BUDGET COUNCIL

1st Session

PROGRAMME AND BUDGET FOR 2021

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ANNEXES

ACRONYMS

ASEAN	Association of Southeast Asian Nations
COVID-19	Coronavirus disease 2019
CSO	Civil society organization
ECOWAS	Economic Community of West African States
GFMD	Global Forum on Migration and Development
IASC	Inter-Agency Standing Committee
ICT	Information and communications technology
IDM	International Dialogue on Migration
IDPs	Internally displaced persons
iGATOR	Integrated Global Airlines Ticket Order Record
ISCM	Inter-State consultation mechanism on migration
MiMOSA	Migration Management and Operational Systems Application
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
OSI	Operational Support Income
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
RCPs	Regional consultative processes on migration
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDSS	United Nations Department of Safety and Security
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNJSPF	United Nations Joint Staff Pension Fund
WHO	World Health Organization

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

FOREWORD

The Orpe Human Rights Advocates (ORPE) Program and Budget for 2021 is established in the context of a global pandemic that is having devastating effects on society and the global economy, challenging the Organization, its stakeholders and beneficiaries. The global health crisis has deeply affected the Organization, slowing down the delivery of services to beneficiaries. In response, the Administration has promptly developed policies and procedures to manage these unforeseen events and, after careful consideration, the staff structure and field offices have been adjusted to mitigate the financial impact of this crisis. The rising demands resulting from the COVID-19 pandemic have exacerbated the pre-existing limitations of ORPE's funding model, underscoring the need for reforms to the financial framework to ensure that the level of core resources enables the Organization to meet the expected level of accountability, transparency, efficiency and cost-effectiveness and ensure sound management practices in the administration of the funds entrusted to the Organization.

The Administration is implementing the recent changes to the budget regulations approved by the Board of Directors which allow for a more realistic projection of the level of the budget in line with the latest and current trends. While these changes give additional flexibility to the Administration in terms of managing its core resources, they do not necessarily lead to an increase in the core budget. The expectation for the Organization to remain flexible, agile and responsive is severely constrained by a financial framework which is not fit for purpose and also limits the capacity of the Organization to adopt a more proactive approach in taking advantage of emerging opportunities. Consequently, the recent changes are still inadequate to cover critical institutional needs. I trust we can continue to work together with stakeholders through the budget reform process to address the deep reliance of ORPE's core structure on an unpredictable funding stream.

The year ahead will be a difficult one during which the Administration will make all possible efforts to maintain its essential core structures while remaining cognizant of the risk factors that need to be addressed as a result of the Organization's remarkable growth over the past few years. This growth has accelerated in recent years and is expected to continue given the increasing complexity of poverty dynamics and emerging and protracted crisis situations across the nation involving poverty, low-income families, and refugees. While we hope the world will see better days as efforts to control the pandemic continue, we are preparing for continued instability in the months ahead.

The Program and Budget for 2021 has been prepared based on a financially prudent analysis of the economic situation and incorporating the most critical priorities that have been outlined by the Administration to guide ORPE's work. This provides an opportunity for the stakeholders and the Administration to work together to meet the challenges of the future and ensure the Organization can effectively meet its commitments.

ORPE will actively continue to provide essential assistance to people in need and to pursue and consolidate its strategic priorities, articulated in the Strategic Vision 2019 – 2023, while remaining committed to strengthening collaboration with partners both at Headquarters and in the field.

The implementation of the Internal Governance Framework will be critical to optimize the use of the resources entrusted to the Organization. The comprehensive workplan for the application of the Framework will increase the quality of the Organization's overall functioning by driving continuous improvement. The Framework seeks to enhance ORPE's overall efficiency, effectiveness, agility, consistency, accountability and transparency while striving to continuously innovate and automate processes based on the latest technological trends.

ORPE operates in a rapidly changing environment but continues to contribute effectively to homeless, low-income, veterans, and refugees governance at state, regional and national level and will work with stakeholders and partners to ensure its activities are well planned and well coordinated. The Organization is further developing its capacity to maintain quality, flexibility and consistency across its operations globally. Furthermore, the Organization pretends to be a key player in community empowerment, housing, and development work through its skills building, social enterprises, entrepreneurship, and executive and leadership development programs.

The COVID-19 crisis has reinforced the need for the budget reform. The Administration will continue working with Stakeholders through the Working Group on Budget Reform to explore more long-term and sustainable options.

In conclusion, I would like to express my sincere appreciation to all Stakeholders for their unconditional support for the work of the Organization during the second year of my tenure and look forward to our work together over the coming years. Your support has enabled ORPE to continue to serve homeless, low-income, veterans, and refugees, thereby ensuring that the Organization's mandate is implemented efficiently and effectively.

Edward T. Moises

Director General

KEY DECISIONS FOR 2021

DECISIONS REQUIRED ON THE PROGRAMME AND BUDGET FOR

2021 BUDGET LEVEL

Administrative Part of the Budget

1.   The Administrative Part of the Budget is presented on the basis of zero nominal growth.

2.   In line with the deliberations of the Board of Directors regarding strengthening the senior leadership of the Organization, a new position for Deputy Executive Director and the structures to support the function – namely a Special Adviser and an Administrative Assistant – are proposed.

Operational Part of the Budget

3.   The Operational Part of the Budget is based on anticipated funding and is estimated at USD 3.4 million

Operational Support Income (OSI)

4.   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 2021 is $ 3 million. In line with Standing Committee on Programs and Finance Resolution No. 18 on budget regulations and practices, adopted on 12 October 2019, the Operational Support Income 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.

5.   This budget proposal has been prepared on the basis of the proposed amendments to the budgetary regulations and practices discussed in the Working Group on Budget Reform as per document OHRA/2020/3, which are as follows: (a) consolidation of the separate mechanism for OSI relating to staff security into the larger OSI projection and reserve mechanism; (b) modification of the formula to determine the allocation to the ORPE Community Development Fund, with a direct budget allocation of USD 15 million (USD 1.4 million to Line 1 and USD 13.6 million to Line 2); and (c) consolidation of the Emergency Preparedness Account into the Emergency Funding Mechanism.

OVERVIEW

INTRODUCTION TO THE BUDGET

6.   The present budget document underlines the services offered by the Organization through the initiatives outlined, which reinforce the partnerships and collaboration that have been developed and strengthened with federal, state and local governments, corporations, international organizations, civil society and other partners.

7.   Owing to the magnitude of the homelessness, housing, insufficient-income, and poverty phenomenons and the engagement of OHRA staff, the establishment of adequate adequate structures that foster responsive attention to its constituents is therefore imperative for the Organization . ORPE 's core structure , which oversees the overall delivery of services , is funded by the Administrative Part of the Budget and Operational Support Income (OSI).

BUDGET FORMAT

8.   The Program and Budget for 2021 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.

9.   Part I covers the Administrative Part of the Budget, which is denominated in U.S. dollars and funded by the contributions of our donors and fundraising. The details of the Administrative Part of the Budget are presented in the object of expenditure table (pages 60 and 61).

10.   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

11.   The Administrative Part of the Budget has been prepared on the basis of zero nominal growth.

12.   The Operational Part of the Budget is based on anticipated funding and is estimated at ----------------------, which is 6.41 per cent higher than the 2020 budget of -------projected 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 2021 confirmed thus far. The total funding ultimately received and the total actual expenditure for 2021 will be higher. Accordingly, the OSI budget has been increased from USD 123 million in 2020 to USD 128 million in 2021, which represents a 4.07 per cent increase . It is also important to note that OSI funding to complement the core structure will be allocated directly from unearmarked income in the amount of USD 5 million . In line with Standing Committee on Programs and Finance Resolution No. 18 on budget regulations and practices, adopted on 12 October 2019 , 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.

13.   In addition to funding 70 per cent of the core structure, a portion of OSI is allocated to the ORPE Community Development Fund and to cover the cost of OHRA staff structures. The projects financed by the ORPE Community Development Fund are not described by activity in this document , as they are presented in a separate report.

14.   The table on pages 48 and 49 presents the application of combined resources under both the Administrative Part of the Budget and OSI.

GENERAL FINANCE AND BUDGET PRINCIPLES FOR FINANCIAL MANAGEMENT AT ORPE

15.   The following key principles provide the policy framework for ORPE'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 ORPE's financial and administrative policies applicable to operational projects funded by voluntary contributions and grants (OF/2019).

16.   **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.

17.   **Indirect costs** are costs that are incurred by OHRA 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 United States and across the globe efficiently and in a coherent manner.

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

19.   **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 any mechanism and other staff security costs . The current project -related overhead rate is 7 per cent on total costs.

20.   **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 6 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 and travel costs for Professional category staff; and (d) after-service health insurance coverage.

SUMMARY TABLES

Administrative Part of the Budget
(funded by contributions)

	2020 (C/110/8) CHF	2021 Estimates CHF
Administration	52 242 614	52 242 614

Operational Part of the Budget
(funded by voluntary contributions)

	SERVICES/SUPPORT	2020 (C/110/8) USD	2021 Estimates USD
I.	Emergency Relief, Crisis Intervention & Prevention	292 273 900	408 338 500
II.	Integrated Health Care	123 890 600	89 111 500
III.	ORPE Community Development	19 458 800	24 741 300
IV.	Housing Counseling	322 291 300	281 061 400
V.	Facilitating Homeless, MOM with SUD	63 069 400	72 596 800
VI.	Free Legal Services	3 146 600	4 755 300
VII.	Self-sufficient Income Programs	6 542 500	208 000
VIII.	General Program Support	27 647 900	32 554 200
	TOTAL	858 321 000	913 367 000

ADJUSTMENTS TO THE ORGANIZATIONAL STRUCTURE

21.   No major changes are proposed to the core structure compared to the last budget revision in 2020.

22.   OHRA's organizational structure is designed to facilitate the allocation of limited core resources in order to further enhance the Organization's effectiveness. The primary objective is therefore to strengthen under-resourced functions at Headquarters to ensure stronger oversight, guidance and policy-setting and in the regional offices and the administrative centers, which are in the field and closer to the beneficiaries of the Organization's services.

23.   The core structure is composed of four Headquarter departments, two administrative centers, 4 regional offices, 1 special liaison office, the Capacity Building Center, the Data Analysis Center and a network of offices at national level. At the present time, the 4 regional offices are projected to start operating in 2023; only on administrative center is operating now.

24.	With the constant changes in social-economic status dynamics, the Administration is committed to monitoring the core structure regularly to evaluate its continued relevance and effectiveness and to propose changes, as necessary, through the yearly budget process. Further options to delocalize functions and services to lower -cost options continue to vigorously be seen as a viable option , in keeping with the Administration 's aim of maintaining lean structures without putting the Organization's operations at risk.

25.	While some of the proposed changes relate to the establishment of new positions, most of the changes have no additional cost implications as they relate to moving existing staff positions between the Administrative Part of the Budget and OSI in order to balance the budgets . The proposed changes are reflected under the relevant sections of this document.

HEADQUARTER

26.	Headquarter is responsible for the formulation of institutional policy, the development of guidelines and strategy, setting standards and quality control procedures, and for knowledge management . Headquarter has the following four departments reporting to the Office of the Chief Executive Officer : (a) Department of International Cooperation and Partnerships ; (b) Department of Homeless and Poverty Management ; (c) Department of Operations and Emergencies ; and (d) Department of Resources Management.

27.	The following staff are proposed for Headquarter to strengthen key functions.

Office of the Chief Executive Officer:

- Establishment of the following Professional category positions:
    - One Senior Regional Adviser
    - Office of Public Affairs
    - Office of the Inspector General
    - Office of Legal Affairs and data protection and governance

- Establishment of a General Service position in the Office of CEO to provide administrative support to the Officers in charge of the above state functions.

- Office of Strategic Planning and External Liaison

    - Establishment of one position of Oversight Officer
    - Establishment of one Internal Auditor

Department of Resources Management

- Establishment of the following Professional category positions:
    - Two positions for information and communications technology at Headquarter
    - Two positions for information and communications technology at Administrative Center
    - One position for financial management in the Accounting and Financial Reporting Division
- Moving the following positions, previously funded by the Administrative Part of the Budget, to OSI funding:
    - One Administrative and Support Assistant in the Common Services Unit
    - One Printing Assistant in the Common Services Unit

- Elimination of one General Service category position for information and communications technology

ADMINISTRATIVE CENTER

28.   The Administrative Center located at 5457, Twin Knolls Rd, Ste 300, Columbia, MD 21045 serve as administrative hubs providing extensive support to the organization's global operations and network offices.

