and accommodation. |
| IOM Strategy: 1 | | Budgeted resources: 199 600 |
| I.3.25 | Addressing Protection Risks in Humanitarian Settings in Papua New Guinea and Timor-Leste | To improve mechanisms and capacities to address protection risks in humanitarian settings, placing particular emphasis on women, children and migrants through strengthening community resilience, systems capacity, emergency coordination and protection monitoring throughout humanitarian response cycles in Papua New Guinea and Timor-Leste. |
| IOM Strategy: 9 | | Budgeted resources: 772 600 |
| I.3.26 | Multisectoral Humanitarian Assistance for Populations Affected by the Crisis in Afghanistan | To provide and inform humanitarian assistance for undocumented Afghans returning from the Islamic Republic of Iran and Pakistan through four main border crossings and for vulnerable mobile populations in these provinces. This project aims to meet the immediate needs of these populations by providing post-arrival humanitarian assistance at transit and reception centres, such as medical screening, transportation grants, water, sanitation and hygiene services, food assistance and the provision of non-food items. This intervention will also focus on the pre-positioning and distribution of emergency shelters and non-food items and supporting Afghans on the move in Afghanistan and neighbouring countries, and on creating a safe and supportive environment to protect the rights and dignity of women and girls, including IDPs, returnees and host community members. |
| IOM Strategy: 1, 2, 5, 6, 9 | | Budgeted resources: 57 807 100 |
| I.3.27 | Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh | To contribute to the joint response plan for the Rohingya humanitarian crisis by providing basic assistance, such as temporary shelters; food and nutrition security; livelihood support; site development; and social cohesion, health, mental health and psychosocial support to refugees and host communities in Bangladesh. This project will also enhance protection mechanisms and approaches in both camps and host communities, and deliver livelihood initiatives and women's empowerment to address the risks of household poverty. Overall, this project will improve the quality of life and reduce the vulnerability of Rohingya refugees and strengthen national coordination and collaboration for more effective disaster risk reduction interventions in Bangladesh. |
| IOM Strategy: 5, 9 | | Budgeted resources: 14 704 700 |
| I.3.28 | Protection of and Assistance for Migrants in Indonesia | To support the Government of Indonesia to assist refugees and asylum-seekers through several categories of direct assistance in cooperation with governments and partners to ensure refugees have access to services and support, including safe accommodation, health services, education, training and assisted voluntary return and reintegration. |
| IOM Strategy: 5 | | Budgeted resources: 20 600 100 |
| I.3.29 | Drought Mitigation in Kiribati | To address severe drought conditions in Kiribati through interventions focused on enhancing water security, ensuring equitable access to clean water and fostering social and behaviour changes for safe hygiene practices. |
| IOM Strategy: 9 | | Budgeted resources: 290 500 |

| | Programme/Project | Objectives |
|---|---|---|
| I.3.30 | Strengthening the Readiness and Response Capacity of Humanitarian Actors in the Republic of Korea | To strengthen the readiness and response capacity of civil society and government actors of the Republic of Korea engaged in emergency relief and humanitarian assistance in response to both human-caused crises and disasters in the Korean peninsula, through tailored knowledge and skills development support, the facilitation of coordination and partnership-building, and general awareness-raising and advocacy activities. This project will improve the target beneficiaries' comprehension of, and practical skills for, operating emergency responses at the onset of a disaster. |
| IOM Strategy: 3 | | Budgeted resources: 77 700 |
| I.3.31 | Provision of Rapid and Emergency Support to Displaced and Conflict-affected Populations in Myanmar | To strengthen collective accountability to affected populations outcomes in Myanmar, especially in hard-to-reach areas where displacement is highest. The project will also increase the availability and frequency of reliable, quality data on displacement, migration and related multisectoral needs, providing an evidence base to inform humanitarian and development action in Myanmar. |
| IOM Strategy: 1, 9 | | Budgeted resources: 5 092 500 |
| I.3.32 | Joint Recovery Action Plan in Nepal | To support the Government of Nepal in creating an enabling environment for the long-term recovery and reconstruction of affected communities. The project will empower affected and vulnerable populations to become agents of recovery in rebuilding their homes and communities and reduce future risks. |
| IOM Strategy: 9 | | Budgeted resources: 173 600 |
| I.3.33 | Emergency Support for Capacity-building in the Philippines | To contribute to the disaster preparedness efforts of the Government of the Philippines through increasing the capacity of the Department of Social Welfare and Development to effectively manage displaced populations in line with international standards and best practices. This project will address the systematic needs and build the institutional capacities of the Department of Humanitarian Settlements and Urban Development, the Department of Social Welfare and Development, and relevant local government leaders to further improve the Government's disaster preparedness and response, especially in the areas of shelter and camp coordination and camp management planning and response, data and information management, and coordination. |
| IOM Strategy: 3, 9 | | Budgeted resources: 332 500 |
| I.3.34 | Addressing the Needs of Migrants in Situations of Vulnerability in Thailand | To ensure that the protection needs and rights of migrants and mobile populations in Thailand are met, and that they are able to live in equitable and inclusive societies with access to essential services and decent work, as well as the provision of assistance to vulnerable Myanmar nationals. This project will continue efforts to green humanitarian responses and seek cost-effective ways to meet the most pressing energy and water needs of crisis-affected populations through socially responsible engineering and financial sustainability. |
| IOM Strategy: 1, 3, 11 | | Budgeted resources: 310 700 |
| I.3.35 | Reducing Disaster Risk in Timor-Leste | To support the Civil Protection Authority of Timor-Leste in improving its leadership capacity to prepare and respond to emergencies through inclusive and gender-responsive programmes on disaster risk management and improve the access of mobile and fragile community members to climate-resilient, safe and dignified evacuation centres during displacement. |
| IOM Strategy: 9 | | Budgeted resources: 65 400 |
| I.3.36 | Addressing Mixed Migration Flows in the Western Balkans | To support the migrant response in the Western Balkans by increasing reception, referral and registration capacities; providing access to assisted voluntary return and reintegration; and increasing migration data and knowledge on risks and vulnerability in the subregion. |
| IOM Strategy: 1, 2, 3 | | Budgeted resources: 1 142 400 |

| | Programme/Project | Objectives |
|---|---|---|
| I.3.37 | Migrant Centre in Belgium | To ensure the basic rights of applicants for international protection in Belgium by opening and managing a protection-sensitive reception centre. The project will support the day-to-day running of the centre; assist in upholding dignified living conditions; welcome, orientate and inform beneficiaries; provide a save and protection-sensitive environment; encourage beneficiaries' participation in the management of the centre; and invest in local community relationships. |
| IOM Strategy: 2 | | Budgeted resources: 6 974 900 |
| I.3.38 | Response to the Refugee and Migrant Situation in Bosnia and Herzegovina | To support the response to the refugee and migrant situation in Bosnia and Herzegovina, with the aim of transitioning to sustainable, local and State-owned mixed migration response and management through capacity-building and the progressive transfer of responsibilities to the State. |
| IOM Strategy: 1, 2 | | Budgeted resources: 3 361 900 |
| I.3.39 | Enhancing the National Reception System in Greece | To increase national reception capacity to better manage current and future migration surges by undertaking a number of targeted activities, such as construction works, procurement of equipment and upgrade of existing reception infrastructure in Greece. |
| IOM Strategy: 2 | | Budgeted resources: 12 077 300 |
| I.3.40 | Multisectoral Support for Refugees in the Republic of Moldova | To contribute to addressing the critical multisectoral needs of refugees and vulnerable Moldovans and increase the resilience of communities in the fragile context of the Republic of Moldova. |
| IOM Strategy: 8, 9 | | Budgeted resources: 102 500 |
| I.3.41 | Multisectoral Support to Enhance Integration of Third-country Nationals in Poland | To address the unpredictable and emerging needs of populations affected by the conflict in Ukraine in the medium to long-term through capacity-building initiatives for relevant stakeholders operating in Poland. |
| IOM Strategy: 2, 8, 9 | | Budgeted resources: 137 800 |
| I.3.42 | Building Local Capacities in Ukraine | To provide life-saving, critical humanitarian support for the most vulnerable and targeted people in Ukraine, whilst simultaneously building the capacities of local actors, presenting an exit strategy, and enhancing the overall humanitarian response within Ukraine. |
| IOM Strategy:9 | | Budgeted resources: 2 033 700 |
| **Emergency Preparedness and Response Assistance** | | **Total budgeted resources: 204 105 800** |

## I.4 TRANSITION AND STABILIZATION ASSISTANCE

| Programme/Project | | Objectives |
|---|---|---|
| I.4.1 | Peacebuilding and Conflict Prevention Initiatives in Benin, Burkina Faso and Togo | To improve the socioeconomic resilience of women and young people in the border area of Benin, Burkina Faso and Togo through strengthening internal prevention and early response mechanisms for community conflicts at the local and cross-border level, redefining the area of intervention and continuing activities. This intervention will also strengthen the capacity of and mobilize local and State actors to set up consultation spaces, while improving the socioeconomic resilience of women and young people. |
| IOM Strategy: 7 | | Budgeted resources: 337 600 |
| I.4.2 | Strengthening Women's Resilience as Peace Actors in Burkina Faso | To strengthen community resilience and promote peace and socioeconomic opportunities in Burkina Faso, including through the provision of mental health and psychosocial support, as part of a community stabilization programme that combines adapting approaches and building the capacities of local authorities to meet the specific needs of the community and women in conflict areas. This initiative will also build women and young peoples' capacities to promote peace and social cohesion and empower them to strengthen their resilience in conflict situations. |
| IOM Strategy: 1, 2, 4, 7 | | Budgeted resources: 211 000 |
| I.4.3 | Strengthening Community Stabilization Efforts in Cameroon | This project aims to strengthen community resilience and reduce intercommunal violence with the purpose of saving lives. The project will also distribute emergency shelter kits and prepare assessments using IOM's Displacement Tracking Matrix. |
| IOM Strategy: 9 | | Budgeted resources: 123 500 |
| I.4.4 | Supporting Durable Solutions and Voluntary Return and Reintegration in the Central African Republic | The project aims to strengthen social cohesion by ensuring adequate living standards, access to livelihoods and employment and reduced tensions between returnees and host communities. The project will also share data and gender-disaggregated analyses with all partners, including national authorities, to support collective action on the protection of displaced persons and the prevention of displacement crises. It will also support the reintegration of ex-combatants, including resocialization, empowerment and social cohesion activities. |
| IOM Strategy: 5, 6, 8, 9 , 10 | | Budgeted resources: 651 500 |
| I.4.5 | Enhancing Community Stabilization in Chad | To holistically address the needs of survivors of gender-based violence and contribute to strengthening support for communities in Chad by addressing the root causes of instability through the provision of alternative and innovative livelihoods; implementation of community-based and community-led projects; training for government and traditional authorities in human rights; and mental health support for communities. The project will also strengthen the economic, social and climate resilience of communities by improving access to basic services and economic opportunities. |
| IOM Strategy: 2, 4, 5 | | Budgeted resources: 11 432 700 |
| I.4.6 | Strengthening Resilience to Support Peace and Socioeconomic Stability in Côte d'Ivoire | To strengthen the capacity of regional and local authorities, as well as government technical services, to anticipate and integrate climate-related risks to socioeconomic stability into development planning, protected area management and conflict prevention and peacebuilding strategies in Côte d'Ivoire. The project also aims to reduce conflicts between farmers and herders and strengthen the resilience of border communities in the face of vulnerabilities linked to access to natural resources and basic social services, particularly water. |
| IOM Strategy: 1, 2, 3, 6, 8 | | Budgeted resources: 190 100 |

| | Programme/Project | Objectives |
|---|---|---|
| I.4.7 | Promoting Peace and Security in the Democratic Republic of the Congo | To improve the security and overall stabilization of the intervention zones of the Democratic Republic of the Congo through promoting community stabilization and economic exchanges in border communities and strengthening the socioeconomic resilience of displacement-affected communities while simultaneously addressing existing or potential drivers of instability that could lead to recurrent displacement. This initiative will also support the fight against the illegal trafficking of mineral resources. |
| IOM Strategy: 2, 3, 4, 6, 8, 10 | | Budgeted resources: 768 300 |
| 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, including for vulnerable women, youth and those affected by gender-based violence. |
| IOM Strategy: 9 | | Budgeted resources: 9 079 100 |
| I.4.9 | Coastal States Stability Mechanism focusing on Ghana | To strengthen social cohesion and support communities in addressing drivers of community-level instability, which may also foster violent conflict and extremism, by creating resilient and sustainable livelihoods and supporting political, security and development-oriented action. The project also aims to foster national leadership and unity of effort among civilian, security, and community actors through collaborative processes for analysis, planning, prioritization and implementation, which will be articulated in the integrated community stabilization approaches. |
| IOM Strategy: 2, 4 | | Budgeted resources: 20 465 000 |
| I.4.10 | Promoting Sustainable Social Cohesion and Human Security in Madagascar | To extend awareness and promote peacebuilding in remote, marginalized and conflict-prone communities. This project will address social cohesion and communal living challenges through the active participation of the different communities and aims to play a uniting role between these various initiatives to contribute to a more coordinated approach to the humanitarian-development-peace nexus. |
| IOM Strategy: 4 | | Budgeted resources: 454 000 |
| I.4.11 | Building Emergency Recovery Capacities in Mozambique | To promote community stabilization and prevent violent extremism in Mozambique, particularly within communities affected by conflict and with a specific focus on women, youth and girls, through the implementation of community revitalization projects. This initiative will also promote social cohesion and economic empowerment via community-led conflict prevention activities and support for the Government of Mozambique on mechanisms and frameworks for the reintegration of former combatants. In addition, this intervention will support the strengthening of the fishing sector and contribute to pathways to durable solutions for internally displaced persons in urban settings, taking a participatory and gender-sensitive approach to housing solutions in displacement-affected communities. |
| IOM Strategy: 1, 2, 3, 4, 5, 9, 11 | | Budgeted resources: 8 873 200 |
| I.4.12 | Addressing Extremism in Mozambique and the United Republic of Tanzania | To develop sustainable, community-centred responses to mitigate local drivers of extremist radicalization and recruitment in southern United Republic of Tanzania and northern Mozambique. This project will address more security-focused approaches that have often exacerbated community grievances. |
| IOM Strategy: 5 | | Budgeted resources: 209 700 |

| Programme/Project | Objectives |
|---|---|
| I.4.13 Promoting Community Cohesion and Livelihoods and Preventing Violent Extremism in the Niger | To build social cohesion in the Niger, this project proposes an integrated community approach for peacebuilding in areas of return with a focus on inclusive and participatory dialogue by creating a social force capable of proposing solutions to conflicts and preventing them upstream. This project will also provide support for the implementation of solutions identified by communities in the areas of socioeconomic and infrastructure recovery, including addressing concerns related to trafficking, drug consumption and mining resources. |
| IOM Strategy: 4, 5 | Budgeted resources: 1 533 000 |
| 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; prepare the ground for community-based healing and reconciliation; and promote social cohesion in Nigeria. The project will also improve access to basic public health services for internally displaced populations, returnees and host communities to enhance peaceful coexistence, ensure an inclusive environment and promote durable solutions for protracted displacement. |
| IOM Strategy: 8, 9, 10 | Budgeted resources: 3 111 200 |
| I.4.15 Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia | This project will contribute to increasing stability and peace and addressing urgent humanitarian needs in Somalia, particularly among migrants in situations of vulnerability and mobile populations along the border between Somalia and Kenya; promote the successful rehabilitation and community-based reintegration of at-risk youth, including former fighters and associated women, into their communities; support stabilization initiatives and enhance confidence in local government administration; support pathways to durable solutions for internally displaced persons via engagement with local authorities, communities, and other stakeholders with a focus on urban displacement and tenure security; support vulnerable communities in Somalia affected by conflict and disasters related to natural hazards through increased access to health, nutrition, and water, sanitation, and hygiene services; and enhance community resilience to violent extremism to help break the climate–conflict cycle. |
| IOM Strategy: 1, 2, 4, 5, 9 | Budgeted resources: 32 712 200 |
| I.4.16 Strengthening the Peace Process and Rehabilitation, Reconciliation and Resilience Initiative in South Sudan | To mainstream participatory approaches into peacebuilding, rehabilitation, durable solutions and community infrastructure in South Sudan, particularly among marginalized and vulnerable groups, including women, youth and IDPs. More specifically, this initiative will seek to: provide a platform to enable IDPs to express their views about peace and peaceful coexistence and for the analysis of displacement and population flows in South Sudan; address the immediate need for basic services and strengthen local institutions' decision-making capacities, conflict resolution skills and accountability to citizens; implement conflict-sensitive and integrated interventions in the areas of secondary school support and functional adult literacy training to contribute to restoring peaceful social coexistence, improving stability and strengthening the resilience of vulnerable communities; support IDPs to make informed decisions about the durable solution they would like to pursue, including local integration, return or relocation to a third location within South Sudan; provide area-based support to local efforts and processes that resolve housing, land, and property disputes peacefully through building consensus; provide technical support for the development and implementation of a road map for state-specific solutions to internal displacement; and reduce the negative impact of climate shocks on existing conflict dynamics. |
| IOM Strategy: 4, 5, 9, 10 | Budgeted resources: 28 323 200 |

| | Programme/Project | Objectives |
|---|---|---|
| I.4.17 | Community Stabilization in the Sudan | To create an enabling environment for community stabilization and peaceful coexistence among communities in the Sudan through addressing basic infrastructure needs, social services, water, sanitation and hygiene, and livelihoods in villages and along the pastoral corridors. This initiative will also contribute to improving access to life-saving and humanitarian assistance to address urgent and early recovery needs of vulnerable IDPs and returnees while increasing the security and stabilization of communities to facilitate durable solutions through area-based programming that is conflict-sensitive and supports social cohesion in areas of return and integration. |
| IOM Strategy: 4, 5, 6, 9 | | Budgeted resources: 1 013 400 |
| I.4.18 | Enhancing Resilience and Livelihoods of Communities Living in the United Republic of Tanzania | The project aims to address persistent socioeconomic challenges that affect human security and result in regional instability, refugee and irregular migratory flows, food insecurity and malnutrition, regular cholera outbreaks, organized transboundary crime and limited economic opportunities for a young and growing population. |
| IOM Strategy: 2, 3, 4, 5, 9, 11 | | Budgeted resources: 144 900 |
| I.4.19 | Integrated Recovery Programme for Migrant Returnees in Zimbabwe | To provide capacity-strengthening support to the Government of Zimbabwe and civil society organizations in migration management and conflict prevention, and to facilitate social cohesion and the sustainable reintegration of Zimbabwean returnees. This programme supports migrant returnees through protection services and limited cash-based assistance for income-generating activities. |
| IOM Strategy: 1, 8 | | Budgeted resources: 1 606 500 |
| I.4.20 | 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 for example by mitigating tensions between IDPs and host community members; strengthening social cohesion; and improving data systems to strengthen the management of IDPs and increase understanding of community dynamics, the factors contributing to youth radicalization and the drivers of violent extremism. This initiative will support economic recovery through job creation and the revitalization of local economies and provide support to small and medium-sized enterprises that directly contribute to cultural heritage. Finally, the programme will contribute to stabilization in Iraq by addressing the acute needs of Yazidi and other minority communities, including by delivering reparations. |
| IOM Strategy: 1, 2, 3, 4, 9, 10 | | Budgeted resources: 21 165 000 |
| I.4.21 | Contributing to Stabilization Efforts in Yemen | To improve immediate access to the water supply and the irrigation infrastructure at the watershed level and support community-led resource and conflict management to build the overall resilience of target communities in Yemen. This project will provide immediate livelihood assistance to vulnerable households by mitigating the impact of flooding in the area and strengthening the role of women and youth in natural resource management. |
| IOM Strategy: 2 , 3 , 9 | | Budgeted resources: 4 773 500 |
| I.4.22 | Community Stabilization in Colombia | To contribute to community stabilization and durable solutions in Colombia by rebuilding infrastructure, including schools; assisting IDPs by providing training and income-generation opportunities; building the capacity of local authorities; advancing the transitional justice and criminal policy for peacebuilding; and fostering institutional and community conditions conducive to the participatory and democratic development of territorial peace and reconciliation. This intervention will strengthen local governance for sustaining peace and support in conflict-affected communities' and supporting survivors' mental health and psychosocial well-being, |
| IOM Strategy: 3, 4, 8, 10 | | Budgeted resources: 14 462 100 |

| Programme/Project | Objectives |
|---|---|
| I.4.23 Addressing Irregular Migration in Guatemala | To reduce irregular migration in Guatemala by connecting potential migrants to opportunities to achieve prosperous, secure and dignified lives. This project reflects IOM's commitment to protect migrants from the multiple dangers brought about by irregular cross-border movements and to facilitate orderly, safe and responsible migration and will also contribute to tailored research, targeted activities, mainstreaming approaches and sensitive programming. The project will partner youth organizations; the diaspora; municipal, community and ancestral authorities; and the private sector, with the aim of creating an inclusive, safe and enabling environment for meaningful participation and the full exercise of human rights, with a focus on young women and indigenous populations. |
| IOM Strategy: 3, 5 | Budgeted resources: 2 271 600 |
| I.4.24 Technical and Administrative Assistance for Infrastructure Development in Peru | To provide technical and administrative assistance in support of the efforts of the Government of Peru to implement projects to expand, improve and rehabilitate basic public services, including providing administrative resources to the Ministry of the Interior.<br><br>IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Peru to cover activities under special management. |
| IOM Strategy: 3, 10 | Budgeted resources: 285 500 |
| I.4.25 Supporting Disaster Resilience in the Marshall Islands and the Federated States of Micronesia | To support national task forces to develop and implement risk communication and community engagement plans related to the COVID-19 response in the Marshall Islands and the Federated States of Micronesia. This initiative includes the provision of technical guidance, production and distribution of national outreach campaigns, and provision of training courses for health workers. It will also support activities at points of entry, and monitoring, evaluation and reporting mechanisms. |
| IOM Strategy: 3, 9 | Budgeted resources: 126 400 |
| I.4.26 Community Revitalization Initiatives and Multisectoral Resilience Initiatives in Afghanistan | To support the initiatives of national authorities in Afghanistan in ensuring that essential services and community infrastructure – including in relation to health, climate change, infrastructure, agriculture and energy supply – are functional and expanded to meet the different needs of women and men in Afghanistan as they pertain to durable solutions to internal displacement. These efforts will improve food security and establish a foundation for sustainable livelihoods and businesses through cash-based interventions. The project also aims to protect human rights, promote access to justice and strengthen social cohesion at the local level. |
| IOM Strategy: 9, 4 | Budgeted resources: 3 840 200 |
| I.4.27 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. |
| IOM Strategy: 9 | Budgeted resources: 186 100 |
| I.4.28 National Response for Dignified, Peaceful and Inclusive Human Mobility in El Salvador | To improve and strengthen the approach to the peacebuilding challenges in the context of human mobility and migration by scaling up efforts and consolidating the results achieved in terms of resilience and social cohesion. |
| IOM Strategy: 3, 5, 10 | Budgeted resources: 44 800 |

| | Programme/Project | Objectives |
|---|---|---|
| I.4.29 | Supporting Peacebuilding Initiatives in Haiti | This project aims to create favourable conditions for strengthening trust between the State and citizens through the return of basic social services provided by state institutions for the benefit of communities and social cohesion, improving security, restoring peace in areas affected by violence, and contributing to the improvement of local governance. |
| IOM Strategy: 4 | | Budgeted resources: 1 021 000 |
| I.4.30 | Enhancing Dignified, Peaceful and Inclusive Human Mobility in Central America | To improve and strengthen the approach to the peacebuilding challenges in the context of human mobility and migration by scaling up efforts and consolidating the results achieved in terms of resilience and social cohesion in Central America. |
| IOM Strategy: 3, 5, 10 | | Budgeted resources: 136 400 |
| I.4.31 | Enhancing Trust and Social Cohesion and Conducive Environment in Kyrgyzstan | The project will strengthen cooperation capacities across multiple sectors in Kyrgyzstan, improving safe, orderly and gender-responsive border management and enhancing opportunities for positive interactions with counterparts in Uzbekistan. The project focuses on building confidence and trust between local authorities and communities living on the border between Kyrgyzstan and Uzbekistan. |
| IOM Strategy: 3, 5 | | Budgeted resources: 174 900 |
| I.4.32 | Community Stabilization Initiatives in Pakistan | To strengthen community cohesion and increase civic engagement in Pakistan by addressing infrastructure development, livelihoods, education, health, elections, border security, governance, energy, flood response and climate change adaptation. This project will also improve the living and working conditions of the law enforcement agencies and build their capacity to maintain peace and combat narcotics activities in Pakistan in the interest of promoting positive migration dynamics, building resilience and attaining the Sustainable Development Goals. |
| IOM Strategy: 3, 4, 7, 11 | | Budgeted resources: 423 600 |
| I.4.33 | Peacebuilding Initiatives in the Philippines | To support initiatives of the Government of the Philippines to build sustainable peace through improving the local agricultural and sea aqua product production in terms of quality, diversity, consolidation and its response to the needs of the market. This project aims to significantly contribute to efforts to address the causes and impacts of conflict-induced displacement and will focus on empowering the joint peacebuilding team to become effective peacebuilders and enhancing socioeconomic conditions of vulnerable, conflict-affected populations through the provision of livelihood support. |
| IOM Strategy: 4, 9, 10 | | Budgeted resources: 1 990 300 |
| I.4.34 | Durable Resettlement and Reintegration in Sri Lanka | To expand support for durable resettlement and reintegration of migrant returnees to Sri Lanka. This intervention will improve returnees' access to livelihood options and income-generation opportunities, provide psychological support by increasing the capacity of community-based organizations and provide refugee returnees with support to access housing and protection services. |
| IOM Strategy: 10 | | Budgeted resources: 58 300 |
| I.4.35 | Advancing Durable Solutions to Internal Displacement in Vanuatu | The project will support the formalization of the national durable solutions task force, including by enhancing leadership, governance, and institutional arrangements to identify, plan and coordinate displacement solutions. The project will also support national solutions strategies that embed long-term solution efforts in the wider development and Sustainable Development Goal plans of the country. |
| IOM Strategy: 2, 4, 5 | | Budgeted resources: 252 200 |

| | Programme/Project | Objectives |
|---|---|---|
| I.4.36 | Enhancing Social Cohesion, Resilience, Trust, Peace and Security in Bosnia and Herzegovina | This project will strengthen youth community engagement and promote an environment conducive to genuine reconciliation, contributing to improved trust and social cohesion within and between communities and in their leaders. The overall goal of the project is to advance the women, peace and security agenda; it will also contribute to improving policies and services for women, especially for those affected by conflict or marginalization. |
| IOM Strategy: 4, 5, 11 | | Budgeted resources: 1 773 100 |
| I.4.37 | Enhancing Resilience in Kosovo* | To contribute to the development of more inclusive policies and legislation in Kosovo* that benefit non-majority communities and therefore improve their resilience to the risk of escalating conflict. This project will also create linkages between communities, foster cooperation and ultimately contribute to a safe, democratic and developed society for all. This intervention will facilitate the creation of an inclusive multi-ethnic society through socioeconomic stability and community development initiatives and viable income and employment creation with full access for all communities. |
| IOM Strategy: 3, 4, 10 | | Budgeted resources: 1 870 700 |
| I.4.38 | Supporting Migration Management in Serbia | To support lead government institutions engaged in and responsible for migration management with the aim of further strengthening governance of migration and asylum by addressing negative narratives on asylum-seekers, refugees, and migrants, and supporting social cohesion, integration of migrants and refugees and policy improvements, with the objective of increasing effectiveness, efficiency and responsiveness in tackling the basic needs of migrant populations residing in Serbia. |
| IOM Strategy: 1, 2, 3, 4, 5, 6, 8 | | Budgeted resources: 1 998 200 |
| I.4.39 | Durable Solutions to Support Earthquake-affected Regions in Türkiye | To develop a strong protection network, strengthen and broaden resilience-building activities, and contribute to durable solutions for refugees by supporting their inclusion into Turkish society. This intervention will also support local economic recovery in the earthquake-affected region while empowering individuals with the necessary skills and competencies to foster long-term resilience. |
| IOM Strategy: 9 | | Budgeted resources: 4 706 000 |
| I.4.40 | 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 support reconstruction efforts; and provide in-kind support and medical facilities. This project will also contribute to the sustainable reintegration of veterans from the conflict in eastern Ukraine by providing livelihood support, and reliable access to water, sanitation and hygiene facilities and mental health and psychosocial support services, and ensuring the safety of school children, educators and the wider community. |
| IOM Strategy: 4, 9, 10, 11 | | Budgeted resources: 40 269 100 |
| **Transition and Stabilization Assistance** | | **Total budgeted resources: 223 069 100** |

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

## 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: 6 942 300 |
| **Elections Support** | **Total budgeted resources: 6 942 300** |

## II.   MIGRATION HEALTH

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| II.1 | Migration Health Assessments and Travel Health Assistance | 154 313 500 | 115 280 000 | 23 803 300 | 293 396 800 |
| II.2 | Health Promotion and Assistance for Migrants | 4 561 500 | 19 726 200 | 1 666 600 | 25 954 300 |
| II.3 | Migration Health Assistance for Crisis-affected Populations | 5 737 100 | 16 374 200 | 1 230 600 | 23 341 900 |
| | Total | 164 612 100 | 151 380 400 | 26 700 500 | 342 693 000 |

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.

293.      The total budget for Migration Health is approximately USD 342.7 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).

294.      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 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 2023, migration health projects were operational in about 132 countries, with a total expenditure of USD 253.5 million. As health is a cross-cutting issue, the Migration Health Division aims to ensure that the health of migrants and their families is appropriately addressed and integrated into 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.

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

296.      **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 parasites, 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 sample collection services for migrants, primarily in the context of family reunification.

297.      **Health Promotion and Assistance for Migrants:** IOM provides and facilitates access to high-quality and comprehensive health services for migrants, including migrant workers and migrants in

situations of vulnerability and irregular situations, such as victims of trafficking, refugees, mobile and cross-border populations and host communities. Technical support is given to regional economic commissions and governments to develop and strengthen migration-sensitive policies and services. IOM works closely with partner organizations, including other United Nations agencies, national technical agencies such as the US Centers for Disease Control and Prevention, academic partners, international health NGOs, multilateral health funding mechanisms such as the Global Fund to Fight AIDS, Tuberculosis and Malaria and the Gavi Alliance, civil society and migrant networks and communities. Joint efforts are developed in the areas of health promotion, direct health assistance to migrants, control and management of infectious diseases of public health concern such as tuberculosis, HIV/AIDS, Ebola virus disease and malaria, and non-communicable diseases, sexual and reproductive health, nutrition, and health system-building. 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 ensures 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 advocates the inclusion of health aspects in regional integration processes and provisions related to the free movement of persons across countries.

298.     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, supporting health assessments for migrants assigned to assisted and voluntary return programmes, or conducting health training for border officials to build their capacity to meet the health needs of migrants. In this area, IOM maintains close engagements with key public health technical partners through working groups and other platforms and with key global health funding mechanisms – such as the Global Fund – that increasingly prioritize support for migrants and mobile populations. Programmatic and technical evidence is generated through research projects and programme evaluations for internal and external audiences.

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

300.     IOM's wide-ranging health response interventions in crisis settings include, but are not limited to, the provision of primary health-care services in the domain of general clinical and trauma care; child health; nutrition; management of communicable and non-communicable diseases; sexual and reproductive health and rights; maternal and child health care; immunizations; prevention and response to gender-based violence; outbreak preparedness, detection and response; risk communication and community engagement; and referrals for specialized care. Emergency health programming also includes the repair and rehabilitation of damaged health-care facilities, provision of essential medicine, medical supplies and equipment, capacity-building and referral mechanisms and international medical evacuations. In addition, the Migration Health Division has continued to expand its work on sexual and reproductive health and rights and gender-based violence, in line with the Organization's commitments

to the Call to Action on Protection from Gender-Based Violence in Emergencies. There has also been considerable expansion of the Division's use of the Displacement Tracking Matrix, namely through work on anticipatory action for cholera, at points of entry, and for population mobility mapping. IOM also plays an active role within the Global Health Cluster, and the Global Outbreak Alert and Response Network at the global level and within United Nations country teams. The Organization's emergency health programming is guided by its Framework on Health, Border and Mobility Management. The Framework (revised in 2020) defines IOM's strategic role and expected outcomes in the prevention, detection and response to communicable diseases in the context of widespread human mobility. It also provides core activities and serves as a reference for Member States and partners to understand IOM's role and contributions in this area of work.

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

302.     IOM also offers community-based and multi-tiered mental health and psychosocial support services within humanitarian efforts for communities affected by complex emergencies, as a component of transition and recovery programming and as a focused and specialized service for migrants in situations of vulnerability, including victims of trafficking, migrants in detention centres and migrants rescued at sea. These services are based on the relevant IASC Guidelines and the IOM Manual on Community-based Mental Health and Psychosocial Support in Emergencies and Displacement, and encompass assessment, coordination, training for responders, community support activities, focused psychological support services and protection and assistance to people with severe mental health conditions. In post-crisis and recovery settings, psychosocial support interventions are a fundamental component of activities in the areas of disarmament, demobilization and reintegration, preventing violent extremism, reparations, durable solutions and social cohesion. Activities include direct interventions, executive/professional master's degree programmes, training and other capacity-building initiatives, including related to mental health and psychosocial support in conflict management and mediation. Particular importance is given to capacity-building for national professionals and strengthening of communities' supportive networks and resilience. Mental health and psychosocial support is also one of the three pillars of IOM strategy on assisted voluntary return and reintegration.