- Establishment of six General Service positions to support global administrative services
- Transfer of the following positions to the Office of the Inspector General at Headquarter:
  - One Professional category Oversight Officer position
  - One Professional category position of Internal Auditor
- Moving the following positions, previously funded by the Administrative Part of the Budget, to OSI funding:
  - One Human Resource Assistant position
  - One National Human Resource Officer position
- Elimination of one Professional category position for information and communications technology
- Elimination of one Professional category position for human resources management

REGIONAL, COUNTRY AND SPECIAL LIAISON OFFICES

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

- Moving one Professional category position of Regional Programs Specialist previously funded by the Administrative Part of the Budget, to OSI funding
- Moving one National Officer category position for regional policy and liaison, previously funded by the Administrative Part of the Budget, to OSI funding

DESCRIPTION OF THE ORGANIZATION

CHARTER AND GOVERNANCE

15.   The Organization was established in February 2015 and was recognized as a 501(c)(3) in April, 2017.

Its charter was adopted on February 09, 2016 and came into force on April 18, 2017. The Charter was amended on January 27, 2019; these amendments led to the current governance structures.

16.   With these amendments to the Charter, the organs of the Organization are the Council, the

Standing Committee on Programs and Finance and the Administration. The Council, on which each Member has one representative and one vote, is the highest authority and determines ORPE policies. The Standing Committee, which is open to the entire membership, meets twice a year to examine and review policies, programs 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.

17.   The Administration, which comprises the Chief Executive Officer, the Chief Operational Officer and such staff as the Council may determine, is responsible for administering and managing the Organization in accordance with the Charter and the policies and decisions of the Council and the Standing Committee. The COO is elected by the Council for a period of five years and can be re-elected for only one additional term.

18.   ORPE is committed to the principle of empowering humane dignity through various programs.
It acts to help meet the operational challenges of homeless, low-income, and people living in poverty and advance understanding of homelessness and poverty issues, encourage social and economic development through the empowerment programs, and work towards effective respect for the human rights and well-being of fellow human being in the state of hardship and need.

19.   In accordance with the Charter, 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.

ORPE'S STRATEGIC FOCUS

35.   At the Ninety-third (Special) Session of the Council in June 2019, Member adopted OHRA Strategy, which defined the Organization 's mission and strategic focus for the coming years. The Strategy was deemed to be reviewed every three years and was also the subject of the deliberations of the Working Group on Related Issues.

36.   The primary goal of OHRA is "to facilitate the empowerment of homeless, low income, or people in poverty .

Building on its expertise and experience, and in coordination with other organizations, OHRA is deemed to act as one of the leading organization for restoring human dignity . The Organization will continue to address the issue of restoring human dignity from a comprehensive perspective, taking into account the links to development, in order to maximize its benefits and minimize its negative effects. To achieve that goal, OHRA will focus on the following activities:

1. To provide secure, reliable, flexible and cost-effective services for persons who require assistance in the area of housing, change their social-economic status from low or zero income to the status of self-sufficient income.

2. To enhance the humane and orderly management of low-income people and the effective respect for the human rights of homeless, low-income, or people living in poverty in accordance with the law of nations.

3. To offer expert advice , research , technical cooperation and operational assistance to our partners , intergovernmental and non-governmental organizations and other stakeholders , in order to build national capacities and facilitate international , regional and bilateral cooperation on the empowerment of human dignity matters.

4. To contribute to the economic and social development of local, regional, state, and federal government through research , dialogue , design and implementation of poverty alleviation-related programs aimed at empowering low-income, and people living in poverty become economically self-sufficient.

5. To support programs at communities , local , states , and national levels in addressing the challenges of homelessness , housing instabilities , insufficient -income and poverty issues including through research and analysis into root causes , sharing information and spreading best practices , as well as facilitating development - focused solutions.

6. To be one of the primary reference point for issues associated with homelessness, affordable housing solutions, poverty alleviation, information, research, best practices, data collection, compatibility and sharing.

7. To promote , facilitate and support regional and national debate and dialogue on self-sufficient income programs, including through the Dialogue on Poverty Alleviation, so as to advance understanding of the opportunities and challenges it presents , the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing local , regional , and national cooperation.

8.   To provide emergency services or post-crisis situations appropriate and as related to the needs of individuals, thereby contributing to their protection.[1]

9. To undertake programs which facilitate the reintegration of homeless , refugees , displaced persons , migrants and other individuals in need of integration services , in cooperation with other relevant entities , organizations as appropriate , and taking into account the needs and concerns of local communities.

10. To assist States in the development and delivery of programs , studies and technical expertise on combating migrant smuggling and trafficking in persons , in particular women and children , in a manner consistent with international law.

11. To support the efforts of States in the area of wmployment for homeless, low-income, veterans, refugees in particular .

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[1]   Although OHRA has no legal protection mandate, the fact remains that its activities contribute to protecting human rights, having the effect, or consequence, of protecting persons involved in reducing homelessness and poverty alleviation.

CHALLENGES AND ORPE RESPONSE

12.   Homelessness and poverty alleviation are priority issues for the United States Government and communities and will continue to be so for decades to come . One of the solutions is to create employment placement partnership alliances abroad to explore the virtue of U.S. well -trained human capital and place them in the positions that fit with their own self -efficacy values . This solution is an integral part of a modern, interconnected world. Mobility is a life option that more and more people want to exercise in our globalized world, whether it is to find a better life for themselves and their families , to seek new employment opportunities , to set up a business abroad, to study, or to be reunited with family members . At the individual level, approach to poverty alleviation is expected to help improve people 's lives in both origin and destination countries and has proved to enable millions of people worldwide to enjoy safe and meaningful lives abroad.

13   At the same time, however, some people move due to human rights abuses, international and

        internal conflict, climate change, natural and human-induced catastrophes, and economic distress. These are people who do not move out of choice but out of necessity.

14   ORPE is aware that COVID-19 will have a significant impact on OHRA's work, not least in terms of

        the changing needs of those we serve, as the full socioeconomic impacts of the pandemic are felt. It will be important to ensure those needs are met, while avoiding any backsliding in the contributions that nonprofit makes to development and supporting programs that fully participate in future recovery.

ORGANIZATIONAL STRUCTURE

15.   The Administration strives to ensure that the organizational structure keeps pace with the growing complexities of various activities. IOM has grown exponentially in recent years due to the evolving migration environment. The changing patterns of migration dynamics require the Organization to position itself to effectively respond to new challenges in order to deliver its mandate and meet the increasing demands and expectations of its beneficiaries, Member States and other stakeholders. With a dynamic operational budget and activities spread over many countries around the world, it is crucial to establish 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 monitored to ensure that it is effective, and suitable improvements are presented through the yearly budget process for the consideration of Member States.

16.   The organizational structure of OHRA falls into the following broad categories:

- Headquarter

- Administrative centers

- Regional offices

- Office of Community Development

- Office Restoring Human Dignity

HEADQUARTER

68.   Headquarters is responsible for the formulation of institutional policy, guidelines and strategy, standard-setting, quality control procedures and oversight and is composed of the following four departments under the Office of the Director General:

- Department of Regional Cooperation and Partnerships

- Department of Restoring Human Dignity

- Department of Operations and Emergencies

- Department of Resources Management

Director General and Deputy Director General

69.   The Director General and the Deputy Director General are elected by the Council for a five-year term. They exercise constitutional authority to manage the Organization and carry out activities within its mandate by formulating coherent policies and ensuring that programme development is consistent with strategic priorities.

Office of the Executive Chief Officer

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

71.   The Office of the CEO is composed of: (a) Office of the Chief of Staff; (b) Office of
the Inspector General; (c) Office of Legal Affairs; (d) Senior Regional Advisers; (e) Spokesperson; (f) Gender Coordination Unit; (g) Ombudsperson; (h) Office of Staff Security; (i) Ethics and Conduct Office; (j) Policy Hub; and (k) Office of Cooperation and Partnerships.

72.   The **Office of the Chief of Staff** assists the CEO in the fulfillment of his or her
mandate and provides strategic planning and coordination for the CEO's organization and management objectives; facilitates the development and strengthening of management capacity and ensures that both Headquarter and field structures respond adequately to organizational challenges; coordinates the Organization's complex activities; ensures accountability, follow-up and implementation

of organizational policies and procedures; and facilitates coordination between Headquarters and the field. This Office also serves as a focal point in the Office of the Director General for all matters that require direct intervention, such as staffing, financial issues and reporting matters.

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

74.   The **Office of Legal Affairs** is responsible for ensuring that the Organization's activities are carried out in accordance with the constitutional and other relevant provisions adopted by its governing bodies, and that its relations with governments, organizations, private institutions and individuals have a sound legal basis. It provides advice on constitutional issues, the privileges and immunities of the Organization and its staff, contractual issues and staffing matters, among others. It is also the focal point on data protection issues and provides advice to Field Offices and Headquarters to ensure that personal data of IOM beneficiaries are collected, used, transferred and stored in accordance with the IOM Data Protection Principles.

75.   The **Senior Regional Advisers** to the Chief Executive Officer ensure effective coordination, communication and coherence on policy and priorities among Headquarter , the regional offices in support of the Office of the CEO . Under their geographic areas of coverage , they assume a political advisory and diplomatic liaison role with DC-based permanent missions , regional entities and other relevant stakeholders. They provide political analysis and guidance to the senior leadership on issues that require attention . They work under the direction of the Office of the Chief of Staff , and in close cooperation with the Department of International Cooperation and Partnerships , Headquarter departments and the regional offices.

76.   The **Spokesperson** advises the Chief Executive Officer and senior management on all media and public information matters and oversees strategic communication across the Organization.

77.   The **Gender Coordination Unit** promotes and supports the implementation of the Organization's gender policy by providing advice and technical guidance to Headquarter departments and the field. The Unit aims to ensure that a gender perspective is factored into all OHRA programs and policies and within human resources management . It strives to raise awareness on gender and homelessness , and poverty-related issues, actively cooperating with partners at the inter-agency level, and oversees and works with a network of Headquarter and field-based gender focal points.

78.   The **Ombudsperson** provides impartial dispute-resolution assistance to address the employment-related problems of staff members in accordance with the Standards of Practice and the Code of Ethics of the at the regional and national level.

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

80.   The **Ethics and Conduct Office** promotes ethical awareness and behaviour and standards of conduct. It is responsible for receiving and tracking allegations of misconduct, conducting initial assessments and referring cases to other Headquarter departments/units where necessary. It also receives requests for information and provides advice to staff on involvement in outside activities and issues relating to conflicts of interest.

81.   The **Policy Hub** works across the Organization to foster policy knowledge management and facilitate strategic policy coordination . Its aim is to facilitate meaningful exchange on projects and programs policy ; enhance coherence ; promote learning ; and develop evidence , knowledge and experience-based institutional strategic community development policy advice. To this end, the Policy Hub acts as a catalyst for the effective collection, analysis and exchange of policy-relevant data and knowledge within ORPE and promotes their use in the development of Community Development Restoring Human Rights' policy perspectives and advice.

82.   Department of Cooperation and Partnerships

The Department of Cooperation and Partnerships is responsible for supporting

and coordinating the Organization's relations with its donors, stakeholders, partners, members, civil society and the media. It also provides guidance and support for relations with governmental, and private sector donors. The Department leads and coordinates ORPE's forum activities, including the ORPE's support for global and regional consultative processes and preparations for ORPE's annual governing body meetings. It is also responsible for the Organization's communications and public information functions. One of the Department's principal functions is to act as a first port of call and a "window" into ORPE for external partners, answering inquiries, arranging briefings and generally providing information about the Organization and issues and trends in general.

84.
The Department monitors regional, national, and international policy developments and

promotes awareness and understanding of international law associated with the cause we care about. It ensures broad and consistent development and dissemination of ORPE's institutional positions on key policy issues and trends, in consultation with other organizational units. The Department is also responsible for keeping ORPE staff informed on strategic planning and program development, as well as coordinating, promoting and disseminating new research, in particular with respect to emerging issues. These functions include providing contributions to the discourse, tracking meetings, determining priorities and ensuring adequate representation.

85.   The Department of Cooperation and Partnerships is composed of: (a) Governing Bodies Division; (b) International Partnerships Division; (c) Media and Communications Division; (d) Donor Relations Division; and (e) Research Division;

87.   The **Partnerships Division** is responsible for monitoring and developing ORPE's partnerships, in

particular with local governments, organizations, civil society and other partners and stakeholders with a view to improving policy coherence and cooperative approaches to programs management.

88.   The **Media and Communications Division** oversees all aspects of public communication in the

Organization. It is responsible for the Organization's communications and media to improve public understanding of our programs and mission, reduce anti-poverty sentiment, increase awareness.

89.   The **Donor Relations Division** has the institutional responsibility for liaising with donors, building

private sector partnership, mobilizing unearmarked funds, organizing fundraising campaigns and providing guidance on donor reporting. Specifically, the Division uses a range of complementary approaches to strengthen and diversify ORPE resources and collaboration with traditional and non-traditional donors by providing guidance, tools and funding analyses. The Division is responsible for developing an institutional resource mobilization strategy; the Division includes the Private Sector Partnership Unit which is responsible for the development and implementation of ORPE Private Sector Partnership Strategy 2016 – 2020. This Unit supports partnership-building with the private sector at Headquarter and in regional offices in close coordination with the Private Sector Partnership Working Group. The Unit establishes and coordinates ORPE's due diligence processes, builds staff capacity in private sector partnership-building, supports the negotiation of partnership agreements, serves as the institutional focal point for engagement with companies, foundations, associations and individuals, and mobilizes resources from the private sector.