## 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 destination countries. The health assessment projects also support related capacity-building initiatives for the governments of the host countries, benefiting migrants. |
| | | IOM also provides travel health assistance for refugees, including medical escorts for beneficiaries requiring assistance during travel. Other related activities include the provision of DNA sample collection services for migrants, primarily in the context of family reunification. |
| IOM Strategy: 1, 2, 3, 4, 8, 10 | | Budgeted resources: 293 396 800 |
| **Migration Health Assessments and Travel Health Assistance** | | **Total budgeted resources: 293 396 800** |

## II.2     HEALTH PROMOTION AND ASSISTANCE FOR MIGRANTS

| | Programme/Project | Objectives |
|---|---|---|
| II.2.1 | 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: 123 100 |
| II.2.2 | Strengthening Access to Vaccination in Burundi | To contribute to the implementation of the national vaccine deployment plan in Burundi by strengthening access to vaccination against preventable diseases, including COVID-19, for mobile populations and host communities in hard-to-reach areas, as well as at points of entry. |
| IOM Strategy: 9 | | Budgeted resources: 320 600 |
| II.2.3 | Emergency Health Response Strengthening and Preparedness in the Democratic Republic of the Congo | To contribute to the improvement of health security at points of entry by strengthening regional disease surveillance systems, including by ensuring better collaboration on disease surveillance and epidemic preparedness, and supporting immediate and effective responses in the event of a health crisis or emergency at borders and along mobility corridors in the Democratic Republic of the Congo. This project will contribute to the national vaccination programme and ensure it covers migrants, international travellers, border users, front-line border workers and local and vulnerable communities living along the border. |
| IOM Strategy: 2, 3, 5 | | Budgeted resources: 900 200 |
| II.2.4 | Contribution to the National Health Response in Guinea | To reduce the impact and mortality rate of tuberculosis and extend differentiated HIV prevention services to key and vulnerable populations of Guinea. |
| IOM Strategy: 2 | | Budgeted resources: 208 500 |
| II.2.5 | Strengthening Preparedness, Response and Resilience to Health Emergencies in Togo | To manage health emergencies linked to mobility at points of entry in Togo. This initiative will support the efforts of the Government of Togo to manage public health issues at points of entry, including the lack of personnel, to ensure continuous surveillance of diseases with epidemic potential and address the inadequacy of materials and equipment. |
| IOM Strategy: 1, 2, 3 | | Budgeted resources: 362 800 |
| II.2.6 | Strengthening Health Systems in Tunisia | To enhance the knowledge of migrants and communities by empowering them to make informed decisions about their health and engage with the public health system in Tunisia. This project will bolster the capacity of service providers and other relevant actors to strengthen migrant-sensitive health systems. This initiative will also improve health literacy among migrants through information sessions to help them to better understand the impact of lifestyle on health, the social determinants of health, and the right to health. |
| IOM Strategy: 1, 2, 3 | | Budgeted resources: 573 500 |
| II.2.7 | Supporting Mental and Psychosocial Health-care Facilities for Migrants in Nicaragua | To contribute to the psychosocial well-being and empowerment of the rights of children and adolescents who are relatives of migrants in Nicaragua. This project will improve their psychosocial and subjective well-being and empower them, providing them with information on how to report situations of violence in cases where their rights are threatened or they are victims of some type of violence. |
| IOM Strategy: 2, 5, 6 | | Budgeted resources: 15 100 |

| Programme/Project | Objectives |
|---|---|
| II.2.8 Strengthening Systematic Health Screenings among Migrant Populations in Cambodia | To support the efforts of Government of Cambodia through an innovative and tailored intervention that emphasises the need to address the unique needs of people with health problems. This effort will support population mobility mapping, enhanced health education, and active tuberculosis case finding through the use of oral swab analysis, a novel, non-invasive diagnostic method that promises faster and safer tuberculosis screening and requires further use and research relating to efficacy, sensitivity and specificity for its use among such populations. |
| IOM Strategy: 4 | Budgeted resources: 499 300 |
| II.2.9 Strengthening Essential Health Service Delivery in Myanmar | To improve the access of vulnerable populations to essential health services in Myanmar by employing a delivery model utilizing key civil society and ethnic health partners who already have operational presence in the target locations to deliver integrated life-saving and essential services to affected communities and migrant clusters. This project will also improve the functional status of local health facilities and health systems, including community-based malaria case management, and will provide critical nutrition and food support to vulnerable beneficiaries living with tuberculosis and HIV. |
| IOM Strategy: 1, 3, 4, 6 | Budgeted resources: 1 384 600 |
| II.2.10 Enhancing Capacity to Deliver Health Services in the Philippines | To enhance the local capacity of government agencies to pursue key and cross-cutting reforms in health systems in the Philippines through strengthening health governance, financing, supply chain and logistics, human resources, and health information to provide a more conducive setting to implement tuberculosis, family planning, adolescent reproductive health and global health security programming. |
| IOM Strategy: 4 | Budgeted resources: 211 000 |
| II.2.11 Provision of Medical and Psychosocial Services to the Migrants in Reception Centres in Greece | To ensure the provision of psychosocial and primary health-care support, in close cooperation with the relevant national authorities and other stakeholders in Greece. This support will be provided by specialized staff consisting of, among others, physicians, paediatricians, gynaecologists, nurses, midwives, psychologists, medical laboratory technicians, radiologists and social workers, and will also include the provision of medication without medical prescription, medical equipment, maintenance of medical equipment and transportation of individual beneficiaries in urgent situations. |
| IOM Strategy: 2, 9 | Budgeted resources: 20 397 900 |
| II.2.12 First Health Assistance for Rescue at Sea Operations in Italy | To support the Italian authorities responsible for rescue in the Mediterranean Sea by providing cultural mediation services and health screenings on arrival at the coast of Sicily. |
| IOM Strategy: 5 | Budgeted resources: 957 700 |
| **Health Promotion and Assistance for Migrants** | **Total budgeted resources: 25 954 300** |

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

| | Programme/Project | Objectives |
|---|---|---|
| II.3.1 | 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: 16 651 700 |
| II.3.2 | Emergency Assistance for Vulnerable Populations in the Bolivarian Republic of Venezuela | To support the efforts of the Government of the Bolivarian Republic of Venezuela to improve access to quality health-care services in prioritized communities, including comprehensive primary health-care and mental health services to address immediate needs. This project will also strengthen the local health system by improving the knowledge of health-care staff and fostering health promotion and prevention activities and will address immediate health needs, including mental health and psychosocial support, access to water, sanitation and hygiene and protection of vulnerable communities through multisectoral assistance and an integrated approach. |
| IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 | | Budgeted resources: 4 616 200 |
| II.3.3 | Strengthening Health Systems in Afghanistan | To improve community immunity to polio and other vaccine-preventable diseases in high-risk mobile populations in Afghanistan. This project aims to improve access to vaccines and routine immunization for the most vulnerable and underserved communities, such as migrant returnees, IDPs, nomadic and affected host communities, and thereby contribute to reducing the child morbidity and mortality associated with vaccine-preventable diseases. |
| IOM Strategy: 9 | | Budgeted resources: 834 500 |
| II.3.4 | Enhancing Emergency Health-care Services in Myanmar | To ensure the improved availability and access to life-saving health services in local health facilities in conflict-affected areas in Myanmar, utilizing all available and effective channels, including actively engaging and partnering with civil society, faith-based organizations, community-based organizations, ethnic health organizations, the private sector and local health partners. |
| IOM Strategy: 9 | | Budgeted resources: 81 100 |
| II.3.5 | Improving Access to Health Care for Refugees and People Displaced from Ukraine in Europe | To support Member States affected by the crisis in Ukraine by continuing to strengthen the capacity of their national health systems to cope with the additional inflow of displaced people and improve their access as patients who may have specific needs for a transitional period before their return home. |
| IOM Strategy: 1, 9 | | Budgeted resources: 1 158 400 |
| **Migration Health Assistance for Crisis-affected Populations** | | **Total budgeted resources: 23 341 900** |

## III.   MIGRATION AND SUSTAINABLE DEVELOPMENT

|     | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|-----|-------------------|-----------------------|-----------------|----------|-------------|
| III.1 | Policy Coherence and Community Development | 4 652 200 | 6 163 900 | 661 100 | 11 477 200 |
| III.2 | Migration, Environment, Climate Change and Risk Reduction | 8 771 600 | 13 316 100 | 1 359 800 | 23 447 500 |
| III.3 | Contribution of Migrants to Development | 4 480 600 | 9 542 200 | 981 600 | 15 004 400 |
|     | Total | 17 904 400 | 29 022 200 | 3 002 500 | 49 929 100 |

303.      The total budget for Migration and Sustainable Development is approximately USD 49.9 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).

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

305.      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.

306.      Migration and sustainable 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, and the reform of the United Nations development system, the Organization now has a clear responsibility to articulate its activities and mandate in relation to the 2030 Agenda; to report on its activities to Member States in achieving the commitments therein; and to contribute to the global discussions on migration and sustainable development. The adoption of the Global Compact presented a significant opportunity to leverage the positive relationship between migration and development, given that the Compact is anchored in the 2030 Agenda and serves as a road map to help achieve the migration dimensions of the Sustainable Development Goals.

307.      IOM's work as Secretariat and Coordinator of the United Nations Network on Migration is complemented by its co-leadership of various Network workstreams dedicated to supporting implementation of the Global Compact by Member States and United Nations agencies. For example, under these workstreams, training material has been developed to support United Nations country teams to integrate the Global Compact into their country planning and support to governments; and guidance has been drafted to help governments advance Global Compact implementation, follow-up and review. These tools are now being operationalized through the United Nations Network on Migration under the Demand-driven Facility established by the capacity-building mechanism, with the support of inter-agency and stakeholder teams at regional and country levels. This work is aligned with wider ongoing institutional efforts to ensure that all of IOM's work is geared towards contributing to the achievement of the 2030 Agenda and the Global Compact.

308.      **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.

309.    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.

310.    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.

311.    **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.

312.    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.

313.    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.

314.    **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 Mainstreaming Migration into Development | To promote good migration governance, establishing the link between migration and development, protecting migrants' rights and well-being, and utilizing migration for sustainable development. To effectively address the challenges to the vulnerable climate-sensitive livelihoods through comprehensive strategies involving diverse stakeholders, including the diaspora, that invest in climate-resilient livelihoods and promote climate-smart agriculture. |
| IOM Strategy: 4 | Budgeted resources: 486 400 |
| III.1.2 Strengthening the Migration Data and Statistics Ecosystem in Egypt | To support the national statistical office of Egypt in enhancing its data on various aspects related to migration; and to partner with leading institutions looking into migration research and studies to develop timely and reliable data and information on migration. |
| IOM Strategy: 3, 4, 5, 6, 7, 12 | Budgeted resources: 322 100 |
| III.1.3 Empowering Youth for Economic Development in Libya | To support the government efforts in terms of livelihoods promotion and social cohesion in Libya through skills enhancement and livelihood opportunities. This project will build upon previous work conducted on curriculum development and infrastructure rehabilitation to strengthen learning and job pathways for youth from different regions. |
| IOM Strategy: 4, 5 | Budgeted resources: 1 009 100 |
| III.1.4 Strengthening the Economic Empowerment of Youth in the Niger | To support the Government of Niger in addressing the challenges related to youth employment and the socio-economic conditions inciting young people to irregular migration exposing them to risks of exploitation and abuse. This project aims to promote the economic inclusion of young people through entrepreneurship and the enhancement of skills adapted to the country's production and labor market needs. |
| IOM Strategy: 12 | Budgeted resources: 1 609 000 |
| III.1.5 Consolidating the Reintegration of Returnees in Senegal | To contribute to increasing economic opportunities for returnees in Senegal and boosting youth employability, including through support from the diaspora. This project aims to provide entrepreneurship training for returned migrants and youth. |
| IOM Strategy: 4, 12 | Budgeted resources: 165 600 |
| III.1.6 Enhancing Socioeconomic and Reintegration Opportunities and Youth Empowerment in Tunisia | To support the Government of Tunisia to enhance socioeconomic reintegration opportunities for youth at risk of irregular remigration and other vulnerable groups through market-oriented skills training and community development support. This project will provide young people with concrete alternatives to irregular migration and will guide them to develop innovative and viable personal development projects. |
| IOM Strategy: 3, 4, 5, 12 | Budgeted resources: 920 700 |

| Programme/Project | Objectives |
|---|---|
| III.1.7 Migration and Development Initiatives in Latin America and the Caribbean | To continue supporting the sustainable socioeconomic integration of migrants through a comprehensive intervention that focuses on access to employment, entrepreneurship support and capacity-strengthening of local authorities and civil society in Latin America and the Caribbean. |
| IOM Strategy: 2, 3, 4 | Budgeted resources: 550 600 |
| III.1.8 Administrative and Technical Assistance for the Government of Argentina | To provide technical, administrative, supervision and monitoring services to support efforts by the Government of Argentina to develop policies that contribute to socioeconomic development by generating employment opportunities and promoting investment as part of ongoing efforts to manage migration. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Argentina to cover activities under special management. |
| IOM Strategy: 3, 4 | Budgeted resources: 774 000 |
| III.1.9 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: 1 858 800 |
| III.1.10 Supporting Migration and Development in Nicaragua | To contribute to the reduction of the main development gaps faced by communities of origin in the north and west area of the dry corridor in Nicaragua. This initiative will focus on the use of the Displacement Tracking Matrix and providing training and skills development on the management of communication technologies and digital networks for adolescents and young entrepreneurs in situations of vulnerability. |
| IOM Strategy: 2, 5, 11 | Budgeted resources: 130 600 |
| III.1.11 Administrative and Technical Assistance for Migration and Economic Development in Peru | To provide administrative and technical assistance in support of national efforts to stimulate migration and economic development in Peru. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Peru to cover activities under special management. |
| IOM Strategy: 2, 3, 7 | Budgeted resources: 736 300 |
| III.1.12 Strengthening Local Institutional Capacities on Migration in Albania | To enable local governments to effectively manage migration and diaspora matters in Albania through promoting employment for internal migrants, reintegration of returned migrants and encouragement of diaspora investments, while strengthening interinstitutional coordination and migration stakeholders' engagement and reshaping the narrative on migration. |
| IOM Strategy: 3 | Budgeted resources: 663 600 |
| III.1.13 Strengthening Migration and Development Capacity of Italy | To strengthen the links between migration, social inclusion and development by empowering migrants and diaspora actors; promoting recognition of the contributions of migration by raising public awareness; and strengthening Italy's position in the global migration and development arena. |
| IOM Strategy: 7 | Budgeted resources: 1 697 300 |
| III.1.14 Migration Governance Initiative in Serbia | To strengthen the inclusive approach to sectoral development planning, coupled with improving capacities for evidence-generation and policy design and implementation in Serbia. This project aims to promote data-driven migration policy and planning through developing national and local capacities and expertise in comprehensive migration data collection and analysis, combining migration policy with sustainable development planning. |
| IOM Strategy: 2, 4 | Budgeted resources: 217 100 |

| Programme/Project | | Objectives |
|---|---|---|
| III.1.15 | Economic Integration of Internally Displaced People in Ukraine | To complement the emergency actions of the Government of Ukraine and support a robust and targeted response to the long-term implications of the COVID-19 pandemic by contributing to economic adaptation, recovery and growth through targeted support to affected populations, primarily to promote job retention and creation. This project will also directly contribute to stabilization efforts by improving conditions for the sustainable socioeconomic inclusion of IDPs, returnees and victims of trafficking and domestic violence through revitalization of local economies. |
| IOM Strategy: 9, 10 | | Budgeted resources: 336 000 |

| Policy Coherence and Community Development | Total budgeted resources: 11 477 200 |
|---|---|

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

| Programme/Project | | Objectives |
|---|---|---|
| III.2.1 | Strengthening the Migration, Environment, Climate Change and Risk Reduction Portfolio in the Middle East and North Africa | To strengthen the migration, environment, climate change and risk reduction programme portfolio in the Middle East and North Africa by increasing thematic and programmatic support to the country offices in the region to address the migration, environment, climate change and health nexus, and providing institutional support for IOM's engagement in different working groups within the same thematic area. This initiative also aims to improve the evidence base on the intersection between climate change, risk reduction, health and well-being, and human mobility. |
| IOM Strategy: 2, 6 | | Budgeted resources: 686 700 |
| III.2.2 | Enhancing Disaster Risk Management and Climate Change Adaptation Capacity in Libya | Building on the ongoing disaster risk management activities by the US Bureau for Humanitarian Assistance in Libya, this project will further contribute to strengthening the resilience of communities affected by, or at risk of being affected by hazards, and consequently reinforcing national response capacity to mitigate the impact of climate-related disasters in Libya. |
| IOM Strategy: 6, 9 | | Budgeted resources: 434 500 |
| III.2.3 | Strengthening Institutional Capacities to Mitigate Challenges due to Climate Change in Morocco | To support the Government of Morocco in planning sustainable adaptation solutions for vulnerable communities due to climate change. The project will focus on enhancing institutional capacity at both national and regional levels to address climate change, rural poverty and human mobility, while also involving civil society organizations. This initiative will also aim to build resilience and adaptive capacities in communities at risk of forced migration due to climate change and natural hazards, particularly among women. |
| IOM Strategy: 3, 6, 12 | | Budgeted resources: 535 200 |
| III.2.4 | Strengthening Disaster Risk Management 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 increase access to clean drinking water for strengthened resilience of communities in flood-prone areas. |
| IOM Strategy: 9 | | Budgeted resources: 1 631 600 |
| III.2.5 | Managing Human Mobility in the Context of Climate Change in Togo | To support in strengthening the capacities of relevant authorities of the Government of Togo through development of public policies contributing to the good management of human mobility in the context of climate change, environmental degradation and disasters. |
| IOM Strategy: 2 | | Budgeted resources: 50 500 |

| | Programme/Project | Objectives |
|---|---|---|
| III.2.6 | Promoting a Human Security Approach to Disaster Displacement and Environmental Migration in the Caribbean Region | To relate to an enhanced integration of the human security approach in disaster displacement, environmental migration and disaster risk reduction policies in the Caribbean. This will enable a preventive and comprehensive approach to the issues surrounding disaster displacement, environmental migration and disaster risk reduction. |
| IOM Strategy: 6 | | Budgeted resources: 14 800 |
| III.2.7 | Strengthening Capacities to Face the Challenges of Migration, Climate Change and Health in Brazil | To contribute to addressing the compound challenges posed by migration, climate change and health issues. This project will also increase the access of migrants in border municipalities in the Brazilian Amazon to essential health services, with a focus on strengthening policy coherence, building the capacities of local health-care systems, and improving community health, including among cross-border indigenous peoples. |
| IOM Strategy: 1, 8 | | Budgeted resources: 352 700 |
| III.2.8 | Enhancing Disaster Risk Management Capacity and Migrant Reintegration in Haiti | To support a comprehensive approach to strengthening national disaster preparedness capacities through the effective management and maintenance of non-food item stockpiles, and capacity-building. This builds on IOM's achievements in warehouse management and maintenance in the field and complements its risk reduction programming. This project will also provide employment opportunities to forcibly returned migrants; offer more economic opportunities locally; and facilitate awareness-raising campaigns regarding sustainable natural resource management practices. |
| IOM Strategy: 9 | | Budgeted resources: 62 300 |
| III.2.9 | Enhancing Capacities in Climate Adaptation to Address the Adverse Environmental Drivers of Migration in Mexico | To address the challenges of climate change, in collaboration with experts in climate change adaptation and other stakeholders, this project will promote climate-resilient agricultural practices among developing communities in Mexico as a way of increasing adaptation to climate change and addressing the adverse environmental drivers of migration, while promoting safe livelihoods and migration options for environmental migrants. |
| IOM Strategy: 2, 3, 4, 6, 12 | | Budgeted resources: 823 000 |
| III.2.10 | Regional Effort on Preparedness for Climate Displacement in Asia | Improving data related to potential future climate displacement is critical to advancing targeted, context-specific responses that integrate both short and long-term perspectives, and to improving understanding of the phenomenon beyond environmental factors, also taking into account political, economic, sociocultural, and demographic drivers of displacement in Fiji, Indonesia, the Philippines and Thailand. |
| IOM Strategy: 9 | | Budgeted resources: 205 200 |
| III.2.11 | Protecting and Empowering Communities Adversely Affected by Climate Change in the Pacific Region | To protect and empower communities adversely affected by climate change and disasters in the Pacific region, focusing on climate change and disaster-related migration, displacement and planned relocation through a regional response to climate mobility. This project will empower communities affected by climate change through training and skills development activities to increase access to labour mobility schemes, with a view to supporting migrants to migrate safely with an understanding of their rights. |
| IOM Strategy: 2, 3, 4, 7 | | Budgeted resources: 1 449 500 |
| III.2.12 | Disaster Risk Management Efforts in Afghanistan | To support Afghan communities in the area of disaster risk management through the construction of small-scale disaster mitigation infrastructure and water irrigation systems; orientation of communities to mitigate and prepare them for the impacts; and enhancement of the national disaster management information system. This intervention will also focus on capacity-building and technical support for the relevant Afghanistan authorities to result in enhanced and timely information management. |
| IOM Strategy: 9 | | Budgeted resources: 4 737 700 |

| | Programme/Project | Objectives |
|---|---|---|
| III.2.13 | Enhancing Management of Disaster Displacement in Bangladesh | To increase the resilience of Rohingya refugees and host communities through community-led disaster risk reduction, resilience-building and community empowerment activities. This project will contribute to the global project objectives of improved knowledge development, risk assessment, preparedness and integrated planning. |
| IOM Strategy: 5, 9 | | Budgeted resources: 1 853 800 |
| III.2.14 | Strengthening Community Resilience to Disaster and Displacement Risks in Fiji | To strengthen and support the preparedness and capacity of communities and families to break recurrent cycles of displacement in Fiji. Using a humanitarian–development nexus approach, this project will address the systemic drivers of vulnerability resulting from disasters by reducing the adverse impacts of cyclical stresses, and will consequently promote sustainable development. |
| IOM Strategy: 9 | | Budgeted resources: 1 390 900 |
| III.2.15 | Enhancing Resilience to Climate Change Among Migrant and Vulnerable Households in India | To enhance the resilience to climate change of rural households in areas at risk of climate-induced migration; and improve and leverage migration outcomes, with a particular focus on addressing the vulnerabilities of women, youth and other marginalized groups living in the coastal areas of Odisha State and climate-sensitive areas of Telangana State in India. |
| IOM Strategy: 1, 4, 5 | | Budgeted resources: 440 800 |
| III.2.16 | Addressing Multifaceted Urban Development Challenges in Indonesia | To improve the availability and quality of resilient infrastructure and services, this project will work with the city administration to identify gaps in municipal services including energy, transportation, water supply and waste management, and then co-develop a work plan to improve the availability, quality, and resilience of those services affected by environmental stresses in Indonesia. |
| IOM Strategy: 4 | | Budgeted resources: 385 400 |
| III.2.17 | Enhancing Inclusive Mitigation and Preparedness Actions in the Marshall Islands | To support the Government of the Marshall Islands and communities in strengthening resilience and adaptive capacity in the context of climate change and natural hazards through consultative processes to prioritize the selection of communities for implementation; hazard vulnerability assessment and capacity-mapping activities; focus group discussions; and the development of targeted food security activities. |
| IOM Strategy: 2 | | Budgeted resources: 573 500 |
| III.2.18 | Inclusive Mitigation and Preparedness in the Federated States of Micronesia | To contribute to the overall capacity of the Government and communities in the Federated States of Micronesia to demonstrate strengthened resilience and adaptive capacity in the context of climate change and natural hazards through the community-based disaster risk management approach to promote inclusive and local-level disaster preparedness in vulnerable communities. |
| IOM Strategy: 9 | | Budgeted resources: 629 700 |
| III.2.19 | Enhancing Community Resilience in Conflict- and Disaster-affected Communities in Myanmar | To reduce future risk of conflict in fragile communities through strengthened community resilience, social cohesion, access to services and livelihoods, and increased capacity to absorb and respond to shocks, including human-induced and natural hazards. |
| IOM Strategy: 2 | | Budgeted resources: 1 886 000 |
| III.2.20 | Mitigation and Preparedness in Action in Palau | To contribute to the overall capacity of the relevant government agency in Palau to prepare for, mitigate and respond to hazard events. The project will work at the individual community level, national level and State level, with a view to further enhancing coordination. |
| IOM Strategy: 1 | | Budgeted resources: 995 800 |

| | Programme/Project | Objectives |
|---|---|---|
| III.2.21 | Addressing Disaster Displacement by Enhancing Resilience in Papua New Guinea | To address the drivers and consequences of disaster displacement in Papua New Guinea through community-based resilience-building and the strengthening of government preparedness capacity and response mechanisms at all levels. |
| IOM Strategy: 2, 9 | | Budgeted resources: 226 200 |
| III.2.22 | Strengthening Resilience Against Disaster and Climate Change in Solomon Islands | To contribute to addressing disaster- and climate change-related fragility and improving national and community resilience in Solomon Islands. |
| IOM Strategy: 9 | | Budgeted resources: 735 000 |
| III.2.23 | Strengthening Disaster Resilience of At-risk Communities in Timor-Leste | To improve the functional capacity of the Government of Timor-Leste to prepare and respond to emergencies through inclusive and gender-responsive programmes. This project will improve disaster risk reduction capacity in at-risk communities, especially among women, girls, older persons and persons with disabilities through inclusive participation and improved access to evacuation centres. |
| IOM Strategy: 3, 4, 9, 10 | | Budgeted resources: 123 500 |
| III.2.24 | Strengthening Resilience to Disaster and Displacement Risks in Vanuatu | To strengthen institutional capacity to consider and reduce risks associated with human mobility issues in Vanuatu. This project will contribute to ensuring that national authorities are equipped with improved tools, knowledge, and skills to monitor and manage displacement risks in urban and peri-urban areas. |
| IOM Strategy: 2, 3 | | Budgeted resources: 1 922 000 |
| III.2.25 | Strengthening Local Capacities for Disaster Preparedness and Response in Bosnia and Herzegovina | To contribute to strengthening preparedness for and responses to hazardous events among local communities and disaster response actors at the local, entity, and State levels in Bosnia and Herzegovina. This project will be closely coordinated with the Ministry of Security at the national, entity and district level, as well as with civil protection authorities and relevant organizations and groups, including local community leaders, both men and women, as key for the successful engagement with local communities. |
| IOM Strategy: 2 | | Budgeted resources: 785 900 |
| III.2.26 | Addressing the Challenges of Environmental Migration in Georgia | To support the Government of Georgia and other relevant stakeholders in developing and implementing a comprehensive and integrated approach to address the challenges and opportunities of environmental migration. This project will support the collection and analysis of data and evidence on the nexus between migration, the environment and climate change, as well as the development and dissemination of good practices and policy recommendations. |
| IOM Strategy: 4 | | Budgeted resources: 189 300 |
| III.2.27 | Addressing Climate Change in North Macedonia | To help improve air quality levels in North Macedonia by promoting private sector and households' investment in renewable energy and energy efficiency solutions that will support the country in advancing the implementation of the Sustainable Development Goals. |
| IOM Strategy: 4 | | Budgeted resources: 326 000 |
| **Migration, Environment, Climate Change and Risk Reduction** | | **Total budgeted resources: 23 447 500** |

## III.3 CONTRIBUTION OF MIGRANTS TO DEVELOPMENT

| Programme/Project | Objectives |
|---|---|
| III.3.1 Community Diaspora Engagement in Sub-Saharan Africa | To develop a regional approach to mobilize the East African Community diaspora to actively participate in integration processes and socioeconomic development in the region by establishing a harmonized and coherent approach to diaspora engagement through the validation of a draft regional diaspora policy and action plan. This regional initiative also will strengthen private sector development, economic growth and social and climate resilience through collaboration with diaspora communities. |
| IOM Strategy: 4, 8 | Budgeted resources: 4 654 100 |
| III.3.2 Diaspora Contribution to the Economy in the Madagascar | To collaborate with the Madagascan diaspora to raise spontaneous and structured commitments to contribute to sustainable development in Madagascar. This project will contribute to the development of various sectors, such as health, education and technology, raising economic capital not only through remittances and savings but also through direct investments made by the diaspora. |
| IOM Strategy: 8 | Budgeted resources: 230 100 |
| III.3.3 Engaging the Diaspora for Institutional Development in Somalia | To contribute to consolidating sustainable development in Somalia, by improving reproductive health and education outcomes through the active engagement of qualified Somali diaspora and by promoting youth empowerment and gender equality. The project builds on lessons learned and outcomes achieved over 15 years of implementation of diaspora engagement projects. |
| IOM Strategy: 3, 8 | Budgeted resources: 9 625 800 |
| III.3.4 Strengthening the Diaspora Forum in Italy | The overall objective of the project is to contribute to organizing and formalizing the engagement of diaspora associations in the Italian development cooperation system. This project builds on lessons learned and gaps identified in response to the need for a more structured, coordinated and inclusive representation of diaspora actors engaged in development cooperation at the national level, as well as the need for continuous and tailored capacity development for the associations. |
| IOM Strategy: 8 | Budgeted resources: 58 500 |
| III.3.5 Leveraging the Positive Impact of Migration in the Republic of Moldova | To leverage the positive impact of migration on socioeconomic development in the Republic of Moldova and minimize the negative effects of migration by strengthening the capacities of relevant public authorities to ensure effective migration policy design and management and employment of innovative instruments for better engagement with the highly skilled diaspora. |
| IOM Strategy: 3, 4 | Budgeted resources: 285 700 |
| III.3.6 Supporting Kenyan Diaspora Community in the United Kingdom | To contribute to reducing the cost of sending remittances for the Kenyan diaspora in the United Kingdom in order to maximize the benefits and positive impact of remittances. This project will address the identified barriers and gaps to reduce costs for targeted beneficiaries, increase access to lower-cost options, and enhance the efficiency of remittance transfers between the United Kingdom and Kenya. |
| IOM Strategy: 4 | Budgeted resources: 150 200 |
| **Contribution of Migrants to Development** | **Total budgeted resources: 15 004 400** |

## IV.    REGULATING MIGRATION

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| IV.1 | Return Assistance for Migrants and Governments | 67 683 700 | 97 875 200 | 11 472 500 | 177 031 400 |
| IV.2 | Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking | 25 149 100 | 39 067 200 | 4 492 800 | 68 709 100 |
| IV.3 | Border and Identity Solutions | 21 953 900 | 40 850 700 | 3 870 000 | 66 674 600 |
| IV.4 | Migration Management Support | 11 092 600 | 13 009 400 | 1 660 600 | 25 762 600 |
|  | Total | 125 879 300 | 190 802 500 | 21 495 900 | 338 177 700 |

315.    The total budget for Regulating Migration is approximately USD 338.2 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

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

317.    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.

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

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

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

321.    **Return and Reintegration Assistance:** Assisted voluntary return and reintegration is one of the key migration management services offered by IOM and includes providing administrative, logistical, and financial support to migrants unable or unwilling to remain in the host country and who choose to return to their countries of origin. Assisted voluntary return and reintegration programmes offer a safe, humane, dignified, rights-based and cost-effective alternative to irregular return migration and forced return and, in many cases, are complemented by measures to facilitate sustainable reintegration. The successful implementation of these programmes requires the cooperation and participation of a broad range of actors, including the migrants, civil society, and the governments of origin, host, and transit countries.

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

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

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

325.    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.

326.    In 2023, IOM assisted 71,951 migrants in their safe and dignified return from 122 host countries to 149 countries of origin. Moreover, 131 country offices provided a comprehensive range of reintegration services, resulting in a total of 126,482 reintegration activities being carried out throughout the year.

327.    In addition, IOM focuses on fostering a community of practice on protection, including return and 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.

328.    IOM – together with UNICEF, UNHCR and Migration Policy Institute – is co-leading the United Nations Network on Migration workstream on promoting safe, dignified and rights-based return and readmission, and sustainable reintegration, which focuses on: operationalization of the Network checklist for safe and dignified return and sustainable reintegration; child protection; legal identity in developing and rolling out guidance with best practices; supporting national and transnational responses for the implementation of Global Compact by those countries which made pledges on return and reintegration

focusing on promoting right-based approach to return and reintegration and needs of migrants in situations of vulnerability; and supporting the development of a Global Compact indicator on rights-based returns and sustainable reintegration, in close cooperation with the workstream on indicators.

329.    **Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking:** IOM works with governments, civil society organizations, the private sector, and relevant United Nations agencies in origin, transit, and destination countries to ensure the protection of migrants, including internally displaced populations, who are vulnerable to or have experienced violence, exploitation, and abuse, including human trafficking and associated forms of abuse and exploitation. Increasingly, this includes preventive measures on promotion of ethical recruitment, as well as providing assistance and specialized protection to mobile and displaced populations and 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 responses and the Organization is committed to mainstreaming protection across all sectors of intervention, ensuring that all operations are accessible, do no harm, and empower those we assist.

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

331.    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 as well as prevention and risk management measures through promotion of ethical recruitment. Examples include protection monitoring, efforts to promote alternatives to immigration detention, support for access to legal documentation, advocacy, the mitigation of risks throughout its operations, the provision of safe spaces or safe shelters, cash for protection, and protection case management for individuals who have experienced or are at risk of violence, exploitation and abuse through the direct provision of information and individualized services and assistance. This work also includes direct assistance to victims of trafficking and associated forms of exploitation and abuse, and to those who are particularly vulnerable to such abuses, such as unaccompanied or separated migrant children. Since the mid-1990s, IOM has assisted over 100,000 trafficked persons. Integral to this work is also the promotion of ethical recruitment as preventive and risk management measures. In 2023, IOM registered a total of 154,718 migrants in situations of vulnerability and assisted 146,036, 8,460 of whom were victims of trafficking, 9,211 of whom were unaccompanied or separated children, and 17,082 of whom had health-related needs. In 2023, through the IOM Global Assistance Fund, a last-resort funding mechanism that offers personalized immediate protection and comprehensive, sustainable direct assistance to migrants in situations of vulnerability across the world, IOM assisted 91 migrants of 32 different nationalities. Beneficiaries received one or more of the following services: food and basic items; accommodation; health care and psychosocial support; family assessment and reunification; safe and dignified return; and reintegration support. The Emergency Victim Assistance Fund, provided short-term assistance to victims of trafficking, with 460 newly identified victims (221 men, 226 women and 13 girls) receiving services related to shelter, health care, mental health and psychosocial support, counselling, legal assistance, repatriation, reintegration, education and sustainable livelihoods. Furthermore, the Organization supported the set-up of 1,308 initiatives to provide protection to migrants in situations of vulnerability or that experienced marginalization, including children and victims of trafficking.

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

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

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

335.     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. This also includes the activities of the Global Policy Network on regulation of international recruitment. 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.

336.     IOM provides advisory services to private sector entities aiming to promote ethical recruitment, provide remedy and 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.

337.     **Border and Identity Solutions:** IOM facilitates the implementation of regular migration pathways through the improved management of related border and identity components. This includes key operational measures such as strengthening border management technology and systems; preventing and responding to transnational crime; robust identity management; and promoting good border governance.

338.     IOM assists States to develop policy and design and implement programmes that focus on strengthening the capacity of governmental services to manage immigration and borders effectively, in line with international and human rights law, while addressing irregular migration. IOM provides advanced expertise and technical assistance to address core capacity development needs, ranging from policy advice to technological solutions to strengthening operational steps along migration pathways to better manage borders and verify travel documents in a comprehensive manner.

339.     IOM projects in this programme area regularly offer assessment and advisory services, technical assistance, and training activities to strengthen the institutional capacity of national authorities. Projects consistently foster collaborative migration management approaches among the relevant national authorities and between States. Key topics often featured in IOM projects include: improving border management and migration data and analysis systems; improving the integrity of travel documents and related systems for document issuance, use and checks; establishing or strengthening national or regional training programmes for immigration officials; programmes on the respect of the human rights of migrants in specific border settings; border management and development/trade; and border security. In particular, IOM can provide technical and operational support at points of entry, including capacity development, and provides context-specific support in key areas such as humanitarian border management; integrated border management; advance passenger information; search and rescue at sea and in desert locations; regularization; regional free movement regimes; alternatives to detention; counter migrant smuggling; cultural mediation; and community engagement and policing.

340.     IOM also works to enhance access to proof of legal identity as a cross-cutting issue and a core component of accessing regular migration pathways, by ensuring secure, recognized, and accessible documentation for all individuals, regardless of their migration status and in accordance with human rights and data protection principles. IOM supports Member States in creating national and regional legal identity strategies; advocates policies promoting universal access to identity documentation; and implements programmes to help improve legal identity processes on matters such as national civil registration and identity management systems, the gathering of vital statistics and travel document issuance and verification. Its work includes awareness-raising campaigns, technical assistance and capacity development on challenging themes related to biometrics and digital identity systems. IOM also conducts research on and fosters innovation in legal identity practices, collaborating with academia and technical experts. By forging partnerships with various stakeholders, and as an active member of the

United Nations Legal Identity Agenda Task Force, IOM leverages resources and expertise to advance legal identity practices.

341.     **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.

342.     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 for 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 2025, including Austria, Belgium, Bulgaria, Czechia, Estonia, Germany, Greece, Iceland, Ireland, Lithuania, Luxembourg, the Kingdom of the Netherlands, Norway, Spain and Switzerland. |
| IOM Strategy: 1, 2, 6, 10 | Budgeted resources: 70 417 600 |
| IV.1.2  Global Assistance for Irregular Migrants | To support migrants who ended up stranded while attempting to reach Canada. The project will focus on migrant mapping and screening, awareness-raising activities, humanitarian support and direct assistance for return and reintegration of migrants who were attempting to reach Canada and who wish to return to their country of origin. |
| IOM Strategy: 2 | Budgeted resources: 542 800 |
| IV.1.3  Migrant Protection, Return and Reintegration in North Africa | To facilitate voluntary return and reintegration assistance to ensure that stranded migrants and migrants in situations of vulnerability from North Africa are safely and voluntarily assisted to return and sustainably reintegrated into their respective countries of origin. This project will also support migrants facing significant protection risks along the Central Mediterranean and the Western Atlantic routes. |
| IOM Strategy: 1, 2, 3, 4, 5, 7, 9, 10, 11 | Budgeted resources: 71 573 200 |
| IV.1.4  Assisted Voluntary Return and Reintegration Programme in Morocco | To ensure that stranded migrants and migrants in situations of vulnerability in Morocco are safely returned to and sustainably reintegrated into countries of origin. This project will also improve the migration governance system in Morocco through the protection and assistance to migrants in situations of vulnerability. |
| IOM Strategy: 2 | Budgeted resources: 717 100 |
| IV.1.5  Facilitating the Sustainable Reintegration of Voluntary Returnees in Nigeria | To contribute to the sustainability of reintegration of voluntary returnees by improving their performance as professional entrepreneurs and thus the durability of individual business projects and reintegration into local structures. |
| IOM Strategy: 10 | Budgeted resources: 171 200 |
| IV.1.6  Enhancing Response Mechanisms and Assistance for Migrants in Situations of Vulnerability in Tunisia | To support the Tunisian authorities and local civil society in the continued provision of assistance and protection for stranded migrants, further increase the availability of assisted voluntary return and reintegration options to those unable or unwilling to remain in Tunisia, with a focus on migrants in situations of vulnerability, and empower migrants to pursue durable solutions. |
| IOM Strategy: 1, 2, 10 | Budgeted resources: 2 227 400 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.1.7 | Integrated Responses on Migration from Central America | To address the need for improved and accessible information on migration, improved evidence of reintegration outcomes at the municipal level and evidence-based strategies and frameworks. This project will also contribute to strategic, evidence-based policy formulation by countries to address the factors that contribute to human mobility. |
| IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 | | Budgeted resources: 13 769 000 |
| IV.1.8 | Assistance for Voluntary Return in Latin America | To provide administrative, logistic, and financial support to migrants in situations of vulnerability in the Western Hemisphere who are unable or do not want to remain in host countries to return to their origin countries in Central and South America and the Caribbean. |
| IOM Strategy: 2, 10 | | Budgeted resources: 73 000 |
| IV.1.9 | Empowering Women and Girls in El Salvador, Guatemala and Honduras | To reduce the drivers of high-risk migration and forced displacement and facilitate return, reintegration and international protection for women and girls, as part of an integrated humanitarian–development approach in El Salvador, Guatemala and Honduras. |
| IOM Strategy: 2, 5, 6 | | Budgeted resources: 1 844 700 |
| IV.1.10 | Strengthening Operational Management Capacity in Bangladesh | To strengthen the capacity of the Government of Bangladesh to deliver gender-responsive integrated services and rights-based migration return systems for safe and regular migration, and to improve and ensure the welfare of migrants, returnees and communities and enhance access to appropriate services and assistance. The project will also support awareness-raising on safe migration and the risks of irregular migration. |
| IOM Strategy: 2, 3, 4, 5, 7, 8, 10, 12 | | Budgeted resources: 2 076 700 |
| IV.1.11 | 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. This project will also strengthen migration management as a whole. |
| IOM Strategy: 1, 10 | | Budgeted resources: 650 500 |
| IV.1.12 | Reintegration support for migrant women in Viet Nam | To support Vietnamese migrant women and children after returning from Republic of Korea and other countries to get access to health care to support their sustainable reintegration, through operating one-stop service offices in multiple provinces. |
| IOM Strategy: 1, 2, 8 | | Budgeted resources: 182 800 |
| IV.1.13 | 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: 1 238 100 |
| IV.1.14 | Enhancing Reintegration Assistance Mechanisms in Austria | To support the Austrian Ministry of the Interior to make well-informed assessments regarding the individual reintegration prospects of migrants in their country of return, paying particular attention to returnees in situations of vulnerability. The project will also focus on quality assurance measures and thereby supports central stakeholders of the system with training and exchange opportunities and will provide information in the form of outreach and communication activities, including the development of a website on assisted voluntary return and reintegration. |
| IOM Strategy: 1, 2, 3, 4, 10 | | Budgeted resources: 1 994 100 |

| Programme/Project | | Objectives |
|---|---|---|
| IV.1.15 | Fostering Sustainable Support for Returnees from Belgium | To contribute to the sustainable reintegration of returnees from Belgium through activities tackling the economic, social and psychosocial aspects of reintegration, while building the capacity of the individuals, their communities and involved stakeholders. The project will also equip migrants in situations of vulnerability with precise and professional information regarding their basic rights and potential options, and direct them toward professional counselling. |
| IOM Strategy: 2 | | Budgeted resources: 1 669 900 |
| IV.1.16 | Application Module in Germany | To support migrants in taking an informed decision on voluntary return. The module also facilitates the work of assisted voluntary return and reintegration counsellors. This project will also provide user support and training for external and internal users in Germany. |
| IOM Strategy: 10 | | Budgeted resources: 2 734 100 |
| IV.1.17 | Assisted Voluntary Return and Reintegration in Italy | To make available and promote access to assisted voluntary return measures for third-country nationals in Italy, including regular and irregular migrants, asylum-seekers, stranded migrants, migrants in situations of vulnerability and migrants with defined health issues. |
| IOM Strategy: 10 | | Budgeted resources: 5 149 200 |
| Return Assistance for Migrants and Governments | | Total budgeted resources: 177 031 400 |

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

| Programme/Project | | Objectives |
|---|---|---|
| IV.2.1 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | To contribute to migration governance systems, multi-stakeholder cooperation and services that facilitate safe, orderly, and regular migration and protect and uphold the rights of migrants. The programme focuses on implementing systemic changes that are critical to addressing the underlying causes of migrants' vulnerability, gender inequality and exclusion, including in humanitarian and fragile settings; supporting rights-based policies and legislation; ensuring equitable access to essential protection services; strengthening local partnerships for migrant inclusion and social cohesion; reinforcing data-driven responses; and influencing social behaviors and norms. |
| IOM Strategy: 1, 2, 3, 5, 10, 11 | | Budgeted resources: 17 821 600 |
| IV.2.2 | Climate Resilience to Combat Trafficking and Exploitation | To reduce risks of trafficking by supporting communities to improve climate resilience and awareness of trafficking. The project will also contribute to enhancing the evidence base on the impact of climate change on migration and vulnerability to trafficking and generate learning about potential responses. |
| IOM Strategy: 5 | | Budgeted resources: 119 500 |
| IV.2.3 | Reducing the Risk of Sexual Exploitation and Abuse | To reduce the risk of sexual exploitation and abuse within crisis-affected communities through a collective sexual exploitation and abuse risk management approach. |
| IOM Strategy: 2 | | Budgeted resources: 183 100 |
| IV.2.4 | Raising Awareness of Socioeconomic Opportunities and Promoting Empowerment in Africa | To support governments in countries of origin along the main routes from North and West Africa across the desert and the Mediterranean to promote more informed migration and provide more effective support for the promotion of socioeconomic opportunities. |
| IOM Strategy: 1, 5 | | Budgeted resources: 463 600 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.5 | Regional Migrant Response Plan in the East and Horn of Africa | To provide life-saving assistance to migrants in situations of vulnerability and host communities. The project will also provide quality, timely and inclusive protection assistance and services to migrants and host communities in the East and Horn of Africa. |
| IOM Strategy: 9 | | Budgeted resources: 5 828 000 |
| IV.2.6 | Better Migration Management in the Horn of Africa | To enable national authorities and institutions in the Horn of Africa to facilitate safe, orderly and regular migration. The project will improve migration governance, address human trafficking and the smuggling of migrants, and protect migrants in situations of vulnerability and victims of trafficking. |
| IOM Strategy: 2, 3, 5, 11 | | Budgeted resources: 743 500 |
| IV.2.7 | Strengthening Protection in North Africa | To provide an up-to-date assessment on children on the move along Mediterranean routes and facilitate the production of tools to support cross-border, protection-centred and rights-based case management for victims of trafficking and children on the move. |
| IOM Strategy: 1, 2, 3, 5, 6, 11 | | Budgeted resources: 147 400 |
| IV.2.8 | Assisted Voluntary Return and Reintegration for Stranded Migrants and Migrants in Situations of Vulnerability in Algeria | To improve migration management in Algeria by providing assisted voluntary return and reintegration support to migrants in situations of vulnerability to enable their safe and voluntary return to their countries of origin and subsequent sustainable reintegration. |
| IOM Strategy: 1, 2, 3, 5, 10, 11 | | Budgeted resources: 1 937 800 |
| IV.2.9 | Direct Assistance to Migrants in Situations of Vulnerability in Côte d'Ivoire | To strengthen institutional capacities and operational mechanisms to combat trafficking in persons and migrant smuggling in Côte d'Ivoire. The project will also try to eliminate child labour in Côte d'Ivoire with a focus on prevention and addressing root causes. |
| IOM Strategy: 11 | | Budgeted resources: 196 800 |
| IV.2.10 | Capacity-building and Awareness-raising in Egypt | To increase advocacy and the capacity of actors to protect and uphold the rights of migrants in the Mediterranean in a manner that is consistent with international law and standards of best practice. The project will also support the national authorities in Egypt and relevant stakeholders to meet their national and international commitments related to combating trafficking in persons and migrant smuggling; strengthen the resilience of and contribute to the protection of migrants in situations of vulnerability; and promote social cohesion with host communities in urban centres. |
| IOM Strategy: 1, 2, 5, 8, 9 | | Budgeted resources: 1 728 000 |
| IV.2.11 | Improving the Protection of Migrants in Situations of Vulnerability in Ethiopia | To contribute to the efforts of the Government of Ethiopia to improve the protection of victims of internal and transnational trafficking through a victim-centered and trauma-informed approach. |
| IOM Strategy: 2, 3, 11 | | Budgeted resources: 120 500 |
| IV.2.12 | Protecting Victims of Trafficking in Lesotho | To increase the capacity of the Government of Lesotho and civil society to prosecute cases of trafficking in persons and protect victims. |
| IOM Strategy: 5, 7 | | Budgeted resources: 245 100 |
| IV.2.13 | Promoting and Providing Assistance for Migrants in Situations of Vulnerability in Libya | To contribute to advancing rights-based solutions to address the needs of migrants in situations of vulnerability in Libya, consistent with the United Nations Sustainable Development Cooperation Framework for the country. The project will also contribute to reducing the vulnerabilities of victims of trafficking in Libya. |
| IOM Strategy: 1, 2, 9, 10 | | Budgeted resources: 443 800 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.14 | Strengthening the Protection of Migrants in Mauritania | To strengthen the protection of victims of trafficking in Mauritania by building the capacity of the authorities to implement the measures outlined in national and international legal frameworks, consolidating efforts to establish a solid care system that respects the rights of children and improves access to justice for survivors of trafficking. |
| IOM Strategy: 1, 2, 3, 5, 9, 11 | | Budgeted resources: 150 100 |
| IV.2.15 | Social and Economic Reintegration of Migrants in Mauritius | To support the social and economic reintegration of migrants in situations of vulnerability returning to Mauritius through the provision of technical and financial assistance for permanent resettlement in Mauritius. |
| IOM Strategy: 10 | | Budgeted resources: 13 400 |
| IV.2.16 | Improving Social Cohesion, Protection and Fair Access to Services for Migrants in Morocco | To address the migration context in Morocco – a country of origin, transit and destination – which involves various types of migration flows. The project will improve migration management through enhanced protection systems and services and the socioeconomic integration of migrants; and offer humanitarian assistance, non-food items and emergency accommodation to migrants in situations of vulnerability. |
| IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 9 | | Budgeted resources: 4 521 200 |
| IV.2.17 | Protection and Border Management in the Niger | To strengthen the capacity of law enforcement services in the Niger to prevent and respond to serious crime, including human trafficking and sexual and gender-based violence. The project will also reinforce cohesion across communities and resilience along the migration route and strengthen migration management and protection services, including return and reintegration and direct assistance for migrants in situations of vulnerability in the Niger. |
| IOM Strategy: 1, 2, 5, 7, 11 | | Budgeted resources: 5 964 200 |
| IV.2.18 | Strengthening Responses to Combat Trafficking in Nigeria | To contribute to the efforts of the Government of Nigeria to provide protection assistance and facilitate access to justice for victims of trafficking and other migrants in situations of vulnerability. |
| IOM Strategy: 2, 3, 5, 8, 10, 11 | | Budgeted resources: 75 200 |
| IV.2.19 | Better Migration Management in the Sudan | To facilitate safe, orderly and regular migration and effectively address and reduce trafficking in persons and migrant smuggling within and from the Horn of Africa region through a rights-based approach in the Sudan. |
| IOM Strategy: 1, 2, 3, 4, 5, 6, 8, 9, 11 | | Budgeted resources: 2 126 500 |
| IV.2.20 | Enhancing Protection of Victims of Trafficking in United Republic of Tanzania | To contribute to expanded protection and response services for victims of trafficking through a victim-centered response system that ensures the safety, recovery and reintegration in the United Republic of Tanzania. |
| IOM Strategy: 2, 11 | | Budgeted resources: 466 700 |
| IV.2.21 | Reinforcing Government Capacity and Providing Assistance to Migrants in Tunisia | To reinforce the capacity of the Government of Tunisia to guarantee the protection of victims of trafficking by building capacities and establishing necessary procedures. The project will also provide protection and humanitarian services to stranded migrants and migrants in situations of vulnerability in Tunisia. |
| IOM Strategy: 1, 2, 3, 10, 11 | | Budgeted resources: 1 496 000 |
| IV.2.22 | Protection of Migrant Women in Central America and the Dominican Republic | To foster the protection and economic empowerment of migrant women and address their needs in the context of climate change through integrating the issues into strategic frameworks in Central America and the Dominican Republic. |
| IOM Strategy: 4 | | Budgeted resources: 298 100 |

| Programme/Project | Objectives |
|---|---|
| IV.2.23 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: 111 500 |
| IV.2.24 Promoting the Rights of Refugees and Migrants in Latin America | To enhance protection for refugees and migrants in Colombia, Peru, and other Latin American countries, particularly Venezuelan women and girls. |
| IOM Strategy: 8 | Budgeted resources: 676 600 |
| IV.2.25 Reducing Forced Labour in the Fishing Industry in Costa Rica | To conduct a prevalence study in the fishing industry in Costa Rica to obtain a detailed picture of the current state of human trafficking and to participate in a counter-trafficking intervention programme. |
| IOM Strategy: 6, 11 | Budgeted resources: 201 200 |
| IV.2.26 Protecting and Assisting Vulnerable Women and Children in Haiti | To contribute to combating human trafficking and protecting internal and cross-border migrants in situations of vulnerability – especially women and children – from violence and sexual exploitation and abuse. |
| IOM Strategy: 3, 4, 5 | Budgeted resources: 1 827 500 |
| IV.2.27 Protecting Migrants in Nicaragua | To empower vulnerable populations such as women, girls, boys, youth, families, and migrants residing in Nicaragua's dry corridor territories by bolstering knowledge and awareness regarding human rights, human trafficking and modern slavery. |
| IOM Strategy: 2, 6 | Budgeted resources: 21 800 |
| IV.2.28 Assistance to Victims of Trafficking in the United States of America | To deliver short-term training and technical assistance that address the capacity-building needs of the Government of the United States of America and aims to improve the effectiveness of government responses to all forms of trafficking in persons, as well as to provide assistance to the victims of trafficking, including return, reintegration and family reunification support. |
| IOM Strategy: 5 | Budgeted resources: 1 318 700 |
| IV.2.29 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 by strengthening the national response to migrants' vulnerabilities through consolidated coordination platforms and cooperation among all relevant actors. |
| IOM Strategy: 5, 11 | Budgeted resources: 766 300 |
| IV.2.30 Counter-trafficking Activities in Azerbaijan | To prevent vulnerable populations in Azerbaijan from being trafficked, engaging in forced labour and falling victim to domestic and gender-based violence. The project will also empower and strengthen the resilience of civil society organizations in Azerbaijan. |
| IOM Strategy: 1, 2, 3, 4, 5 | Budgeted resources: 725 900 |
| IV.2.31 Strengthening Survivor Protection and Responses in Cambodia | To support the Government of Cambodia by improving survivor protection and responses to all forms of trafficking in persons through enhanced victim identification, demand-driven delivery of services and the provision of reintegration options in provinces along the Thailand–Cambodia border. |
| IOM Strategy: 11 | Budgeted resources: 534 600 |
| IV.2.32 Strengthening Legislation on Trafficking in Persons in Kazakhstan | To focus on increasing identification of victims, and investigation and prosecution of trafficking in persons in Kazakhstan by enhancing the capacity of law enforcement agencies, law enforcement academies and policymakers and by providing expert and technical support to the Government. |
| IOM Strategy: 3, 11 | Budgeted resources: 418 600 |

| Programme/Project | Objectives |
|---|---|
| IV.2.33 Protection Assistance for Migrants in Situations of Vulnerability in Pakistan | To strengthen the protection environment for vulnerable Afghan nationals in Pakistan through the provision of legal protection services, protection analysis and flow monitoring activities at border crossing points with Afghanistan. |
| IOM Strategy: 9 | Budgeted resources: 782 600 |
| IV.2.34 Combating Human Trafficking and Promoting Safe Migration in Sri Lanka | To strengthen national and community level capacities in Sri Lanka and scale up community-driven responses to effectively combat and respond to human trafficking. The project will also support Government's priorities and efforts to mitigate the risks of irregular migration and human trafficking; increase skills acquisition and recognition; and support the sustainable reintegration of returnees as part of efforts to promote safe and regular migration. |
| IOM Strategy: 1, 10, 11 | Budgeted resources: 393 400 |
| IV.2.35 Improved Prosecution of Trafficking in Tajikistan | To contribute to the Government of Tajikistan's efforts to combat trafficking in persons through successful prosecution of those cases, using a survivor-centered approach and improved monitoring and reporting of cases of trafficking. |
| IOM Strategy: 11 | Budgeted resources: 173 300 |
| IV.2.36 Enhancing Counter-trafficking Measures in Uzbekistan | To promote a victim-centred approach in counter-trafficking and victim support efforts in Uzbekistan by enhancing access to psychosocial services and reintegration means for victims, as well as contributing to increasing the capacities of government entities, government-funded shelters and NGOs. |
| IOM Strategy: 2 3, 10 | Budgeted resources: 63 700 |
| IV.2.37 Protecting and Supporting Migrants in Situations of Vulnerability in Viet Nam | To strengthen the capacities and improve the outreach of reintegration partners and service providers to support victims of trafficking and returnee migrants in situations of vulnerability to reintegrate successfully into their communities of return. |
| IOM Strategy: 3, 11 | Budgeted resources: 311 400 |
| IV.2.38 Promoting Participation in Decision-making by Migrant Children in Europe | To promote the participation of migrant children and children with migrant background in decision-making processes at local, national and European level to convey their concerns, challenges and goals to the relevant authorities in Italy, Malta, Slovakia and Spain. |
| IOM Strategy: 2, 3 | Budgeted resources: 594 300 |
| IV.2.39 Strengthening Guardianship in the European Union | To reinforce guardianship services in Belgium, Poland, Portugal and Slovenia through knowledge-sharing, capacity-building and exchange of good practices to benefit the well-being, safety and integration of unaccompanied children seeking asylum in the European Union. |
| IOM Strategy: 1 3, 8 | Budgeted resources: 530 000 |
| IV.2.40 Strengthening Assistance and Fostering Empowerment in the Baltic States | To strengthen protection and support mechanisms for victims and survivors of gender-based violence among migrants in Estonia, Latvia and Lithuania, with a particular focus on women. |
| IOM Strategy: 2 3, 10 | Budgeted resources: 77 000 |
| IV.2.41 Enhancing Processes and Prevention in Austria | To contribute to an optimization of processes, structures and decisions in the context of asylum and migration in Austria, especially with regard to vulnerable persons. The project will also contribute to the prevention of gender-based violence in the domestic sphere in the context of family reunification. |
| IOM Strategy: 2 | Budgeted resources: 635 800 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.42 | Countering Trafficking in Persons in Belarus | To enhance capacity to successfully counter the challenges of trafficking in persons in Belarus by strengthening the counter-trafficking mechanism, supporting the provision of essential services and building the technical and organizational capacity of local civil society organizations. |
| IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 | | Budgeted resources: 66 600 |
| IV.2.43 | Building Capacities in Bosnia and Herzegovina | To support national strategic and operational capacities to prosecute and investigate trafficking in persons cases and to establish effective and interoperable victims' identification and referral mechanisms in Bosnia and Herzegovina. |
| IOM Strategy: 11 | | Budgeted resources: 201 600 |
| IV.2.44 | Supporting Unaccompanied Minors in Bulgaria | To enhance the capacity of national reception and child protection systems to provide quality reception and care for unaccompanied minors, through the continued management of two safety zones, and to improve the provision of comprehensive care and reception conditions for those migrants in Bulgaria. |
| IOM Strategy: 1, 2 | | Budgeted resources: 3 012 400 |
| IV.2.45 | Expanding Protection for Migrants in Situations of Vulnerability in Cyprus | To expand the provision of rights-based protection and comprehensive and inclusive support to unaccompanied and separated children in Cyprus through a holistic approach. |
| IOM Strategy: 1, 2, 8 | | Budgeted resources: 6 080 800 |
| IV.2.46 | Combating Trafficking in Persons in Georgia | To support the Government of Georgia and civil society in improving counter-trafficking activities. The project foresees targeted support for civil society organizations and the inclusion of other key actors, such as the private sector. |
| IOM Strategy: 11 | | Budgeted resources: 93 700 |
| IV.2.47 | Supporting Unaccompanied Migrant Children in Greece | To ensure that unaccompanied migrant children identified in precarious living conditions have improved access to immediate accommodation and assistance tailored to their best interests. The project will also improve the well-being and access to fundamental rights of unaccompanied migrant children arriving in Greece. |
| IOM Strategy: 2, 3 | | Budgeted resources: 639 000 |
| IV.2.48 | 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: 30 600 |
| IV.2.49 | Strengthening Counter-trafficking Efforts in the Republic of Moldova | To strengthen the protection response in the Republic of Moldova by providing assistance and building the capacities of local and national authorities to enable them to meet the needs of the most vulnerable, particularly women, children, older persons, minority groups, people living in poverty and persons with disabilities. |
| IOM Strategy: 3, 6, 9, 11 | | Budgeted resources: 1 018 500 |
| IV.2.50 | Strengthening Counter-trafficking Activities in Montenegro | To empower the counter-trafficking office and the Operational Team for Combating Trafficking in Human Beings in Montenegro, enabling them to enhance coordination among local and national stakeholders responsible for the identification of and response to suspected cases. |
| IOM Strategy: 11 | | Budgeted resources: 249 200 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.2.51 | Counter-trafficking in Türkiye | To strengthen the anti-trafficking response of key stakeholders and the victim protection mechanisms in Türkiye through the establishment of a technical working group, organization of workshops and meetings with relevant stakeholders and organization of study visits to observe best practices. |
| IOM Strategy: 1, 2, 3, 11 | | Budgeted resources: 1 350 900 |
| IV.2.52 | Countering Trafficking in Persons in Ukraine | To assist survivors of trafficking in persons in Ukraine as well as individuals who are affected by the crisis and at a high risk of human trafficking. |
| IOM Strategy: 11 | | Budgeted resources: 512 100 |
| IV.2.53 | Skills Training and Reintegration in the United Kingdom | To support male victims of human trafficking and modern slavery and accompanying partners/children by providing additional support through the Skills Training and Reintegration programme to eligible participants referred by Migrant Help in the United Kingdom. The project will also increase the capacity of support providers in the United Kingdom to improve voluntary return outcomes for survivors of modern slavery. |
| IOM Strategy: 4, 8, 11 | | Budgeted resources: 199 400 |
| Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking | | Total budgeted resources: 68 709 100 |

## IV.3    BORDER AND IDENTITY SOLUTIONS

| | Programme/Project | Objectives |
|---|---|---|
| IV.3.1 | Canada–India Migration Initiative | To create a safe, orderly and regular ecosystem for potential migrants from India to reach Canada to study, and to ensure constant monitoring for better integration into Canadian society. |
| IOM Strategy: 2, 3, 4, 5, 6, 8 | | Budgeted resources: 198 200 |
| IV.3.2 | Supporting the European Union–China Dialogue on Migration and Mobility | To strengthen the European Union's dialogue on migration and mobility with China. This includes parallel negotiations on a visa facilitation agreement, and an agreement on cooperation on combating irregular migration, migrants smuggling and human trafficking; addressing legal and irregular migratory flows between the European Union and China; and responding to migration developments in third countries and migration as a global challenge. |
| IOM Strategy: 3, 5, 11 | | Budgeted resources: 603 500 |
| IV.3.3 | Supporting the African Capacity Building Centre for Migration Management | To ensure that the African Capacity Building Centre for Migration Management meets the highest possible standards of capacity-building excellence in the field of migration management for the benefit of African States. The project will also improve the quality of the Centre's training facilities, broaden the thematic range covered by the Centre's interventions and develop a strong partnership arrangement with the African Union and individual Member States to better integrate the Centre's expertise into related continental and regional institutions. |
| IOM Strategy: 3, 5, 6, 7, 9, 11 | | Budgeted resources: 63 000 |
| IV.3.4 | Enhancing Border Security Capacities around Lake Victoria | To detect and deter transnational organized crime around the Lake Victoria subregion, at the crossroads of Kenya, the United Republic of Tanzania and Uganda, by improving the working environment, tools and knowledge of border management agencies. |
| IOM Strategy: 2, 11 | | Budgeted resources: 739 800 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.3.5 | Enhancing Border Governance in Benin and Togo | To improve border governance in Togo and Benin, by increasing national capacities to foster trust and dialogue between border management agencies and communities, and by strengthening coordination between law enforcement officials in the two countries. |
| IOM Strategy: 2, 3, 5, 6 | | Budgeted resources: 1 304 200 |
| IV.3.6 | Facilitating Cross-border Mobility between Malawi and Mozambique | To contribute to the promotion of cross-border mobility and trade facilitation between Malawi and Mozambique through the implementation of a mobile border pass solution at border crossing points. |
| IOM Strategy: 2, 3 | | Budgeted resources: 844 600 |
| IV.3.7 | Integrated Border Management in the Central African Republic | To contribute to the promotion of sustainable peace, social cohesion and the development of secure borders for better management of migration data in the Central African Republic. |
| IOM Strategy: 2, 3, 4 | | Budgeted resources: 1 372 000 |
| IV.3.8 | Strengthening Border Management in Côte d'Ivoire | To ensure more effective control of cross-border movements in Côte d'Ivoire while strengthening the capacity of border management authorities to address current transnational threats, security and stability in border areas and strengthen international cooperation in migration management |
| IOM Strategy: 2, 3, 5, 6 | | Budgeted resources: 1 171 400 |
| IV.3.9 | Promoting Security Governance in the Democratic Republic of the Congo | To contribute to the restoration of State authority and the stabilization of return areas through the introduction of community policing principles and the consequent professionalization of the police to build a relationship of trust between the police and the population. |
| IOM Strategy: 1, 2, 5 | | Budgeted resources: 29 200 |
| IV.3.10 | Enhancing the Capacity of the Coast Guard of Djibouti | To contribute to a strengthened and effective search and rescue operations conducted by Djiboutian Coast Guard for migrants in situations of vulnerability, aligned with international laws and standards. |
| IOM Strategy: 3 | | Budgeted resources: 98 200 |
| IV.3.11 | Enhancing Border Management in Egypt | To enhance the capacity of the Egyptian Coast Guard to carry out border surveillance and search and rescue operations on land and at sea in line with national and international obligations, human rights standards and protection-centered approaches. The project will also contribute to the effectiveness of border management authorities in target countries to identify and combat trafficking, smuggling and other transnational crimes |
| IOM Strategy: 2, 3, 11 | | Budgeted resources: 6 521 100 |
| IV.3.12 | Enhancing Migration Data Collection and Management in Ethiopia | To strengthen border governance capacity in Ethiopia through the improvement of its border management information system infrastructure. |
| IOM Strategy: 2, 5 | | Budgeted resources: 34 200 |
| IV.3.13 | Enhancing Border Management in Kenya | To contribute to the efforts of the Government of Kenya to enhance passenger processing and traveller identification management capacities and establish and implement a system to record advanced passenger information/passenger name. |
| IOM Strategy: 2, 3, 6 | | Budgeted resources: 305 400 |

| Programme/Project | Objectives |
|---|---|
| IV.3.14 Strengthening Migration Management in Malawi | To facilitate safe cross-border mobility by strengthening the border management information system and procedures through the roll-out of the Migration Information and Data Analysis System in Malawi. |
| IOM Strategy: 2 | Budgeted resources: 1 072 200 |
| IV.3.15 Promoting Inclusive Cross-border Governance in Mauritania | To mitigate security risks and promote social cohesion in the border areas of Mauritania and Senegal. The project will focus on complimentary strategic areas to strengthen cross-border governance. |
| IOM Strategy: 3, 5, 6, 7 | Budgeted resources: 235 500 |
| IV.3.16 Enhancing the Human and Operational Capacities of the Immigration Authorities in Somalia | To contribute to improving the human and operational capacity of the immigration authorities in Somalia to address institutional capacity gaps for better immigration and border management operations. |
| IOM Strategy: 2 | Budgeted resources: 221 200 |
| IV.3.17 Enhancing Border and Mobility Management in Tunisia | To build the capacity of the Tunisian border and mobility management authorities through strengthened operations and the provision of equipment and infrastructural improvements at points of entry based on needs identified jointly with relevant departments from the Ministry of the Interior and the Ministry of Public Health. This project will also strengthen the migration and border management capacity of the Tunisian authorities in the fields of search and rescue at sea and inspection and analysis of travel. |
| IOM Strategy: 2, 3 | Budgeted resources: 1 290 000 |
| IV.3.18 Enhancing Integrated Border Management in Iraq | To contribute to implementation of a standardized, evidence-based and human rights-based border management framework in order to enhance border management, strengthen security and advance stability. |
| IOM Strategy: 2 | Budgeted resources: 172 700 |
| IV.3.19 Enhancing the Capacity of the Jordanian Border Forces and Services | To strengthen border management, security and health practices at points of entry in Jordan and to support border authorities to adhere to international standards and best practices for combating transnational organized crime and terrorism at points of entry. The project will also support the construction and furnishing of new female accommodation buildings for the Jordanian Armed Forces. |
| IOM Strategy: 2, 3, 11 | Budgeted resources: 3 706 800 |
| IV.3.20 Strengthening Border Management in Lebanon | To address irregular migration in Lebanon by improving search and rescue and disembarkation capacity and enhancing mental health and counselling services for search and rescue personnel. The project will also strengthen national border governance capacity in Lebanon to better address migrant smuggling and irregular migration, while advancing the human rights and well-being of migrants. |
| IOM Strategy: 1, 2, 5, 11 | Budgeted resources: 530 000 |
| IV.3.21 Arab Centre for Technical Cooperation in Saudi Arabia | To establish an Arab centre for technical cooperation on migration and border management in Saudi Arabia. The centre will provide technical, legal, operational and policy support on selected migration management topics to relevant ministries and other stakeholders engaged in human mobility in the Arab region. |
| IOM Strategy: 2, 3 | Budgeted resources: 1 042 900 |

| Programme/Project | Objectives |
|---|---|
| IV.3.22 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. The project will also strengthen the operation of the border crossings and centres to ensure safe and orderly circulation. |
| IOM Strategy: 4 | Budgeted resources: 312 200 |
| IV.3.23 Enhancing Border Governance in Costa Rica | To enhance border governance in Costa Rica, through activities related to strengthening peaceful coexistence, community integration and institutional responses for cross-border communities in the Northern Zone of Costa Rica affected by human mobility; and building the capacity of law enforcement and criminal justice agencies to coordinate and exchange information to investigate and prosecute cases of human trafficking and migrant smuggling. |
| IOM Strategy: 8, 11 | Budgeted resources: 337 800 |
| IV.3.24 Border Management in Haiti | To support safe and orderly migration by strengthening border management capacities in Haiti through the provision of key technical equipment to the border police, the reinforcement of staff capacity, the improvement of infrastructure at the border and capacity-building to make border management more responsive to the needs of different groups among migrants and the local population. |
| IOM Strategy: 2, 5 | Budgeted resources: 1 255 100 |
| IV.3.25 Support for 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 website on the Bali Process, including through maintenance and content updates. |
| IOM Strategy: 2, 3, 6, 7, 11 | Budgeted resources: 2 185 000 |
| IV.3.26 Contributing to Regular Labour Pathways in Pacific Island Countries | To study into how the Pacific immigration and border management policies and practices are facilitating and limiting access to Pacific regular labour pathways. The objective of the study will be to facilitate immigration and border management practices to enable safe, orderly and regular migration in the Pacific region. |
| IOM Strategy: 2, 10, 11 | Budgeted resources: 226 200 |
| IV.3.27 Enhancing Border Management Capacity to Respond to Infectious Diseases in Pacific Island Countries | To support socioeconomic recovery from COVID-19 in the Pacific region through enhanced border management operations and seamless border management infrastructure, technology and equipment, and improved capacity. |
| IOM Strategy: 2, 9, 11 | Budgeted resources: 1 029 200 |
| IV.3.28 Strengthening Border Control Capacities in Maldives and Sri Lanka | To support improved safety, security and process efficiency at the primary points of entry for international arrivals in Sri Lanka and Maldives. The project will strengthen border measures to prevent the spread of infectious disease. |
| IOM Strategy: 9 | Budgeted resources: 827 000 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.3.29 | Strengthening Border Management Capacities in Bangladesh | To support the Government of Bangladesh in its efforts to strengthen integrated border control and migration management systems by improving the efficiency of operations at border control points, reinforcing regional cooperation and information exchange mechanisms and enhancing the capacity of relevant law enforcement authorities to effectively control borders and prevent cross-border crimes such as human trafficking and migrant smuggling. |
| IOM Strategy: 11 | | Budgeted resources: 127 900 |
| IV.3.30 | Strengthening Border Management Capabilities in Cambodia | To strengthen border management capability to systematically detect and disrupt transnational organized crime, including trafficking in persons and migrant smuggling, and to effectively manage any cross-border crisis in the Mekong region. |
| IOM Strategy: 2, 10, 11 | | Budgeted resources: 307 000 |
| IV.3.31 | Strengthening Coordination in Indonesia | To support the efforts of the Government of Indonesia to secure internal sea lanes, contribute to the overall global efforts to prevent transnational organized crime at sea and improve capacity to disrupt migrant smuggling and human trafficking. |
| IOM Strategy: 1, 2, 3, 5 | | Budgeted resources: 582 800 |
| IV.3.32 | Supporting Afghan Refugees and Migrants in the Islamic Republic of Iran | To support the Government of the Islamic Republic of Iran with migration management, including through strengthening border management infrastructure and training local institutions and border officers on protection issues affecting migrants, with a particular focus on counter-trafficking and counter-smuggling. |
| IOM Strategy: 9 | | Budgeted resources: 1 290 400 |
| IV.3.33 | Strengthening Border Control in Kazakhstan | To enhance border capacities in Kazakhstan to counter transnational organized crime, including migrant smuggling, trafficking in persons and irregular migration, and create an information-sharing network to enhance operational decisions and policymaking. |
| IOM Strategy: 11 | | Budgeted resources: 329 100 |
| IV.3.34 | Strengthening Migration Management in Pakistan | To strengthen awareness-raising efforts in Pakistan with a focus on the benefits of regular migration and risks of irregular migration, to provide potential migrants with accurate information on migration realities so that they are in a position to make an informed decision. |
| IOM Strategy: 2, 3, 11 | | Budgeted resources: 72 700 |
| IV.3.35 | 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: 71 500 |
| IV.3.36 | Enhancing Border Management in Thailand | To enhance border management systems and processes in Thailand through capacity-building on document examination to prevent and detect human trafficking and migrant smuggling and contribute to enhanced prosecution of transnational crime. |
| IOM Strategy: 2 | | Budgeted resources: 527 600 |
| IV.3.37 | Deterring Irregular Maritime Migration in Viet Nam | To dissuade potential irregular maritime migration between Viet Nam and Australia, through a public information campaign using communications material and products and outreach activities to raise awareness. |
| IOM Strategy: 5, 11, 12 | | Budgeted resources: 108 800 |

| Programme/Project | Objectives |
|---|---|
| IV.3.38 Protecting and Promoting Fundamental Rights in Cyprus and Greece | To strengthen and streamline the protection and promotion of fundamental rights in border management activities in Cyprus and Greece, taking into account regional and national policies, priorities and identified needs. |
| IOM Strategy: 2, 3 | Budgeted resources: 137 000 |
| IV.3.39 Strengthening Border Management Capacity in Armenia | To strengthen the capacity of the Armenian Border Guard to tackle security and migration management challenges in line with international obligations and standards, and border management best practices; and to strengthen legal mechanisms for migrants in Armenia |
| IOM Strategy: 2, 3 | Budgeted resources: 161 500 |
| IV.3.40 Strengthening Border Management Capacity in Bosnia and Herzegovina | To improve capacity in Bosnia and Herzegovina to effectively manage its borders and strengthen the capacities of border management officials to implement migration policies in line with European Union standards |
| IOM Strategy: 2 | Budgeted resources: 1 734 400 |
| IV.3.41 Monitoring the Return of Migrants from Croatia | To contribute to comprehensive rights-based return management through monitoring of returns from Croatia, ensuring that relevant international and European Union standards are adhered to and there is no violation of the fundamental rights and freedoms enjoyed by all people regardless of their migratory status. |
| IOM Strategy: 2 | Budgeted resources: 117 100 |
| IV.3.42 Supporting Integrated Border Management in Georgia | To provide tailored interventions to strengthen the capacity of Border Police personnel in Georgia to adhere to international standards for border guarding, response operations, intelligence collection, investigations and risk analysis, and to ensure compliance with the visa liberalization agreement with the European Union. |
| IOM Strategy: 2, 3, 5, 11, 10 | Budgeted resources: 462 800 |
| IV.3.43 Cultural Mediation Support in Ireland | To support the International Protection Office of Ireland through the deployment of a trained pool of cultural mediators. |
| IOM Strategy: 1, 2 | Budgeted resources: 1 482 300 |
| IV.3.44 Management Support Unit of the Regional Development and Protection Programme for North Africa in Italy and Support for Selected Border Authorities | 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 support the Italian border authorities at selected sea, air and land borders. |
| IOM Strategy: 1, 2 | Budgeted resources: 5 484 700 |
| IV.3.45 Strengthening Policing Capacity in the Republic of Moldova | To enhance peace, security and stability through building trust between law enforcement authorities and communities and improving migrant and host community safety and security in the Republic of Moldova. |
| IOM Strategy: 2, 3, 8, 9, 11 | Budgeted resources: 91 100 |
| IV.3.46 Technical Support for Migration Management in Montenegro | To contribute to the existing efforts of the Government of Montenegro to improve its data management system in line with the Law on General Administrative Procedure. The project will also further strengthen border management capacities by addressing critical gaps in human resources and equipment. |
| IOM Strategy: 2, 3 | Budgeted resources: 4 568 400 |

| Programme/Project | Objectives |
|---|---|
| IV.3.47 Rights Without Borders in Portugal | To contribute to upholding the rights of migrants subject to immigration detention in Portugal in line with human rights standards and to promoting the use of alternatives to detention. |
| IOM Strategy: 1, 2, 5 | Budgeted resources: 433 900 |
| IV.3.48 Improving Border Management in Serbia | To contribute to improved border and migration management in Serbia in line with European Union standards, with the aim of facilitating the orderly movement of people and goods while increasing European security. |
| IOM Strategy: 3 | Budgeted resources: 3 078 100 |
| IV.3.49 Management of the Migratory Flows to Spain | To support the Spanish Ministry of the Interior in the management of irregular migratory flows to Spain by providing guidance and information to migrants who have arrived irregularly at the Spanish coast and lack information about their administrative status and its legal implications. |
| IOM Strategy: 1, 2, 3, 6 | Budgeted resources: 172 300 |
| IV.3.50 Supporting Migration Management Efforts in Türkiye | To support efforts to strengthen operational capacity and inter-agency cooperation for more efficient border and migration management agencies. The project will also support the Government of Türkiye in improving the surveillance and control capacity of customs offices on the movement of goods in the country, and preventing irregular border crossings and other cross-border crimes at the country's eastern, southern and south-eastern borders. |
| IOM Strategy: 2, 3, 5 | Budgeted resources: 1 661 600 |
| IV.3.51 Capacity-building for Border Management in Ukraine | To contribute to strengthened border security by improving transparency and efficiency in the current context in Ukraine through enhancing resilience, training and governance within the State Border Guard Service of Ukraine. This project also seeks to contribute to trade facilitation and economic recovery. |
| IOM Strategy: 3, 11 | Budgeted resources: 15 877 700 |
| IV.3.52 Capacity Support in the United Kingdom | To deliver access to immigration advice and support to help migrants regularize their status in the United Kingdom, including support for complex cases and interpretation support, where required, with particular attention given to migrants in situations of vulnerability or in need of additional help. This project also supports local authorities on migration matters. |
| IOM Strategy: 2, 8 | Budgeted resources: 65 300 |
| **Border and Identity Solutions** | **Total budgeted resources: 66 674 600** |