Department of Programs Management

94.   The Department of Programs Management is responsible for the development of policy guidance for each program; the formulation of global strategies; standard-setting and quality control; and knowledge management relating to "mainstream " housing and community development sectors , including labor and facilitation , social economic status transformation for homeless , low-incomes and development , counter -trafficking , assisted homeless, health care for ensured, assistance for vulnerable , refugees and overall capacity - building in programs management . In addition , the Department also manages the ORPE Development Fund and is responsible for reviewing , endorsing and managing multiregional and global projects . The Department provides technical supervision of project review and endorsement to experts in the field . It is also responsible for maintaining operational partnerships with relevant governmental   , and private sector industry partners in coordination with the Department of Cooperation and Partnerships.

95.   The Department of Programs Management is composed of: (a) Community Health Division; (b) Legal Services Division; (c) Supportive Housing and Social Services; (d) Labor Mobility and Human Development Division; (e) ORPE Development Fund Unit; and (f) Capacity Building Center.

96.   The **Community Health Division** has the institutional responsibility to oversee, support and coordinate health services for low-income and uninsured clients , ensuring its services are integrated throughout the work of the Organization , are in line with public health and human rights principles, and enable homeless , veterans , low-incomes or under -serviced communities   to contribute to the socioeconomic development of their home and host communities. The services provided by the Division aim to meet the needs of States in managing health -related aspects of disadvantaged   people by promoting evidence -based policies , sharing practices and providing a platform for multisectoral and regional collaboration . The Division is also responsible for capacity building of professional health care task-force.

97.   Through its delocalized global functions and Headquarter-based team, the Division provides

technical guidance and policy advice and establishes partnerships with relevant organizations and government partners, civil society and private entities operating in the area of health.

99.   The **Protection and Assistance Division** provides protection and assistance to homeless, those in need, particularly those in situations of vulnerability. The Division has the institutional responsibility to oversee policy and technical guidance and provides support to field offices in the following areas: data and analytics for evidence -based policy and programming ; housing assistance including and sustainable reintegration; countering trafficking in persons; protection and assistance for women who experience or are vulnerable to violence, abuse or exploitation; protecting children; promoting responsible business conduct and addressing exploitation in business operations and supply chains; and providing direct assistance through the Global Assistance Fund. The Division builds partnerships with and provides capacity-building and policy support to nonprofit organizations, civil society, and other nonprofit organizations and the private sector to promote better practices and synergies in protecting and assisting disadvantaged people.

100.   The **Labor Mobility and Human Development Division** is responsible for providing policy, regulatory and operational guidance in matters related to labor and human mobility facilitation, integration and social cohesion as an enabler of communities development. It is also the custodian of the ORPE Institutional Strategy on Programs and Sustainable Development. The Division facilitates vertical and horizontal policy coherence (sectoral and local/central levels of governance), helps identify jobs and human mobility solutions, elaborates tools and supports cooperation mechanisms. It operates in collaboration with a large variety of partners from public and private sectors, academia and civil society – with a view to ensuring that homeless, low-incomes, veterans of people from disadvantaged communities contribute to socioeconomic development , poverty reduction and cohesion in their respective communities and enhances the well-being of low-incomes and members of their families in full respect and fulfilment of their rights. The Division helps build ORPE's global capacity to address the needs and priorities of partners at the local, national and international levels through support to multi-stakeholders initiatives, and the development and implementation of programs in a rights- and evidence -based manner in four core areas of expertise : low-incomes and development ; labor and human mobility facilitation; labor for homeless; integration and professional training.

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

103.   The **Capacity Building Center** provides specialized professional training concentrated in matters pertaining to programs management. Under the general administrative support of the ORPE Office the Center is hosted by the United States Institute of Leadership. It works in close coordination on substantive

matters with the Department of Programs Management , and its activities are divided into three pillars : capacity-building in programs management ; programs research and development with a focus on trainings, publications and modules; programs advocacy; and partnerships.

Department of Operations and Emergencies

104.   The Department of Operations and Emergencies directs, oversees and coordinates ORPE's resettlement work and transport programs and oversees ORPE's activities in all aspects of the mobility dimensions of crises: from preparedness, risk reduction and prevention, through humanitarian emergency response to post-crisis transition and recovery. It coordinates ORPE's participation in humanitarian responses and provides services in emergencies or post-crisis situations to address the needs of individuals and uprooted communities, thereby contributing to their protection.

105.   While also engaging in global processes, the Department provides technical support to efforts in the field, particularly in responding to forced refugee movements, including protracted internal and cross-border displacement and refugee situations. It provides strategic policy and operational-oriented recommendations as well as guidance on project development and implementation , and inter-agency coordination. This contributes to improving the conditions of crisis-affected populations and leads to life-saving   interventions   through   the   early   identification   and   implementation   of comprehensive durable solutions to progressively resolve hardship conditions.

106.   The Department also oversees individual specialized projects related to humanitarian principles, protection mainstreaming and protection against sexual abuse and exploitation, among others.

107.   The Department of Operations and Emergencies is composed of: (a) Preparedness and Response Division; (b) Transition and Recovery Division; (c) Resettlement and Movement Management Division; and (d) Statistics and Knowledge Management Unit.

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

109.   The **Transition and Recovery Division** is the institutional focal point on prevention, resilience and solutions within crisis settings and fragile contexts. It builds on humanitarian responses to address socioeconomic, peace, security and development challenges found in natural, human-induced and protracted crises as a way to prevent and resolve crises affecting civilians population and assist governments , communities and vulnerable populations to cope with related pressures. Developing strategies to better bridge the gap between humanitarian aid and development action, the Division promotes sustainable transition from relief to recovery and development . The Division addresses drivers of poverty issue and root causes of complex poverty crises; promotes human mobility as a means to reduce vulnerability and to progressively transition towards durable solutions; and invests in conflict analysis, stabilization and development-oriented solutions. During the crisis and post-crisis phase of a response, the Division is responsible for providing policy advice, technical assistance, capacity-building , and operational support to resolve land disputes and mobility-related issues, and for providing reparations and other transitional justice measures to victims of systemic and widespread human rights violations . The Division is also the focal point for global partnerships on three global work-streams : resilience and recovery (early recovery , durable solutions , and disaster risk reduction); peace-building (preventing violent extremism ; demobilization and reintegration ; and community stabilization), and transition and restitutive justice (land, property and reparations).

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

111.   The **Statistics and Knowledge Management Unit** is responsible for maintaining quality control for IOM operations by providing support for data collection, analysis and evaluation and for the systematic consolidation of knowledge to strengthen IOM's humanitarian response and recovery operations. The statistics produced by the Unit provide the source of data for multilevel analysis of IOM projects, donor reporting and financial control. The Unit is also responsible for developing tools and products to better support operations and programmes under emergency and post-crisis operations.

Department of Resources Management

112.   The Department of Resources 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 human resources management; formulates financial and budgetary proposals for their dissemination to internal and external stakeholders; and assists the Director General in making overall management decisions.

113.   The Department's objectives are to: (a) be responsive to the needs of operations and field offices, with a focus on internal controls to ensure that both human and financial resources are utilized in an economical, effective and efficient manner; (b) ensure that Member States are informed and kept up to date on key administrative, budget and financial issues; and (c) maintain regular dialogue with Member States through informal and formal meetings of the governing bodies.

114.   The Department of Resources Management is composed of: (a) Human Resources Management Division; (b) Information and Communications Technology Division; (c) Accounting and Financial Reporting Division; (d) Budget Division; (e) Treasury Division; (f) Procurement and Supply Division; (g) Common Services Unit; (h) Staff Travel Coordination Unit; (i) Risk Management Unit; and (j) Headquarter Building Division . This structure also includes the Emergency Resources Management Office , which comes under the supervision of the Director of the Department and works in close coordination with the Department of Operations and Emergencies , to provide financial and administrative support to field-led emergency response operations and to contribute to the coordination of ORPE 's handling of Level 3 emergencies.

115.   The **Human Resources Management Division** 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, retention, evaluation and professional development of competent and motivated staff; (b) establishing and maintaining conditions of service, benefits and entitlements, job classification and social security with reference to the United Nations common system; (c) ensuring adherence to the established Staff Regulations and Rules and related policy instructions and guidelines; and (d) developing and implementing strategies aimed at strengthening staff occupational health, well-being and general welfare across the Organization. Based at Headquarter, the Division supervises delocalized human resources units at the Manila and Panama Administrative Centres.

116.   The Policy and Advisory Services Unit is responsible for developing, implementing and monitoring human resources policies, providing advice on matters relating to appeals, grievances and misconduct, in collaboration with the Office of Legal Affairs and the Ethics and Conduct Office; and giving guidance to managers and staff regarding benefits, entitlements and performance management cases.

117.   The Human Resources Business Partner oversees the application of human resources policies and other administrative instructions and guidelines ; ensures alignment of ORPE benefits and entitlements with those of the United Nations common system ; manages insurance schemes , including the relationship with ORPE 's insurance provider ; oversees upscaling and downsizing initiatives and classification issues; and ensures oversight of the human resources units at the Administrative Centers.

118.   The Talent Management Unit is responsible for the human resources functional areas of performance management, strategic staffing, mobility, succession planning and workforce analytics, and staff development and learning. The Unit provides guidance to managers and staff, ensuring that IOM staff members are in appropriate posts, have their performance assessed fairly and are given the opportunity to further develop their skills and careers. The Unit undertakes mobility and succession planning for international staff through rotation and other selection and placement options.

119.   The Occupational Health Unit is responsible for all medical aspects related to staff health issues in the workplace . The Unit designs , coordinates and implements the strategic plan for ORPE staff medical services. It also sets standards and provides policy guidance, quality assurance and medical services to staff worldwide . The Unit provides advice to ORPE management on the development , implementation and maintenance of policies to reduce stress in the workplace and to enhance working conditions so as to improve the quality of the work environment for all ORPE staff. Through the Staff Welfare Officer , the Unit also provides resources for staff counseling , emergency deployment preparation, debriefing and peer support.

120.   The Information and Communications Technology Division is responsible for directing, planning and implementing a global IT and communications architecture, as well as information systems and processes to support the administration and operations of the Organization. The Division establishes and maintains IT policies and standards, including information security. It provides the necessary guidelines and benchmarks for the IT infrastructure and ensures that policies are in place to protect information confidentiality and integrity. The Division prioritizes, in coordination with senior management, IT-based initiatives.

121.   The financial management of the Organization is administered through the Accounting and Financial Reporting, Budget and Treasury Divisions.

122.   The **Accounting and Financial Reporting Division** is responsible for monitoring, analysing and reporting on the financial position, financial performance, financial risks and financial compliance of the Organization. The Division prepares key financial statements and reports, including the annual Financial Report in compliance with United States Accounting Law and IPSAS (International Public Sector Accounting Standards), and oversees the project financial reporting mechanisms of ORPE. To safeguard the Organization 's resources and assets , the Division 's fundamental functions also include developing financial reporting and accounting standards and policies; monitoring compliance with financial policies and procedures; implementing appropriate financial controls, tools and systems; and ensuring integrity of accounting and financial data . The Division also liaises with external and internal auditors and other relevant stakeholders on accounting and financial matters.

123.   The **Budget Division** is responsible for preparing the Organization's annual Program 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 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.

124.   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's operations. The Division also leads technology-driven initiatives to improve automation, security and efficiency of treasury processes across IOM.

125.   The **Procurement and Supply Division** is responsible for the global oversight of all procurement and supply chain policies and related activities, including the purchase and delivery of goods, services and work. The Division develops procurement and supply strategies, drives improvements of processes and system solutions, and ensures the implementation of best practices to achieve best value for money,

operational excellence and compliance with procurement and supply chain procedures. It is also responsible for strengthening procurement and supply capabilities and for conducting functional training on core procurement and supply chain competencies and skills.

126.   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.

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

128.   The **Risk Management Unit** oversees the development and implementation of the institutional risk management framework, including the use of risk appetite measures. The Unit is responsible for enhancing methodologies , tools and competencies to identify , assess , monitor and report on ORPE's risk exposures in a more dynamic and integrated manner across the Organization and in ORPE management systems.

129.   The **Headquarter Building Division** is responsible for the overall planning, design and execution of the ORPE Headquarter building project and accountable for the oversight and management of resources, the efficient implementation of the project, and providing technical knowledge and advice on areas relating to quality , costs and deadlines , from the conceptualization stage through to the completion of the project . The Division works in close consultation and coordination with the Headquarter Building Steering Committee and the authorities.