## IV.4    MIGRATION MANAGEMENT SUPPORT

| Programme/Project | Objectives |
|---|---|
| IV.4.1 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: 10 877 600 |

| | Programme/Project | Objectives |
|---|---|---|
| IV.4.2 | 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 as well as building long-term capacity of target government to enable them to manage migration in a sustainable and humane manner. This project will also strengthen the coherence of migration management and migrant protection frameworks, strategies, policies and regulations; promote sectoral policy alignment; and support interregional and intraregional mobility. |
| IOM Strategy: 2, 3, 4, 5, 7, 11, 12 | | Budgeted resources: 5 050 400 |
| IV.4.3 | Youth Power Hub in Lesotho | To deliver a series of interventions in Lesotho to strengthen civil society organizations as independent actors of governance and development in their own right, with a primary focus on youth. |
| IOM Strategy: 12 | | Budgeted resources: 24 900 |
| IV.4.4 | Strengthening Migration Governance in Mauritania | To contribute to better and evidence-based migration governance in Mauritania by supporting the Government of Mauritania in the implementation of the national strategy on migration management and its action plan. |
| IOM Strategy: 2 | | Budgeted resources: 1 830 000 |
| IV.4.5 | Strengthening Migration-related Law in Tunisia | To strengthen the rule of law system and judicial and law enforcement effectiveness; bolster accountability and transparency in the application of immigration laws, policies and decisions; and promote respect for human rights and the rule of law in Tunisia. |
| IOM Strategy: 2, 3 | | Budgeted resources: 1 152 500 |
| IV.4.6 | Strengthening Engagement on Forced Displacement and Migration in Uganda | To strengthen national and subnational institutions and systems in Uganda to address the challenges of forced displacement and migration by supporting the adoption of knowledge-based, integrated policies on forced displacement and migration and contributing to their operationalization at national and subnational levels. |
| IOM Strategy: 1, 5 | | Budgeted resources: 452 300 |
| IV.4.7 | Supporting Access to Justice in Jordan | To support access to justice for refugees and host communities in Jordan and promote and protect the rule of law and human rights for all. The project will improve access to affordable justice for refugees and host communities and enhance transparency and accountability of the judicial system. |
| IOM Strategy: 3 | | Budgeted resources: 1 430 300 |
| IV.4.8 | Supporting Migration Management and Related Activities in Uruguay | To enhance national migration management capacities in Uruguay and contribute to strengthening migration-related activities at the regional level. |
| IOM Strategy: 2, 4, 5, 8, 9, 11, 12 | | Budgeted resources: 40 600 |
| IV.4.9 | Supporting Protection-sensitive Migration Management Systems in the Western Balkans | To contribute to the effective and rights-based management of migrants and persons in need of international protection in the Western Balkans by improving standardized and regionally operable statistics and mechanisms for identification, registration and referral of mixed migration movements. |
| IOM Strategy: 1, 2, 5 | | Budgeted resources: 272 000 |
| IV.4.10 | Border Assistance for the Republic of Moldova and Ukraine | To support efforts by the Republic of Moldova and Ukraine to effectively manage their common border and actively support concrete measures linked to the resolution of the Transnistria conflict. |
| IOM Strategy: 3 | | Budgeted resources: 1 394 100 |

| Programme/Project | Objectives |
|---|---|
| IV.4.11 Enhancing Migration Management in Armenia | To strengthen migration governance and enhance refugee protection in Armenia through comprehensive measures, such as the development of a comprehensive migration strategy, which will involve interministerial collaboration, consultations with civil society and validation workshops to ensure alignment with international standards. |
| IOM Strategy: 3 | Budgeted resources: 852 400 |
| IV.4.12 Strengthening Migration and Border Management Capacities in Bosnia and Herzegovina | To build the technical and operational capacities of border management authorities in Bosnia and Herzegovina, notably through joint training on cross-border patrols and procurement of technical equipment and software. |
| IOM Strategy: 2 | Budgeted resources: 656 700 |
| IV.4.13 Capacity-building and Diaspora in Kosovo* | To contribute to enhanced migration governance through an evidence-based and holistic approach; and to maximize the potential of migration to achieve sustainable development outcomes in Kosovo.* |
| IOM Strategy: 5 | Budgeted resources: 516 100 |
| IV.4.14 Supporting Efficient Migration Management in Türkiye | To support efforts to manage migration in Türkiye, particularly implementation of the Strategy Document and National Action Plan on Irregular Migration 2021–2025, and to promote regular migration by strengthening cooperation and partnerships with countries of origin and destination. |
| IOM Strategy: 2, 3, 5 | Budgeted resources: 1 212 700 |
| **Migration Management Support** | **Total budgeted resources: 25 762 600** |

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

# V. FACILITATING MIGRATION

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| V.1 | Labour Migration | 11 021 600 | 21 842 100 | 1 860 300 | 34 724 000 |
| V.2 | Integration and Social Cohesion | 18 845 600 | 26 812 600 | 3 196 200 | 48 854 400 |
| V.3 | Immigration and Visas | 43 706 900 | 6 018 000 | 3 459 900 | 53 184 800 |
|  | Total | 73 574 100 | 54 672 700 | 8 516 400 | 136 763 200 |

343.     The total budget for Facilitating Migration is approximately USD 136.8 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

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

345.     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.

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

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

348.     **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.

349.    **Immigration and Visas:** Enhancing the accessibility and flexibility of admission and stay processes, including through improved visa policy and practices, is the key to better managed regular migration pathways. For migrants, access to regular pathways is crucial as they are otherwise vulnerable to exploitation and abuse, including by unscrupulous brokers, and to the risks related to irregular migration journeys and status. IOM provides support to States for the development and implementation of comprehensive visa policies and processing, including for family reunification, as well as supporting enhanced readmission management and cooperation, in line with IOM's Policy on the Full Spectrum of Return, Readmission, and Reintegration. This includes assessments and advice on visa, admission and stay policies and laws; enhancement of admission and stay business processes; operational good practice and training to government stakeholders; advice on international visa and admission cooperation schemes and frameworks; as well as enhancing dialogue and providing technical solutions for governments to better manage readmission.

350.    IOM also supports immigration and consular authorities in managing visa application processes through a wide range of tailored, technology-driven, cost-effective and non-profit operational solutions and upgraded processes, which are protection-sensitive and make regular migration pathways more accessible, dignified, timely and transparent. The support offered includes logistical assistance to facilitate visa processing, visa application assistance, case management, document verification, facilitation of interviews, skills and language testing facilitation, biometrics enrolment, travel document handling, visa appointment and visa issuance systems, management of visa application centres, visa-related information services and access to consular and citizen services, as well as cross-cutting legal identity related support.

## V.1    LABOUR MIGRATION

| | Programme/Project | Objectives |
|---|---|---|
| V.1.1 | Promoting Protection of Migrant Workers | To promote the protection of the human and labour rights of migrant workers through fair and ethical recruitment, as well as to eliminate forced labour, human trafficking and other rights violations faced by migrant workers. |
| IOM Strategy: 3 | | Budgeted resources: 10 200 |
| V.1.2 | Skills Mobility Partnership between Austria and Egypt | To strengthen cooperation on education and training to facilitate labour mobility, and ensure effective integration of young adults from Egypt in Austria. The project will focus on the expansion of a mutually beneficial talent development and mobility partnership between the two countries. |
| IOM Strategy: 3, 4 | | Budgeted resources: 276 500 |
| V.1.3 | Labour Migration Governance for Development and Integration in Africa | To strengthen labour migration governance and address unethical recruitment practices in Ghana, Côte d'Ivoire, and Nigeria to enhance migrant workers' protection and rights-based labour pathways. |
| IOM Strategy: 12 | | Budgeted resources: 109 600 |

| | Programme/Project | Objectives |
|---|---|---|
| V.1.4 | Organizing Circular Migration Projects Between Belgium and Pakistan, Suriname and Tunisia | To facilitate the development of collaborative and sustainable skills mobility partnerships between Belgium and Pakistan Belgium and Suriname, and of a learning mobility scheme in Tunisia, in return for tailored financial and technical support provided by the Belgian health-care and ICT sectors, which will provide access to a reliable pool of workers that can work temporary or permanently in Belgium in the health or ICT sectors. |
| IOM Strategy: 12 | | Budgeted resources: 722 700 |
| V.1.5 | Labour, Employment and Mobility Actions in Africa | To strengthen the effective, rights-based and gender-responsive governance and regulation of labour migration and mobility in Africa, in accordance with the rule of law, international migration law principles and international labour standards, to achieve increased equitable economic growth, full employment and sustainable development of the African continent. This project will engage with key stakeholders across governments, legislators, decision-makers, social partners, migrants, international organizations, the private sector, NGOs, diaspora organizations and civil society organizations. |
| IOM Strategy: 12 | | Budgeted resources: 1 275 500 |
| V.1.6 | Y-Med Blue Economy | To support skills development of Libyan youth in the fisheries sector by offering internship opportunities in Italian companies, through a circular migration scheme targeting specifically the blue economy. |
| IOM Strategy: 12 | | Budgeted resources: 19 300 |
| V.1.7 | Labour Migration Governance and Labour Mobility in Italy and North Africa | To contribute to strengthening migrant workers' protection mechanisms throughout the migration cycle, whether workers are leaving the region or seeking employment there. |
| IOM Strategy: 2, 3, 4, 12 | | Budgeted resources: 3 373 100 |
| V.1.8 | Migration for Development Programme in West Africa | To provide training to government officials on migration and development, assist governments in developing migration-related policies and strategies and provide training and access to employment to young people in their countries of origin. |
| IOM Strategy: 2, 4, 5, 7, 8, 12 | | Budgeted resources: 1 640 500 |
| V.1.9 | Labour Mobility in the East and Horn of Africa | To enhance labour migration governance and the protection of migrant workers' human, social and labour rights through intraregional and interregional cooperation as part of a whole-of-government and whole-of-society approach to support regional integration, facilitate mobility for transformative, inclusive and sustainable economic growth and promote youth and women's empowerment. |
| IOM Strategy: 2, 12 | | Budgeted resources: 496 100 |
| V.1.10 | Youth, Employment and Migration in Burkina Faso | To provide young people in Burkina Faso, including vulnerable groups such as women and people living with disabilities, with decent employment opportunities through training that specifically responds to market needs. This project will also encourage entrepreneurship and support income-generating activities. |
| IOM Strategy: 5 | | Budgeted resources: 93 100 |
| V.1.11 | Providing Positive Life Alternatives to Egyptian Youth | To contribute to curbing irregular migration among Egyptian youth by providing positive alternatives in the tourism sector. The project will integrate government responses to the phenomenon of irregular migration from Egypt, using a comprehensive approach. |
| IOM Strategy: 2, 3, 12 | | Budgeted resources: 673 200 |

| | Programme/Project | Objectives |
|---|---|---|
| V.1.12 | Boosting Youth Employment in Libya | To contribute to increased income of youth in Libya through training to enhance their professional skills and improve their access to livelihood opportunities, linking training activities with livelihood programmes to contribute to economic growth and strengthen household resilience. This project will also support and upgrade training centre facilities. |
| IOM Strategy: 2, 4 | | Budgeted resources: 885 000 |
| V.1.13 | Preventing Irregular Migration in Mauritania | To prevent irregular migration from Mauritania, focusing mainly on young people and migrants in its territory, by improving their access to employment opportunities and providing better information on the risks and opportunities linked to migration. |
| IOM Strategy: 2 | | Budgeted resources: 701 200 |
| V.1.14 | Integration Through Ethical Recruitment in Mexico | To contribute to strengthening regular migration pathways and deterring irregular migration in Mexico through labour mobility programmes that provide effective mechanisms for temporary regular work, decreasing the likelihood of irregular migration. The project will also integrate people on the move through formal employment that responds to labour market and workforce demands and fosters social cohesion, economic growth and sustainable development. |
| IOM Strategy: 4, 8, 12 | | Budgeted resources: 928 500 |
| V.1.15 | Facilitating Regular Pathways for Regular Migration and Socioeconomic Integration in Uruguay | To implement Community Sponsorship in Uruguay by strengthening the knowledge and capacities of government institutions, civil society, the private sector and host communities, while working in two lines of action: Institutional strengthening to reinforce the regularization pathways; and promoting the socio-economic integration of migrants and refugees to grow in a sustainable way in the country. |
| IOM Strategy: 5 | | Budgeted resources: 495 900 |
| V.1.16 | Promoting Corporate Responsibility and Migrant Workers' Rights in Asia | To promote corporate responsibility and the protection of migrant workers' rights within the context of global supply chains in Asia by addressing critical issues surrounding migration, business practices and human rights. |
| IOM Strategy: 2 | | Budgeted resources: 3 315 200 |
| V.1.17 | 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: 1 218 600 |
| V.1.18 | Promoting Ethical Recruitment and Fair Labour Practices | To promote ethical recruitment and fair labour practices in four migration corridors with Malaysia as the destination country and support businesses to respect, promote and remedy the human and labour rights of migrant workers in international supply chains. |
| IOM Strategy: 3 | | Budgeted resources: 19 400 |
| V.1.19 | Safe Migration of Seasonal Workers from Central Asia | To support the safe participation of Central Asian migrants in the UK Seasonal Workers Scheme, promoting a positive migration experience within the United Kingdom and helping participating Central Asian countries to maximise its benefits for economic development. |
| IOM Strategy: 1, 2, 3, 12 | | Budgeted resources: 427 600 |

| | Programme/Project | Objectives |
|---|---|---|
| V.1.20 | Labour Migration Programme – Central Asia | To contribute to enhancing labour migration governance to better respond to employer and labour market needs while ensuring protection of migrant workers and enhancing development impacts in both countries of origin and destination. |
| IOM Strategy: 3, 4, 5, 6 | | Budgeted resources: 1 924 700 |
| V.1.21 | Pacific Australia Labour Mobility Scheme | To support partner governments in the Pacific and strengthen the assistance provided to Pacific Australia Labour Mobility (PALM) workers and their families. |
| IOM Strategy: 4, 12 | | Budgeted resources: 705 200 |
| V.1.22 | 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, provide related support to the palm oil plantation sector in Malaysia, and detect and address exploitative labour practices. |
| IOM Strategy: 12 | | Budgeted resources: 162 300 |
| V.1.23 | Public—Private Partnerships in Thailand | To promote sustainable development in Thailand by contributing to facilitating safe, orderly, and regular migration, upholding the human rights of migrant workers, and promoting the socioeconomic inclusion of migrants. |
| IOM Strategy: 3 | | Budgeted resources: 17 000 |
| V.1.24 | Enhancing Migration Management in Vanuatu for Labour Mobility | To contribute to enhanced migration management in Vanuatu by strengthening circular labour mobility processes through enhanced collaboration, processes and legislation and to ensure labour migrants and their families maximize the positive impacts of their participation in international labour mobility, maintaining good health, violence-free relationships and financial stability throughout the circular labour mobility journey. |
| IOM Strategy: 1, 2, 4, 12 | | Budgeted resources: 275 700 |
| V.1.25 | Displaced Talent for Europe | To strengthen the capacity of European Union countries to establish and implement complementary pathways for displaced talents to enable more displaced people to gain access to durable solutions while addressing labour shortages in the European Union. |
| IOM Strategy: 12 | | Budgeted resources: 556 200 |
| V.1.26 | Strengthening Local Institutions in Albania | To contribute to enhancing the institutional framework and capacities on regular migration in Albania, including for employment purposes, with a strong commitment to gender mainstreaming and the inclusion of minority populations. |
| IOM Strategy: 1, 6, 12 | | Budgeted resources: 53 300 |
| V.1.27 | Learning Network in the Kingdom of the Netherlands | To contribute to the efforts of the Kingdom of the Netherlands to ensure the country's attractiveness as an employment destination for highly skilled science, technology, engineering and mathematics graduates. |
| IOM Strategy: 4, 12 | | Budgeted resources: 88 500 |
| V.1.28 | Counselling and Training for Employers in Slovakia | To provide counselling and training sessions to Slovak employers on how to employ non-European Union citizens in Slovakia. These sessions will focus on residence and employment aspects of Slovak legislation, as well as on ethical recruitment standards and the protection of migrant workers and their rights. |
| IOM Strategy: 2 | | Budgeted resources: 27 100 |
| V.1.29 | Implementing Labour Migration Schemes in Spain | To improve the working and inclusion conditions of migrants in Spain and to maximize their contribution to the economic and social development of both the origin and destination countries. |
| IOM Strategy: 2, 4, 8 | | Budgeted resources: 177 800 |

| Programme/Project | Objectives |
|---|---|
| V.1.30 Labour Market Integration in Türkiye | To increase formal employment of Syrians under temporary protection, persons under international protection and host community members and improve integration processes in Türkiye. |
| IOM Strategy: 2, 3, 4, 8, 12 | Budgeted resources: 14 055 000 |

| **Labour Migration** | **Total budgeted resources: 34 724 000** |
|---|---|

## V.2 INTEGRATION AND SOCIAL COHESION

| Programme/Project | Objectives |
|---|---|
| V.2.1 Global Migration Media Academy | To support development of structures that improve the quality and quantity of accurate, diverse and balanced media reports about migration and support constructive public conversation and dialogue. |
| IOM Strategy: 7, 8 | Budgeted resources: 194 400 |
| V.2.2 Migrant Integration (Canadian Orientation Abroad Programme and Australian Cultural Orientation Programme) | 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: 20 192 100 |
| V.2.3 Pre-departure Orientation Programme for Resettlement to Finland | To contribute to the early integration of approximately 600 beneficiaries selected for resettlement to Finland from the Islamic Republic of Iran, Peru, Rwanda, Türkiye and Zambia, by providing comprehensive pre-departure orientation training to refugees before their departure. |
| IOM Strategy: 1, 2 | Budgeted resources: 377 700 |
| V.2.4 North Africa Migration and Development | To enhance livelihood skills and strengthen protection for migrants in situations of vulnerability, while increasing social cohesion between migrants and receiving communities in Algeria, Egypt and Tunisia. |
| IOM Strategy: 4 | Budgeted resources: 664 000 |
| V.2.5 Supporting the Integration of Migrants in Morocco | To assist municipalities in Morocco, as well as relevant local actors, to identify gaps in terms of integration in urban areas using an innovative IOM-developed tool, the Urban Diagnostic Tool, and subsequently to identify concrete initiatives and assist with their implementation. |
| IOM Strategy: 8 | Budgeted resources: 264 700 |
| V.2.6 Sports for Inclusion in Tunisia | To promote the social inclusion of migrants in their host communities in Tunisia and access to sport, particularly for women and children, while building the capacity of local actors for sustainable community development that ensures no one is left behind. |
| IOM Strategy: 2, 4 | Budgeted resources: 36 400 |
| V.2.7 Economic Integration of Vulnerable Nationals in Brazil | To contribute to the economic integration of migrants in Brazil by ensuring they have access to sustainable livelihoods and employment opportunities and supporting them on a trajectory towards long-term integration and self-reliance. |
| IOM Strategy: 4 | Budgeted resources: 744 800 |

| | Programme/Project | Objectives |
|---|---|---|
| V.2.8 | Overcoming Barriers: Supporting the Personal and Professional Development of Displaced Individuals in Costa Rica | To strengthen the capacity of the Government of Costa Rica 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. The project will also provide access to training and academic projects. |
| IOM Strategy: 1, 2 | | Budgeted resources: 392 000 |
| V.2.9 | Supporting the Integration of Refugees and Migrants from the Bolivarian Republic of Venezuela in Peru | To support the integration of refugees and migrants from the Bolivarian Republic of Venezuela in Peru through socioeconomic interventions that allow them to enjoy their human rights within an inclusive society and contribute to national development and peacebuilding in Peru. |
| IOM Strategy: 8 | | Budgeted resources: 2 198 900 |
| V.2.10 | Socio-Urban Migrant integration in Uruguay | To provide humanitarian assistance and promote the integration of migrants in Uruguay through initiatives that strengthen and complement the response to the migratory phenomenon at the national level. |
| IOM Strategy: 2, 10 | | Budgeted resources: 206 100 |
| V.2.11 | Improving Migration Governance and Support for Afghans in Pakistan and Central Asia | To support government institutions in the region and communities to address immediate protection and humanitarian needs of Afghan nationals and local communities, mitigate the mid-term impact of the crisis on societies in the region and support recovery and resilience for longer-term sustainable development. |
| IOM Strategy: 2, 3, 8, 10 | | Budgeted resources: 3 613 900 |
| V.2.12 | Reinforcing Integration Through Sponsorship Enhancement in Belgium, Italy and Lithuania | To respond to the housing needs of beneficiaries of international protection through the finetuning, development and piloting of community sponsorship programmes in Belgium, Italy and Lithuania. |
| IOM Strategy: 3, 8 | | Budgeted resources: 899 800 |
| V.2.13 | Supporting Integration of Afghan Refugees in Albania | To provide direct support to cases unsuccessful in their applications for resettlement and seeking to integrate in Albania, as well as indirect support to other Afghan evacuee cases pursuing local integration with the support of NGO sponsors. |
| IOM Strategy: 2 | | Budgeted resources: 1 824 500 |
| V.2.14 | Pre-integration Measures in Germany | To prepare beneficiaries of protection who have been selected for resettlement or a humanitarian admissions programme to Germany for their integration in Germany through individual and group-specific pre-integration measures. |
| IOM Strategy: 8 | | Budgeted resources: 202 200 |
| V.2.15 | Promoting the Integration of Refugees into the Labour Market in Greece | To facilitate beneficiaries' integration in local labour markets and societies through employment in sectors experiencing labour shortages. The project will also implement targeted interventions, carefully designed to empower young adults and facilitate their inclusion in the local labour market. |
| IOM Strategy: 4, 8 | | Budgeted resources: 14 023 500 |
| V.2.16 | Migration Information Centre in Lithuania | To facilitate the integration and enhance the inclusion of foreigners in Lithuania through a one-stop shop approach for third-country nationals and stateless persons. |
| IOM Strategy: 8 | | Budgeted resources: 348 500 |

| Programme/Project | | Objectives |
|---|---|---|
| V.2.17 | Increasing Integration of Migrants in Norway | To promote the successful two-way integration of resettled refugees into their new host communities in Norway by enhancing refugees' understanding of the new host society and preparing host municipalities for the reception of resettled refugees. The project will also create a pre-departure/post-arrival orientation e-course, designed to equip migrant workers with essential knowledge about life in Norway. |
| IOM Strategy: 1, 2, 3, 8 | | Budgeted resources: 1 159 800 |
| V.2.18 | InterAct - Interactive Participation and Inclusion of Migrants in Romania | To contribute to the well-being of conflict-affected populations in Romania. The intervention is designed to continue the provision of tailored assistance to migrants in situations of vulnerability and to support the integration of beneficiaries into host communities. |
| IOM Strategy: 4 | | Budgeted resources: 388 500 |
| V.2.19 | Migration Information Centre to Support the Integration of Migrants in Slovakia | To facilitate the integration of third-country nationals in Slovakia. The project will encompass legal counseling, employment and social services, language learning, and broader aspects of social inclusion, community cohesion, respect for human rights, and political participation. |
| IOM Strategy: 8 | | Budgeted resources: 720 900 |
| V.2.20 | Strengthening Migrant Associations in Spain | To increase the sustainability of migrant associations in Spain by strengthening their capacities and networking, making their actions visible and reinforcing the key role of associations in the inclusion of the migrant population and in the transfer of knowledge. The project will also promote a more realistic vision and more ethical treatment of migration-related topics in the media. |
| IOM Strategy: 3, 7, 8 | | Budgeted resources: 401 700 |
| **Integration and Social Cohesion** | | **Total budgeted resources: 48 854 400** |

## V.3    IMMIGRATION AND VISAS

| Programme/Project | | Objectives |
|---|---|---|
| V.3.1 | Immigration and Visa Solutions | To support governments and immigration agencies by providing solutions that are designed to strengthen regular migration pathways and admission and stay channels. This includes streamlining visa-related processes by reducing time-consuming administrative functions, lowering costs and improving service standards and measures to combat fraud. In addition, these programmes seek to improve procedures at consular missions, including by providing resources to promote universal access to legal identity. These solutions are also designed to empower migrants by providing them with accurate and timely information in a language appropriate to their needs, including through remote solutions, while assisting with and simplifying visa application processes. |
| IOM Strategy: 1, 2 | | Budgeted resources: 37 136 300 |
| V.3.2 | Travel Assistance for Holders of Visas for the United States of America in Ghana | To provide travel assistance in Ghana paying particular attention to the specific needs of migrants requiring special assistance, such as migrants in situations of vulnerability, including migrants in an irregular situation who may also require IOM assistance with facilitating exit permission. |
| IOM Strategy: 1 | | Budgeted resources: 29 900 |

| | Programme/Project | Objectives |
|---|---|---|
| V.3.3 | Strengthening Yemeni Borders through E-Visas | To support authorities in Yemen to improve their migration management capacities through enhancing their visa and border management systems in the context of rights-based migration governance. |
| IOM Strategy: 2 | | Budgeted resources: 153 100 |
| V.3.4 | Selective Migration Programmes in Costa Rica | To collaborate with migrants, and 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 Immigration. |
| IOM Strategy: 1 | | Budgeted resources: 19 700 |
| V.3.5 | Selective Migration Programmes in El Salvador | To facilitate regularization processes and work permits for migrants who provide their professional services to public and private educational institutions in El Salvador, as well as for volunteer personnel and students who are part of cultural exchange programmes. |
| IOM Strategy: 1 | | Budgeted resources: 10 000 |
| V.3.6 | Regular Migration Pathways in the United States of America | To create a system of interoperable components, used by mandated eligible beneficiaries and centered around the IOM Pathways Assistance Tracking Hub platform. This project will also enhance regional dialogue and coordination and management support on regular migration pathways. |
| IOM Strategy: 1, 3, 5 | | Budgeted resources: 296 300 |
| V.3.7 | European Union Readmission Capacity Building Facility | To contribute to effective and efficient cooperation on migration governance between the European Union and its partner countries through capacity-building initiatives. The project aims to strengthen the capacity of partner countries to manage returns and cooperate on readmission with the European Union as well as to prevent irregular migration. |
| IOM Strategy: 2, 3, 5 | | Budgeted resources: 5 205 100 |
| V.3.8 | Supporting the Family Assistance Programme in Germany | To facilitate the identification and processing of family members who qualify for family reunification with a sponsor with protection status in Germany. |
| IOM Strategy: 2 | | Budgeted resources: 9 701 600 |
| V.3.9 | Electronic Readmission Case Management System in Türkiye | To contribute to the Government of Türkiye's efforts to ensure the safe, dignified and rights-based readmission of foreign nationals who are not eligible to stay in the country. The specific objective is to support Türkiye in streamlining and standardizing its readmission workflow to priority countries of origin, ensuring data integrity, quality and interoperability. |
| IOM Strategy: 1 | | Budgeted resources: 617 700 |
| V.3.10 | Immigration and Asylum Adviser for Local Authorities in the United Kingdom | To facilitate capacity building and support for local authority staff, including personal advisers and social workers, in their management of cases of migrants in situations of vulnerability. |
| IOM Strategy: 2 | | Budgeted resources: 15 100 |
| **Immigration and Visas** | | **Total budgeted resources: 53 184 800** |

# VI.    MIGRATION POLICY, RESEARCH AND COMMUNICATIONS

|   | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VI.1 | Migration Data and Analysis | 2 740 800 | 2 722 600 | 310 700 | 5 774 100 |
| VI.2 | Migration Policy | 960 600 | 5 223 100 | 188 400 | 6 372 100 |
| VI.3 | Migration Research and Publications | 1 221 900 | 209 600 | 100 200 | 1 531 700 |
| VI.4 | Innovation and Knowledge Management | 201 200 | 532 800 | 51 400 | 785 400 |
| VI.5 | United Nations Network on Migration Secretariat-related Activities | 4 908 700 | 1 596 400 | 221 800 | 6 726 900 |
|   | Total | 10 033 200 | 10 284 500 | 872 500 | 21 190 200 |

351.    The total budget for Migration Policy, Research and Communications is approximately USD 21.2 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

352.    In a complex and uncertain world, the useful application of data for evidence-based policy and action is needed now more than ever. From helping displaced people find durable solutions in the face of climate change impacts, to analysis that allows better foresight for preparedness and anticipatory action, including in relation to identifying opportunities for expanding and enhancing regular pathways, managing human mobility is critical to sustainable development and requires a data-driven approach. With offices in almost every country, IOM has an abundance of information about human mobility and is trusted by its Member States for its extensive knowledge and field expertise.

353.    There is growing awareness among governments and other stakeholders about the interlinkages between migration, displacement, and other policy domains, including socioeconomic development, trade, employment, the environment, security and human rights, and about the need to ensure that migration policy development takes into account and is integrated into policy planning in these related fields. As the leading intergovernmental organization working with migrants, affected communities and governments to respond to contemporary migration challenges, IOM is uniquely positioned to build on over 70 years of field experience and meet the growing needs of its membership and the international community by providing guidance and support to governments on migration policy. The Department of Data, Insight and Policy Coordination spearheads institutional efforts on migration and displacement data and analysis, strategic foresight and research, and shapes IOM's work on evidence and rights-based migration policy and law, and on innovative and comprehensive programming.

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

355.    **Migration Data and Analysis:** The Global Data Institute is a leading source of primary data and analysis about population movements worldwide. IOM established the Institute to harness the power of its data for operations, facilitate understanding of global migration patterns, and inform foresight. The Institute transforms data on migration and displacement, including in the context of drivers such as climate change, into coherent analysis to inform solutions and contribute to IOM's strategic priorities and wider United Nations system objectives.

356.    **Migration Policy:** Sound data collection and analysis are key to the development of evidence-based migration policies that maximize the opportunities and address challenges of migration. Through the Policy Support and Coordination Unit, IOM provides advice and support to strengthen the capacity of governments and other relevant stakeholders to develop and implement effective migration management policies and strategies at the local, national, regional and global levels, as well as to mainstream migration considerations into other sectoral policies. 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.

357.    Working across the humanitarian-development-peace nexus and different IOM thematic areas, the Unit also supports institutional policy development and coordination on cross-cutting and emerging

issues and enhances IOM's efforts to lead the global migration policy discourse and shape migration narratives, including by convening diverse stakeholders and leading migration dialogues to promote international cooperation for good migration governance. A key activity in this respect is the International Dialogue on Migration, 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 Dialogue 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 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.

358.       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 Office of Partnerships, Advocacy and Communications, these activities seek to monitor and develop IOM's partnerships at the inter-State and inter-agency levels. Specific activities are undertaken, geared to supporting and fostering 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.

359.       **Migration Research and Publications**: IOM conducts research and analysis 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, which provides the 'state of migration' globally for IOM, Member States, media, migration practitioners, researchers and others. The Migration Research and Publications Division is also responsible for developing and coordinating the Organization's overall research and publishing standards and for the technical production of IOM publications (published on the IOM Publications Platform). The Publications Unit has seen a significant rise in requests from the field in recent years for its publications production services (copy-editing, layout and design, and review and approval), and the Migration Research Unit has seen a similar increase in requests for technical advice, technical review and staff training on migration research project outputs/management, These sustained increases for both the Publications and Research Units reflect the growing demand for knowledge products across the globe. The Division also partners with applied and academic migration researchers from around the world and is the focal point for academic research collaborations, including managing the *International Migration* journal (established by IOM in 1961).

360.       In 2025, in addition to publications production services, the Migration Research and Publications Division will continue to produce IOM's main publications, including the World Migration Report; *International Migration*, a journal published online six times a year; *Migration Policy Practice*; and the Migration Research Series. Continued support will be given to field offices and Headquarters for publication production and research-related technical advice/guidance and training, including via new research guidance materials for IOM staff and publication production tools. 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 2024*, for example, is being translated into all six official languages of the United Nations, with some chapters being provided in additional languages, such as Bangla, Swahili and Portuguese.

361.       **International Migration Law:** IOM supports governments, and other stakeholders to foster rights-based migration governance through better understanding and implementation of international migration law. To achieve this goal the International Migration Law Unit provides capacity-development support for governments and other stakeholders through research on international law and training on international legal frameworks governing migration. The Unit maintains and develops knowledge management systems related to international migration law, including the IML Database, and develops tools, guidance and practices for use by IOM, governments, civil society, other United Nations agencies, international and non-governmental organizations, and other stakeholders. The Unit also supports governments, upon their request, on the development, review and update of national migration laws and policies in line with the international and regional standards and leads organizational efforts to ensure a rights-based approach to all programmes and activities through training and the provision of methodological approaches and

advice. Furthermore, the Unit coordinates IOM's cooperation with the United Nations human rights treaty bodies, special mandates and other respective agencies on migrants' rights.

362.     **Innovation and Knowledge Management:** In alignment with the IOM Knowledge Management Strategy 2024–2028, the Unit seeks to strengthen IOM capacity to leverage and learn from its programmatic expertise and that of its partners, by analysing and ensuring accessibility of lessons learned, good practices and innovative approaches. This elevates IOM's cutting-edge knowledge to strengthen the impact, coherence and scalability of its work. The Unit also coordinates the IOM Innovation Facility, which provides seed funding and dedicated technical support to test new approaches and scale solutions with partners and stakeholders. Additionally, the Unit supports innovative approaches and practices to drive  systems transformation while strengthening partnerships with key stakeholders such as governments, the private sector, academia and innovation networks.