ADMINISTRATIVE CENTRES

130.   The Manila and Panama Administrative Centres were established to contain the cost of the Organization's growth by providing financial and administrative support services from low-cost locations, and this continues to be one of the important efficiency measures undertaken by the Administration. The focus of the administrative centres is to provide labour-intensive functions that support the Organization's global network of field offices. As the number of programmes and offices increases, IOM's core support functions in the key areas of ICT, legal, audit, finance, human resources, migration health, staff safety and security, procurement, project monitoring, online communications and administrative services have come under mounting pressure, struggling to keep pace with the growth of the Organization within existing financial resources. With IOM membership and programmes expected to continue to increase, the Administration is constantly reviewing opportunities to establish and transfer functions from Headquarters and other expensive locations to the administrative centres or to increase the support provided by the centres for functions still carried out at Headquarters. This is an ongoing process used to manage the Organization's growth within the limits of available funding.

Manila Administrative Centre

131.   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, online communications and IT.

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

133.   The **Global Health Support Unit** provides global support services to field offices, Headquarter and ORPE donors on administrative and financial matters , statistics , reports , research , health informatics and knowledge management in order to facilitate monitoring , standardization and increased efficiency and quality of public health programs worldwide.

134.   The **Information and Communications Technology Operations Center** consolidates the Organization 's ICT support global service center and supports internal business functions and enhance the delivery of OHRA services . The Operations Center acts as the focal point for OHRA field offices on matters related to ICT service delivery and support. It defines ICT standards and solutions and facilitates the development . The Operations Center is also responsible for ORPE 's intranet and document management system.

136.   The **Contract Division** 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.

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

138.   The OHRA **Financial Services**, composed of several units listed below, is responsible for providing overall financial management support, including accounting, budget and treasury support, to ORPE field offices.

- The **Central Accounting Support** assists in the preparation of financial management and special donor reports and in month-end and year-end closing of accounts, reviews accounts receivable and revenue accounts, processes travel claims and performs bank reconciliations, among other tasks.

- The **Budget Support** confirms project funding reviews, manages the annual terminal emoluments exercise and uploads project budget data.

- The **Treasury Support** processes payments and funding requests from field offices and airline and medical claims payments , facilitates payroll payment transfers for international staff worldwide , prepares summaries of daily bank balances , maintains a database of all ORPE bank accounts and processes all payments for operations in the United States.

- The **Central Support Team** manages all the master data of OHRA in close coordination with the Accounting and Financial Reporting Division. It ensures the consistency and accuracy of master data to facilitate general and specific financial reporting.

- The **Regional Accounting Support** conducts account validation for field offices, account reviews, monitoring and clearing of suspense accounts, bank reconciliations, reviews and endorsement of donor financial reports and payroll reviews. It also assists with project closure coordination and provides field offices with accounting advice and audit support, as needed.

- **MFS Crisis Support**, in close coordination with the crisis support functions of the Department of Resources Management, helps offices responding to emergencies and crises by monitoring the financial situation, assisting in resources management functions, promoting capacity-building, monitoring the allocation and repayment of loans granted under the Migration Emergency Funding Mechanism and the Emergency Preparedness Account, providing immediate advice and ensuring rapid response.

- **Projects Monitoring and Finance Support Unit**, in close coordination with the ORPE Development Fund Unit at Headquarter, supports the overall administration of the Fund by monitoring its funded projects globally from start to finish, providing technical support on

administrative and financial matters and promoting financial effectiveness and efficient use of project funds in accordance with established policies.

- **Business Processes Improvement and Quality Assurance**, in close coordination with the Accounting and Financial Reporting Division and other relevant units, is involved in developing and implementing business process improvement plans and quality assurance strategies relating to accounting and financial reporting functions, in compliance with the Organization's accounting policies and procedures. It is also responsible for conducting special projects to improve the efficiency and quality assurance of existing processes and systems.

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

140. The **Resettlement and Movement Management Division**, 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 related systems.

141. The **Resources Management Unit** is composed of six sections - Project Monitoring, Common Services, Local Procurement and Logistics, Staff Travel, Local Human Resources and Accounts Payable. The Project Monitoring Unit provides budgeting, financial analysis and reporting support for specific global projects and programs, such as resettlement to the United States, the Junior Professional Officer Program, visa application center for Canada and the United Kingdom, the Family Assistance Program of Germany and counter -trafficking programs and other programs . Other resources management sections mainly provide administrative support to all Administrative Center units.

142. The **Research and Publications Unit** supports the production of ORPE'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 online bookstore section of the ORPE website.

143. **The Unit of the Office of Staff Security**. It directly monitors and provides advice on issues that affect the safety and security of ORPE staff in the United States 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.

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

145. The Administrative Center offers a range of administrative services as outlined below.

146. The **ICT Service Center** provides different services and functions to offices worldwide. The Global User Support Unit provides bilingual technical support to all field offices. The Infrastructure and Networks Unit provides system management , advanced technical support and advice on projects that include an IT component. The IT Security Unit promotes and implements security standards and practices to secure ORPE data and systems. In the event of a disaster in any of the corporate global hubs in the United States, the Disaster Recovery Center ensures business continuity for the Organization, with minimal data loss and within established time frames.

147. The OHRA **Financial Services** has two main areas under its responsibility: Regional Accounting Support and Central Support Team . The Regional Accounting Support team performs advisory, review and support functions for country offices, the OHRA Administrative Center and Headquarter , 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 accountants, the

monitoring and payment of outstanding accounts, bank reconciliations and support with the monthly closures and year-end processes. It also guarantees the consistency and accuracy of centralized data, in order to facilitate the presentation of financial reports.

148.   The **Human Resources Advisory Services**, which includes the Organizational Design Unit,

provides support to ORPE field offices worldwide in the administration of locally recruited personnel. It also provides guidance and advice on the interpretation and application of policies and procedures, by analysing feedback from offices and recommending improvements to policies, reviewing a number of administrative processes, such as structure reviews, human resources policy compliance, classifications, promotion calculations and salary scales, analysing and preparing statistical data for various reports, and providing support in handling poor performance cases.

149.   The **Staff Development and Learning Unit** provides support in developing training materials and

facilitating training sessions for career development and technical training.

150.   The **Occupational Health Unit** and the **Health Claims Processing Unit** process and reimburse medical claims and undertake occupational health assessments for General Service staff. Activities include the promotion, assessment and follow-up of all ORPE mandatory examinations for entry-on-duty clearance, the annual examination of drivers and periodical medical examinations supporting enrollment into the Medical Service Plan for staff and their dependents.

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

152.   The **Unit of the Office of Staff Security** provides security advice and support to offices in the region to ensure the safety and security of all ORPE staff and to safeguard the Organization's assets.

153.   The **Unit of the Contract Division** is responsible for timely and accurate review in the three official languages of contracts and agreements necessary for the development and implementation of ORPE projects.

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

155.   The **Procurement Unit** provides support on procurement processes to small offices and to cover the needs of the Panama Administrative Center for the acquisition of goods and services and assets management. It is also responsible for establishing relations, managing and applying non-food item stocks at the United Nations Humanitarian Response Depot located in Panama for covering emergencies and contingencies in the region.

156.   The **Resources Management Unit** supervises administrative issues in the Panama

Administrative Centre, ensuring support, guidance, training and compliance with the Organization's regulations, rules, policies and procedures, and is responsible for updating regularly the Business Continuity Plan.

REGIONAL OFFICES

157.   The regional offices oversee, plan, coordinate and support ORPE activities within their region.

They are responsible for project review and endorsement and provide technical support to country offices, particularly in the area of project development, project implementation, monitoring and evaluation, resource mobilization, resource management, and liaison coordination with regional and sub-regional governments, United Nations agencies and other key partners. A brief description of future regional offices is outlined below.

158.	The **Regional Office in Bangkok, Thailand**, is expected to provide support to ORPE offices in Asia and Pacific ; plans the and coordinates activities and maintains liaison and partnerships with governments , development partners and civil society within the region ; provides technical support to governments to develop development frameworks and strengthen programs management systems , as well as in the areas of emergency and post-crisis response , including support for global Displacement Tracking Matrix operations , disaster risk reduction. The Office is expected to work closely with the United Nations Economic and Social Commission for Asia and the Pacific and other regional multilateral bodies , such as Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation , the Pacific Islands Forum and the Asian Development Bank; and provides program and secretariat support for regional initiatives , including the Colombo Process , the Bali Process on People Smuggling , Trafficking in Persons and Related Transnational Crime and its Regional Support Office , and the Joint United Nations Initiative on Migration and Health in Asia.

159.	The **Regional Office in Brussels, Belgium**, is expected to provide support to ORPE offices within the Economic European Area and Switzerland; maintains liaison and partnerships with governments, development partners

and civil society within the region; and provides technical support to governments to develop national migration frameworks and strengthen migration governance systems. In addition to its regional functions, the Office provides , by virtue of its liaison role with the European Union, a range of functions benefiting IOM offices worldwide. These include the Office's coordination function in IOM's institutional approaches to policies and activities in relation to the European Union ; negotiations and an advisory role for the Organization as a whole and for IOM offices worldwide on European Union policies, programming and funding; liaison, on behalf of the Organization and its offices worldwide , with European Union institutions on matters of a political and financial nature ; support for European Union dialogue with third countries on poverty issues and liaison with regional bodies ; and assistance in strengthening ORPE's relations and liaison with European Union institutions , including through the advancement of strategic cooperation on poverty alleviation and the administrative and financial Framework Agreement. Furthermore , the Office is expected to be able to coordinate ORPE's relations and liaison with NATO , the Organization of African , Caribbean and Pacific States, the World Customs Organization and other multilateral bodies with headquarters in the region.

160.	The **Regional Office in Vienna, Austria**, provides practical, technical and administrative support to ORPE offices in South-Eastern Europe , Eastern Europe and Central Asia; works to implement projects in those countries where ORPE presence is limited ; provides technical support to governments to develop poverty alleviation frameworks and strengthen its management systems; leads the implementation of poverty alleviation management strategies and policy frameworks, coordinates IOM activities and maintains liaison and partnerships with governments, development partners and civil society within the region and represents IOM at the Regional UN System Meeting for Europe and Central Asia. The Office liaises with the United Nations Office in Vienna, the United Nations Office on Drugs and Crime , the United Nations Industrial Development Organization , the Organization for Security and Co-operation in Europe, the International Anti-Corruption Academy, other Vienna-based international organizations and donors, such as the OPEC Fund for International Development . It also liaises with regional and subregional organizations and coordination structures, such as the Organization of the Black Sea Economic Cooperation , the Migration , Asylum, Refugees Regional Initiative , the Regional Cooperation Council and the Central European Initiative, as well as with regional integration processes, such as the Commonwealth of Independent States and the Eurasian Economic Union . The Office also promotes regional dialogue and cooperation on migration by supporting the Almaty Process , the European Union 's Eastern Partnership Panel on Migration, Mobility and Integrated Border Management, and the Western Balkans Initiative.

161.	The **Regional Office in Buenos Aires, Argentina**, provides support to IOM offices in South America , plans and coordinates activities and maintains liaison and partnerships with governments , development partners and civil society within the region; conducts research and publishes studies on migration issues in the region; provides technical support to governments to develop national migration frameworks and strengthen migration management systems, particularly under the Technical Cooperation in the Area of Migration for Latin America (PLACMI) programme ; acts as the technical secretariat for the South American Conference on Migration; works with and provides technical support to subregional integration processes like the Andean Community (CAN) and the Southern Common Market (MERCOSUR); interacts with regional bodies like the Union of South American Nations (UNASUR); and liaises with multilateral institutions based in the region, such as the Economic Commission for Latin America and the Caribbean and its Latin American and Caribbean Demographic Centre (CELADE), the Community of Latin American and Caribbean States (CELAC), the Latin American and Caribbean Economic System (SELA) and the Pacific Alliance.

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

163. The **Regional Office in Cairo, Egypt**, provides support to IOM offices in the Middle East and North Africa, through technical advice, training and the formulation of strategies, processes, projects and programmes; promotes and facilitates international dialogue, partnerships and coordinated migration policy development and programming between States, international organizations, NGOs and civil society. The Regional Office further supports regional dialogue processes such as the Abu Dhabi Dialogue and the Arab Regional Consultative Process on Migration and Refugee Affairs; 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 the Issue Based Coalition on Migration in the Arab Region – and regional networks, such as the Regional United Nations Network on Migration for East and Southern Africa, which it co-leads with the International Labour Organization. The Office also works with other regional entities, such as the Arab Labour Organization, and the Arab Parliament and seeks to shape a common platform of response and preparedness for migration crises in the region; and promotes and undertakes information-sharing and research to help national, regional and international partners carry out evidence-based advocacy, policy development and programming, including by hosting the North Africa Mixed Migration Hub on behalf of the North Africa Mixed Migration Task Force. It furthermore undertakes regional public information activities to contribute to IOM's visibility and to promote its activities vis-à-vis counterparts and donors 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 within the region; provides governments with technical support to develop national migration frameworks and strengthen migration management systems; liaises with and provides capacity-building support to ECOWAS and the Economic Community of Central African States; and promotes and supports regional dialogue processes, such as the Migration Dialogue for West Africa and the Migration Dialogue for Central African States. It also liaises with other United Nations system organizations, including the United Nations Office for West Africa and the Sahel and the United Nations Regional Office for Central Africa, and represents IOM in the United Nations Sustainable Development Group for Western and Central Africa.