363.     **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 Department of Media and Communications 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.

364.     **United Nations Network on Migration Secretariat-related Activities**: The United Nations Network on Migration Secretariat reports directly to the Director of the Office of Partnerships, Advocacy and Communications 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. This includes support through: the capacity-building mechanism to United Nations country teams, stakeholders and governments to provide short term system-wide capacity-building and technical assistance to advance Global Compact implementation via the Demand-driven Facility, support implementation of a United Nations inter-agency pooled financing mechanism for migration-related programming via the Migration Multi-Partner Trust Fund (MPTF), and facilitate knowledge exchange to share lessons learned from Global Compact implementation, including through a repository of peer-reviewed practices, via the Migration Network Hub; the follow-up and review process which includes contributing to the biennial report by the United Nations Secretary-General on Global Compact implementation, and developing guidance for and supporting the preparations of Member States, the United Nations system and stakeholders for the second round of the Global Compact regional reviews and the 2026 International Migration Review Forum; and Network thematic support through its workstreams. In carrying out its mandate, the Network prioritizes the rights and well-being of migrants and their communities of destination, origin and transit and 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. The United Nations Network on Migration Secretariat, provided by IOM, serves all constituent parts of the Network in carrying out these functions.

## VI.1     MIGRATION DATA AND ANALYSIS

| Programme/Project | | Objectives |
|---|---|---|
| VI.1.1 | Supporting Global Displacement Tracking Matrix Capacity to Advance Internal Displacement Data | To leverage global capacity and the field-level implementation of the Displacement Tracking Matrix by enhancing collection, analysis, management and production of data and information on internal displacement across complex contexts worldwide, thereby improving the capacity of humanitarian partners to more effectively meet the needs of populations affected by humanitarian crises. |
| IOM Strategy: 6 | | Budgeted resources: 157 400 |
| VI.1.2 | Strengthening Capacities for Informed Management of Migrant Mobility in Djibouti | To establish a framework for the collection, analysis, and strategic use of migration-related data through the Displacement Tracking Matrix in Djibouti to provide the government with accurate and up-to-date information on migration movements, thereby fostering a deep understanding of migrant needs and associated challenges. |
| IOM Strategy: 6 | | Budgeted resources: 172 700 |

| | Programme/Project | Objectives |
|---|---|---|
| VI.1.3 | Improving the Management of Internal Migration in Madagascar | To address the challenges posed by climate-induced internal migration, which has strained local resources and heightened tensions between IDPs and host communities by enhancing understanding of migration patterns and root causes of conflicts and fragility. This project also aims to inform long-term planning and policymaking to foster durable solution for migrants and host communities in the region. |
| IOM Strategy: 6 | | Budgeted resources: 120 200 |
| VI.1.4 | Improving Data Collection Processes Related to Humanitarian Responses in Yemen | To continue improving data collection and products to provide the humanitarian response with high-quality information on trends and needs in Yemen. This project aims to support to design and implement gender and conflict-sensitive area-based, development-oriented durable solutions to displacement by inducing systemic change through developing joint assessments of the situations, needs, and solutions preferred by IDPs and host communities to facilitate the integration of IDPs through integrated policy innovation, legal reform, and institutional change. |
| IOM Strategy: 9 | | Budgeted resources: 251 200 |
| VI.1.5 | Comprehensive Migration Data Initiative in the Western Hemisphere – The Lighthouse Programme | To build coherent and comprehensive data systems at the continental level, providing timely and predictable data and analysis to inform decision-making on migration policy, programming, and initiatives in the Western Hemisphere. |
| IOM Strategy: 3, 4, 5, 6, 7, 9 | | Budgeted resources: 938 400 |
| VI.1.6 | Displacement Tracking and Evidence for Migration Analysis and Policy in Asia | To enhance regional interoperability and harmonization of data collection on migration and displacement and to strengthen the evidence-based formulation and implementation of humanitarian and development policy and programming on migration and displacement in Afghanistan, Bangladesh, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan and Uzbekistan. |
| IOM Strategy: 3, 4, 5, 6, 7, 9 | | Budgeted resources: 3 763 600 |
| VI.1.7 | Supporting Evidence-Based Migration in the Western Balkans | To strengthen partners' capacities to sustainably address mixed migration flows in the Western Balkans. Using Displacement Tracking Matrix tools and methodologies, the project will support the systematic collection and analysis of migration flow data and provide critical information on migrants' presence, profiles, experience and intentions. This initiative will build local capacities for data collection, analysis, and informed migration response and will also support dialogues and capacity-building for partners in the Western Balkans to build more effective return, reintegration and readmission systems and foster access to assisted voluntary return and reintegration. |
| IOM Strategy: 3, 6, 10 | | Budgeted resources: 370 600 |
| **Migration Data and Analysis** | | **Total budgeted resources: 5 774 100** |

## VI.2    MIGRATION POLICY

| | Programme/Project | Objectives |
|---|---|---|
| VI.2.1 | Supporting the Accelerated Implementation of Free Movement of Persons in West Africa | To contribute to the efforts of the African Union to accelerate the ratification of the protocol establishing the free movement of persons, right of entry, right of residence and right of establishment. This project will support the universalization of the protocol; enhance the technical capacity of the African Union; and promote advocacy of the protocol and the implementation road map. |
| IOM Strategy: 2, 3, 7 | | Budgeted resources: 5 536 700 |

| | Programme/Project | Objectives |
|---|---|---|
| VI.2.2 | Regional Initiative for Enhancing Migration Law and Policy in Sub-Saharan Africa | To drive substantial positive change in migration law and policies in sub-Saharan Africa, focusing on evidence-based, rights-based and gender-responsive approaches, through the establishment of a network of legal experts. |
| IOM Strategy: 2, 3, 7 | | Budgeted resources: 35 600 |
| VI.2.3 | Equitable Access to High-quality Education and Health Services in Egypt | To support to the Government of Egypt, in coordination with other related agencies, to increase knowledge on women and children's access to education and health care, meet the substantial demand for education, with a focus on early childhood education and basic education, and enhance access to health-care assistance. |
| IOM Strategy: 1, 2, 3, 4 | | Budgeted resources: 569 200 |
| VI.2.4 | Strengthening Migration Governance and Management in Nigeria | To strengthen migration governance and management in Nigeria through investment in the collection, collation and analysis of migration data to inform policymaking and decision-making. This initiative will build the capacity of stakeholders to effectively implement the updated national migration policy and action plan for the implementation of the Global Compact for Safe, Orderly and Regular Migration. |
| IOM Strategy: 5, 6 | | Budgeted resources: 68 100 |
| VI.2.5 | Strengthening Coordination and Support for Governments on Migration Policies and Programmes in Latin America and the Caribbean | To strengthen coordination and support for governments on migration policies and programmes in Latin America and the Caribbean through the regional data hub to provide support to the Member States, United Nations agencies, civil society, the media and other key stakeholders in the region to advance activities and objectives related to migration data and information. This project will also help ensure that IOM can effectively support Member States, the Regional Conference on Migration and other stakeholders in the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration. |
| IOM Strategy: 2, 3, 5, 6, 7, 11 | | Budgeted resources: 86 300 |
| VI.2.6 | Enhancing Migration Governance in Nepal | To strengthen migration governance in Nepal through enhanced coordination mechanisms and the promotion of safe, orderly and regular migration practices. The objectives align with the need for a comprehensive approach to address the multifaceted opportunities and challenges posed by migration, driven by the significant outflow of the young and educated population seeking improved economic opportunities. |
| IOM Strategy: 3, 4 | | Budgeted resources: 76 200 |
| **Migration Policy** | | **Total budgeted resources: 6 372 100** |

## VI.3    MIGRATION RESEARCH AND PUBLICATIONS

| | Programme/Project | Objectives |
|---|---|---|
| VI.3.1 | Establishment of a European Migration Network | To provide up-to-date, objective, reliable and comparable information on migration and asylum to support policymaking in the European Union and national institutions, and to provide the general public with information on migration through the establishment of a national migration network contact point in Austria, Lithuania and Slovakia. |
| IOM Strategy: 3, 6 | | Budgeted resources: 1 531 700 |
| **Migration Research and Publications** | | **Total budgeted resources: 1 531 700** |

## VI.4 INNOVATION AND KNOWLEDGE MANAGEMENT

| Programme/Project | Objectives |
|---|---|
| VI.4.1 A Diaspora-guaranteed Microfinance Model for Safe Shelters | To develop a guarantor model for diasporas to support resilient shelter loans from monetary financial institutions in order to leverage diaspora contributions to increase community access to sustainable, safe and green solutions for retrofitting and rebuilding shelters, with a particular focus on female-led households. It aims to pool diaspora funds as a guarantee for the retrofitting and rebuilding loan structure thereby enabling monetary financial institutions to lower interest rates and support missed payments, as applicable. |
| IOM Strategy: 2, 3, 7 | Budgeted resources: 273 000 |
| VI.4.2 Empowering Displaced Communities through Mesh Energy Networks in Mozambique | To revolutionize energy access through a ground-breaking approach and to introduce a pioneering model that places the IDPs at the core of the solution development process, empowering them to actively participate in crafting and implementing sustainable energy solutions in Mozambique. This project will ensure the longevity of impact by fostering community-led innovations and will empower displaced communities to take ownership of their energy solutions, fostering sustainability, reliability, and affordability for all. |
| IOM Strategy: 1 | Budgeted resources: 266 100 |
| VI.4.3 Promoting Reparability, Recovery, Recyclability, Green Employment and Partnerships in Uganda | To support in e-waste management, transforming it from a linear, wasteful approach to a circular model in Uganda to promote reparability, recovery, recyclability, green employment and partnerships to empower and improve the self-resilience of IDPs, refugees and host communities to drive socioeconomic development, transforming them from aid recipients into self-reliant communities with multiple income streams. The initiative will also provide a unique model for action for United Nations entities and partners to progress towards achieving the United Nations goals of climate neutrality and sustainability. |
| IOM Strategy: 5 | Budgeted resources: 246 300 |
| **Innovation and Knowledge Management** | **Total budgeted resources: 785 400** |

## VI.5 UNITED NATIONS NETWORK ON MIGRATION SECRETARIAT-RELATED ACTIVITIES

| Programme/Project | Objectives |
|---|---|
| VI.5.1 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: 6 726 900 |
| **United Nations Network on Migration Secretariat-related Activities** | **Total budgeted resources: 6 726 900** |

# VII.    LAND, PROPERTY AND REPARATION PROGRAMMES

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VII.1 | Supporting Transitional Justice Mechanisms in Iraq | 7 900 | 16 100 | 1 700 | 25 700 |
| VII.2 | Institutional Strengthening to Support Victims of Conflict in Colombia | 654 400 | 1 632 800 | 139 700 | 2 426 900 |
| VII.3 | Institutional Strengthening to Assist Survivors of Conflict-related Sexual Violence in Ukraine | 52 300 | 113 400 | 11 600 | 177 300 |
|  | Total | 714 600 | 1 762 300 | 153 000 | 2 629 900 |

365.    The total budget for Land, Property and Reparation Programmes is approximately USD 2.6 million. The project is listed with its objective(s) and its link(s) to the activities outlined in the IOM Strategy (MC/INF/287).

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

| Programme/Project | | Objectives |
|---|---|---|
| VII.1 | Supporting Transitional Justice Mechanisms in Iraq | To contribute to the efforts of Government of Iraq in supporting stability through transitional justice mechanisms and the provision of services to address conflict-related sexual violence. This intervention will promote stabilization in Iraq by strengthening the capacity of government institutions and civil society to undertake effective dialogue and advocacy, with a view to ensuring accountability for international crimes through technical assistance and capacity-building. This project will also provide mental health and psychosocial support to survivors. |
| IOM Strategy: 10 | | Budgeted resources: 25 700 |
| VII.2 | Institutional Strengthening to Support Victims of Conflict in Colombia | To contribute to the creation of mechanisms that link stabilization planning instruments and capacity-building in the area of public policy with regards to victims of conflict in Colombia. This initiative will advance reconciliation and prevent repetition of the conflict by protecting victims' rights; supporting comprehensive memory, truth, and justice processes; and strengthening trust and social cohesion among individuals, communities, and public and private sector actors. |
| IOM Strategy: 3 | | Budgeted resources: 2 426 900 |

| Programme/Project | Objectives |
|---|---|
| VII.3 Institutional Strengthening to Assist Survivors of Conflict-related Sexual Violence in Ukraine | To build the capacity of civil society organizations and support the Government of Ukraine with context-specific tools, knowledge and a strategy to develop and implement inclusive, timely and effective policies and legal frameworks that ensure the provision of reparations to conflict-affected populations. This project will foster national ownership and leadership for a sustainable, survivor-centred response that also empowers civil society, survivor networks and women's rights defenders. |
| IOM Strategy: 3 | Budgeted resources: 177 300 |
| **Land, Property and Reparation Programmes** | **Total budgeted resources: 2 629 900** |

# VIII. GENERAL PROGRAMME SUPPORT

|  | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VIII.1 | Seconded Staff | 2 862 000 |  | 255 600 | 3 117 600 |
| VIII.2 | Migrant Management and Operational Systems Application (MiMOSA) | 5 173 800 | 682 000 | 585 600 | 6 441 400 |
| VIII.3 | Staff and Services Covered by Miscellaneous Income | 43 000 000 | 15 000 000 |  | 58 000 000 |
| VIII.4 | Sasakawa Endowment Fund |  | 80 000 |  | 80 000 |
| VIII.5 | Unearmarked Contributions | 3 090 300 | 3 372 900 |  | 6 463 200 |
|  | Total | 54 126 100 | 19 134 900 | 841 200 | 74 102 200 |

367.    The total budget for General Programme Support is approximately USD 74.1 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 | 1 517 300 |  | 181 900 | 1 699 200 |
| VIII.1.2 | Special Assignments and Support | 1 344 700 |  | 73 700 | 1 418 400 |
|  | Total | 2 862 000 |  | 255 600 | 3 117 600 |

### VIII.1.1 Junior Professional Officers

368.    Several governments continue to support the assignment of Junior Professional Officers, who assist the Organization in various aspects of its work. IOM currently has 32 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 |
|---|---|---|---|
| China | Cambodia, Pakistan | 2 | 124 500 |
| Finland | Burkina Faso | 1 | 71,500 |
| France | Switzerland | 3 | 284 600 |
| Germany | Germany, Malawi, Switzerland | 3 | 168 800 |
| Japan | Cameroun, Kenya, Mozambique, Switzerland, United States of America, Zimbabwe | 6 | 111 600 |
| Netherlands (Kingdom of the) | Niger, Switzerland | 3 | 98 100 |
| Republic of Korea | Germany, Kenya | 2 | 39 200 |
| Sweden | Chad, Haiti, Switzerland | 3 | 224 900 |
| United Kingdom | Switzerland | 1 | 39 600 |
| United States of America | Austria, Barbados, Chad, Egypt, Jordan, Peru, Switzerland, Zambia | 6 | 536 400 |
| Total |  | 32 | 1 699 200 |

Budgeted Resources: 1 699 200

## VIII.1.2 Special Assignments and Support

369.       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 Swiss State Secretariat for Migration**

  The Swiss State Secretariat for Migration is funding the secondment of an adviser to provide support to the institutional leadership. The Advisor works closely with the Executive Office and the leadership team to support the Director General in shaping and accomplishing the Organization's mandate and objectives. The responsibilities include gathering policy-planning information, providing briefings and recommendations, supporting change management and offering strategic advice to the Executive Office and leadership team. The adviser also tracks progress on goals, supports the Regional Coordination and Support Unit, and advises on the development and implementation of IOM's strategic frameworks and new initiatives. Additionally, the adviser provides inputs on decision-making processes and performs other duties as assigned.

- **Specialist at Headquarters, funded by an allocation from unearmarked contributions**

  One position of senior capacity-building specialist is being funded by an allocation from unearmarked contributions to support the work of the United Nations Network on Migration Secretariat in implementing its workplan, including the development 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 an allocation from unearmarked contributions**

  One position of programme adviser on migration management is being funded by an allocation from unearmarked contributions to support coordination and cross-cutting functions within the Department of Mobility Pathways and Inclusion and across the IOM Operations Pillar to catalyse organizational thinking regarding the latest advancements in development-oriented and system-strengthening capacity-development theory and practice as well as drive cross-cutting coordination across the Operations Pillar. Positioned within the office of the Director of the Department of Mobility Pathways and Inclusion, the adviser will support IOM in the development of an informed corporate position regarding migration management-related capacity development for governments as part of a coherent approach to capacity development and project strategy, operationalization, monitoring and documentation and support cross-cutting collaboration across the Operations Pillar to increase programmatic impact and results for migrants.

- **Senior Human Resources Officer at Headquarters, funded by the Government of China**

  The Government of China is funding the secondment of a senior official to hold the position of Senior Human Resources Officer responsible for supervising the function and activities of the Staff Protocol Unit in the Department of Human Resources. The Senior Human Resources Officer will provide expert advice on staff protocol issues, including on the application of appropriate rules and procedures, and liaise with United Nations system counterparts and other external stakeholders on human resources matters on behalf of the Deputy Director of the Department of Human Resources.

- **Adviser at Headquarters, funded by the Swedish International Development Agency**

  The Swedish International Development Agency is funding a senior adviser on reintegration, the drivers of migration and displacement and the further strengthening of the humanitarian-development-peace nexus approach. The adviser will assist IOM in its institutional approach to addressing and reducing drivers of unsafe and irregular migration and displacement, with a focus on geographical regions experiencing high levels of irregular out-migration, fragile contexts and situations of protracted displacement; identifying durable solutions and supporting reintegration. The function will further build on existing institutional initiatives and research on, inter alia, the root causes and drivers of migration. They will also support IOM on the roll-out, integration, operationalization and socialization of the humanitarian-development-peace nexus approach as cross-cutting issue in the institutional framework and operational guidance on IOM crisis response across humanitarian, transition, recovery and development

contexts, including peace aspects as relevant. The function will liaise closely with existing institutional commitments and actions linked to the Grand Bargain, notably initiatives on localization.

- **Adviser at Headquarters, funded by the Government of the Kingdom of the Netherlands**

  The Government of the Kingdom of the Netherlands is funding the secondment of a strategic adviser to provide support to the Organization in the formulation of new policies and strategies, and in addressing performance and governance issues identified through performance assurance assessments by the Multilateral Organisation Performance Assessment Network (MOPAN) and other Member States. The strategic adviser will also support the Office of Strategy and Organizational Performance to strengthen relations with Member and observer States and partner United Nations agencies, maintain contacts with stakeholders in Geneva and country capitals and provide structured reporting through IOM's formal governance mechanisms.

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

  The Government of China is funding the secondment of a senior adviser on labour market challenges and skills development to provide advice and specialized thematic guidance on labour market information and assessments, mobility and skills development, and support the formulation of IOM tools and models of engagement in relevant thematic areas.

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

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

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

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

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

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

Budgeted resources: 1 418 400

## 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) | 5 173 800 | 682 000 | 585 600 | 6 441 400 |

370.     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 enterprise resource planning financial system to further enhance the benefits of integrated systems. MiMOSA has an automated interface with the US Department of State's Refugee Processing Center system (START) and the US Centers for Disease Control and Prevention to enhance the efficiency of the US Refugee Admissions Program.

371.     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 ATOMS (Air Ticket Order Management System) and the enterprise resource planning system financial application and update the arrival status of migrants in the destination country. The RMI is also used by the IOM Office in Washington, D.C., the IOM Office in Ottawa, Canada and the Project Monitoring Unit for travel loans processing, tracking and invoicing.

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

Budgeted resources: 6 441 400

## 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 | 43 000 000 | 15 000 000 | | 58 000 000 |

373. A portion of unearmarked contributions and interest income is allocated to support the Organization's core structure and other priority needs in line with governing body resolutions.

Budgeted Resources: 58 000 000

## VIII.4  SASAKAWA ENDOWMENT FUND

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VIII.4 | Sasakawa Endowment Fund | | 80 000 | | 80 000 |

374. 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 2025 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: 80,000

## VIII.5  UNEARMARKED CONTRIBUTIONS

| | Programme/Project | Staff and office costs | Programme costs | Overhead | Total costs |
|---|---|---|---|---|---|
| VIII.5 | Unearmarked Contributions | 3 090 300 | 3 372 900 | | 6 463 200 |

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

Budgeted resources: 6 463 200

# GEOGRAPHICAL BREAKDOWN OF THE OPERATIONAL PART OF THE BUDGET

## OVERALL SUMMARY TABLES (in US dollars)

### Overall 2025 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 | 298 603 700 | 211 468 800 | 204 927 100 | 3 952 900 | 218 261 700 | 175 753 800 | 106 554 700 | 1 219 522 700 |
| II. | Migration Health | 109 809 300 | 51 657 000 | 55 128 300 | | 64 146800 | 48 424 800 | 13 526 800 | 342 693 000 |
| III. | Migration and Sustainable Development | 21 188 300 | 686 700 | 5 303 100 | | 17 169 600 | 5 581 400 | | 49 929 100 |
| IV. | Regulating Migration | 139 169 600 | 9 242 300 | 31 646 700 | 1 318 700 | 18 340 300 | 135 834 400 | 2 625 700 | 338 177 700 |
| V. | Facilitating Migration | 23 087 500 | 8 385 900 | 8 340 600 | 1 511 400 | 26 939 100 | 38 905 400 | 29 593 300 | 136 763 200 |
| VI. | Migration Policy, Research and Communications | 7 014 900 | 251 200 | 1 024 700 | | 3 839 800 | 1 902 300 | 7 157 300 | 21 190 200 |
| VII. | Land, Property and Reparation Programmes | | 25 700 | 2 426 900 | | | 177 300 | | 2 629 900 |
| VIII. | General Programme Support | | 111 100 | | | | 73 500 | 73 917 600 | 74 102 200 |
| | **Grand total** | **598 873 300** | **281 828 700** | **308 797 400** | **6 783 000** | **348 697 300** | **406 652 900** | **233 375 400** | **2 185 008 000** |

For comparison, the geographical breakdown in the Programme and Budget for 2024 (C/114/6) is reproduced below.

### Overall 2024 summary (C/114/6)

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

## PROGRAMMES AND PROJECTS BY REGION

### Africa

| | Movement, Emergency and Post-crisis Programming | |
|---|---|---:|
| I.1 | Resettlement Assistance | 164 628 500 |
| I.2.1 | Protecting Migrants in Situations of Vulnerability and Stabilizing Communities in Libya | 204 900 |
| I.3.2 | Comprehensive Reintegration and Emergency Response Programme in Burundi | 177 800 |
| I.3.3 | Providing Life-saving Assistance to Displaced Populations in Cameroon | 49 800 |
| I.3.4 | Emergency Assistance for Conflict-affected People in the Central African Republic | 3 374 500 |
| I.3.5 | Monitoring and Managing Population Displacement in the Democratic Republic of the Congo | 225 600 |
| I.3.6 | Humanitarian Assistance in Egypt | 184 900 |
| I.3.7 | Multisectoral Approach to Emergency Assistance in Ethiopia | 592 500 |
| I.3.8 | Enhancing Flood Response and Disaster Risk Management in Libya | 587 600 |
| I.3.9 | Humanitarian Response in Mozambique | 784 900 |
| I.3.10 | Enhanced Humanitarian Assistance for Crisis-affected Populations in the Niger | 164 500 |
| I.3.11 | Multisectoral Assistance to Displaced Populations in Nigeria | 1 167 600 |
| I.3.12 | Improving Disaster Preparedness in Somalia | 350 900 |
| I.3.13 | Multisectoral Assistance for Crisis-affected populations in South Sudan | 3 401 000 |
| I.3.14 | Providing Humanitarian Assistance for Conflict-affected Populations in the Sudan | 1 247 900 |
| I.3.15 | Enhancing Community-based Surveillance in Zimbabwe | 220 700 |
| I.4.1 | Peacebuilding and Conflict Prevention Initiatives in Benin, Burkina Faso and Togo | 337 600 |
| I.4.2 | Strengthening Women's Resilience as Peace Actors in Burkina Faso | 211 000 |
| I.4.3 | Strengthening Community Stabilization Efforts in Cameroon | 123 500 |
| I.4.4 | Supporting Durable Solutions and Voluntary Return and Reintegration in the Central African Republic | 651 500 |
| I.4.5 | Enhancing Community Stabilization in Chad | 11 432 700 |
| I.4.6 | Strengthening Resilience to Support Peace and Socioeconomic Stability in Côte d'Ivoire | 190 100 |
| I.4.7 | Promoting Peace and Security in the Democratic Republic of the Congo | 768 300 |
| I.4.8 | Provision of Peacebuilding and Recovery Processes in Ethiopia | 9 079 100 |
| I.4.9 | Coastal States Stability Mechanism focusing on Ghana | 20 465 000 |
| I.4.10 | Promoting Sustainable Social Cohesion and Human Security in Madagascar | 454 000 |
| I.4.11 | Building Emergency Recovery Capacities in Mozambique | 8 873 200 |
| I.4.12 | Addressing Extremism in Mozambique and the United Republic of Tanzania | 209 700 |
| I.4.13 | Promoting Community Cohesion and Livelihoods and Preventing Violent Extremism in the Niger | 1 533 000 |
| I.4.14 | Support for Disarmament, Demobilization and Reintegration Efforts and Community Stabilization in Nigeria | 3 111 200 |
| I.4.15 | Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia | 32 712 200 |

## Africa (cont'd)

| | Movement, Emergency and Post-crisis Programming (cont'd) | |
|---|---|---|
| I.4.16 | Strengthening the Peace Process and Rehabilitation, Reconciliation and Resilience Initiative in South Sudan | 28 323 200 |
| I.4.17 | Community Stabilization in the Sudan | 1 013 400 |
| I.4.18 | Enhancing Resilience and Livelihoods of Communities Living in the United Republic of Tanzania | 144 900 |
| I.4.19 | Integrated Recovery Programme for Migrant Returnees in Zimbabwe | 1 606 500 |
| | **Subtotal** | **298 603 700** |
| | **Migration Health** | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 107 320 600 |
| II.2.1 | Improving Sexual and Reproductive Health and HIV/AIDS-related Outcomes for People in Migration-affected Communities in Southern Africa | 123 100 |
| II.2.2 | Strengthening Access to Vaccination in Burundi | 320 600 |
| II.2.3 | Emergency Health Response Strengthening and Preparedness in the Democratic Republic of the Congo | 900 200 |
| II.2.4 | Contribution to the National Health Response in Guinea | 208 500 |
| II.2.5 | Strengthening Preparedness, Response and Resilience to Health Emergencies in Togo | 362 800 |
| II.2.6 | Strengthening Health Systems in Tunisia | 573 500 |
| | **Subtotal** | **109 809 300** |
| | **Migration and Sustainable Development** | |
| III.1.2 | Strengthening the Migration Data and Statistics Ecosystem in Egypt | 322 100 |
| III.1.3 | Empowering Youth for Economic Development in Libya | 1 009 100 |
| III.1.4 | Strengthening the Economic Empowerment of Youth in the Niger | 1 609 000 |
| III.1.5 | Consolidating the Reintegration of Returnees in Senegal | 165 600 |
| III.1.6 | Enhancing Socioeconomic and Reintegration Opportunities and Youth Empowerment in Tunisia | 920 700 |
| III.2.2 | Enhancing Disaster Risk Management and Climate Change Adaptation Capacity in Libya | 434 500 |
| III.2.3 | Strengthening Institutional Capacities to Mitigate Challenges due to Climate Change in Morocco | 535 200 |
| III.2.4 | Strengthening Disaster Risk Management in South Sudan | 1 631 600 |
| III.2.5 | Managing Human Mobility in the Context of Climate Change in Togo | 50 500 |
| III.3.1 | Community Diaspora Engagement in Sub-Saharan Africa | 4 654 100 |
| III.3.2 | Diaspora Contribution to the Economy in the Madagascar | 230 100 |
| III.3.3 | Engaging the Diaspora for Institutional Development in Somalia | 9 625 800 |
| | **Subtotal** | **21 188 300** |
| | **Regulating Migration** | |
| IV.1.1 | Assisted Voluntary Return and Reintegration, Information and Counselling for Migrants, and Support for Governments on Voluntary Return Assistance | 66 200 |
| IV.1.2 | Global Assistance for Irregular Migrants | 542 800 |
| IV.1.3 | Migrant Protection, Return and Reintegration in North Africa | 71 573 200 |
| IV.1.4 | Assisted Voluntary Return and Reintegration Programme in Morocco | 717 100 |

## Africa (cont'd)

| Regulating Migration (cont'd) | | |
|---|---|---|
| IV.1.5 | Facilitating the Sustainable Reintegration of Voluntary Returnees in Nigeria | 171 200 |
| IV.1.6 | Enhancing Response Mechanisms and Assistance for Migrants in Situations of Vulnerability in Tunisia | 2 227 400 |
| IV.2.4 | Raising Awareness of Socioeconomic Opportunities and Promoting Empowerment in Africa | 463 600 |
| IV.2.1 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | 13 391 800 |
| IV.2.5 | Regional Migrant Response Plan in the East and Horn of Africa | 5 828 000 |
| IV.2.6 | Better Migration Management in the Horn of Africa | 743 500 |
| IV.2.7 | Strengthening Protection in North Africa | 147 400 |
| IV.2.8 | Assisted Voluntary Return and Reintegration for Stranded Migrants and Migrants in Situations of Vulnerability in Algeria | 1 937 800 |
| IV.2.9 | Direct Assistance to Migrants in Situations of Vulnerability in Côte d'Ivoire | 196 800 |
| IV.2.10 | Capacity-building and Awareness-raising in Egypt | 1 728 000 |
| IV.2.11 | Improving the Protection of Migrants in Situations of Vulnerability in Ethiopia | 120 500 |
| IV.2.12 | Protecting Victims of Trafficking in Lesotho | 245 100 |
| IV.2.13 | Promoting and Providing Assistance for Migrants in Situations of Vulnerability in Libya | 443 800 |
| IV.2.14 | Strengthening the Protection of Migrants in Mauritania | 150 100 |
| IV.2.15 | Social and Economic Reintegration of Migrants in Mauritius | 13 400 |
| IV.2.16 | Improving Social Cohesion, Protection and Fair Access to Services for Migrants in Morocco | 4 521 200 |
| IV.2.17 | Protection and Border Management in the Niger | 5 964 200 |
| IV.2.18 | Strengthening Responses to Combat Trafficking in Nigeria | 75 200 |
| IV.2.19 | Better Migration Management in the Sudan | 2 126 500 |
| IV.2.20 | Enhancing Protection of Victims of Trafficking in United Republic of Tanzania | 466 700 |
| IV.2.21 | Reinforcing Government Capacity and Providing Assistance to Migrants in Tunisia | 1 496 000 |
| IV.3.3 | Supporting the African Capacity Building Centre for Migration Management | 63 000 |
| IV.3.4 | Enhancing Border Security Capacities around Lake Victoria | 739 800 |
| IV.3.5 | Enhancing Border Governance in Benin and Togo | 1 304 200 |
| IV.3.6 | Facilitating Cross-border Mobility between Malawi and Mozambique | 844 600 |
| IV.3.7 | Integrated Border Management in the Central African Republic | 1 372 000 |
| IV.3.8 | Strengthening Border Management in Côte d'Ivoire | 1 171 400 |
| IV.3.9 | Promoting Security Governance in the Democratic Republic of the Congo | 29 200 |
| IV.3.10 | Enhancing the Capacity of the Coast Guard of Djibouti | 98 200 |
| IV.3.11 | Enhancing Border Management in Egypt | 6 521 100 |
| IV.3.12 | Enhancing Migration Data Collection and Management in Ethiopia | 34 200 |
| IV.3.13 | Enhancing Border Management in Kenya | 305 400 |
| IV.3.14 | Strengthening Migration Management in Malawi | 1 072 200 |
| IV.3.15 | Promoting Inclusive Cross-border Governance in Mauritania | 235 500 |
| IV.3.16 | Enhancing the Human and Operational Capacities of the Immigration Authorities in Somalia | 221 200 |
| IV.3.17 | Enhancing Border and Mobility Management in Tunisia | 1 290 000 |

## Africa (cont'd)

| | Regulating Migration (cont'd) | |
|---|---|---|
| IV.4.2 | Africa Regional Migration Programme | 5 050 400 |
| IV.4.3 | Youth Power Hub in Lesotho | 24 900 |
| IV.4.4 | Strengthening Migration Governance in Mauritania | 1 830 000 |
| IV.4.5 | Strengthening Migration-related Law in Tunisia | 1 152 500 |
| IV.4.6 | Strengthening Engagement on Forced Displacement and Migration in Uganda | 452 300 |
| | **Subtotal** | **139 169 600** |
| | **Facilitating Migration** | |
| V.1.3 | Labour Migration Governance for Development and Integration in Africa | 109 600 |
| V.1.5 | Labour, Employment and Mobility Actions in Africa | 1 275 500 |
| V.1.7 | Labour Migration Governance and Labour Mobility in Italy and North Africa | 3 373 100 |
| V.1.8 | Migration for Development Programme in West Africa | 1 640 500 |
| V.1.9 | Labour Mobility in the East and Horn of Africa | 496 100 |
| V.1.10 | Youth, Employment and Migration in Burkina Faso | 93 100 |
| V.1.11 | Providing Positive Life Alternatives to Egyptian Youth | 673 200 |
| V.1.12 | Boosting Youth Employment in Libya | 885 000 |
| V.1.13 | Preventing Irregular Migration in Mauritania | 701 200 |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Programme) | 3 756 400 |
| V.2.4 | North Africa Migration and Development | 664 000 |
| V.2.5 | Supporting the Integration of Migrants in Morocco | 264 700 |
| V.2.6 | Sports for Inclusion in Tunisia | 36 400 |
| V.3.1 | Immigration and Visa Solutions | 4 313 000 |
| V.3.2 | Travel Assistance for Holders of Visas for the United States of America in Ghana | 29 900 |
| V.3.8 | Supporting Family Assistance Programme in Germany | 4 775 800 |
| | **Subtotal** | **23 087 500** |
| | **Migration Policy, Research and Communications** | |
| VI.1.2 | Strengthening Capacities for Informed Management of Migrant Mobility in Djibouti | 172 700 |
| VI.1.3 | Improving the Management of Internal Migration in Madagascar | 120 200 |
| VI.2.1 | Supporting the Accelerated Implementation of Free Movement of Persons in West Africa | 5 536 700 |
| VI.2.2 | Regional Initiative for Enhancing Migration Law and Policy in Sub-Saharan Africa | 35 600 |
| VI.2.3 | Equitable Access to High-quality Education and Health Services in Egypt | 569 200 |
| VI.2.4 | Strengthening Migration Governance and Management in Nigeria | 68 100 |
| VI.4.2 | Empowering Displaced Communities through Mesh Energy Networks in Mozambique | 266 100 |
| VI.4.3 | Promoting Reparability, Recovery, Recyclability, Green Employment and Partnerships in Uganda | 246 300 |
| | **Subtotal** | **7 014 900** |
| | **Total** | **598 873 300** |