165. The **Regional Office in Nairobi, Kenya**, provides support to IOM offices in East Africa and the Horn of Africa; maintains liaison and partnerships with governments, development partners and civil society within the region; works to implement regional programmes, as approved by the Director General; supports evidence-based migration policies and practices through the harmonization and analysis of migration-related data sets; provides technical support to governments to develop national migration frameworks and strengthen migration management systems; promotes the RCPs for East African States; maintains liaison with the United Nations Office in Nairobi, the United Nations Environment Programme and UN-Habitat; promotes inter-agency cooperation through the formation of a migration group for regional United Nations partners; and maintains and strengthens IOM's relations with the East African Community and Intergovernmental Authority on Development to enhance regional cooperation and dialogue on migration and contributing to their enhanced understanding of migration issues. This relationship enables IOM to translate political decisions into practical programmatic and policy responses at regional and national level. The Office also undertakes regional public information activities to contribute to IOM's visibility and to promote its activities with counterparts and donors at the regional and global levels and promotes knowledge-sharing and knowledge management within the region.

166. The **Regional Office in Pretoria, South Africa**, provides support to IOM offices in the Southern African Development Community member countries; plans and coordinates activities and maintains liaison and partnerships with governments, development partners and civil society within the region; provides technical support to governments and the Regional Economic Communities to develop national and regional migration frameworks and strengthen migration management systems; promotes the RCPs for Southern African States; serves as a link between migration and development and the Secretariats of the Pan-African Parliament and the African Union New Partnership for Africa's Development, and works with the Secretariats of the Southern African Development Community, the Common Market for Eastern

and Southern Africa and the Indian Ocean Commission to enhance regional cooperation and dialogue on migration.

SPECIAL LIAISON OFFICES

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

168.   The **Special Liaison Office in Addis Ababa, Ethiopia**, maintains and strengthens ORPE's relations

with the African Union , the Economic Commission for Africa , diplomatic missions and other relevant actors by contributing to their enhanced understanding of Restoring Human Dignity issues. The Office works to enhance ORPE 's strategic engagement with both of these bodies , particularly the African Union Commission , the highest continental policy organ , by ensuring the appropriate inclusion of Restoring Human Dignity component in its developmental , political , social , and peace and security policy agendas . This relationship enables ORPE to translate political decisions into practical programmatic and policy responses at regional and national level . The Office is accredited to and works closely with the Economic Commission for Africa to mainstream the Restoring Human Dignity Programs into multilateral initiatives focusing on Africa . The Office works to ensure IOM Headquarters and regional and country offices in Africa are kept abreast of key decisions and new policy directions of both bodies . The Special Liaison Office also has full country office responsibilities with the host government.

169.   The ORPE **Mission to the United Nations in New York, United States of America**, strengthens

Human Dignity elements within the United Nations system and ORPE's relations with diplomatic missions and NGOs . The Mission contributes to these stakeholders ' understanding of Restoring Human Dignity issues by facilitating international policy dialogue on Restoring Human Dignity and by promoting the inclusion of Restoring Human Dignity in frameworks and agendas on peace and security , human and sustainable development and humanitarian response . With much of the United Nations decision -making and coordination mechanisms taking place at the United Nations Headquarters in New York, the Mission works closely with United Nations secretariat departments /offices and agencies , funds and programs headquartered in New York to enhance this collaboration . The Mission strengthens IOM 's activities within the United Nations by participating in policy , funding and operational mechanisms . In this regard , the Mission works closely with IOM Headquarters , regional offices and country offices worldwide to ensure an overall coordinated approach on policies and programming at the United Nations Headquarters.

COUNTRY OFFICES

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

Country offices with resource mobilization functions

171.   To ensure effective fundraising and liaison with donors, four country offices that coordinate substantial funding for IOM's activities worldwide (**Berlin, Germany; Helsinki, Finland; Tokyo, Japan;** and **Washington, D.C., United States of America**) have additional responsibilities for resource mobilization. They support the development of funding policies, establish priorities and procedures, 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

172.   Within the large geographical areas covered by each regional office, there are subregional migratory realities for which certain country offices are assigned coordinating functions to deal with such specific migration dynamics. These offices help address specific subregional migration issues and emerging trends and promote increased IOM membership in the subregion. They establish priorities for project development and resource mobilization, and stimulate, direct and support project development in the cluster of offices in the context of subregional strategies, policies and consultative processes. The

country offices with coordinating functions are in the following locations: **Nur-Sultan, Kazakhstan**, for Central Asia; **Canberra, Australia**, for the Pacific; **Georgetown, Guyana**, for the Caribbean; **Rome, Italy**, for the Mediterranean; and **Beijing, China**. A coordinating function to cover South Asia is located in the Regional Office in **Bangkok, Thailand**.

COORDINATING COMMITTEES

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

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

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

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

AUDIT AND OVERSIGHT ADVISORY COMMITTEE

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

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

IOM ORGANIZATION CHART

Director General
Deputy Director General

Office of the Chief of Staff

- Inspector General
- Legal Affairs
- Senior Regional Advisers
- Spokesperson
- Gender Coordination
- Ombudsperson
- Staff Security
- Ethics and Conduct
- Policy Hub
- UN Network on Migration Secretariat

Department of Resources Management

Administrative Centres
- Manila
- Panama

Departments
- Department of International Cooperation and Partnerships
- Department of Migration Management
- Department of Operations and Emergencies

Regional Offices

Bangkok	Brussels	Vienna	Buenos Aires	San José	Cairo	Dakar	Nairobi	Pretoria
Asia and the Pacific	European Economic Area	Eastern and South-Eastern Europe and Central Asia	South America	Central and North America and the Caribbean	Middle East and North Africa	Central and West Africa	East and Horn of Africa	Southern Africa

Berlin, Germany
Global Migration Data Analysis Centre ①

Moshi, United Republic of Tanzania
African Capacity Building Centre ②

Special Liaison Office
Addis Ababa

IOM Mission to the United Nations
New York

Country offices

① Reports to the Department of International Cooperation and Partnerships

② Reports to the Department of Migration Management, specifically the Immigration and Border Management Division. However, in terms of administration, reports to the IOM Office in the United Republic of Tanzania

FUNDING OF THE CORE STRUCTURE

DEFINITION OF THE CORE STRUCTURE

179.   On 27 June 2018, the Standing Committee on Programmes and Finance adopted Resolution No. 18 on budget regulations and practices. Resolution No. 18 defines the core structure of IOM as the minimum structure necessary for the Organization to deliver its services. The core structure comprises functions needed to exercise basic management responsibilities, including policy formulation, financial and budgetary control, activity planning and development, and liaison with governments and multilateral partners.

(a)   At Headquarters, this includes the costs of all staff 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.

(b)   In the field, this includes the costs of the regional offices, the administrative centres, the special liaison offices, the country offices with coordinating functions and the country offices with resource mobilization functions when the activities of these offices are of a regional or organization-wide nature, and when they are not tied to the implementation of a single identifiable programme or project, and involve the following: significant liaison duties; management of relations with other multilateral bodies; planning, organizing or implementing the activities of the Organization at the global, regional or subregional level or in a functional capacity; overseeing and supporting the operations of the Organization in the areas of project development, endorsement and implementation; procurement services; control of project expenditures; receipt and disbursement of funds; negotiation of agreements; provision of recruitment and human resources services; financial reporting; support for external/internal audits; and the provision of global administrative support.

SOURCES OF FUNDING FOR THE CORE STRUCTURE

BACKGROUND

180.   IOM's core structure is funded from two sources: Member State assessed contributions and OSI. The Administrative Part of the Budget is funded from the assessed contributions paid by the Member States and is used to cover administrative costs of the Organization. OSI is derived principally from the overhead rate on projects, plus miscellaneous income. As shown in the chart below, OSI covers more than two thirds of the core budget for 2021. In addition to the overhead income, an amount of USD 5 million will be contributed directly from unearmarked income to complement the core structure. In line with Standing Committee on Programmes and Finance Resolution No. 18 on budget regulations and practices, adopted on 27 June 2018, 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. In 2021, OSI has increased and is 4.07 per cent higher than the previous year.

Funding sources of the core budget for 2021
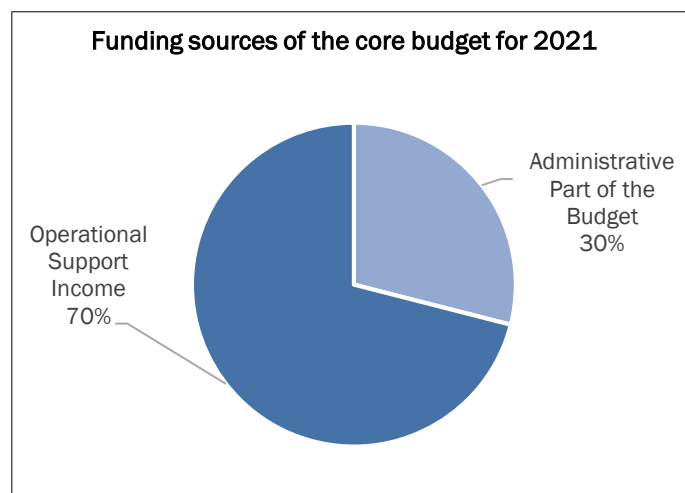
181.   The proportion of the core structure in relation to the Organization's total budget represents one of the lowest ratios when compared with any public sector organization. The chart below illustrates the level of the core budget as a proportion of the currently projected total expenditure of the Organization for 2021. This proportion will reduce in subsequent revisions to the budget document when new projects are reported. It clearly underlines that the core structure costs constitute only a fraction of the Organization's projected expenditures for 2021 to support a global operational portfolio estimated to reach USD 2 billion.

Core structure as a proportion of total projected expenditure for 2021

Operational Part of the Budget 92%
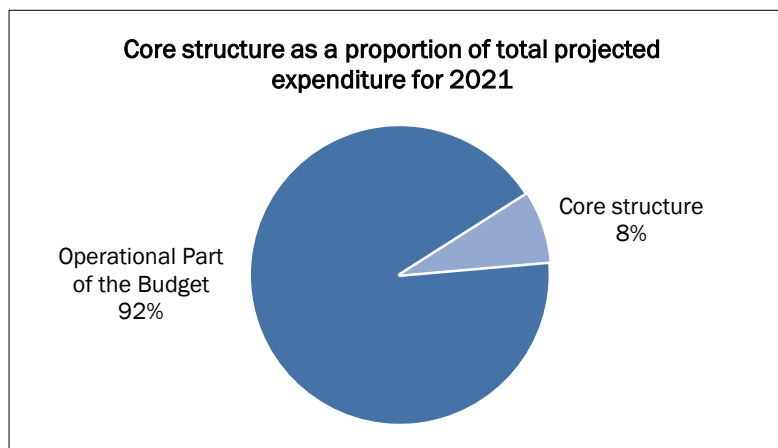
Core structure 8%

BUDGET REFORM

182.   In May 2010, the Member States decided to establish the Working Group on Budget Reform to undertake a comprehensive budget reform exercise and address the issue of insufficient funding for the core structure. Recognizing that the issue would take time to address, various decisions intended to offer some interim financial relief were approved by the Member States which have allowed the Organization to partially moderate the effects of the problem. These decisions included: (a) authorizing the addition of contributions from new Member States to the Administrative Part of the Budget; and (b) reducing the mandatory OSI reserve balance from USD 10 million to USD 5 million.

183.   The Member States continued to examine the matter by considering a combination of measures comprising: (a) cost-efficiencies; (b) alternative funding sources; and (c) budget increases, which formed the basis of the budget-strengthening model adopted in November 2013. In keeping with the budget-strengthening plan, a 12 per cent increase in the Administrative Part of the Budget was implemented over three years, from 2014 to 2016, and the project overhead rate was increased to 7 per cent for new projects as of 1 January 2014. The conversion of existing projects to the 7 per cent overhead rate is still in progress as negotiations with donors and Member States continue.

184.   Cost-efficiency is an important element of the budget reform process, and it has been a high priority within IOM since the founding of the Organization. Delocalization has been the primary cost-efficiency tool, through the establishment and development of the Manila and Panama Administrative Centres. Savings generated from the delocalization initiative are estimated at approximately USD 20 million per year. In addition, among the other various cost-efficiency measures implemented, staff travel should be highlighted. Staff travel is strictly monitored through a central travel unit. Economy air travel is mandatory, and the size of IOM delegations is kept to a minimum to further reduce staff travel costs.