## Middle East

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---|
| I.1 | Resettlement Assistance | 120 654 900 |
| I.3.16 | Technical Capacity-building for Partners and Supporting the Humanitarian Response in Gaza | 30 495 000 |
| I.3.17 | Improving Assistance for Displaced Populations in Iraq | 447 000 |
| I.3.18 | Emergency Response to the Crisis in the Syrian Arab Republic | 246 000 |
| I.3.19 | Comprehensive Multisectoral Assistance for IDPs in Yemen | 29 755 000 |
| I.4.20 | Contributing to Stabilization Efforts in Iraq | 21 165 000 |
| I.4.21 | Contributing to Stabilization Efforts in Yemen | 4 773 500 |
| I.4.39 | Durable Solutions to Support Earthquake-Affected Regions in Türkiye | 3 932 400 |
| | Subtotal | 211 468 800 |
| Migration Health | | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 35 005 300 |
| II.3.1 | Emergency Health Response to the Crisis in the Middle East | 16 651 700 |
| | Subtotal | 51 657 000 |
| Migration and Sustainable Development | | |
| III.2.1 | Strengthening the Migration, Environment, Climate Change and Risk Reduction Portfolio in the Middle East and North Africa | 686 700 |
| | Subtotal | 686 700 |
| Regulating Migration | | |
| IV.2.1 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | 2 359 600 |
| IV.3.18 | Enhancing Integrated Border Management in Iraq | 172 700 |
| IV.3.19 | Enhancing the Capacity of the Jordanian Border Forces and Services | 3 706 800 |
| IV.3.20 | Strengthening Border Management in Lebanon | 530 000 |
| IV.3.21 | Arab Centre for Technical Cooperation in Saudi Arabia | 1 042 900 |
| IV.4.7 | Supporting Access to Justice in Jordan | 1 430 300 |
| | Subtotal | 9 242 300 |
| Facilitating Migration | | |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Program) | 3 359 600 |
| V.3.1 | Immigration and Visa Solutions | 449 700 |
| V.3.3 | Strengthening Yemeni Borders through E-Visas | 153 100 |
| V.3.8 | Supporting the Family Assistance Programme in Germany | 3 805 800 |
| V.3.9 | Electronic Readmission Case Management System in Türkiye | 617 700 |
| | Subtotal | 8 385 900 |
| Migration Policy, Research and Communications | | |
| VI.1.4 | Improving Data Collection Processes Related to Humanitarian Responses in Yemen | 251 200 |
| | Subtotal | 251 200 |
| Land, Property and Reparation Programmes | | |
| VII.1 | Supporting Transitional Justice Mechanisms in Iraq | 25 700 |
| | Subtotal | 25 700 |

## Middle East (cont'd)

| General Programme Support | |
|---|---:|
| VIII.1.2      Special Assignments and Support | 111 100 |
| Subtotal | **111 100** |

| | |
|---|---:|
| **Total** | **281 828 700** |

## Latin America and the Caribbean

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---|
| I.1 | Resettlement Assistance | 182 822 000 |
| I.3.20 | Multisectoral Response for Migrants in the Bolivarian Republic of Venezuela | 232 400 |
| I.3.21 | Boosting the Emergency Response in Haiti | 3 195 200 |
| I.3.22 | Addressing Migrants' Needs in Honduras | 162 200 |
| I.3.23 | Providing Life-saving Assistance in Panama | 293 900 |
| I.4.22 | Community Stabilization in Colombia | 14 462 100 |
| I.4.23 | Addressing Irregular Migration in Guatemala | 2 271 600 |
| I.4.24 | Technical and Administrative Assistance for Infrastructure Development in Peru | 285 500 |
| I.4.28 | National Response for Dignified, Peaceful and Inclusive Human Mobility in El Salvador | 44 800 |
| I.4.29 | Supporting Peacebuilding Initiative in Haiti | 1 021 000 |
| I.4.30 | Enhancing Dignified, Peaceful and Inclusive Human Mobility in Central America | 136 400 |
| | Subtotal | 204 927 100 |
| Migration Health | | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 50 497 000 |
| II.2.7 | Supporting Mental and Psychosocial Health-care Facilities for Migrants in Nicaragua | 15 100 |
| II.3.2 | Emergency Assistance for Vulnerable Populations in the Bolivarian Republic of Venezuela | 4 616 200 |
| | Subtotal | 55 128 300 |
| Migration and Sustainable Development | | |
| III.1.7 | Migration and Development Initiatives in Latin America and the Caribbean | 550 600 |
| III.1.8 | Administrative and Technical Assistance for the Government of Argentina | 774 000 |
| III.1.9 | Educational Opportunities for Migrants and Returnees in El Salvador | 1 858 800 |
| III.1.10 | Supporting Migration and Development in Nicaragua | 130 600 |
| III.1.11 | Administrative and Technical Assistance for Migration and Economic Development in Peru | 736 300 |
| III.2.6 | Promoting a Human Security Approach to Disaster Displacement and Environmental Migration in the Caribbean Region | 14 800 |
| III.2.7 | Strengthening Capacities to Face the Challenges of Migration, Climate Change and Health in Brazil | 352 700 |
| III.2.8 | Enhancing Disaster Risk Management Capacity and Migrant Reintegration in Haiti | 62 300 |
| III.2.9 | Enhancing Capacities in Climate Adaptation to Address the Adverse Environmental Drivers of Migration in Mexico | 823 000 |
| | Subtotal | 5 303 100 |
| Regulating Migration | | |
| IV.1.7 | Integrated Responses on Migration from Central America | 13 769 000 |
| IV.1.8 | Assistance for Voluntary Return in Latin America | 73 000 |
| IV.1.9 | Empowering Women and Girls in El Salvador, Guatemala and Honduras | 1 844 700 |
| IV.2.22 | Protection of Migrant Women in Central America and the Dominican Republic | 298 100 |
| IV.2.23 | Supporting the Fight Against Human Trafficking and Migrant Smuggling in Latin America | 111 500 |

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

| | Regulating Migration (cont'd) | |
|---|---|---:|
| IV.2.24 | Promoting the Rights of Refugees and Migrants in Latin America | 676 600 |
| IV.2.25 | Reducing Forced Labour in the Fishing Industry in Costa Rica | 201 200 |
| IV.2.26 | Protecting and Assisting Vulnerable Women and Children in Haiti | 1 827 500 |
| IV.2.27 | Protecting Migrants in Nicaragua | 21 800 |
| IV.3.22 | Administrative and Technical Assistance for Migration Management Services in Argentina | 312 200 |
| IV.3.23 | Enhancing Border Governance in Costa Rica | 337 800 |
| IV.3.24 | Border Management in Haiti | 1 255 100 |
| IV.4.1 | Capacity-building in Migration Management in the Western Hemisphere | 10 877 600 |
| IV.4.8 | Supporting Migration Management and Related Activities in Uruguay | 40 600 |
| | **Subtotal** | **31 646 700** |
| | Facilitating Migration | |
| V.1.14 | Integration Through Ethical Recruitment in Mexico | 928 500 |
| V.1.15 | Facilitating Regular Pathways for Regular Migration and Socioeconomic Integration in Uruguay | 495 900 |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Program) | 389 300 |
| V.2.7 | Economic Integration of Vulnerable Nationals in Brazil | 744 800 |
| V.2.8 | Overcoming Barriers: Supporting the Personal and Professional Development of Displaced Individuals in Costa Rica | 392 000 |
| V.2.9 | Supporting the Integration of Refugees and Migrants from the Bolivarian Republic of Venezuela in Peru | 2 198 900 |
| V.2.10 | Socio-Urban Migrant integration in Uruguay | 206 100 |
| V.3.1 | Immigration and Visa Solutions | 2 955 400 |
| V.3.4 | Selective Migration Programmes in Costa Rica | 19 700 |
| V.3.5 | Selective Migration Programmes in El Salvador | 10 000 |
| | **Subtotal** | **8 340 600** |
| | Migration Policy, Research and Communications | |
| VI.1.5 | Comprehensive Migration Data Initiative in the Western Hemisphere – The Lighthouse Programme | 938 400 |
| VI.2.5 | Strengthening Coordination and Support for Governments on Migration Policies and Programmes in Latin America and the Caribbean | 86 300 |
| | **Subtotal** | **1 024 700** |
| | Land, Property and Reparation Programmes | |
| VII.2 | Institutional Strengthening to Support Victims of Conflict in Colombia | 2 426 900 |
| | **Subtotal** | **2 426 900** |
| | **Total** | **308 797 400** |

## North America

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---|
| I.1 | Resettlement Assistance | 3 952 900 |
| | Subtotal | **3 952 900** |
| **Regulating Migration** | | |
| IV.2.28 | Assistance to Victims of Trafficking in the United States of America | 1 318 700 |
| | Subtotal | **1 318 700** |
| **Facilitating Migration** | | |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Program) | 1 215 100 |
| V.3.6 | Regular Migration Pathways in the United States of America | 296 300 |
| | Subtotal | **1 511 400** |
| | | |
| | Total | **6 783 000** |

## Asia and Oceania

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---|
| I.1 | Resettlement Assistance | 110 782 700 |
| I.3.24 | Strengthening the Protection and Resilience of Rohingya Refugees in Indonesia, Malaysia and Thailand | 199 600 |
| I.3.25 | Addressing Protection Risks in Humanitarian Settings in Papua New Guinea and Timor-Leste | 772 600 |
| I.3.26 | Multisectoral Humanitarian Assistance for Populations Affected by the Crisis in Afghanistan | 57 807 100 |
| I.3.27 | Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh | 14 704 700 |
| I.3.28 | Protection of and Assistance for Migrants in Indonesia | 20 600 100 |
| I.3.29 | Drought Mitigation in Kiribati | 290 500 |
| I.3.30 | Strengthening the Readiness and Response Capacity of Humanitarian Actors in the Republic of Korea | 77 700 |
| I.3.31 | Provision of Rapid and Emergency Support to Displaced and Conflict-affected Populations in Myanmar | 5 092 500 |
| I.3.32 | Joint Recovery Action Plan in Nepal | 173 600 |
| I.3.33 | Emergency Support for Capacity-building in the Philippines | 332 500 |
| I.3.34 | Addressing the Needs of Migrants in Situations of Vulnerability in Thailand | 310 700 |
| I.3.35 | Reducing Disaster Risk in Timor-Leste | 65 400 |
| I.4.25 | Supporting Disaster Resilience in the Marshall Islands and the Federated States of Micronesia | 126 400 |
| I.4.26 | Community Revitalization Initiatives and Multisectoral Resilience Initiatives in Afghanistan | 3 840 200 |
| I.4.27 | Fostering Social Cohesion and Capacity-building for Resilience in Bangladesh | 186 100 |
| I.4.31 | Enhancing Trust and Social Cohesion and Conducive Environment in Kyrgyzstan | 174 900 |
| I.4.32 | Community Stabilization Initiatives in Pakistan | 423 600 |
| I.4.33 | Peacebuilding Initiatives in the Philippines | 1 990 300 |
| I.4.34 | Durable Resettlement and Reintegration in Sri Lanka | 58 300 |
| I.4.35 | Advancing Durable Solutions to Internal Displacement in Vanuatu | 252 200 |
| | Subtotal | 218 261 700 |
| **Migration Health** | | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 61 136 300 |
| II.2.8 | Strengthening Systematic Health Screenings among Migrant Populations in Cambodia | 499 300 |
| II.2.9 | Strengthening Essential Health Service Delivery in Myanmar | 1 384 600 |
| II.2.10 | Enhancing Capacity to Deliver Health Services in the Philippines | 211 000 |
| II.3.3 | Strengthening Health Systems in Afghanistan | 834 500 |
| II.3.4 | Enhancing Emergency Health-care Services in Myanmar | 81 100 |
| | Subtotal | 64 146 800 |

## Asia and Oceania (cont'd)

| | Migration and Sustainable Development | |
|---|---|---|
| III.2.10 | Regional Effort on Preparedness for Climate Displacement in Asia | 205 200 |
| III.2.11 | Protecting and Empowering Communities Adversely Affected by Climate Change in the Pacific Region | 1 449 500 |
| III.2.12 | Disaster Risk Management Efforts in Afghanistan | 4 737 700 |
| III.2.13 | Enhancing Management of Disaster Displacement in Bangladesh | 1 853 800 |
| III.2.14 | Strengthening Community Resilience to Disaster and Displacement Risks in Fiji | 1 390 900 |
| III.2.15 | Enhancing Resilience to Climate Change Among Migrant and Vulnerable Households in India | 440 800 |
| III.2.17 | Enhancing Inclusive Mitigation and Preparedness Actions in the Marshall Islands | 573 500 |
| III.2.18 | Inclusive Mitigation and Preparedness in the Federated States of Micronesia | 629 700 |
| III.2.19 | Enhancing Community Resilience in Conflict- and Disaster-affected Communities in Myanmar | 1 886 000 |
| III.2.20 | Mitigation and Preparedness in Action in Palau | 995 800 |
| III.2.21 | Addressing Disaster Displacement by Enhancing Resilience in Papua New Guinea | 226 200 |
| III.2.22 | Strengthening Resilience Against Disaster and Climate Change in Solomon Islands | 735 000 |
| III.2.23 | Strengthening Disaster Resilience of At-risk Communities in Timor-Leste | 123 500 |
| III.2.24 | Strengthening Resilience to Disaster and Displacement Risks in Vanuatu | 1 922 000 |
| | **Subtotal** | **17 169 600** |
| | Regulating Migration | |
| IV.1.1 | Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance | 2 215 600 |
| IV.1.10 | Strengthening Operational Management Capacity in Bangladesh | 2 076 700 |
| IV.1.11 | Assisted Return and Reintegration Assistance for Victims of Trafficking in Japan | 650 500 |
| IV.1.12 | Reintegration support for migrant women in Viet Nam | 182 800 |
| IV.2.1 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | 1 283 900 |
| IV.2.29 | Protection of Migrants in Situations of Vulnerability in Central Asia | 766 300 |
| IV.2.31 | Strengthening Survivor Protection and Responses in Cambodia | 534 600 |
| IV.2.32 | Strengthening Legislation on Trafficking in Persons in Kazakhstan | 418 600 |
| IV.2.33 | Protection Assistance for Migrants in Situations of Vulnerability in Pakistan | 782 600 |
| IV.2.34 | Combating Human Trafficking and Promoting Safe Migration in Sri Lanka | 393 400 |
| IV.2.35 | Improved Prosecution of Trafficking in Tajikistan | 173 300 |
| IV.2.36 | Enhancing Counter-trafficking Measures in Uzbekistan | 63 700 |
| IV.2.37 | Protecting and Supporting Migrants in Situations of Vulnerability in Viet Nam | 311 400 |
| IV.3.1 | Canada–India Migration Initiative | 198 200 |
| IV.3.2 | Supporting the European Union–China Dialogue on Migration and Mobility | 603 500 |
| IV.3.25 | Support for the Bali Process | 2 185 000 |
| IV.3.26 | Contributing to Regular Labour Pathways in Pacific Island Countries | 226 200 |
| IV.3.27 | Enhancing Border Management Capacity to Respond to Infectious Diseases in Pacific Island Countries | 1 029 200 |

## Asia and Oceania (cont'd)

| | Regulating Migration (cont'd) | |
|---|---|---:|
| IV.3.28 | Strengthening Border Control Capacities in Maldives and Sri Lanka | 827 000 |
| IV.3.29 | Strengthening Border Management Capacities in Bangladesh | 127 900 |
| IV.3.30 | Strengthening Border Management Capabilities in Cambodia | 307 000 |
| IV.3.31 | Strengthening Coordination in Indonesia | 582 800 |
| IV.3.32 | Supporting Afghan Refugees and Migrants in the Islamic Republic of Iran | 1 290 400 |
| IV.3.33 | Strengthening Border Control in Kazakhstan | 329 100 |
| IV.3.34 | Strengthening Migration Management in Pakistan | 72 700 |
| IV.3.35 | Strengthening Border Security in Tajikistan | 71 500 |
| IV.3.36 | Enhancing Border Management in Thailand | 527 600 |
| IV.3.37 | Deterring Irregular Maritime Migration in Viet Nam | 108 800 |
| | **Subtotal** | **18 340 300** |
| | Facilitating Migration | |
| V.1.16 | Promoting Corporate Responsibility and Migrant Workers' Rights in Asia | 3 315 200 |
| V.1.17 | Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Asia | 1 218 600 |
| V.1.18 | Promoting Ethical Recruitment and Fair Labour Practices | 19 400 |
| V.1.19 | Safe Migration of Seasonal Workers from Central Asia | 427 600 |
| V.1.20 | Labour Migration Programme – Central Asia | 1 924 700 |
| V.1.21 | Pacific, Australia Labour Mobility Scheme | 705 200 |
| V.1.22 | Promoting Safe Migration in Malaysia | 162 300 |
| V.1.23 | Public–Private Partnerships in Thailand | 17 000 |
| V.1.24 | Enhancing Migration Management in Vanuatu for Labour Mobility | 275 700 |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Program) | 8 481 000 |
| V.2.11 | Improving Migration Governance and Support for Afghans in Pakistan and Central Asia | 3 613 900 |
| V.2.13 | Supporting Integration of Afghan Refugees in Albania | 1 824 500 |
| V.3.1 | Immigration and Visa Solutions | 4 213 600 |
| V.3.8 | Supporting Family Assistance Programme in Germany | 740 400 |
| | **Subtotal** | **26 939 100** |
| | Migration Policy, Research and Communications | |
| VI.1.6 | Displacement Tracking and Evidence for Migration Analysis and Policy in Asia | 3 763 600 |
| VI.2.6 | Enhancing Migration Governance in Nepal | 76 200 |
| | **Subtotal** | **3 839 800** |
| | **Total** | **348 697 300** |

## Europe

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---|
| I.1 | Resettlement Assistance | 95 448 000 |
| I.2.2 | Supporting Protection, Transit and Voluntary and Informed Return and Reintegration during the Conflict in Ukraine | 848 300 |
| I.3.36 | Addressing Mixed Migration Flows in the Western Balkans | 1 142 400 |
| I.3.37 | Migrant Centre in Belgium | 6 974 900 |
| I.3.38 | Response to the Refugee and Migrant Situation in Bosnia and Herzegovina | 3 361 900 |
| I.3.39 | Enhancing the National Reception System in Greece | 12 077 300 |
| I.3.40 | Multisectoral Support for Refugees in the Republic of Moldova | 102 500 |
| I.3.41 | Multisectoral Support to Enhance Integration of Third-country Nationals in Poland | 137 800 |
| I.3.42 | Building Local Capacities in Ukraine | 2 033 700 |
| I.4.36 | Enhancing Social Cohesion, Resilience, Trust, Peace and Security in Bosnia and Herzegovina | 1 773 100 |
| I.4.37 | Enhancing Resilience in Kosovo* | 1 870 700 |
| I.4.38 | Supporting Migration Management in Serbia | 1 998 200 |
| I.4.39 | Durable Solutions to Support Earthquake-affected Regions in Türkiye | 773 600 |
| I.4.40 | Stabilization Support for IDPs and Conflict-affected Populations in Ukraine | 40 269 100 |
| I.5.1 | Support for European Union Election Observation Missions | 6 942 300 |
| | Subtotal | 175 753 800 |

| Migration Health | | |
|---|---|---|
| II.1 | Migration Health Assessments and Travel Health Assistance | 25 910 800 |
| II.2.11 | Provision of Medical and Psychosocial Services to the Migrants in Reception Centres in Greece | 20 397 900 |
| II.2.12 | First Health Assistance for Rescue at Sea Operations in Italy | 957 700 |
| II.3.5 | Improving Access to Health Care for Refugees and People Displaced from Ukraine in Europe | 1 158 400 |
| | Subtotal | 48 424 800 |

| Migration and Sustainable Development | | |
|---|---|---|
| III.1.1 | Mainstreaming Migration into Development | 486 400 |
| III.1.12 | Strengthening Local Institutional Capacities on Migration in Albania | 663 600 |
| III.1.13 | Strengthening Migration and Development Capacity of Italy | 1 697 300 |
| III.1.14 | Migration Governance Initiative in Serbia | 217 100 |
| III.1.15 | Economic Integration of Internally Displaced People in Ukraine | 336 000 |
| III.2.16 | Addressing Multifaceted Urban Development Challenges in Indonesia | 385 400 |
| III.2.25 | Strengthening Local Capacities for Disaster Preparedness and Response in Bosnia and Herzegovina | 785 900 |
| III.2.26 | Addressing the Challenges of Environmental Migration in Georgia | 189 300 |
| III.2.27 | Addressing Climate Change in North Macedonia | 326 000 |
| III.3.4 | Strengthening the Diaspora Forum in Italy | 58 500 |
| III.3.5 | Leveraging the Positive Impact of Migration in the Republic of Moldova | 285 700 |
| III.3.6 | Supporting Kenyan Diaspora Community in the United Kingdom | 150 200 |
| | Subtotal | 5 581 400 |

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

## Europe (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 | 65 919 700 |
| IV.1.13 | Regional Support for Protection-sensitive Migration Management Systems in the Western Balkans | 1 238 100 |
| IV.1.14 | Enhancing Reintegration Assistance Mechanisms in Austria | 1 994 100 |
| IV.1.15 | Fostering Sustainable Support for Returnees from Belgium | 1 669 900 |
| IV.1.16 | Application Module in Germany | 2 734 100 |
| IV.1.17 | Assisted Voluntary Return and Reintegration in Italy | 5 149 200 |
| IV.2.1 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | 679 300 |
| IV.2.30 | Counter-trafficking Activities in Azerbaijan | 725 900 |
| IV.2.38 | Promoting Participation in Decision-making by Migrant Children in Europe | 594 300 |
| IV.2.39 | Strengthening Guardianship in the European Union | 530 000 |
| IV.2.40 | Strengthening Assistance and Fostering Empowerment in the Baltic States | 77 000 |
| IV.2.41 | Enhancing Processes and Prevention in Austria | 635 800 |
| IV.2.42 | Countering Trafficking in Persons in Belarus | 66 600 |
| IV.2.43 | Building Capacities in Bosnia and Herzegovina | 201 600 |
| IV.2.44 | Supporting Unaccompanied Minors in Bulgaria | 3 012 400 |
| IV.2.45 | Expanding Protection for Migrants in Situations of Vulnerability in Cyprus | 6 080 800 |
| IV.2.46 | Combating Trafficking in Persons in Georgia | 93 700 |
| IV.2.47 | Supporting Unaccompanied Migrant Children in Greece | 639 000 |
| IV.2.48 | Family Assessment of Unaccompanied Minors in Luxembourg | 30 600 |
| IV.2.49 | Strengthening Counter-trafficking Efforts in the Republic of Moldova | 1 018 500 |
| IV.2.50 | Strengthening Counter-trafficking Activities in Montenegro | 249 200 |
| IV.2.51 | Counter-trafficking in Türkiye | 1 350 900 |
| IV.2.52 | Countering Trafficking in Persons in Ukraine | 512 100 |
| IV.2.53 | Skills Training and Reintegration in the United Kingdom | 199 400 |
| IV.3.38 | Protecting and Promoting Fundamental Rights in Cyprus and Greece | 137 000 |
| IV.3.39 | Strengthening Border Management Capacity in Armenia | 161 500 |
| IV.3.40 | Strengthening Border Management Capacity in Bosnia and Herzegovina | 1 734 400 |
| IV.3.41 | Monitoring the Return of Migrants from Croatia | 117 100 |
| IV.3.42 | Supporting Integrated Border Management in Georgia | 462 800 |
| IV.3.43 | Cultural Mediation Support in Ireland | 1 482 300 |
| IV.3.44 | Management Support Unit of the Regional Development and Protection Programme for North Africa in Italy and Support for Selected Border Authorities | 5 484 700 |
| IV.3.45 | Strengthening Policing Capacity in the Republic of Moldova | 91 100 |
| IV.3.46 | Technical Support for Migration Management in Montenegro | 4 568 400 |
| IV.3.47 | Rights Without Borders in Portugal | 433 900 |
| IV.3.48 | Improving Border Management in Serbia | 3 078 100 |
| IV.3.49 | Management of the Migratory Flows to Spain | 172 300 |

## Europe (cont'd)

| | Regulating Migration (cont'd) | |
|---|---|---:|
| IV.3.50 | Supporting Migration Management Efforts in Türkiye | 1 661 600 |
| IV.3.51 | Capacity-building for Border Management in Ukraine | 15 877 700 |
| IV.3.52 | Capacity Support in the United Kingdom | 65 300 |
| IV.4.9 | Supporting Protection-sensitive Migration Management Systems in the Western Balkans | 272 000 |
| IV.4.10 | Border Assistance for the Republic of Moldova and Ukraine | 1 394 100 |
| IV.4.11 | Enhancing Migration Management in Armenia | 852 400 |
| IV.4.12 | Strengthening Migration and Border Management Capacities in Bosnia and Herzegovina | 656 700 |
| IV.4.13 | Capacity-building and Diaspora in Kosovo* | 516 100 |
| IV.4.14 | Supporting Efficient Migration Management in Türkiye | 1 212 700 |
| | **Subtotal** | **135 834 400** |
| | **Facilitating Migration** | |
| V.1.2 | Skills Mobility Partnership between Austria and Egypt | 276 500 |
| V.1.4 | Organizing Circular Migration Projects Between Belgium and Pakistan, Suriname and Tunisia | 722 700 |
| V.1.6 | Y-Med Blue Economy | 19 300 |
| V.1.25 | Displaced Talent for Europe | 556 200 |
| V.1.26 | Strengthening Local Institutions in Albania | 53 300 |
| V.1.27 | Learning Network in the Kingdom of the Netherlands | 88 500 |
| V.1.28 | Counselling and Training for Employers in Slovakia | 27 100 |
| V.1.29 | Implementing Labour Migration Schemes in Spain | 177 800 |
| V.1.30 | Labour Market Integration in Türkiye | 14 055 000 |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Program) | 1 708 800 |
| V.2.12 | Reinforcing Integration Through Sponsorship Enhancement in Belgium, Italy and Lithuania | 899 800 |
| V.2.14 | Pre-integration Measures in Germany | 202 200 |
| V.2.15 | Promoting the Integration of Refugees into the Labour Market in Greece | 14 023 500 |
| V.2.16 | Migration Information Centre in Lithuania | 348 500 |
| V.2.17 | Increasing Integration of Migrants in Norway | 18 200 |
| V.2.18 | InterAct - Interactive Participation and Inclusion of Migrants in Romania | 388 500 |
| V.2.19 | Migration Information Centre to Support the Integration of Migrants in Slovakia | 720 900 |
| V.2.20 | Strengthening Migrant Associations in Spain | 401 700 |
| V.3.1 | Immigration and Visa Solutions | 4 201 800 |
| V.3.10 | Immigration and Asylum Adviser for Local Authorities in the United Kingdom | 15 100 |
| | **Subtotal** | **38 905 400** |

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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)

| | | |
|---|---|---:|
| **Migration Policy, Research and Communications** | | |
| VI.1.7 | Supporting Evidence-Based Migration in the Western Balkans | 370 600 |
| VI.3.1 | Establishment of a European Migration Network | 1 531 700 |
| | **Subtotal** | **1 902 300** |
| **Land, Property and Reparation Programmes** | | |
| VII.3 | Institutional Strengthening to Assist Survivors of Conflict-related Sexual Violence in Ukraine | 177 300 |
| | **Subtotal** | **177 300** |
| **General Programme Support** | | |
| VIII.1.2 | Special Assignments and Support | 73 500 |
| | **Subtotal** | **73 500** |
| | **Total** | **406 652 900** |

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

## Global Support/Services

| Movement, Emergency and Post-crisis Programming | | |
|---|---|---:|
| I.1 | Resettlement Assistance | 106 063 300 |
| I.3.1 | Enhancing Strategic Capacity for Humanitarian and Emergency Response and Recovery | 491 400 |
| | Subtotal | 106 554 700 |
| **Migration Health** | | |
| II.1 | Migration Health Assessments and Travel Health Assistance | 13 526 800 |
| | Subtotal | 13 526 800 |
| **Regulating Migration** | | |
| IV.1.1 | Assisted Voluntary Return and Reintegration, Information and Counselling of Migrants, and Support for Governments on Voluntary Return Assistance | 2 216 100 |
| IV.2.1 | Cooperation on Migration and Partnerships to Achieve Sustainable Solutions | 107 000 |
| IV.2.2 | Climate Resilience to Combat Trafficking and Exploitation | 119 500 |
| IV.2.3 | Reducing the Risk of Sexual Exploitation and Abuse | 183 100 |
| | Subtotal | 2 625 700 |
| **Facilitating Migration** | | |
| V.1.1 | Promoting Protection of Migrant Workers | 10 200 |
| V.2.1 | Global Migration Media Academy | 194 400 |
| V.2.2 | Migrant Integration (Canadian Orientation Abroad Program and Australian Cultural Orientation Program) | 1 281 900 |
| V.2.3 | Pre-departure Orientation Programme for Resettlement to Finland | 377 700 |
| V.2.17 | Increasing Integration of Migrants in Norway | 1 141 600 |
| V.3.1 | Immigration and Visa Solutions | 21 002 800 |
| V.3.7 | European Union Readmission Capacity Building Facility | 5 205 100 |
| V.3.8 | Supporting Family Assistance Programme in Germany | 379 600 |
| | Subtotal | 29 593 300 |
| **Migration Policy, Research and Communications** | | |
| VI.1.1 | Supporting Global Displacement Tracking Matrix Capacity to Advance Internal Displacement Data | 157 400 |
| VI.4.1 | A Diaspora-guaranteed Microfinance Model for Safe Shelters | 273 000 |
| VI.5.1 | Strengthening the United Nations Network on Migration | 6 726 900 |
| | Subtotal | 7 157 300 |
| **General Programme Support** | | |
| VIII.1.1 | Junior Professional Officers | 1 699 200 |
| VIII.1.2 | Special Assignments and Support | 1 233 800 |
| VIII.2 | Migrant Management and Operational Systems Application (MiMOSA) | 6 441 400 |
| VIII.3 | Staff and Services Covered by Miscellaneous Income | 58 000 000 |

## Global Support/Services (cont'd)

| General Programme Support (cont'd) | | |
|---|---|---:|
| VIII.4 | Sasakawa Endowment Fund | 80 000 |
| VIII.5 | Unearmarked Contributions | 6 463 200 |
| | Subtotal | 73 917 600 |
| | Total | 233 375 400 |
| | Grand total | 2 185 008 000 |

# 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 |
| 2011 | 39 388 000 | ZNG | 87 027 000 | 1 309 710 000 | 6.6% | 132 | 8 503 | 2 814 |
| 2012 | 39 398 792[c] | ZNG | 89 640 000 | 1 230 644 000 | 7.3% | 146 | 8 353 | 2 321 |
| 2013 | 39 404 908[c] | ZNG | 94 997 000 | 1 233 952 000 | 7.7% | 151 | 8 464 | 2 565 |
| 2014 | 41 007 909 | 4% | 94 436 000 | 1 465 071 000 | 6.4% | 157 | 8 658 | 2 750 |
| 2015 | 42 587 417 | 4% | 107 671 000 | 1 585 200 000 | 6.8% | 162 | 9 282 | 3 004 |
| 2016 | 45 459 030[c] | 4% | 112 984 000 | 1 602 307 000 | 7.1% | 166 | 10 218 | 3 020 |
| 2017 | 50 690 324[c] | 5.3% | 129 874 000 | 1 606 412 000 | 8.1% | 169 | 10 978 | 2 925 |
| 2018 | 50 728 318[c] | ZNG | 140 824 000 | 1 793 535 000 | 7.9% | 172 | 12 673 | 3 441 |
| 2019 | 52 240 024 | 2.9% | 144 489 000 | 2 095 494 000 | 6.9% | 173 | 14 813 | 3 062 |
| 2020 | 52 242 614[c] | ZNG | 166 931 000 | 2 177 681 000 | 7.7% | 173 | 16 257 | 3 246 |
| 2021 | 53 189 080[c] | ZNG | 179 124 000 | 2 532 035 000 | 7.1% | 174 | 17 761 | 3 396 |
| 2022 | 53 586 816[c] | ZNG | 186 775 000 | 2 930 163 000 | 6.4% | 175 | 18 935 | 3 511 |
| 2023 | 65 352 240 | 22% | 267 893 000 | 3 419 345 000 | 7.8% | 175 | 20 971 | 3 617 |
| 2024 | 77 113 216 | 18% | 283 687 000 | 3 800 000 000[d] | 7.5% | 175[e] | 22 500[d] | 3 750[d] |
| 2025 | 88 874 192 | 15.3% | 348 688 000 | 4 000 000 000[d] | 8.7% | 175[e] | 23 000[d] | 3 800[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 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 Mechanism, for which the intended operating balance is USD 30 million, is funded by voluntary contributions from various sources, including Member States, the private sector and individuals. The balance of the mechanism as of July 2024 was USD 5,893,526.

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

## RAPID RESPONSE TRANSPORTATION FUND

Building upon the Memorandum of Understanding between IOM and UNHCR of 15 May 1997, the Rapid Response Transportation Fund was established in 2000 to facilitate specific joint operations between the two organizations. Over the years, the Fund has enabled IOM to respond rapidly and efficiently to emergency humanitarian movement requirements for at-risk persons in close collaboration with UNHCR. The Fund may be drawn on particularly in emergencies where it is established that there is a clear need for immediate assessment and transportation expenditure prior to receipt of external funding. The Fund is financed by voluntary contributions and aims at maintaining a balance of USD 5 million. The balance of the Fund as of July 2024 was USD 893,658, 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 2024 was USD 1,847,631.

## REFUGEE LOAN FUND

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

It is projected that approximately 160,000 individuals will be seeking assistance under the Refugee Loan Fund in 2025. The following table estimates the resources available for 2025, as well as the anticipated balance at the end of the year.

|  | 2025 Estimates in USD |
|---|---|
| Resources |  |
| Brought forward from 2024 | 30 000 000 |
| Contributions from the United States Government | 775 094 000 |
| Repayments of promissory notes by refugees | 30 795 000 |
| Income from self-payers and other income | 10 000 |
| Interest income | 10 000 |
| Interest returned to the United States Treasury | (10 000) |
| Total resources | 835 899 000 |
| Estimated requirements | 785 899 000 |
| Estimated balance to be carried forward at the end of the year | 50 000 000 |

## 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.

|  | 2025 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 | 80 000 |
| Allocation of interest income to projects* | (80 000) |
| **Balance at the end of the year** | **0** |
| | |
| * Allocation for priority projects | USD 80 000 |

## 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 2024 was USD 64,907.

# ANNEX III – FOREIGN CURRENCY CONSIDERATIONS IN THE PROGRAMME AND BUDGET

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

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

Euro/US dollar: 1.14

Pound sterling/US dollar: 1.36

US dollar/ Canadian dollar: 1.36

Australian dollar/US dollar: 0.70

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

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

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

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

## EXPLANATORY NOTE

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

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

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

| OPERATIONAL PART OF THE BUDGET | 2024 Restated | | | | | | | | | 2025 estimate | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Operational Support Income | | | Project funds | | | Total | | | Operational Support Income | | | Project funds | | | Total | | |
| | Staff positions | | Staff, office and other costs | Staff positions | | Staff, office and other costs | Staff positions | | Total costs | Staff positions | | Staff, office and other costs | Staff positions | | Staff, office and other costs | Staff positions | | Total costs |
| | P | NO/GS | | P | NO/GS | | P | NO/GS | | P | NO/GS | | P | NO/GS | | P | NO/GS | |
| **Headquarters** | | | | | | | | | | | | | | | | | | |
| **Director General and Deputy Directors General** | | | | | | | | | | | | | | | | | | |
| Director General and Deputy Directors General | 1 | | 569 000 | | | 292 600 | 1 | | 861 600 | | | 319 000 | | | | | | 319 000 |
| Office of Internal Oversight | 25 | | 5 461 000 | | | | 25 | | 5 461 000 | 21 | 1 | 5 198 400 | | | | 21 | 1 | 5 198 400 |
| Office of Ethics and PSEAH | 2 | | 409 000 | 2 | | 337 200 | 4 | | 746 200 | 4 | 1 | 960 000 | | | | 4 | 1 | 960 000 |
| Office of the Ombudsperson and Mediation Services | | | 107 500 | | | | | | 107 500 | 3 | | 871 400 | | | | 3 | | 871 400 |
| Office of Legal Affairs | 14 | 1 | 2 574 000 | 9 | | 1 230 100 | 23 | 1 | 3 804 100 | 23 | 1 | 4 124 000 | 3 | | 456 500 | 26 | 1 | 4 580 500 |
| **Executive Office** | 3 | 2 | 991 000 | | | | 3 | 2 | 991 000 | 6 | 6 | 1 963 000 | | | | 6 | 6 | 1 963 000 |
| **Office of Partnerships, Advocacy and Communications** | | | 657 000 | | | | | | 657 000 | 1 | 2 | 657 000 | | | | 1 | 2 | 657 000 |
| Media and Communications | 11 | 4 | 2 750 000 | 3 | | 254 800 | 14 | 4 | 3 004 800 | 23 | 4 | 5 292 000 | | | | 23 | 4 | 5 292 000 |
| Governing Bodies Secretariat | 8 | | 1 454 000 | | | | 8 | | 1 454 000 | 19 | | 4 153 000 | | | | 19 | | 4 153 000 |
| Resource Mobilization | 5 | | 929 000 | 1 | | 190 100 | 6 | | 1 119 100 | 10 | | 2 005 000 | | | | 10 | | 2 005 000 |
| Partnerships | 4 | | 983 300 | | | | 4 | | 983 300 | 6 | | 1 291 000 | 2 | | 372 900 | 8 | | 1 663 900 |
| Private Sector Partnerships | 2 | 1 | 390 000 | 1 | | 103 400 | 3 | 1 | 493 400 | 2 | 1 | 558 000 | 3 | | 486 300 | 5 | 1 | 1 044 300 |
| United Nations Network on Migration Secretariat | | | | 11 | 2 | 2 248 800 | 11 | 2 | 2 248 800 | 2 | 1 | 736 000 | 3 | 1 | 622 100 | 5 | 2 | 1 358 100 |
| **Office of Strategy and Organizational Performance** | 1 | 1 | 473 000 | | | | 1 | 1 | 473 000 | 1 | 1 | 557 000 | | | | 1 | 1 | 557 000 |
| Institutional Risk | | | | | | | | | | 4 | | 855 000 | | | | 4 | | 855 000 |
| Institutional Performance | 3 | | 649 000 | | | | 3 | | 649 000 | 6 | | 1 303 000 | | | | 6 | | 1 303 000 |
| Strategic Planning and Results | 7 | | 1 223 000 | | | | 7 | | 1 223 000 | 10 | | 1 887 000 | | | | 10 | | 1 887 000 |
| **Deputy Director General for Operations** | 1 | | 335 000 | | | | 1 | | 335 000 | 1.5 | | 577 500 | | | | 1.5 | | 577 500 |
| **Humanitarian Response and Recovery** | 7 | 1 | 1 647 200 | 3 | | 196 200 | 10 | 1 | 1 843 400 | 12 | 1 | 2 530 000 | 1 | | 98 300 | 13 | 1 | 2 628 300 |
| Preparedness and Climate Change Adaptation | 7 | | 1 423 000 | 4 | | 487 500 | 11 | | 1 910 500 | 8 | | 1 505 000 | | | | 8 | | 1 505 000 |
| Humanitarian Operations | | | | 7 | 2 | 913 000 | 7 | 2 | 913 000 | 12 | | 2 500 000 | 6 | | 641 400 | 18 | | 3 141 400 |
| Peace and Recovery | 4 | | 948 000 | 4 | | 574 700 | 8 | | 1 522 700 | 6 | | 1 316 000 | 1 | | 138 600 | 7 | | 1 454 600 |
| Cash-based Interventions | | | | 1 | | 133 000 | 1 | | 133 000 | 1 | | 141 000 | | | | 1 | | 141 000 |
| **Protection** | | | | 7 | | 627 600 | 7 | | 627 600 | 4 | | 1 040 000 | 5 | 1 | 836 600 | 9 | 1 | 1 876 600 |
| Humanitarian Protection | 8 | | 1 711 000 | | | | 8 | | 1 711 000 | 1 | | 295 000 | 6 | 1 | 933 500 | 7 | 1 | 1 228 500 |
| Migrant Protection | 7 | | 1 518 000 | | | | 7 | | 1 518 000 | 6 | | 1 202 000 | 3 | | 432 100 | 9 | | 1 634 100 |
| Mental Health and Psychosocial Support and Intercultural Communications | 2 | | 373 000 | | | | 2 | | 373 000 | 3 | | 715 000 | | | | 3 | | 715 000 |
| Gender and Diversity | 1 | | 172 000 | 2 | | 224 400 | 3 | | 396 400 | 2 | | 335 000 | | | | 2 | | 335 000 |
| **Mobility Pathways and Inclusion** | | 1 | 185 000 | 7 | 2 | 1 126 700 | 7 | 3 | 1 311 700 | | 1 | 185 000 | 8 | 2 | 1 106 300 | 8 | 3 | 1 291 300 |
| Immigration and Border Governance | 5 | | 1 036 000 | 13 | | 1 396 900 | 18 | | 2 432 900 | 6 | | 1 225 000 | 13 | | 1 303 700 | 19 | | 2 528 700 |
| Labour Mobility | 7 | | 1 361 000 | 3 | | 368 800 | 10 | | 1 729 800 | 8 | | 1 569 000 | | | | 8 | | 1 569 000 |
| Migration Health | 4 | | 887 000 | 11 | | 2 168 000 | 15 | | 3 055 000 | 4 | | 908 000 | 4 | | 512 800 | 8 | | 1 420 800 |
| Resettlement and Movement Management | 4 | 2 | 1 285 000 | 2 | 3 | 560 600 | 6 | 5 | 1 845 600 | 4 | 5 | 1 599 000 | 9 | 3 | 1 463 300 | 13 | 8 | 3 062 300 |
| **Data, Insight and Policy Coordination** | | | | | | | | | | | | 50 000 | | | | | | 50 000 |
| Policy, Knowledge and Research | 22 | 4 | 4 778 000 | 7 | | 617 800 | 29 | 4 | 5 395 800 | 21 | 4 | 5 220 000 | | | | 21 | 4 | 5 220 000 |
| **Climate Action** | 5 | 1 | 1 164 000 | 2 | | 153 200 | 7 | 1 | 1 317 200 | 9 | 1 | 2 016 000 | | | | 9 | 1 | 2 016 000 |

| OPERATIONAL PART OF THE BUDGET | 2024 Restated | | | | | | | | | 2025 estimate | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Operational Support Income | | | Project funds | | | Total | | | Operational Support Income | | | Project funds | | | Total | | |
| | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Total costs | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Total costs |
| **Headquarters (continued)** | | | | | | | | | | | | | | | | | | |
| **Deputy Director General for Management and Reform** | | | | | | | | | | 4 | 1 | 1 190 000 | | | | 4 | 1 | 1 190 000 |
| **Financial and Administrative Management** | 3 | 1 | 864 100 | 2 | | 215 800 | 5 | 1 | 1 079 900 | 4 | 1 | 1 210 100 | | | | 4 | 1 | 1 210 100 |
| Finance and Accounting | 14 | 3 | 3 264 000 | | | | 14 | 3 | 3 264 000 | 14 | 3 | 3 375 000 | | | | 14 | 3 | 3 375 000 |
| Budget | 6 | 1 | 1 282 000 | | | | 6 | 1 | 1 282 000 | 8 | | 1 554 000 | | | | 8 | | 1 554 000 |
| Treasury | 3 | | 569 000 | 1 | | 123 100 | 4 | | 692 100 | 4 | | 754 000 | | | | 4 | | 754 000 |
| Financial Coordination and Policy | 5.5 | | 1 143 500 | 2 | | 151 500 | 7.5 | | 1 295 000 | 6 | | 1 252 000 | 4 | | 689 200 | 10 | | 1 941 200 |
| Common Services | | 9 | 1 154 000 | | | | | 9 | 1 154 000 | | 9 | 1 185 000 | | | | | 9 | 1 185 000 |
| Headquarters Building | 1 | 1 | 505 000 | | | | 1 | 1 | 505 000 | 1 | 1 | 529 000 | | | | 1 | 1 | 529 000 |
| **Human Resources** | 1 | 1 | 526 000 | 2 | 1 | 384 000 | 3 | 2 | 910 000 | 2 | 2 | 977 000 | | | | 2 | 2 | 977 000 |
| Human Resources Operations and Advisory Services | 1 | 1 | 189 000 | | | | 1 | 1 | 189 000 | 4 | 4 | 577 000 | | | | 4 | 4 | 577 000 |
| Human Resources Policy | 4 | 1 | 846 000 | 1 | 1 | 266 500 | 5 | 2 | 1 112 500 | 4 | | 763 000 | | | | 4 | | 763 000 |
| Organisational Design and Classification | 2 | | 475 000 | 1 | | 90 900 | 3 | | 565 900 | 2 | | 494 000 | | | | 2 | | 494 000 |
| Integrated Talent Management | 9 | 6 | 2 831 100 | 1 | 2 | 276 900 | 10 | 8 | 3 108 000 | 17 | 8 | 4 775 100 | | | | 17 | 8 | 4 775 100 |
| **Information and Communications Technology** | | | | 1 | 1 | 320 000 | 1 | 1 | 320 000 | 2 | | 497 400 | | | | 2 | | 497 400 |
| Information Security and Risk Management | 2 | | 395 000 | 1 | | 132 000 | 3 | | 527 000 | 2 | | 429 000 | | | | 2 | | 429 000 |
| Applications and Solutions Delivery Services | 2.5 | | 727 200 | 9 | | 1 686 500 | 11.5 | | 2 413 700 | 2.5 | | 765 000 | 26 | | 1 888 400 | 29 | | 2 653 400 |
| ICT Strategy, Resources Management and Governance | 4 | | 1 178 000 | 2 | | 191 700 | 6 | | 1 369 700 | 10 | | 2 355 000 | | | | 10 | | 2 355 000 |
| **Supply Chain** | 9 | | 1 964 000 | 2 | | 235 100 | 11 | | 2 199 100 | 16 | | 3 658 000 | | | | 16 | | 3 658 000 |
| **Staff Health and Welfare** | | | | | | | | | | 1 | | 173 000 | | | | 1 | | 173 000 |
| Occupational Health & Safety | 2 | | 548 100 | | | | 2 | | 548 100 | | 1 | 168 100 | | | | | 1 | 168 100 |
| Staff Welfare | 1 | 1 | 798 000 | | | | 1 | 1 | 798 000 | 2 | 1 | 1 049 000 | | | | 2 | 1 | 1 049 000 |
| **Change Management** | | | | | | | | | | | | | | | | | | |
| Internal Governance Framework | 1 | | 133 000 | | | | 1 | | 133 000 | 7 | | 1 498 000 | | | | 7 | | 1 498 000 |
| **Global Shared Services** | 4 | | 853 000 | | | | 4 | | 853 000 | 1 | | 327 000 | | | | 1 | | 327 000 |
| Environmental Sustainability | | | | | | | | | | 2 | | 352 000 | | | | 2 | | 352 000 |
| UN Efficiency | 2 | | 337 000 | | | | 2 | | 337 000 | 2 | | 507 000 | | | | 2 | | 507 000 |
| Global Staff Association Committee | 1 | | 320 000 | 1 | | 77 900 | 2 | | 397 900 | 1 | 1 | 333 000 | | | 138 600 | 2 | | 471 600 |
| **Total - Headquarters** | 247 | 45 | 58 821 000 | 126 | 14 | 18 224 300 | 373 | 59 | 77 045 300 | 364 | 68 | 88 405 000 | 98 | 8 | 12 120 600 | 462 | 76 | 100 525 600 |
| **Administrative Centres** | | | | | | | | | | | | | | | | | | |
| Manila Administrative Centre | 17 | 272 | 12 615 100 | 10 | 234 | 9 836 600 | 27 | 506 | 22 451 700 | 18.25 | 327 | 16 222 920 | 8 | 165 | 7 065 500 | 26 | 492 | 23 288 420 |
| Panama Administrative Centre | 6 | 49 | 3 736 700 | | 1 | 59 800 | 6 | 50 | 3 796 500 | 7 | 50 | 4 219 900 | | | | 7 | 50 | 4 219 900 |
| **Total - Aministrative centres** | 23 | 321 | 16 351 800 | 10 | 235 | 9 896 400 | 33 | 556 | 26 248 200 | 25.25 | 377 | 20 442 820 | 8 | 165 | 7 065 500 | 33 | 542 | 27 508 320 |

| OPERATIONAL PART OF THE BUDGET | 2024 Restated OSI P | OSI NO/GS | OSI Staff, office and other costs | PF P | PF NO/GS | PF Staff, office and other costs | Total P | Total NO/GS | Total costs | 2025 est. OSI P | OSI NO/GS | OSI Staff, office and other costs | PF P | PF NO/GS | PF Staff, office and other costs | Total P | Total NO/GS | Total costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **FIELD** | | | | | | | | | | | | | | | | | | |
| **Global offices** | | | | | | | | | | | | | | | | | | |
| Brussels, Belgium | 5 | 19 | 3 886 600 | | 18 | 1 850 200 | 5 | 37 | 5 736 800 | 12 | 25 | 6 072 000 | 1 | 24 | 4 262 900 | 13 | 49 | 10 334 900 |
| Washington, D.C., United States | 4.5 | 15.6 | 4 955 300 | 3 | 20 | 3 781 700 | 7.50 | 35.55 | 8 737 000 | 3 | 19.55 | 5 862 100 | 30 | 127 | 29 527 000 | 33 | 147 | 35 389 100 |
| **Subtotal** | 9.5 | 34.6 | 8 841 900 | 3 | 38 | 5 631 900 | 12.5 | 72.6 | 14 473 800 | 15 | 44.55 | 11 934 100 | 31 | 151 | 33 789 900 | 46 | 196 | 45 724 000 |
| **Regional offices** | | | | | | | | | | | | | | | | | | |
| Bangkok, Thailand | 13 | 7 | 3 933 100 | 2 | 7 | 1 425 500 | 15 | 14 | 5 358 600 | 22 | 20 | 5 948 500 | 1 | 6 | 1 039 600 | 23 | 26 | 6 988 100 |
| Cairo, Egypt | 13 | 4 | 2 840 400 | 3 | 9 | 1 639 400 | 16 | 13 | 4 479 800 | 19 | 23 | 4 636 500 | 4 | 7 | 1 349 800 | 23 | 30 | 5 986 300 |
| Dakar, Senegal | 14 | 10 | 3 684 600 | 12 | 48 | 3 994 900 | 26 | 58 | 7 679 500 | 20 | 22 | 5 224 400 | 15 | 16 | 2 676 000 | 35 | 38 | 7 900 400 |
| Nairobi, Kenya | 18 | 9 | 4 410 800 | 33 | 84 | 9 916 800 | 51 | 93 | 14 327 600 | 19 | 21 | 5 516 500 | 15 | 57 | 5 186 400 | 34 | 78 | 10 702 900 |
| Panama City, Panama | 19 | 21 | 5 390 400 | | | | 19 | 21 | 5 390 400 | 25 | 17 | 5 933 500 | | | | 25 | 17 | 5 933 500 |
| Vienna, Austria | 19 | 11 | 5 488 400 | 1 | 3 | 343 200 | 20 | 14 | 5 831 600 | 20 | 21 | 6 843 600 | 1 | | 81 300 | 21 | 21 | 6 924 900 |
| **Subtotal** | 96 | 62 | 25 747 700 | 51 | 151 | 17 319 800 | 147 | 213 | 43 067 500 | 125 | 124 | 34 103 000 | 36 | 86 | 10 333 100 | 161 | 210 | 44 436 100 |
| **Delocalized independent offices** | | | | | | | | | | | | | | | | | | |
| Internal Oversight | 4 | | 520 000 | | | | 4 | | 520 000 | 18 | | 3 123 000 | | | | 18 | | 3 123 000 |
| Ombudsperson | | | | | | | | | | 5 | | 712 900 | | | | 5 | | 712 900 |
| Legal Affairs | 6 | 3 | 1 135 000 | | | | 6 | 3 | 1 135 000 | 6 | 3 | 1 148 100 | | | | 6 | 3 | 1 148 100 |
| **Subtotal** | 10 | 3 | 1 655 000 | | | | 10 | 3 | 1 655 000 | 29 | 3 | 4 984 000 | | | | 29 | 3 | 4 984 000 |
| **Subregional offices** | | | | | | | | | | | | | | | | | | |
| Brussels, Belgium | 3 | 4 | 1 395 200 | | | | 3 | 4 | 1 395 200 | 5 | 5 | 1 949 200 | | 3 | 562 500 | 5 | 8 | 2 511 700 |
| Pretoria, South Africa | 2 | 3 | 856 300 | 9 | 11 | 1 879 200 | 11 | 14 | 2 735 500 | 5 | 5 | 1 396 200 | 3 | 2 | 663 500 | 8 | 7 | 2 059 700 |
| **Subtotal** | 5 | 7 | 2 251 500 | 9 | 11 | 1 879 200 | 14 | 18 | 4 130 700 | 10 | 10 | 3 345 400 | 3 | 5 | 1 226 000 | 13 | 15 | 4 571 400 |
| IOM Office at the United Nations, New York, United States of America | 13 | 3.5 | 3 216 300 | 1 | 1 | 135 100 | 14 | 4.5 | 3 351 400 | 13 | 3.5 | 3 360 000 | | | | 13 | 4 | 3 360 000 |
| Special liaison office, Addis Ababa, Ethiopia | 1 | 2 | 405 300 | 48 | 607 | 23 406 400 | 49 | 609 | 23 811 700 | 5 | 2 | 1 149 700 | 5 | 8 | 907 000 | 10 | 10 | 2 056 700 |
| African Capacity Building Centre for Migration Management (United Republic of Tanzania) | 2 | 2 | 621 700 | 1 | 1 | 190 000 | 3 | 3 | 811 700 | 2 | 2 | 638 500 | | 1 | 99 400 | 2 | 3 | 737 900 |
| Global Data Institute | 16 | 1 | 3 176 000 | 13 | | 2 134 000 | 29 | 1 | 5 310 000 | 16 | 2 | 3 423 100 | 13 | | 1 467 900 | 29 | 2 | 4 891 000 |
| **Subtotal** | 32 | 8.5 | 7 419 300 | 63 | 609 | 25 865 500 | 95 | 617.5 | 33 284 800 | 36 | 9.5 | 8 571 300 | 18 | 9 | 2 474 300 | 54 | 19 | 11 045 600 |
| **Country offices for partnerships and advocacy** | | | | | | | | | | | | | | | | | | |
| Australia | 1 | 1.5 | 444 900 | 2 | 42 | 4 494 000 | 3 | 43.5 | 4 938 900 | 1 | 5 | 868 800 | | 16 | 1 820 300 | 1 | 21 | 2 689 100 |
| Canada | 0.5 | 0.5 | 169 500 | | 22 | 1 974 100 | 0.5 | 22.5 | 2 143 600 | | 3.5 | 408 600 | | 22 | 1 933 800 | | 26 | 2 342 400 |
| Denmark | | | 56 000 | 1 | 2 | 265 400 | 1 | 2 | 321 400 | 1 | 2 | 399 000 | 1 | 1 | 114 100 | 2 | 3 | 513 100 |
| Germany | 1 | 4.5 | 801 400 | 2 | 182 | 15 890 900 | 3 | 186.5 | 16 692 300 | 2 | 6 | 1 256 800 | 46 | 371 | 23 886 100 | 48 | 377 | 25 142 900 |
| Japan | 2 | 2 | 724 600 | 1 | 4 | 447 300 | 3 | 6 | 1 171 900 | 1 | 6 | 1 013 100 | | 1 | 113 000 | 1 | 7 | 1 126 100 |
| Republic of Korea | 1 | 2 | 853 100 | | 18 | 635 400 | 1 | 20 | 1 488 500 | 1 | 5 | 978 200 | | 9 | 297 500 | 1 | 14 | 1 275 700 |
| United Kingdom | | 1.5 | 148 700 | 6 | 43 | 3 586 500 | 6 | 44.5 | 3 735 200 | 3 | 5 | 1 176 600 | 2 | 29 | 2 416 700 | 5 | 34 | 3 593 300 |
| **Subtotal** | 5.5 | 12 | 3 198 200 | 12 | 313 | 27 293 600 | 17.5 | 325.0 | 30 491 800 | 9 | 32.5 | 6 101 100 | 49 | 449 | 30 581 500 | 58 | 482 | 36 682 600 |

**OPERATIONAL PART OF THE BUDGET**

| | 2024 Restated — Operational Support Income | | | Project funds | | | Total | | | 2025 estimate — Operational Support Income | | | Project funds | | | Total | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff P | NO/GS | Staff, office and other costs | Staff P | NO/GS | Staff, office and other costs | Staff P | NO/GS | Total costs | Staff P | NO/GS | Staff, office and other costs | Staff P | NO/GS | Staff, office and other costs | Staff P | NO/GS | Total costs |
| **Country offices with coordinating functions** | | | | | | | | | | | | | | | | | | |
| Argentina (including liaison with the South American Conference on Migration) | | 1 | 127 000 | 1 | 38 | 1 738 200 | 1 | 39 | 1 865 200 | 2 | 4 | 575 300 | | 9 | 378 300 | 2 | 13 | 953 600 |
| Barbados | 2 | | 514 000 | | 1 | 71 400 | 2 | 1 | 585 400 | | | 50 000 | | 1 | 20 300 | | 1 | 70 300 |
| Belgium | 0.5 | 0.5 | 158 700 | | 34 | 3 438 500 | 0.5 | 34.5 | 3 597 200 | 1 | 1 | 289 300 | 1 | 71 | 6 765 900 | 2 | 72 | 7 055 200 |
| Bosnia and Herzegovina | 1 | | 417 200 | 7 | 242 | 7 160 200 | 8 | 242 | 7 577 400 | 2 | | 678 700 | 3 | 106 | 3 353 500 | 5 | 106 | 4 032 200 |
| Cameroon | | | | 12 | 92 | 5 824 900 | 12 | 92 | 5 824 900 | 0.75 | | 157 500 | 9 | 87 | 5 084 700 | 10 | 87 | 5 242 200 |
| Fiji | 2 | | 452 000 | 3 | 9 | 1 560 100 | 5 | 9 | 2 012 100 | 4 | 2 | 725 000 | 3 | 5 | 573 800 | 7 | 7 | 1 298 800 |
| Gambia | | | | 4 | 32 | 1 319 700 | 4 | 32 | 1 319 700 | 1 | | | 3 | 37 | 1 467 600 | 4 | 37 | 1 467 600 |
| Georgia | 1 | | 198 000 | 2 | 26 | 1 289 800 | 3 | 26 | 1 487 800 | | | 450 000 | 1 | 15 | 622 400 | 1 | 15 | 1 072 400 |
| Ghana | | | 37 400 | 17 | 123 | 6 420 700 | 17 | 123 | 6 458 100 | 0.75 | | 220 400 | 14 | 113 | 5 187 900 | 15 | 113 | 5 408 300 |
| Greece | 1 | | 787 500 | 1 | 54 | 2 313 000 | 2 | 54 | 3 100 500 | 2 | | 1 091 000 | 8 | 485 | 21 430 800 | 10 | 485 | 22 521 800 |
| Guinea | | | | 6 | 85 | 3 444 100 | 6 | 85 | 3 444 100 | | | | 7 | 106 | 4 124 600 | 7 | 106 | 4 124 600 |
| India | 0.5 | | 87 000 | 2 | 35 | 1 061 300 | 2.5 | 35 | 1 148 300 | 0.25 | | 120 800 | | 39 | 1 448 100 | 0 | 39 | 1 568 900 |
| Italy | 3 | 2 | 667 500 | | 75 | 3 577 200 | 3 | 77 | 4 244 700 | 3 | 2 | 741 500 | | 162 | 9 024 700 | 3 | 164 | 9 766 200 |
| Kazakhstan | 1 | | 254 000 | 2 | 31 | 1 607 200 | 3 | 31 | 1 861 200 | 1.25 | | 337 250 | 2 | 28 | 1 525 100 | 3 | 28 | 1 862 350 |
| Madagascar | | | 55 000 | 1 | 2 | 121 300 | 1 | 2 | 176 300 | 1 | | 288 000 | 2 | 11 | 366 600 | 4 | 11 | 654 600 |
| Mauritius | 0.5 | 0.5 | 129 100 | | 10 | 345 800 | 0.5 | 10.5 | 474 900 | | 1 | 259 900 | 1 | 8 | 225 500 | 1 | 9 | 485 400 |
| Micronesia (Federated States of) | | | 5 000 | 22 | 16 | 2 642 300 | 22 | 16 | 2 647 300 | 0.75 | | 188 500 | 11 | 14 | 898 800 | 12 | 14 | 1 087 300 |
| Senegal | | | 25 000 | 5 | 31 | 1 301 200 | 5 | 31 | 1 326 200 | 0.75 | | 29 000 | 5 | 33 | 1 651 500 | 5 | 33 | 1 680 500 |
| Sri Lanka | | | | 8 | 145 | 3 330 600 | 8 | 145 | 3 330 600 | | | 159 250 | 3 | 100 | 2 406 300 | 4 | 100 | 2 565 550 |
| Switzerland | 0.5 | | 116 000 | 2 | 21 | 3 231 500 | 2.5 | 21 | 3 347 500 | 1 | 0.5 | 352 000 | 1 | 12 | 1 863 400 | 2 | 13 | 2 215 400 |
| **Subtotal** | 12 | 4 | 4 030 400 | 93 | 1 102 | 51 799 000 | 105 | 1 106 | 55 829 400 | 24.5 | 10.5 | 6 713 400 | 74 | 1 441 | 68 419 800 | 99 | 1 452 | 75 133 200 |
| **Country offices** | | | | | | | | | | | | | | | | | | |
| Afghanistan | | | | 17 | 45 | 9 792 300 | 17 | 45 | 9 792 300 | 0.25 | | 102 000 | 24 | 41 | 10 176 800 | 24 | 41 | 10 278 800 |
| Albania | | | 21 000 | 2 | 12 | 449 400 | 2 | 12 | 470 400 | | | 16 000 | 11 | 81 | 5 116 000 | 11 | 81 | 5 132 000 |
| Algeria | 1.5 | | 385 000 | 2 | 11 | 1 280 900 | 3.5 | 11 | 1 665 900 | 1.75 | | 397 000 | 4 | 37 | 2 043 700 | 6 | 37 | 2 440 700 |
| Angola | | | 54 000 | 1 | 4 | 113 700 | 1 | 4 | 167 700 | | | 54 000 | 1 | 1 | 49 400 | 1 | 1 | 103 400 |
| Armenia | | | 33 000 | 1 | 19 | 554 400 | 1 | 19 | 587 400 | | | 29 000 | 2 | 18 | 707 700 | 2 | 18 | 736 700 |
| Aruba | | | | | | | | | | | | | | 1 | 102 800 | | 1 | 102 800 |
| Austria | 0.5 | 0.5 | 181 400 | | 32 | 2 545 900 | 0.5 | 32.5 | 2 727 300 | 0.75 | | 276 300 | | 50 | 4 497 800 | 1 | 51 | 4 774 100 |
| Azerbaijan | | | 10 000 | 1 | 13 | 313 400 | 1 | 13 | 323 400 | | | 10 000 | 1 | 17 | 653 700 | 1 | 17 | 663 700 |
| Bahamas | | | | | | | | | | | | | | | | | | |
| Bahrain | 0.5 | 0.5 | 166 800 | 7 | 14 | 1 680 000 | 7.5 | 14.5 | 1 846 800 | 0.75 | 0.75 | 215 200 | 2 | 10 | 774 400 | 3 | 11 | 989 600 |
| Bangladesh | | | | 41 | 331 | 12 263 000 | 41 | 331 | 12 263 000 | | | | 41 | 416 | 15 002 500 | 41 | 416 | 15 002 500 |
| Belarus | | | 192 000 | 1 | 18 | 609 500 | 1 | 18 | 801 500 | | | 264 800 | 1 | 9 | 301 900 | 1 | 9 | 566 700 |
| Belize | | 1 | 56 100 | 1 | 15 | 347 400 | 1 | 16 | 403 500 | 0.75 | 1.5 | 82 000 | 1 | 14 | 387 600 | 1 | 16 | 469 600 |
| Benin | | | | 1 | 4 | 337 300 | 1 | 4 | 337 300 | | | | 1 | 6 | 921 600 | 1 | 6 | 921 600 |
| Bolivia (Plurinational State of) | | | 16 000 | | 7 | 237 800 | | 7 | 253 800 | | | 15 000 | | 7 | 229 100 | | 7 | 244 100 |
| Botswana | | | 74 000 | | 6 | 103 400 | | 6 | 177 400 | | | 73 600 | 1 | 9 | 402 100 | 1 | 9 | 475 700 |
| Brazil | | | 64 900 | 1 | 3 | 57 600 | 1 | 3 | 122 500 | | | 33 300 | | 7 | 151 200 | | 7 | 184 500 |
| Bulgaria | | 1 | 59 100 | | 2 | 58 800 | | 3 | 117 900 | | | 108 300 | | 18 | 684 700 | | 18 | 793 000 |
| Burkina Faso | | | 30 000 | 4 | 21 | 1 553 600 | 4 | 21 | 1 583 600 | | | 30 000 | 2 | 14 | 965 700 | 2 | 14 | 995 700 |
| Burundi | | | | 10 | 109 | 3 542 000 | 10 | 109 | 3 542 000 | | | | 10 | 113 | 3 672 600 | 10 | 113 | 3 672 600 |
| Cabo Verde | | | 16 500 | | 2 | 76 600 | | 2 | 93 100 | | | 6 000 | | | | | | 6 000 |
| Cambodia | | | 5 000 | 3 | 34 | 1 728 300 | 3 | 34 | 1 733 300 | | | | 2 | 39 | 1 603 700 | 2 | 39 | 1 603 700 |
| Central African Republic | | | | 6 | 32 | 2 388 200 | 6 | 32 | 2 388 200 | | | | 6 | 30 | 2 088 600 | 6 | 30 | 2 088 600 |
| Chad | | | | 16 | 126 | 3 689 900 | 16 | 126 | 3 689 900 | | | | 13 | 163 | 5 465 600 | 13 | 163 | 5 465 600 |
| Chile | 1 | | 196 400 | 6 | 48 | 2 555 700 | 7 | 48 | 2 752 100 | 1.5 | | 288 400 | | 1 | 24 300 | 2 | 1 | 312 700 |

**OPERATIONAL PART OF THE BUDGET**

Country offices (continued)

| | 2024 Restated | | | | | | | | | 2025 estimate | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Operational Support Income | | | Project funds | | | Total | | | Operational Support Income | | | Project funds | | | Total | | |
| | Staff positions | | Staff, office and other costs | Staff positions | | Staff, office and other costs | Staff positions | | Total costs | Staff positions | | Staff, office and other costs | Staff positions | | Staff, office and other costs | Staff positions | | Total costs |
| | P | NO/GS | | P | NO/GS | | P | NO/GS | | P | NO/GS | | P | NO/GS | | P | NO/GS | |
| China, including Hong Kong Special Administrative Region | 1 | 2 | 920 500 | 3 | 11 | 1 140 900 | 4 | 13 | 2 061 400 | 1 | 2 | 917 200 | 1 | 6 | 645 700 | 2 | 8 | 1 562 900 |
| Colombia | 1 | | 189 500 | 9 | 268 | 10 691 900 | 10 | 268 | 10 881 400 | 1.5 | | 350 000 | 28 | 653 | 25 962 500 | 30 | 653 | 26 312 500 |
| Comoros | | | | | | | | | | | | | | | | | | |
| Costa Rica | 1 | | 180 000 | 18 | 172 | 9 068 500 | 19 | 172 | 9 248 500 | 0.75 | | 109 000 | 21 | 310 | 17 909 500 | 22 | 310 | 18 018 500 |
| Côte d'Ivoire | | | | 9 | 29 | 2 294 300 | 9 | 29 | 2 294 300 | | | | 4 | 32 | 1 526 900 | 4 | 32 | 1 526 900 |
| Croatia | | 1 | 86 200 | 2 | 2 | 125 500 | | 3 | 211 700 | | 1.5 | 110 500 | | 12 | 622 900 | | 14 | 733 400 |
| Cuba | | 1 | 48 800 | | | 8 000 | | 1 | 56 800 | | 1 | 48 700 | | | 5 900 | | 1 | 54 600 |
| Curaçao | | | | | | | | | | | | | | | | | | |
| Cyprus | | 1 | 104 000 | | | 3 200 | | 1 | 107 200 | | 1.5 | 216 000 | | 66 | 2 608 400 | | 68 | 2 824 400 |
| Czechia | | 1 | 91 600 | | 1 | 18 000 | | 2 | 109 600 | | 1.5 | 150 600 | | 4 | 128 900 | | 6 | 279 500 |
| Democratic Republic of the Congo | | 1 | 77 900 | 28 | 112 | 7 492 800 | 28 | 112 | 7 570 700 | | 1 | 66 900 | 6 | 29 | 2 108 800 | 6 | 29 | 2 175 700 |
| Djibouti | | | 55 000 | 4 | 35 | 1 538 300 | 4 | 36 | 1 593 300 | | | 54 000 | 2 | 25 | 1 088 400 | 2 | 26 | 1 142 400 |
| Dominica | | | 95 000 | | 5 | 47 000 | | 5 | 142 000 | | | 85 000 | | 5 | 54 100 | | 5 | 139 100 |
| Dominican Republic | | | 39 700 | 1 | 13 | 514 900 | | 13 | 554 600 | | | 39 700 | | 1 | 40 600 | | 1 | 80 300 |
| Ecuador | 1 | | 233 200 | 10 | 333 | 11 153 800 | 11 | 333 | 11 387 000 | 0.75 | 0.75 | 350 200 | 15 | 313 | 11 608 600 | 16 | 314 | 11 958 800 |
| Egypt | | | | 12 | 117 | 5 952 700 | 12 | 117 | 5 952 700 | | | | 12 | 156 | 8 352 500 | 12 | 156 | 8 352 500 |
| El Salvador | | | 2 800 | 18 | 311 | 18 776 900 | 18 | 311 | 18 779 700 | | | | 25 | 333 | 19 019 500 | 25 | 333 | 19 019 500 |
| Eritrea | 0.5 | | 150 000 | | | 25 600 | 0.5 | | 175 600 | 0.75 | | 191 700 | | | 5 100 | 1 | | 196 800 |
| Estonia | | | 20 000 | | | 20 000 | | | 20 000 | | | 20 000 | | 3 | 131 700 | | 3 | 151 700 |
| Eswatini | | | 66 300 | | 2 | 95 200 | | 2 | 161 500 | | | 62 000 | | 1 | 57 500 | | 1 | 119 500 |
| Ethiopia | | | 68 500 | | | 68 500 | | | 68 500 | | | 68 500 | 26 | 582 | 23 437 400 | 26 | 582 | 23 505 900 |
| Finland | | 1 | 193 400 | | 26 | 1 889 700 | | 27 | 2 083 100 | | 1 | 160 500 | | 19 | 1 547 400 | | 20 | 1 707 900 |
| France | 0.5 | 1 | 194 500 | 0.5 | 25 | 1 967 100 | 0.5 | 26 | 2 161 600 | 1 | 0.75 | 322 100 | | 20 | 1 541 200 | 1 | 21 | 1 863 300 |
| Gabon | | | 10 000 | | | 10 000 | | | 10 000 | | | 9 000 | | | 1 000 | | | 10 000 |
| Grenada | | | | | | | | | | | | | | | | | | |
| Guatemala | 0.5 | | 119 500 | 9 | 116 | 9 642 000 | 9.5 | 116 | 9 761 500 | 0.75 | | 158 700 | 13 | 237 | 13 908 400 | 14 | 237 | 14 067 100 |
| Guinea-Bissau | | | 26 700 | | | 10 000 | | | 36 700 | | | 26 700 | | 2 | 106 200 | | 2 | 132 900 |
| Guyana | | | | | | | | | | | | | | | | | | |
| Haiti | | | 46 500 | 13 | 189 | 5 274 500 | 13 | 189 | 5 321 000 | | | 46 500 | 9 | 61 | 2 837 200 | 9 | 61 | 2 883 700 |
| Honduras | | | 34 000 | | 119 | 4 608 600 | | 119 | 4 642 600 | | | 32 000 | 3 | 114 | 4 559 400 | 3 | 114 | 4 591 400 |
| Hungary | | 1 | 69 900 | | | 11 300 | | 1 | 81 200 | | 1.5 | 115 600 | | | 13 000 | | 2 | 128 600 |
| Indonesia | | | 20 000 | 13 | 198 | 9 228 400 | 13 | 198 | 9 248 400 | | | 19 000 | 13 | 219 | 10 518 000 | 13 | 219 | 10 537 000 |
| Iran (Islamic Republic of) | | | | 2 | 21 | 2 056 900 | 2 | 21 | 2 056 900 | | | | 3 | 33 | 2 287 000 | 3 | 33 | 2 287 000 |
| Iraq | 1 | | 254 000 | 73 | 265 | 16 839 900 | 74 | 265 | 17 093 900 | 1.5 | | 392 000 | 61 | 240 | 13 926 900 | 63 | 240 | 14 318 900 |
| Ireland | 1 | | 144 000 | | 21 | 761 200 | 1 | 21 | 905 200 | 1.5 | | 313 500 | | 28 | 1 315 500 | 2 | 28 | 1 629 000 |
| Jamaica | | | 51 000 | | 2 | 32 700 | | 2 | 83 700 | | | 49 700 | | 2 | 55 200 | | 2 | 104 900 |
| Jordan | 1 | | 230 000 | 47 | 393 | 37 908 200 | 48 | 393 | 38 138 200 | 1.5 | | 339 050 | 61 | 547 | 40 780 200 | 63 | 547 | 41 119 250 |
| Kenya | | | | 22 | 267 | 15 916 400 | 22 | 267 | 15 916 400 | | | | 25 | 422 | 24 308 800 | 25 | 422 | 24 308 800 |
| Kuwait | 0.5 | 0.5 | 156 000 | | 3 | 275 600 | 0.5 | 3.5 | 431 600 | 0.75 | 0.75 | 225 000 | | 2 | 144 100 | 1 | 3 | 369 100 |
| Kyrgyzstan | | | 30 000 | | 11 | 479 000 | | 11 | 509 000 | | | 30 000 | | 18 | 628 500 | | 18 | 658 500 |
| Lao People's Democratic Republic | 1 | | 200 800 | 1 | 13 | 389 500 | 2 | 13 | 590 300 | 0.75 | | 186 200 | | 3 | 74 300 | 1 | 3 | 260 500 |
| Latvia | | | 10 000 | | 2 | 93 500 | | 2 | 103 500 | | | 10 000 | | 1 | 43 400 | | 1 | 53 400 |