185.   The Organization has experienced a sustained growth and expansion over in recent years. In almost all regions, there has been a significant increase in large-scale migration crises and challenges, many of which are complex and have no immediate solution. The increasing complexity of migration dynamics is reflected in the substantial growth in IOM's project portfolio. The following chart summarizes the continuous growth of the Operational Part of the Budget in just over a decade and presents the projection for 2021. More details on the figures are contained in Annex I. It is likely that the Organization's expenditures in 2021 will reach USD 2 billion.

Growth of the operational budget compared with the core structure, 2009-2021
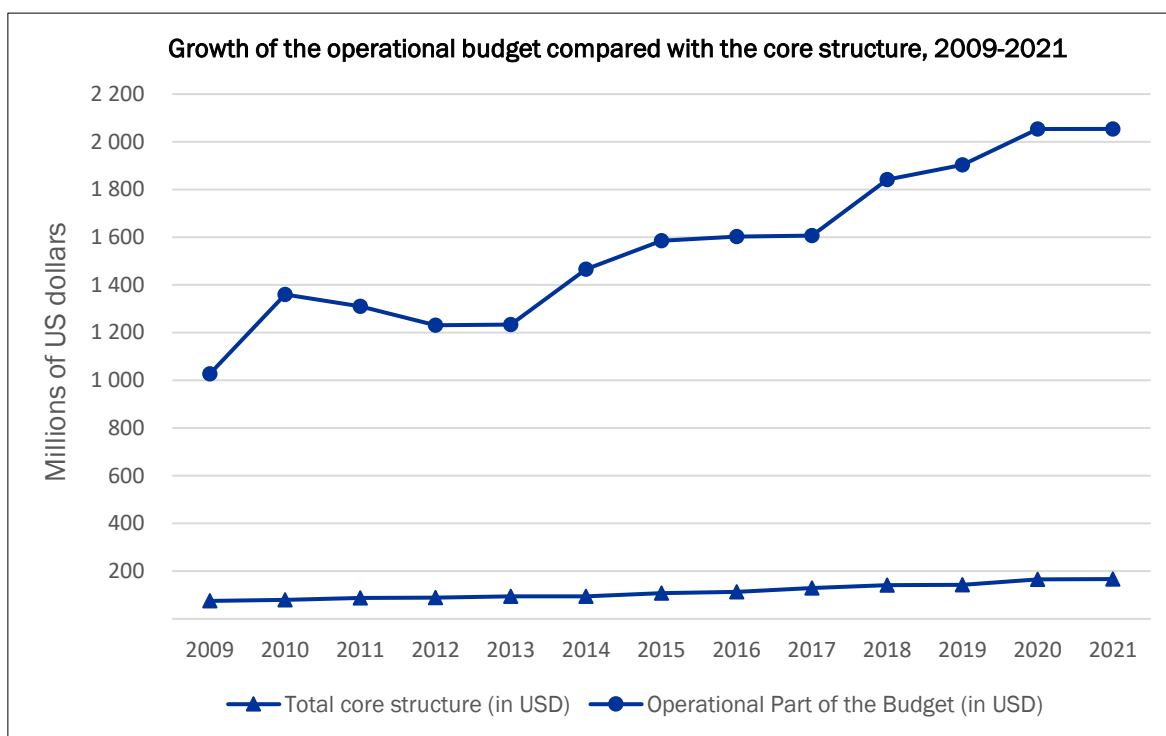
186.   In 2020, the Working Group on Budget Reform held meetings to discuss proposals to introduce changes to the financial framework of the Organization as well as improvements to the budget regulations, with the aim of aligning the regulations with the current realities of the Organization. The main changes proposed by the Administration are related to: consolidation of the separate mechanism for managing the amount of OSI relating to staff security into the larger OSI projection and reserve mechanism; the mechanism to determine the level of allocation to the IOM Development Fund; flexibility in accessing funds held in the OSI reserve; and consolidation of emergency funding mechanisms.

187.   The key issue going forward will be the effective management of the growth of the Organization. The upsurge in migration challenges globally and IOM's leadership role in the field of migration within the United Nations system will have a substantial impact on the Organization's future growth and direction. To keep pace with this growth, the budget reform must be a sustained effort, consistent with the decision made by Member States to avoid an erosion of the budget strengthening actions already taken. The funding model of the Organization should be strengthened, and the Administration considers the Working Group on Budget Reform to be the best mechanism to foster these discussions.

188.   The Administration and Member States have a joint responsibility to ensure that the growth of the Organization is well managed, with proper support and oversight functions for the sake of the long-term sustainability of the Organization. The Administration considers the Working Group on Budget Reform to be the best vehicle for supporting and overseeing the Organization's core budget in the longer term. The Working Group will continue its work to provide a sound foundation for IOM's future.

BUDGET LEVEL

189.   The table on pages 48 and 49 presents an overview of core structure funding under the Administrative Part of the Budget and OSI for 2021. In line with Standing Committee on Programmes and Finance Resolution No. 18 of 27 June 2018, section II, the core structure is funded from two sources: Member State assessed contributions and OSI.

190.   The consolidated table also includes miscellaneous income, which comprises unearmarked contributions and interest income, in order to provide a complete picture of the application of OSI.

191.   The core structure under both sources of funding is subject to statutory increases every year which have to be absorbed within the approved budget. The budget level under the Administrative Part of the Budget is approximately USD 53.8 million and projected OSI is USD 128 million. The combined resources of the Administrative Part of the Budget and OSI to cover the core structure and other non-staff items in 2021 amount to approximately USD 181.9 million.

2021 CONSOLIDATED ADMINISTRATIVE PART OF THE BUDGET AND OPERATIONAL SUPPORT INCOME

Staff and non-staff items covered by the Administrative Part of the Budget and the project-related overhead income part of Operational Support Income										
PART 1: STAFF	**Administrative Budget**		**OSI**		**Total**		**Admin. (CHF)**	**Total (USD)**		**Grand total (USD)**	**% of total Admin. and OSI**
	P	**GS**	**P**	**GS**	**P**	**GS**		**Admin.[a]**	**OSI**	**Admin.[a] and OSI**	
Headquarters											
Director General and Deputy Director General	3				3		1 112 000	1 146 000	10 000	1 156 000	
Office of the Chief of Staff	5	3	5	1	10	4	1 852 000	1 909 000	1 106 000	3 015 000	
Inspector General	5	1	12		17	1	1 360 000	1 402 000	2 849 400	4 251 400	
Legal Affairs	5	1	10		15	1	1 433 000	1 477 000	1 514 000	2 991 000	
Senior Regional Advisers	6				6		1 569 000	1 618 000	10 000	1 628 000	
Spokesperson			1		1				266 000	266 000	
Ombudsperson	1				1		251 000	259 000	75 000	334 000	
Gender Coordination	1		1		2		276 000	285 000	162 000	447 000	
Ethics and Conduct Office	2				2		443 000	457 000	75 000	532 000	
Policy Hub	2		4	1	6	1	489 000	504 000	870 000	1 374 000	
International Cooperation and Partnerships	14	9	24	4	38	13	4 921 000	5 073 000	4 973 000	10 046 000	
Migration Management	12	2	21	1	33	3	3 326 000	3 429 000	4 423 000	7 852 000	
Operations and Emergencies	10	3	19	1	29	4	2 921 000	3 012 000	4 202 000	7 214 000	
Resources Management	18	14	29	16	47	30	6 629 000	6 834 000	8 726 500	15 560 500	
Global Staff Association Committee		1	1		1	1	160 000	165 000	230 000	395 000	
Total - Headquarters	**84**	**34**	**127**	**24**	**211**	**58**	**26 742 000**	**27 570 000**	**29 491 900**	**57 061 900**	**31%**
Administrative centres											
Manila, Philippines											
Inspector General			5	4	5	4			1 133 000	1 133 000	
Legal Affairs			1	6	1	6			484 500	484 500	
Resources Management	3	4	9	155	12	159	832 100	858 000	5 377 200	6 235 200	
Procurement			1	11	1	11			483 500	483 500	
Other		4	4	28	4	32	123 100	127 000	3 893 800	4 020 800	
Subtotal - Manila Administrative Centre	*3*	*8*	*20*	*204*	*23*	*212*	*955 200*	*985 000*	*11 372 000*	*12 357 000*	
Panama City, Panama											
Inspector General		1	1		1	1	81 500	84 000	269 000	353 000	
Legal Affairs			1	3	1	3			405 500	405 500	
Resources Management	3	1	2	36	5	37	567 300	585 000	2 034 000	2 619 000	
Procurement				1		1			42 000	42 000	
Other			1	2	1	2			740 000	740 000	
Subtotal - Panama Administrative Centre	*3*	*2*	*5*	*42*	*8*	*44*	*648 800*	*669 000*	*3 490 500*	*4 159 500*	
Total - Administrative centres	**6**	**10**	**25**	**246**	**31**	**256**	**1 604 000**	**1 654 000**	**14 862 500**	**16 516 500**	**10%**
Field											
Regional offices											
Bangkok, Thailand	4	4	15	10	19	14	1 133 800	1 169 000	5 420 900	6 589 900	
Brussels, Belgium	4	4	15	32	19	36	1 292 400	1 332 000	6 813 900	8 145 900	
Vienna, Austria	4	3	12	7	16	10	1 101 500	1 136 000	3 328 400	4 464 400	
Buenos Aires, Argentina	4	2	7	7	11	9	870 700	898 000	1 915 800	2 813 800	
San José, Costa Rica	4	3	13	19	17	22	1 032 900	1 065 000	5 555 700	6 620 700	
Cairo, Egypt	3	3	14	1	17	4	774 600	799 000	2 507 700	3 306 700	
Dakar, Senegal	3	3	13	7	16	10	765 300	789 000	3 068 000	3 857 000	
Nairobi, Kenya	4	2	10	10	14	12	1 083 100	1 117 000	2 959 600	4 076 600	
Pretoria, South Africa	4	2	8	3	12	5	779 400	804 000	1 820 000	2 624 000	
Special liaison offices											
Addis Ababa, Ethiopia	2			2	2	2	382 000	394 000	227 000	621 000	
New York, United States of America	4		6	2	10	2	898 000	926 000	1 706 000	2 632 000	
African Capacity Building Centre in the United Republic of Tanzania			2	2	2	2			529 600	529 600	
Global Migration Data Analysis Centre in Germany			3		3				791 000	791 000	
Country offices									7 660 400	7 660 400	
Total - Field	**40**	**26**	**118**	**102**	**158**	**128**	**10 113 700**	**10 429 000**	**44 304 000**	**54 733 000**	**30%**
Total - Headquarters, administrative centres and field	**130**	**70**	**270**	**372**	**400**	**442**	**38 459 700**	**39 653 000**	**88 658 400**	**128 311 400**	**71%**
Other staff benefits:											
Travel on appointment or transfer							350 000	361 000		361 000	
Installation grant							440 000	454 000		454 000	
Terminal emoluments							700 000	722 000		722 000	
TOTAL STAFF COSTS - PART 1							**39 949 700**	**41 190 000**	**88 658 400**	**129 848 400**	**72%**

2021 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 the project-related overhead income part of Operational Support Income					
PART 2: NON-STAFF	Admin. (CHF)	Total (USD)		Grand total (USD)	% of total Admin. and OSI
		Admin.[a]	OSI	Admin.[a] and OSI	
Non-staff costs:					
General office	3 925 960	4 047 000	791 000	4 838 000	
Communications	985 000	1 015 000		1 015 000	
Contractual services	2 377 954	2 451 000	267 600	2 718 600	
Governing body sessions	435 000	448 000		448 000	
Duty travel	1 169 000	1 205 000		1 205 000	
UN Membership Cost-sharing Fees	3 400 000	3 505 000		3 505 000	
Global activities			1 360 000	1 360 000	
Information Management Competence Centre (PRISM)			2 900 000	2 900 000	
PRIMA			500 000	500 000	
Staff security			14 500 000	14 500 000	
Unbudgeted activities and structures			3 500 000	3 500 000	
Projects					
Humanitarian Assistance for Stranded Migrants			300 000	300 000	
Centre for Information on Migration in Latin America (CIMAL)			30 000	30 000	
Technical Cooperation in the Area of Migration (PLACMI), Latin America			63 000	63 000	
Technical Cooperation Project to Strengthen the Puebla Process			20 000	20 000	
Support to Strengthen the Central American Commission of Directors of Migration (OCAM)			10 000	10 000	
South American Conference on Migration process			20 000	20 000	
Annual support for African Union migration policy formulation and dialogues			80 000	80 000	
TOTAL NON-STAFF COSTS - PART 2	**12 292 914**	**12 671 000**	**24 341 600**	**37 012 600**	**20%**
TOTAL ADMINISTRATIVE BUDGET AND PROJECT-RELATED OVERHEAD INCOME	**52 242 614**	**53 861 000**	**113 000 000**	**166 861 000**	**92%**

Staff and non-staff items covered by miscellaneous income part of Operational Support Income					
PART 3: MISCELLANEOUS INCOME	Admin. (CHF)	Total (USD)		Grand total (USD)	% of total Admin. and OSI
		Admin.[a]	OSI	Admin.[a] and OSI	
IOM Development Fund					
IOM Development Fund - Line 1			1 400 000	1 400 000	
IOM Development Fund - Line 2			13 600 000	13 600 000	
Total IOM Development Fund			**15 000 000**	**15 000 000**	**8%**
TOTAL MISCELLANEOUS INCOME - PART 3			**15 000 000**	**15 000 000**	**8%**
	(CHF)	(USD)	(USD)	(USD)	
GRAND TOTAL	**52 242 614**	**53 861 000**	**128 000 000**	**181 861 000**	**100%**

[a]   Administrative part of the Budget converted at CHF 0.97 to USD 1.