## OPERATIONAL PART OF THE BUDGET

| | 2024 Restated — Operational Support Income | | | 2024 Restated — Project funds | | | 2024 Restated — Total | | | 2025 estimate — Operational Support Income | | | 2025 estimate — Project funds | | | 2025 estimate — Total | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Total costs | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Staff, office and other costs | Staff positions P | NO/GS | Total costs |
| **Country Offices (continued)** | | | | | | | | | | | | | | | | | | |
| Lebanon | | | 5 000 | 10 | 91 | 9 162 600 | 10 | 91 | 9 167 600 | | | | 8 | 106 | 10 851 100 | 8 | 106 | 10 851 100 |
| Lesotho | | | 66 000 | 1 | 3 | 198 000 | 1 | 3 | 264 000 | | | 63 500 | | 5 | 182 600 | | 5 | 246 100 |
| Liberia | | | 50 000 | | 5 | 183 400 | | 5 | 233 400 | | | 50 000 | | 8 | 242 000 | | 8 | 292 000 |
| Libya | 1 | | 327 500 | 19 | 76 | 8 757 500 | 20 | 76 | 9 085 000 | 1.5 | | 414 000 | 13 | 44 | 4 942 900 | 13 | 44 | 5 356 900 |
| Lithuania | | | 15 000 | | 8 | 322 300 | | 8 | 337 300 | | | 13 800 | | 17 | 882 000 | | 17 | 895 800 |
| Malawi | | | | 1 | 27 | 808 900 | 1 | 27 | 808 900 | | | | 6 | 43 | 1 990 000 | 6 | 43 | 1 990 000 |
| Malaysia | 1 | | 213 700 | 4 | 39 | 2 111 700 | 5 | 39 | 2 325 400 | 1.5 | | 320 950 | 7 | 96 | 4 418 900 | 9 | 96 | 4 739 850 |
| Maldives | | | 25 000 | 1 | 5 | 310 900 | 1 | 5 | 335 900 | | | 23 500 | 1 | 3 | 176 200 | 1 | 3 | 199 700 |
| Mali | | | 3 300 | 10 | 68 | 4 536 400 | 10 | 68 | 4 539 700 | | | 3 300 | 8 | 74 | 3 735 700 | 8 | 74 | 3 739 000 |
| Malta | | | 38 000 | | 2 | 108 800 | | 2 | 146 800 | | | 33 000 | | 1 | 64 800 | | 1 | 97 800 |
| Marshall Islands | | | | 4 | 9 | 608 300 | 4 | 9 | 608 300 | | | | 2 | 5 | 375 600 | 2 | 5 | 375 600 |
| Mauritania | | | 21 200 | 3 | 11 | 924 300 | 3 | 11 | 945 500 | | | 14 200 | 4 | 18 | 1 246 900 | 4 | 18 | 1 261 100 |
| Mexico | 1 | | 264 200 | 14 | 121 | 8 048 100 | 15 | 121 | 8 312 300 | 2 | | 562 700 | | 47 | 1 527 800 | 2 | 47 | 2 090 500 |
| Mongolia | | | 19 000 | 1 | 27 | 1 215 800 | 1 | 27 | 1 234 800 | | | 17 000 | 4 | 24 | 1 507 100 | 4 | 24 | 1 524 100 |
| Montenegro | | | 30 000 | 1 | 23 | 981 000 | 1 | 23 | 1 011 000 | | | 27 000 | 1 | 23 | 943 900 | 1 | 23 | 970 900 |
| Morocco | | | 57 600 | 2 | 27 | 1 073 800 | 2 | 27 | 1 131 400 | | | 49 600 | 5 | 54 | 2 952 300 | 5 | 54 | 3 001 900 |
| Mozambique | | | | 21 | 104 | 5 189 600 | 21 | 104 | 5 189 600 | | | | 18 | 95 | 4 101 400 | 18 | 95 | 4 101 400 |
| Myanmar | | | 2 000 | 5 | 93 | 2 219 900 | 5 | 93 | 2 221 900 | | | | 13 | 107 | 3 231 700 | 13 | 107 | 3 231 700 |
| Namibia | | | 40 000 | | 3 | 109 200 | | 3 | 149 200 | | | 38 000 | | 7 | 423 700 | | 7 | 461 700 |
| Nauru | | | | | | | | | | | | | | | | | | |
| Nepal | | | 600 | 4 | 147 | 3 069 900 | 4 | 147 | 3 070 500 | | | | 2 | 101 | 2 517 700 | 2 | 101 | 2 517 700 |
| Netherlands (Kingdom of the) | 1 | | 277 400 | 3 | 70 | 6 132 300 | 4 | 70 | 6 409 700 | 1.5 | | 390 400 | 3 | 73 | 6 441 400 | 5 | 73 | 6 831 800 |
| Nicaragua | | | 10 900 | | 9 | 297 100 | | 9 | 308 000 | | | 111 900 | | 12 | 318 200 | | 12 | 430 100 |
| Niger | | | 129 500 | 62 | 236 | 7 935 300 | 62 | 236 | 8 064 800 | | | 129 500 | 45 | 292 | 8 276 600 | 45 | 292 | 8 406 100 |
| Nigeria | | | | 46 | 466 | 21 794 500 | 46 | 466 | 21 794 500 | 0.25 | | 74 250 | 18 | 256 | 11 406 500 | 18 | 256 | 11 480 750 |
| North Macedonia | | | 22 000 | 1 | 36 | 1 061 800 | 1 | 36 | 1 083 800 | | | 18 700 | | 15 | 421 900 | | 15 | 440 600 |
| Norway | 1 | | 153 000 | 3 | 18 | 1 964 900 | 4 | 18 | 2 117 900 | 1.5 | | 224 000 | 2 | 17 | 1 583 200 | 4 | 17 | 1 807 200 |
| Pakistan | | | | 16 | 338 | 15 270 100 | 16 | 338 | 15 270 100 | 0.25 | | 63 000 | 18 | 306 | 11 351 000 | 18 | 306 | 11 414 000 |
| Palau | | | 5 000 | 1 | 4 | 211 200 | 1 | 4 | 216 200 | | | 2 500 | 1 | 4 | 246 700 | 1 | 4 | 249 200 |
| Panama | 0.5 | | 101 000 | 1 | 14 | 879 100 | 1.5 | 14 | 980 100 | | | | | 20 | 1 062 000 | | 20 | 1 062 000 |
| Papua New Guinea | | | 11 400 | 1 | 5 | 380 500 | 1 | 5 | 391 900 | | | 11 400 | 1 | 4 | 262 800 | 1 | 4 | 274 200 |
| Paraguay | | 1 | 150 800 | | 13 | 473 400 | | 14 | 624 200 | 0.75 | 0.75 | 222 250 | | 4 | 150 400 | 1 | 5 | 372 650 |
| Peru | 1 | | 235 600 | 6 | 180 | 7 478 100 | 7 | 180 | 7 713 700 | 1.5 | | 360 000 | 6 | 63 | 5 841 900 | 8 | 63 | 6 201 900 |
| Philippines | 1.5 | | 24 300 | 7 | 160 | 3 634 700 | 8.5 | 160 | 3 659 000 | 1.75 | | 16 700 | 5 | 153 | 3 519 600 | 7 | 153 | 3 536 300 |
| Poland | 1.5 | | 254 300 | 5 | 194 | 12 964 800 | 6.5 | 194 | 13 219 100 | 1.75 | | 383 800 | 21 | 309 | 19 718 800 | 23 | 309 | 20 102 600 |
| Portugal | 1.5 | 1 | 83 500 | 5 | 14 | 832 300 | 6.5 | 15 | 915 800 | 1.5 | 1.5 | 179 000 | 5 | 16 | 979 300 | 7 | 18 | 1 158 300 |
| Qatar | 2 | | 492 700 | 13 | 105 | 26 670 500 | 15 | 105 | 27 163 200 | 1.5 | | 323 000 | 35 | 51 | 12 567 400 | 37 | 51 | 12 890 400 |
| Republic of Moldova | 0.5 | 0.5 | 183 400 | 10 | 73 | 3 645 400 | 10.5 | 73.5 | 3 828 800 | 0.75 | 0.75 | 237 000 | 7 | 41 | 1 664 100 | 8 | 42 | 1 901 100 |
| Romania | | 1 | 102 400 | | 20 | 459 000 | | 21 | 561 400 | | 1.5 | 157 900 | | 11 | 290 400 | | 13 | 448 300 |
| Russian Federation | 0.5 | 0.5 | 211 700 | 1 | 29 | 1 904 400 | 1.5 | 29.5 | 2 116 100 | 0.75 | 0.75 | 280 500 | 1 | 25 | 1 728 900 | 2 | 26 | 2 009 400 |

## OPERATIONAL PART OF THE BUDGET

Header structure — for each year (2024 Restated, 2025 estimate) three groups are shown: **Operational Support Income (OSI)**, **Project funds (PF)**, **Total**. Each group lists Staff positions (P, NO/GS) and costs.

| OPERATIONAL PART OF THE BUDGET | 2024 OSI — P | 2024 OSI — NO/GS | 2024 OSI — Staff, office and other costs | 2024 PF — P | 2024 PF — NO/GS | 2024 PF — Staff, office and other costs | 2024 Total — P | 2024 Total — NO/GS | 2024 Total costs | 2025 OSI — P | 2025 OSI — NO/GS | 2025 OSI — Staff, office and other costs | 2025 PF — P | 2025 PF — NO/GS | 2025 PF — Staff, office and other costs | 2025 Total — P | 2025 Total — NO/GS | 2025 Total costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Country Offices (continued)** | | | | | | | | | | | | | | | | | | |
| Rwanda | | | | 8 | 73 | 4 280 100 | 8 | 73 | 4 280 100 | | | | 9 | 102 | 4 832 000 | 9 | 102 | 4 832 000 |
| Samoa | | | | | | | | | | | | | 1 | 2 | 303 100 | 1 | 2 | 303 100 |
| Saudi Arabia | 1 | | 273 000 | 4 | 4 | 486 300 | 5 | 4 | 759 300 | 3 | 1 | 884 000 | 3 | 3 | 339 300 | 6 | 4 | 1 223 300 |
| Serbia | | | 120 000 | 3 | 68 | 2 726 400 | 3 | 68 | 2 846 400 | | | 50 000 | | 50 | 2 087 900 | | 50 | 2 137 900 |
| Sierra Leone | | | 40 000 | 4 | 27 | 910 500 | 4 | 27 | 950 500 | | | 40 000 | 2 | 20 | 596 400 | 2 | 20 | 636 400 |
| Slovakia | | 1 | 104 800 | 2 | 48 | 991 200 | 2 | 49 | 1 096 000 | | 1.5 | 143 600 | 2 | 45 | 1 056 500 | 2 | 47 | 1 200 100 |
| Slovenia | | 0.5 | 53 300 | | | | | 0.5 | 53 300 | | 0.75 | 65 900 | | | 21 300 | | 1 | 87 200 |
| Solomon Islands | | | 35 000 | 4 | 7 | 1 000 400 | 4 | 7 | 1 035 400 | | | 35 000 | 3 | 6 | 661 600 | 3 | 6 | 696 600 |
| Somalia | | | 32 100 | 29 | 70 | 9 422 100 | 29 | 70 | 9 454 200 | | | 32 100 | 34 | 84 | 14 779 600 | 34 | 84 | 14 811 700 |
| South Africa | 1 | | 169 200 | 7 | 76 | 4 611 300 | 8 | 76 | 4 780 500 | | | 8 700 | 3 | 61 | 3 704 800 | 3 | 61 | 3 713 500 |
| South Sudan | | | 86 000 | 48 | 226 | 16 079 800 | 48 | 226 | 16 165 800 | | | | 27 | 148 | 11 973 000 | 27 | 148 | 11 973 000 |
| Spain | | 1 | 151 800 | 1 | 31 | 2 163 500 | 1 | 32 | 2 315 300 | | 1.5 | 200 000 | | 24 | 1 902 000 | | 26 | 2 102 000 |
| Sudan | | | 56 000 | 18 | 96 | 7 026 100 | 18 | 96 | 7 082 100 | | | 40 000 | 9 | 49 | 3 558 700 | 9 | 49 | 3 598 700 |
| Suriname | | | | | | | | | | | | | | | 2 700 | | | 2 700 |
| Tajikistan | | | 31 300 | 2 | 39 | 1 371 300 | 2 | 39 | 1 402 600 | | | 31 300 | 1 | 33 | 1 036 600 | 1 | 33 | 1 067 900 |
| Thailand | 1 | | 220 500 | 28 | 149 | 12 742 800 | 29 | 149 | 12 963 300 | 1.5 | | 332 250 | 37 | 203 | 15 234 800 | 39 | 203 | 15 567 050 |
| Timor-Leste | | | 7 000 | 1 | 4 | 168 200 | 1 | 4 | 175 200 | | | 3 000 | 1 | 6 | 370 200 | 1 | 6 | 373 200 |
| Togo | | | | 1 | 6 | 371 300 | 1 | 6 | 371 300 | | | | 2 | 11 | 560 800 | 2 | 11 | 560 800 |
| Tonga | | | 25 000 | | 2 | 158 900 | | 2 | 183 900 | | | 22 000 | | 3 | 98 500 | | 3 | 120 500 |
| Trinidad and Tobago | | | 65 000 | | 25 | 540 200 | | 25 | 605 200 | | | 65 000 | | 1 | 9 900 | | 1 | 74 900 |
| Tunisia | | | 25 000 | 7 | 71 | 2 874 600 | 7 | 71 | 2 899 600 | | | 25 000 | 19 | 102 | 5 296 800 | 19 | 102 | 5 321 800 |
| Türkiye | 4 | | 681 500 | 28 | 361 | 15 220 400 | 32 | 361 | 15 901 900 | 1.5 | | 396 000 | 17 | 246 | 11 103 900 | 19 | 246 | 11 499 900 |
| Turkmenistan | | | 15 000 | | 4 | 99 100 | | 4 | 114 100 | | | 15 000 | | 6 | 139 000 | | 6 | 154 000 |
| Tuvalu | | | | | 1 | 80 900 | | 1 | 80 900 | | | | | 1 | 45 200 | | 1 | 45 200 |
| Uganda | | | | 17 | 184 | 8 259 900 | 17 | 184 | 8 259 900 | | | | 13 | 219 | 10 414 600 | 13 | 219 | 10 414 600 |
| Ukraine | | | 74 000 | 108 | 515 | 24 242 600 | 108 | 515 | 24 316 600 | | | 74 000 | 62 | 295 | 13 542 100 | 62 | 295 | 13 616 100 |
| United Arab Emirates | | | | 10 | 10 | 3 151 700 | 10 | 10 | 3 151 700 | | | | 2 | 1 | 1 068 800 | 2 | 1 | 1 068 800 |
| United Republic of Tanzania | | | 2 000 | 13 | 145 | 7 908 400 | 13 | 145 | 7 910 400 | | | | 13 | 144 | 10 430 000 | 13 | 144 | 10 430 000 |
| United States country offices | | | | 25 | 123 | 36 853 900 | 25 | 123 | 36 853 900 | | | | 5 | 194 | 35 542 000 | 5 | 194 | 35 542 000 |
| Uruguay | | | 60 000 | 1 | 15 | 339 900 | 1 | 15 | 399 900 | | | 59 300 | | 8 | 475 700 | | 8 | 535 000 |
| Uzbekistan | | | 25 000 | 3 | 15 | 526 400 | 3 | 15 | 551 400 | | | 24 000 | | 11 | 383 100 | | 11 | 407 100 |
| Vanuatu | | | 35 000 | 1 | 5 | 358 200 | 1 | 5 | 393 200 | | | 35 000 | 4 | 10 | 887 400 | 4 | 10 | 922 400 |
| Venezuela (Bolivarian Republic of) | | | 93 800 | 1 | 9 | 706 800 | 1 | 9 | 800 600 | | | 143 600 | 1 | 22 | 1 216 400 | 1 | 22 | 1 360 000 |
| Viet Nam | | | | 10 | 105 | 5 741 400 | 10 | 105 | 5 741 400 | | | | 7 | 121 | 5 823 600 | 7 | 121 | 5 823 600 |
| Yemen | | | | 21 | 45 | 7 312 300 | 21 | 45 | 7 312 300 | | | | 39 | 47 | 12 643 500 | 39 | 47 | 12 643 500 |
| Zambia | | | 33 000 | 2 | 26 | 1 564 200 | 2 | 26 | 1 597 200 | | | 25 700 | 2 | 32 | 1 625 900 | 2 | 32 | 1 651 600 |
| Zimbabwe | | | 30 000 | 9 | 95 | 5 660 400 | 9 | 95 | 5 690 400 | | | 30 000 | 6 | 95 | 4 498 000 | 6 | 95 | 4 528 000 |
| **Other offices** | | | | | | | | | | | | | | | | | | |
| Kosovo[a] | | | 64 000 | 6 | 35 | 1 608 700 | 6 | 35 | 1 672 700 | | | 61 000 | 2 | 20 | 951 500 | 2 | 20 | 1 012 500 |
| Office of the Special Envoy for the Regional Response to the Venezuela Situation | | | | 1 | 1 | 194 000 | 1 | 1 | 194 000 | | | | 4 | 3 | 778 100 | 4 | 3 | 778 100 |
| **Subtotal** | 32.5 | 20 | 12 015 800 | 1 108 | 9 561 | 574 295 100 | 1 140.5 | 9 581 | 586 310 900 | 39.75 | 28.5 | 14 934 250 | 1 033 | 10 579 | 604 074 800 | 1 073 | 10 608 | 619 009 050 |
| **Total - Field** | 203 | 151.1 | 65 159 800 | 1 339 | 11 785 | 704 084 100 | 1 541.5 | 11 936.1 | 769 243 900 | 288.25 | 262.55 | 90 686 550 | 1 244 | 12 720 | 750 899 400 | 1 532 | 12 983 | 841 585 950 |
| **Total - Headquarters and Field** | 472.5 | 517.1 | 140 332 600 | 1 475 | 12 034 | 732 204 800 | 1 947.5 | 12 551.1 | 872 537 400 | 677.5 | 707.55 | 199 534 370 | 1 350 | 12 893 | 770 085 500 | 2 028 | 13 601 | 969 619 870 |

## OPERATIONAL PART OF THE BUDGET

| OPERATIONAL PART OF THE BUDGET | 2024 Restated — OSI Staff P | OSI NO/GS | OSI Staff, office and other costs | 2024 Proj. Staff P | Proj. NO/GS | Proj. Staff, office and other costs | 2024 Total Staff P | Total NO/GS | Total costs | 2025 estimate — OSI Staff P | OSI NO/GS | OSI Staff, office and other costs | 2025 Proj. Staff P | Proj. NO/GS | Proj. Staff, office and other costs | 2025 Total Staff P | Total NO/GS | Total costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GLOBAL ACTIVITIES** | | | | | | | | | | | | | | | | | | |
| Other staff benefits | | | 5 615 300 | | | | | | 5 615 300 | | | 5 309 200 | | | | | | 5 309 200 |
| Information and communications technology | 13 | 2 | 13 337 600 | | | | 13 | 2 | 13 337 600 | 14 | 2 | 15 903 630 | | | | 14 | 2 | 15 903 630 |
| Communications | | | 50 000 | | | | | | 50 000 | | | 50 000 | | | | | | 50 000 |
| Contractual services | | | 1 282 800 | | | | | | 1 282 800 | | | 1 282 800 | | | | | | 1 282 800 |
| General office | | | 1 100 000 | | | | | | 1 100 000 | | | 1 400 000 | | | | | | 1 400 000 |
| Global activities | 2 | | 2 223 000 | | | | 2 | | 2 223 000 | | | 1 960 000 | | | | | | 1 960 000 |
| Office of Staff Security | 16 | 24 | 21 047 500 | | | | 16 | 24 | 21 047 500 | 19 | 26 | 22 196 400 | | | | 19 | 26 | 22 196 400 |
| Project Information and Management Application (PRIMA) | 3 | 2 | 1 488 200 | | | | 3 | 2 | 1 488 200 | | 2 | 1 071 000 | | | | | 2 | 1 071 000 |
| Unbudgeted activities and structures | | | 8 000 000 | | | | | | 8 000 000 | | | 8 000 000 | | | | | | 8 000 000 |
| United Nations cost-sharing fees | | | | | | | | | | | | 769 600 | | | | | | 769 600 |
| Junior Profesional Officers | | | | 29 | | 2 878 000 | 29 | | 2 878 000 | | | | 32 | | 1 699 200 | 32 | | 1 699 200 |
| Special assignment and support | | | | 4 | | 812 400 | 4 | | 812 400 | | | | 7 | | 1 447 100 | 7 | | 1 447 100 |
| **Total - Other costs** | **34** | **28** | **54 144 400** | **33** | | **3 690 400** | **67** | **28** | **57 834 800** | **33** | **30** | **57 942 630** | **39** | **-** | **3 146 300** | **72** | **30** | **61 088 930** |
| **PROJECTS** | | | | | | | | | | | | | | | | | | |
| Annual support for African Union migration policy formulation and dialogues | | | 80 000 | | | | | | 80 000 | | | 80 000 | | | | | | 80 000 |
| 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 |
| Inter-American Course on Migration | | | 63 000 | | | | | | 63 000 | | | 63 000 | | | | | | 63 000 |
| 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 |
| Technical Cooperation Project to Strengthen the Puebla Process | | | 20 000 | | | | | | 20 000 | | | 20 000 | | | | | | 20 000 |
| Loan funds administration | | | | 1 | 5 | 1 646 600 | 1 | 5 | 1 646 600 | | | | | 8 | 1 868 900 | | 8 | 1 868 900 |
| **Total - Projects** | | | **523 000** | **1** | **5** | **1 646 600** | **1** | **5** | **2 169 600** | | | **523 000** | | **8** | **1 868 900** | | **8** | **2 391 900** |
| **IOM DEVELOPMENT FUND** | | | | | | | | | | | | | | | | | | |
| IOM Development Fund – Line 1 | | | 1 400 000 | | | | | | 1 400 000 | | | 1 400 000 | | | | | | 1 400 000 |
| IOM Development Fund – Line 2 | | 7 | 13 600 000 | | | | | 7 | 13 600 000 | | 7 | 13 600 000 | | | | | 7 | 13 600 000 |
| **Total - IOM Development Fund** | | **7** | **15 000 000** | | | | | **7** | **15 000 000** | | **7.0** | **15 000 000** | | | | | **7** | **15 000 000** |
| **TOTAL** | **506.5** | **552** | **210 000 000** | **1 509** | **12 039** | **737 541 800** | **2 015.5** | **12 591** | **947 541 800** | **710.5** | **744.55** | **273 000 000** | **1 389** | **12 901** | **775 100 700** | **2 100** | **13 646** | **1 048 100 700** |

# ANNEX V – MOVEMENT ESTIMATES

| Service | Programme/Project | Region of origin | Total | United States | Canada | Australia | United Kingdom | New Zealand | Belgium | Bulgaria | Croatia | Denmark | Finland | France | Germany | Iceland | Ireland | Italy | Luxembourg | Netherlands (Kingdom of the) | Norway | Portugal | Romania | Spain | Sweden |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | | | | | | Countries of destination | | | | | European Economic Area |
| | Resettlement Assistance | Africa | 80 438 | 38 019 | 27 323 | 3 275 | 772 | 300 | 664 | | | 40 | 20 | 1 089 | 7 418 | | | | | 339 | 550 | 354 | | | 275 |
| | | Middle East | 50 718 | 30 036 | 6 209 | 4 962 | 219 | 300 | 322 | | | | 35 | 324 | 3 450 | | 856 | 270 | | 280 | 235 | | 70 | 3 150 | |
| | | Latin America and the Caribbean | 43 504 | 42 000 | 825 | 529 | | 150 | | | | | | | | | | | | | | | | | |
| | | North America | 37 | | 37 | | | | | | | | | | | | | | | | | | | | |
| | | Asia and Oceania | 50 968 | 24 626 | 10 099 | 7 344 | 2 163 | 750 | | | | | | | 3 334 | | | 2 430 | | | | 142 | | | |
| | | Europe | 39 864 | 30 519 | 4 622 | | 254 | | | | | | | 450 | 3 000 | | | | | 470 | 315 | 204 | 30 | | |
| | | Others (undetermined departure countries) | 5 263 | | | 265 | 186 | | 107 | 100 | 100 | 400 | 48 | 1 155 | 208 | 230 | 144 | | 10 | 135 | 100 | | | 1 450 | 625 |
| | | Subtotal | 270 792 | 165 200 | 49 115 | 16 375 | 3 594 | 1 500 | 1 093 | 100 | 100 | 440 | 103 | 3 018 | 17 410 | 230 | 1 000 | 2 700 | 10 | 1 224 | 1 200 | 700 | 100 | 4 600 | 900 |
| | Humanitarian Assistance to Stranded Migrants | Other (undetermined departure countries) | 400 | | | | | | | | | | | | | | | | | | | | | | |
| | | Subtotal | 400 | | | | | | | | | | | | | | | | | | | | | | |
| Movement, Emergency and Post-crisis Programming | Emergency Response and Assistance to Displaced Populations | Africa | 87 610 | | | | | | | | | | | | | | | | | | | | | | |
| | | Middle East | 4 200 | | | | | | | | | | | | | | | | | | | | | | |
| | | Europe | 1 400 | | | | | | | | | | | | | | | | | | | | | | |
| | | Subtotal | 93 210 | | | | | | | | | | | | | | | | | | | | | | |
| | Movement, Emergency and Post-crisis Programming – Total | | 364 402 | 165 200 | 49 115 | 16 375 | 3 594 | 1 500 | 1 093 | 100 | 100 | 440 | 103 | 3 018 | 17 410 | 230 | 1 000 | 2 700 | 10 | 1 224 | 1 200 | 700 | 100 | 4 600 | 900 |

**Countries of destination**

| Service | Programme/Project | Region of origin | Bangladesh | Benin | Burkina Faso | Cameroon | Chad | Côte d'Ivoire | Egypt | Ethiopia | Gambia | Ghana | Guinea | Guinea Bissau |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Movement, Emergency and Post-crisis Programming | Resettlement Assistance | Africa | | | | | | | | | | | | |
| | | Middle East | | | | | | | | | | | | |
| | | Latin America and the Caribbean | | | | | | | | | | | | |
| | | North America | | | | | | | | | | | | |
| | | Asia and Oceania | | | | | | | | | | | | |
| | | Europe | | | | | | | | | | | | |
| | | Other (undetermined departure countries) | | | | | | | | | | | | |
| | | **Subtotal** | | | | | | | | | | | | |
| | Humanitarian Assistance to Stranded Migrants | Other (undetermined departure countries) | | | | | | | | | | | | |
| | | **Subtotal** | | | | | | | | | | | | |
| | Emergency Response and Assistance to Displaced Populations | Africa | 6 700 | 230 | 3 100 | 450 | 4 600 | 1 100 | 1 400 | 350 | 2 900 | 4 900 | 2 200 | 220 |
| | | Middle East | 31 | | | | | | 31 | 4 076 | | | | |
| | | Europe | | | | | | | | | | | | |
| | | **Subtotal** | 6 731 | 230 | 3 100 | 450 | 4 600 | 1 100 | 1 431 | 4 426 | 2 900 | 4 900 | 2 200 | 220 |
| **Movement, Emergency and Post-crisis Programming – Total** | | | 6 731 | 230 | 3 100 | 450 | 4 600 | 1 100 | 1 431 | 4 426 | 2 900 | 4 900 | 2 200 | 220 |

**Countries of destination**

| Service | Programme/Project | Region of origin | Japan | Republic of Korea | Lebanon | Mali | Niger | Nigeria | Pakistan | Senegal | Somalia | Togo | Others (undetermined destination countries) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Movement, Emergency and Post-crisis Programming | Resettlement Assistance | Africa | | | | | | | | | | | |
| | | Middle East | | | | | | | | | | | |
| | | Latin America and the Caribbean | | | | | | | | | | | |
| | | North America | | | | | | | | | | | |
| | | Asia and Oceania | 50 | 30 | | | | | | | | | |
| | | Europe | | | | | | | | | | | |
| | | Other (undetermined departure countries) | | | | | | | | | | | |
| | | **Subtotal** | 50 | 30 | | | | | | | | | |
| | Humanitarian Assistance to Stranded Migrants | Other (undetermined departure countries) | | | | | | | | | | | 400 |
| | | **Subtotal** | | | | | | | | | | | 400 |
| | Emergency Response and Assistance to Displaced Populations | Africa | | | | 6 800 | 7 900 | 7 000 | 1 900 | 700 | 700 | 260 | 34 200 |
| | | Middle East | | | | | | | 31 | | | | |
| | | Europe | | | | | | | | | | | 1 400 |
| | | **Subtotal** | | | | 6 800 | 7 900 | 7 000 | 1 931 | 700 | 700 | 260 | 35 600 |
| **Movement, Emergency and Post-crisis Programming – Total** | | | 50 | 30 | | 6 800 | 7 900 | 7 000 | 1 931 | 700 | 700 | 260 | 36 000 |

| Service | Programme/Project | Region of origin | Countries/Regions of destination | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Total | Canada | United Kingdom | Spain | Chile | Australia | United States | Finland | Germany | Italy | France | Argentina | Netherlands (Kingdom of the) |
| | Immigration and Visas[b] | Africa | 14 | 5 | | | | 273 | 3 | 6 | | | | | | |
| | | Asia and Oceania | 534 | 25 | 24 | | 64 | 54 | 21 | 76 | | 4 | 3 | 8 | 25 |
| | | Europe | 2 113 | | | | 410 | 19 | | | 18 | | | 114 | 30 |
| | | Latin America and the Caribbean | 1 113 | 54 | 136 | 701 | 38 | 84 | 271 | 7 | 221 | 198 | 256 | 19 | |
| | | Middle East | 3 | | | | | 5 | | | 2 | | | | |
| | | North America | 295 | | | | 61 | | | | | | | 19 | |
| | | **Subtotal** | **4 072** | **84** | **160** | **701** | **573** | **435** | **295** | **89** | **241** | **202** | **259** | **160** | **55** |
| | Movements of Self-Paying Migrants | Africa | 2 549 | 1 626 | 453 | 227 | 103 | 57 | 52 | 2 | 14 | | 8 | 11 | 1 |
| | | Asia and Oceania | 176 | 21 | 1 | | 102 | 17 | | 4 | 1 | | 7 | 3 | |
| | | Europe | 32 | 2 | | | 9 | 4 | 1 | 2 | 1 | | 1 | 1 | 3 |
| | | Latin America and the Caribbean | 47 | | 8 | | | | | 5 | 1 | | | | |
| | | Middle East | 24 | 3 | | | 7 | 3 | 2 | 9 | 3 | 17 | | | |
| | | **Subtotal** | **2 828** | **1 652** | **462** | **227** | **221** | **81** | **55** | **22** | **20** | **17** | **16** | **15** | **4** |
| Facilitating Migration[a] | | **Facilitating Migration – Total** | **6 900** | **1 736** | **622** | **928** | **794** | **516** | **350** | **111** | **261** | **219** | **275** | **175** | **59** |

| Service | Programme/Project | Region of origin | Countries/Regions of destination | | | | | | | Other countries in | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Norway | Sweden | Denmark | Brazil | Cyprus | Ireland | New Zealand | Africa | Middle East | Latin America and the Caribbean | Asia and Oceania | Europe |
| | Immigration and Visas[b] | Africa | | | | | | | 24 | | | | | |
| | | Asia and Oceania | | | | | | | 3 | 1 | 2 | | 43 | 97 |
| | | Europe | | | | 76 | | | | | | | | |
| | | Latin America and the Caribbean | | | | | 54 | | 29 | 13 | 1 | 220 | | 195 |
| | | Middle East | | | | | | | | | | | | |
| | | North America | | | | | | | | | | | | |
| | | **Subtotal** | | | | **76** | **54** | | **56** | **14** | **3** | **220** | **43** | **292** |
| | Movements of Self-Paying Migrants | Africa | | | | | | | | | 1 | | | 2 |
| | | Asia and Oceania | 3 | | 1 | | | | | | | | | |
| | | Europe | | | | | | | | 15 | | 2 | | 1 |
| | | Latin America and the Caribbean | | | 2 | | | | | | | | 2 | 4 |
| | | Middle East | | | | | | | | | | | | |
| | | **Subtotal** | **3** | | **3** | | | | | **15** | **1** | **2** | **2** | **7** |
| Facilitating Migration[a] | | **Facilitating Migration – Total** | **3** | | **3** | **76** | **54** | | **56** | **29** | **4** | **222** | **45** | **299** |

[a] Movements estimates based on 2024 movements.
[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.

| Service | Programme/Project | Region of origin[a] | Total | Libya | Niger | Tunisia | Algeria | Germany | Yemen | Djibouti | Greece | Belgium | Morocco | Africa | Middle East | Latin America and the Caribbean | North America | Oceania and Asia | Europe |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking | Africa | 38 310 | 14 124 | 2 082 | 5 407 | 1 496 | | 648 | 748 | 40 | 59 | 233 | 11 844 | 926 | 151 | | 251 | 301 |
| | | Middle East | 620 | 109 | | 73 | | | | | 22 | 13 | | 23 | 211 | 41 | | 92 | 36 |
| | | Latin America and the Caribbean | 3 564 | 2 | | | | 2 | | | 2 | 48 | 1 | 6 | 44 | 3 088 | | 8 | 363 |
| | | North America | 283 | | | 13 | | | | | | | | 14 | | 215 | | 7 | 34 |
| | | Asia and Oceania | 3 359 | 912 | | 78 | 6 | | | | 76 | 37 | 10 | 63 | 164 | 244 | | 1 499 | 270 |
| | | Europe | 1 742 | 1 | | 12 | | 12 | | | 562 | 142 | | 36 | 35 | 440 | | 26 | 476 |
| | | **Subtotal** | 47 878 | 15 148 | 2 082 | 5 583 | 1 502 | 14 | 648 | 748 | 702 | 299 | 244 | 11 986 | 1 380 | 4 179 | | 1 883 | 1 480 |
| Regulating Migration | Return Assistance for Migrants and Governments | Africa | 54 979 | 9 198 | 15 451 | 5 537 | 6 350 | 460 | 3 554 | 2 967 | 102 | 135 | 2 113 | 5 862 | 272 | 1 | | 128 | 2 849 |
| | | Middle East | 1 438 | 12 | | 1 | | 513 | 18 | | 100 | 48 | | | 88 | | | | 658 |
| | | Latin America and the Caribbean | 5 990 | | | | | 261 | | | 22 | 1 266 | 1 | 15 | 4 | 2 516 | 1 | 22 | 1 882 |
| | | North America | 163 | | | | | 48 | | | | | | 6 | | 51 | | 17 | 41 |
| | | Asia and Oceania | 6 118 | 2 332 | | 57 | 18 | 447 | 172 | 2 | 274 | 212 | 24 | 64 | 135 | | | 431 | 1 950 |
| | | Europe | 10 958 | 1 | | 1 | | 5 056 | | | 2 146 | 547 | | 43 | | 3 | | 25 | 3 137 |
| | | **Subtotal** | 79 646 | 11 542 | 15 451 | 5 596 | 6 368 | 6 785 | 3 744 | 2 969 | 2 644 | 2 208 | 2 138 | 5 990 | 411 | 2 571 | 1 | 711 | 10 517 |
| | | **Regulating Migration – Total** | 127 524 | 26 690 | 17 533 | 11 179 | 7 870 | 6 799 | 4 392 | 3 717 | 3 346 | 2 507 | 2 382 | 17 976 | 1 791 | 6 750 | 1 | 2 594 | 11 997 |

[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.