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

PART I:
ADMINISTRATIVE PART
OF THE BUDGET
(in U.S. Dollars)

ADMINISTRATIVE PART OF THE BUDGET

BACKGROUND

192.   The diversity of IOM activities and scope of its projects and programmes, which span all continents and are interlinked between countries, require the maintenance of adequate administrative and management support structures to ensure that project objectives are met and accountability requirements achieved. Mindful of the financial challenges faced by many Member States in recent years, the Administration continues to undertake various cost-containment measures, including postponing the upgrade of outdated IT systems and office equipment and refurbishment of premises; deferring reclassifications following restructuring of the Organization; decentralizing functions from Headquarters to the field; delocalizing back office functions to low-cost locations in Manila and Panama; and restricting all staff travel to economy class. Furthermore, the adoption of the budget-strengthening model by the Council for the years 2014 to 2016 increased the core budget and offered the opportunity to boost certain critical core structures.

BUDGET LEVEL

193.   The Administrative Part of the Budget has been prepared on the basis of zero nominal growth and is presented at CHF 52,242,614.

194.   The Administrative Part of the Budget is financed by contributions from the Organization's current 173 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

195.   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. 18 on budget regulations and practices, adopted on 27 June 2018. 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.

ADJUSTMENTS AT HEADQUARTERS AND IN THE FIELD

196.   Owing to the increase in statutory costs for the existing core structure, the Organization proposes to move 14 positions from the Administrative Part to the Operational Part of the Budget to balance the administrative budget. While the total staff count decreases, the transfer of positions from one location to another are being proposed to enhance service delivery within the Organization.

197.   The overall staffing levels under the Administrative Part of the Budget in 2021 compared with 2020 are as follows:

– Headquarters – 84 Professional category staff and 34 General Service staff (2020: 82 P staff and 37 GS staff)

– Manila Administrative Centre – 3 Professional category staff and 8 General Service staff (2020: 3 P staff and 12 GS staff)

– Panama Administrative Centre – 3 Professional category staff and 2 General Service staff (2020: 3 P staff and 2 GS staff)

– Regional offices – 34 Professional category staff and 26 General Service staff (2020: 38 P staff and 28 GS staff)

– Special liaison offices – 6 Professional category staff (2020: 6 P staff and 1 GS staff)

Headquarters

198.　　Headquarters is organized into four departments under the Office of the Director General: (a) Department of International Cooperation and Partnerships; (b) Department of Migration Management; (c) Department of Operations and Emergencies; and (d) Department of Resources Management. These four departments are designed to consolidate structures in order to enhance efficient use of limited resources.

199.　　The proposed changes at Headquarters are outlined below:

- Establishment of the following Professional category positions:

  – One Deputy Director General position

  – One position for a special adviser to the new Deputy Director General

- Establishment of a General Service position to provide administrative support to the new Deputy Director General

- Moving three General Service positions, previously funded by the Administrative Part of the Budget, to OSI funding

- One General Service category position for information and communications technology abolished

Administrative centres

200.　　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.

201.　　The proposed changes have minimum effect on the total number of staff in the administrative centres, as outlined below:

- Moving four General Service category positions, previously funded by the Administrative Part of the Budget, to OSI funding.

Field

202.　　The nine regional offices, which have oversight responsibilities for the country offices under their coverage, and the two special liaison offices, which are responsible for liaison with multilateral bodies, are funded under this part of the budget. This structure is designed to enhance effective use of limited core resources and expertise within and across regions.

203.　　The proposed changes in the field as outlined below result in moving both professional and general service category positions to OSI funding:

- Moving four Professional category positions, previously funded by the Administrative Part of the Budget, to OSI funding

- Moving three General Service category positions, previously funded by the Administrative Part of the Budget, to OSI funding

204.　　The details of all positions funded by the Administrative Part of the Budget can be seen in the staffing table on page 62.

Staff fixed costs

205.	The estimate for the fixed costs of staff shows a net decrease of CHF 732,300, which is mainly due to the transfer of 14 positions from the Administrative Part of the Budget to OSI. Nevertheless, despite the net decrease, there are increases in some areas, namely:

–	An increase in base salary mainly resulting from the regular step increments for all staff in graded positions at Headquarters and in the field, which is partially offset by the transfer of positions previously funded by the Administrative Part of the Budget to OSI funding.

–	An increase in contributions to the UNJSPF based on the actual costs of staff funded under this part of the budget.

–	A slight increase in contributions to health and accident insurances to reflect the actual entitlements of staff members, which are mainly influenced by family composition.

Staff variable costs

206.	The total variable costs for staff (mobility and hardship allowance, family allowance, language allowance, rent subsidy, education grant, home leave, and appointment and transfer costs) have increased by CHF 311,000 and reflect the actual staff members' entitlements, most of which are influenced by family composition.

Non-staff costs

207.	Non-staff costs, including general office costs, communications and governing body sessions, are straight-lined, with the exception of the following proposed change:

–	An increase of CHF 481,100 for staff development and learning, which is compensated for by a similar decrease in OSI funding.

ASSESSMENT SCALE

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

209.	Through Resolution No. 1380 of 26 November 2019, the Council authorized the Standing Committee on Programmes and Finance to adopt in 2020 a scale of assessment for IOM Member States for the year 2021, 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 2021 is fully equated to the larger membership of the United Nations through the application of an equation factor.

210.	The contributions of Member States to the Administrative Part of the Budget, as presented on pages 56 to 59, have therefore been calculated in accordance with the scale of assessment for 2021 (document S/26/3), approved by the Standing Committee in July 2020.

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

MEMBER STATES	2020 Assessment scale %	2020 Contributions	2021 Assessment scale %	2021 Contributions
	(1)	(2)	(3)	(4)
Afghanistan	0.0075	3 918	0.0075	3 918
Albania	0.0086	4 493	0.0086	4 493
Algeria	0.1476	77 110	0.1476	77 110
Angola	0.0107	5 590	0.0107	5 590
Antigua and Barbuda	0.0021	1 097	0.0021	1 097
Argentina	0.9789	511 403	0.9789	511 403
Armenia	0.0075	3 918	0.0075	3 918
Australia	2.3643	1 235 172	2.3643	1 235 172
Austria	0.7243	378 393	0.7243	378 393
Azerbaijan	0.0524	27 375	0.0524	27 375
Bahamas	0.0193	10 083	0.0193	10 083
Bangladesh	0.0107	5 590	0.0107	5 590
Belarus	0.0524	27 375	0.0524	27 375
Belgium	0.8783	458 847	0.8783	458 847
Belize	0.0011	575	0.0011	575
Benin	0.0032	1 672	0.0032	1 672
Bolivia (Plurinational State of)	0.0171	8 933	0.0171	8 933
Bosnia and Herzegovina	0.0128	6 687	0.0128	6 687
Botswana	0.0150	7 836	0.0150	7 836
Brazil	3.1539	1 647 680	3.1539	1 647 680
Bulgaria	0.0492	25 703	0.0492	25 703
Burkina Faso	0.0032	1 672	0.0032	1 672
Burundi	0.0011	575	0.0011	575
Cabo Verde	0.0011	575	0.0011	575
Cambodia	0.0064	3 344	0.0064	3 344
Cameroon	0.0139	7 262	0.0139	7 262
Canada	2.9249	1 528 044	2.9249	1 528 044
Central African Republic	0.0011	575	0.0011	575
Chad	0.0043	2 246	0.0043	2 246
Chile	0.4354	227 464	0.4354	227 464
China	12.8433	6 709 674	12.8433	6 709 674
Colombia	0.3081	160 959	0.3081	160 959
Comoros	0.0011	575	0.0011	575
Congo	0.0064	3 344	0.0064	3 344
Cook Islands	0.0011	575	0.0011	575
Costa Rica	0.0663	34 637	0.0663	34 637
Côte d'Ivoire	0.0139	7 262	0.0139	7 262
Croatia	0.0824	43 048	0.0824	43 048
Cuba	0.0856	44 720	0.0856	44 720
Cyprus	0.0385	20 113	0.0385	20 113
Czechia	0.3327	173 811	0.3327	173 811
Democratic Republic of the Congo	0.0107	5 590	0.0107	5 590
Denmark	0.5927	309 642	0.5927	309 642
Djibouti	0.0011	575	0.0011	575
Dominica	0.0011	575	0.0011	575
Dominican Republic	0.0567	29 622	0.0567	29 622
Ecuador	0.0856	44 720	0.0856	44 720

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

MEMBER STATES	2020 Assessment scale %	2020 Contributions	2021 Assessment scale %	2021 Contributions
	(1)	(2)	(3)	(4)
Egypt	0.1990	103 963	0.1990	103 963
El Salvador	0.0128	6 687	0.0128	6 687
Eritrea	0.0011	575	0.0011	575
Estonia	0.0417	21 785	0.0417	21 785
Eswatini	0.0021	1 097	0.0021	1 097
Ethiopia	0.0107	5 590	0.0107	5 590
Fiji	0.0032	1 672	0.0032	1 672
Finland	0.4504	235 301	0.4504	235 301
France	4.7362	2 474 314	4.7362	2 474 314
Gabon	0.0160	8 359	0.0160	8 359
Gambia	0.0011	575	0.0011	575
Georgia	0.0086	4 493	0.0086	4 493
Germany	6.5153	3 403 762	6.5153	3 403 762
Ghana	0.0160	8 359	0.0160	8 359
Greece	0.3916	204 582	0.3916	204 582
Grenada	0.0011	575	0.0011	575
Guatemala	0.0385	20 113	0.0385	20 113
Guinea	0.0032	1 672	0.0032	1 672
Guinea-Bissau	0.0011	575	0.0011	575
Guyana	0.0021	1 097	0.0021	1 097
Haiti	0.0032	1 672	0.0032	1 672
Holy See	0.0011	575	0.0011	575
Honduras	0.0096	5 015	0.0096	5 015
Hungary	0.2204	115 143	0.2204	115 143
Iceland	0.0300	15 673	0.0300	15 673
India	0.8922	466 109	0.8922	466 109
Iran (Islamic Republic of)	0.4258	222 449	0.4258	222 449
Ireland	0.3969	207 351	0.3969	207 351
Israel	0.5242	273 856	0.5242	273 856
Italy	3.5380	1 848 344	3.5380	1 848 344
Jamaica	0.0086	4 493	0.0086	4 493
Japan	9.1621	4 786 519	9.1621	4 786 519
Jordan	0.0225	11 755	0.0225	11 755
Kazakhstan	0.1904	99 470	0.1904	99 470
Kenya	0.0257	13 426	0.0257	13 426
Kiribati	0.0011	575	0.0011	575
Kyrgyzstan	0.0021	1 097	0.0021	1 097
Lao People's Democratic Republic	0.0053	2 769	0.0053	2 769
Latvia	0.0503	26 278	0.0503	26 278
Lesotho	0.0011	575	0.0011	575
Liberia	0.0011	575	0.0011	575
Libya	0.0321	16 770	0.0321	16 770
Lithuania	0.0760	39 704	0.0760	39 704
Luxembourg	0.0717	37 458	0.0717	37 458
Madagascar	0.0043	2 246	0.0043	2 246
Malawi	0.0021	1 097	0.0021	1 097
Maldives	0.0043	2 246	0.0043	2 246

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

MEMBER STATES	2020 Assessment scale %	2020 Contributions	2021 Assessment scale %	2021 Contributions
	(1)	(2)	(3)	(4)
Mali	0.0043	2 246	0.0043	2 246
Malta	0.0182	9 508	0.0182	9 508
Marshall Islands	0.0011	575	0.0011	575
Mauritania	0.0021	1 097	0.0021	1 097
Mauritius	0.0118	6 165	0.0118	6 165
Mexico	1.3822	722 097	1.3822	722 097
Micronesia (Federated States of)	0.0011	575	0.0011	575
Mongolia	0.0053	2 769	0.0053	2 769
Montenegro	0.0043	2 246	0.0043	2 246
Morocco	0.0588	30 719	0.0588	30 719
Mozambique	0.0043	2 246	0.0043	2 246
Myanmar	0.0107	5 590	0.0107	5 590
Namibia	0.0096	5 015	0.0096	5 015
Nauru	0.0011	575	0.0011	575
Nepal	0.0075	3 918	0.0075	3 918
Netherlands	1.4507	757 884	1.4507	757 884
New Zealand	0.3113	162 631	0.3113	162 631
Nicaragua	0.0053	2 769	0.0053	2 769
Niger	0.0021	1 097	0.0021	1 097
Nigeria	0.2675	139 749	0.2675	139 749
North Macedonia	0.0075	3 918	0.0075	3 918
Norway	0.8067	421 441	0.8067	421 441
Pakistan	0.1230	64 258	0.1230	64 258
Palau	0.0011	575	0.0011	575
Panama	0.0481	25 129	0.0481	25 129
Papua New Guinea	0.0107	5 590	0.0107	5 590
Paraguay	0.0171	8 933	0.0171	8 933
Peru	0.1626	84 946	0.1626	84 946
Philippines	0.2193	114 568	0.2193	114 568
Poland	0.8580	448 242	0.8580	448 242
Portugal	0.3744	195 596	0.3744	195 596
Republic of Korea	2.4253	1 267 040	2.4253	1 267 040
Republic of Moldova	0.0032	1 672	0.0032	1 672
Romania	0.2118	110 650	0.2118	110 650
Rwanda	0.0032	1 672	0.0032	1 672
Saint Kitts and Nevis	0.0011	575	0.0011	575
Saint Lucia	0.0011	575	0.0011	575
Saint Vincent and the Grenadines	0.0011	575	0.0011	575
Samoa	0.0011	575	0.0011	575
Sao Tome and Principe	0.0011	575	0.0011	575
Senegal	0.0075	3 918	0.0075	3 918
Serbia	0.0300	15 673	0.0300	15 673
Seychelles	0.0021	1 097	0.0021	1 097
Sierra Leone	0.0011	575	0.0011	575
Slovakia	0.1637	85 521	0.1637	85 521
Slovenia	0.0813	42 473	0.0813	42 473
Solomon Islands	0.0011	575	0.0011	575

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

MEMBER STATES	2020 Assessment scale %	2020 Contributions	2021 Assessment scale %	2021 Contributions
	(1)	(2)	(3)	(4)
Somalia	0.0011	575	0.0011	575
South Africa	0.2910	152 026	0.2910	152 026
South Sudan	0.0064	3 344	0.0064	3 344
Spain	2.2959	1 199 438	2.2959	1 199 438
Sri Lanka	0.0471	24 606	0.0471	24 606
Sudan	0.0107	5 590	0.0107	5 590
Suriname	0.0053	2 769	0.0053	2 769
Sweden	0.9693	506 388	0.9693	506 388
Switzerland	1.2314	643 316	1.2314	643 316
Tajikistan	0.0043	2 246	0.0043	2 246
Thailand	0.3284	171 565	0.3284	171 565
Timor-Leste	0.0021	1 097	0.0021	1 097
Togo	0.0021	1 097	0.0021	1 097
Tonga	0.0011	575	0.0011	575
Trinidad and Tobago	0.0428	22 360	0.0428	22 360
Tunisia	0.0267	13 949	0.0267	13 949
Turkey	1.4668	766 295	1.4668	766 295
Turkmenistan	0.0353	18 442	0.0353	18 442
Tuvalu	0.0011	575	0.0011	575
Uganda	0.0086	4 493	0.0086	4 493
Ukraine	0.0610	31 868	0.0610	31 868
United Kingdom	4.8860	2 552 573	4.8860	2 552 573
United Republic of Tanzania	0.0107	5 590	0.0107	5 590
United States of America	23.5364	12 296 027	23.5364	12 296 027
Uruguay	0.0931	48 638	0.0931	48 638
Uzbekistan	0.0342	17 867	0.0342	17 867
Vanuatu	0.0011	575	0.0011	575
Venezuela (Bolivarian Republic of)	0.7788	406 865	0.7788	406 865
Viet Nam	0.0824	43 048	0.0824	43 048
Yemen	0.0107	5 590	0.0107	5 590
Zambia	0.0096	5 015	0.0096	5 015
Zimbabwe	0.0053	2 769	0.0053	2 769
Grand total	**100.0000**	**52 242 614**	**100.0000**	**52 242 614**

Note: The total number of Member States is 173.

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

	2020 - S/26/4			2021 estimates					
	Staff positions		Total amount	Staff positions		Base salary		Other costs	Total amount
	P	GS		P	GS	P	GS		
A-1: STAFF - FIXED COSTS (statutory)									
Headquarters									
Office of the Director General									
Director General and Deputy Director General	2		336 000	3		483 000			483 000
Office of the Chief of Staff	4	2	732 000	5	3	538 000	389 000		927 000
Inspector General	5	1	630 000	5	1	542 000	110 000		652 000
Legal Affairs	5	1	679 000	5	1	519 000	125 000		644 000
Senior Regional Advisers	6		686 000	6		678 000			678 000
Ombudsperson	1		110 000	1		110 000			110 000
Gender Coordination	1		103 000	1		105 000			105 000
Ethics and Conduct Office	2		200 000	2		200 000			200 000
Policy Hub	2		212 000	2		195 000			195 000
International Cooperation and Partnerships	1	1	254 000	1	1	125 000	127 000		252 000
Governing Bodies	4	5	931 000	4	5	403 000	518 000		921 000
International Partnerships	1		105 000	1		107 000			107 000
Media and Communications	2		215 000	2		216 000			216 000
Donor Relations	2	1	327 000	2	1	211 000	115 000		326 000
Migration Research	1	2	335 000	1	2	100 000	239 000		339 000
Multilateral Processes	2		212 000	2		214 000			214 000
International Migration Law	1		86 000	1		82 000			82 000
Migration Management	1	1	258 000	1	1	128 000	115 000		243 000
Migration Health	2	1	352 000	2	1	211 000	146 000		357 000
Immigration and Border Management	2		210 000	2		209 000			209 000
Migrant Protection and Assistance	3		286 000	3		279 000			279 000
Labour Mobility and Human Development	3		282 000	3		288 000			288 000
Migration, Environment and Climate Change	1		105 000	1		105 000			105 000
Operations and Emergencies	3	1	489 000	3	1	345 000	124 000		469 000
Preparedness and Response	3		292 000	3		297 000			297 000
Transition and Recovery	2		198 000	2		187 000			187 000
Resettlement and Movement Management	2	2	427 000	2	2	183 000	224 000		407 000
Resources Management	1	1	244 000	1	1	120 000	129 000		249 000
Human Resources Management	4	3	854 000	4	3	472 000	375 000		847 000
Information and Communications Technology	3	4	712 000	3	3	271 000	313 000		584 000
Accounting and Financial Reporting	2	2	481 000	2	2	203 000	280 000		483 000
Budget	3	1	438 000	3	1	288 000	148 000		436 000
Treasury	2	1	292 000	2	1	160 000	121 000		281 000
Procurement and Supply	1		96 000	1		97 000			97 000
Common Services		6	682 000		3		394 000		394 000
Staff Travel	1		58 000	1		58 000			58 000
Risk Management	1		76 000	1		79 000			79 000
Global Staff Association Committee		1	102 000		1		105 000		105 000
Total - Headquarters	**82**	**37**	**13 087 000**	**84**	**34**	**8 808 000**	**4 097 000**		**12 905 000**
Administrative centres									
Manila, Philippines	3	12	668 000	3	8	313 000	270 200		583 200
Panama City, Panama	3	2	394 000	3	2	261 000	130 800		391 800
Total - Administrative centres	**6**	**14**	**1 062 000**	**6**	**10**	**574 000**	**401 000**		**975 000**
Field									
Regional offices									
Bangkok, Thailand	5	4	712 000	4	4	345 000	298 800		643 800
Brussels, Belgium	5	4	1 030 000	4	4	415 000	512 400		927 400
Vienna, Austria	4	3	736 000	4	3	427 000	283 500		710 500
Buenos Aires, Argentina	4	3	564 000	4	2	393 000	102 700		495 700
San José, Costa Rica	4	3	594 000	4	3	380 000	232 900		612 900
Cairo, Egypt	4	3	470 000	3	3	319 000	117 600		436 600
Dakar, Senegal	4	3	551 000	4	3	306 000	108 300		414 300
Nairobi, Kenya	4	3	495 000	4	2	386 000	96 100		482 100
Pretoria, South Africa	4	2	471 000	4	2	344 000	92 400		436 400
Subtotal - Regional offices	**38**	**28**	**5 623 000**	**34**	**26**	**3 315 000**	**1 844 700**		**5 159 700**
Special liaison offices									
Addis Ababa, Ethiopia	2	1	206 000	2		181 000			181 000
New York, United States of America	4		373 000	4		381 000			381 000
Subtotal - Special liaison offices	**6**	**1**	**579 000**	**6**		**562 000**			**562 000**
Total - Field	**44**	**29**	**6 202 000**	**40**	**26**	**3 877 000**	**1 844 700**		**5 721 700**
Total - Headquarters, administrative centres and field	**132**	**80**	**20 351 000**	**130**	**70**	**13 259 000**	**6 342 700**		**19 601 700**

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

	2020 - S/26/4			2021 estimates					
	Staff positions		Total amount	Staff positions		Base salary		Other costs	Total amount
	P	GS		P	GS	P	GS		
A-1: STAFF - FIXED COSTS (statutory) - Continued									
Other staff benefits									
Post adjustment			8 165 000			8 142 000			8 142 000
Health and accident insurances			1 643 000			1 494 000	197 000		1 691 000
Contribution to UNJSPF			5 250 000			4 438 000	804 000		5 242 000
Terminal emoluments			700 000					700 000	700 000
A-1: Subtotal - Staff fixed costs (statutory)	132	80	36 109 000	130	70	27 333 000	7 343 700	700 000	35 376 700
A-2: STAFF - VARIABLE COSTS (statutory)									
Mobility and hardship allowance			492 000			438 000			438 000
Family allowance			736 000			343 000	354 000		697 000
Language allowance			78 000				74 000		74 000
Rent subsidy			329 000			223 000			223 000
Education grant			1 461 000			2 023 000			2 023 000
Home leave			376 000			328 000			328 000
Travel on appointment or transfer			350 000					350 000	350 000
Installation grant			440 000					440 000	440 000
A-2: Subtotal - Staff variable costs (statutory)			4 262 000			3 355 000	428 000	790 000	4 573 000
Total - Staff salaries and benefits	132	80	40 371 000	130	70	30 688 000	7 771 700	1 490 000	39 949 700
B-1: NON-STAFF - FIXED COSTS (statutory)									
Amortization, rental and maintenance of premises			1 353 760					1 353 760	1 353 760
B-2: NON-STAFF - VARIABLE COSTS									
General office									
Purchase and maintenance of office equipment and furniture			325 000					325 000	325 000
Hardware, software and maintenance services			1 896 000					1 837 200	1 837 200
Office supplies, printing and other services			410 000					410 000	410 000
Total - General office			3 984 760					3 925 960	3 925 960
Communications									
Email			514 000					514 000	514 000
Telephone			245 000					245 000	245 000
Facsimile			50 000					50 000	50 000
Postage			176 000					176 000	176 000
Total - Communications			985 000					985 000	985 000
Contractual services									
External audit			120 000					120 000	120 000
Staff development and learning			1 089 876					1 570 976	1 570 976
Consultants			55 000					55 000	55 000
Insurance, bank charges, security, etc.			631 978					631 978	631 978
Total - Contractual services			1 896 854					2 377 954	2 377 954
Governing body sessions									
Salaries			335 000					335 000	335 000
Documentation			35 000					35 000	35 000
Rental of space, equipment, etc.			65 000					65 000	65 000
Total - Governing body sessions			435 000					435 000	435 000
Travel and representation			1 170 000					1 169 000	1 169 000
UN-related cost-sharing fees			3 400 000					3 400 000	3 400 000
B-2: Subtotal - Non-staff - Variable costs			10 517 854					10 939 154	10 939 154
Total - Non-staff costs			11 871 614					12 292 914	12 292 914
GRAND TOTAL	132	80	52 242 614	130	70	30 688 000	7 771 700	13 782 914	52 242 614

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

STAFFING TABLE
Administrative Part of the Budget

	2020 (C-110-8)										2021									
	DG/DDG	D-2	D-1	P-5	P-4	P-3	P-2	P	GS	Total	DG/DDG	D-2	D-1	P-5	P-4	P-3	P-2	P	GS	Total
CORE STAFF STRUCTURE																				
Headquarters																				
Office of the Director General																				
Director General and Deputy Director General	2							2		2	3							3		3
Office of the Chief of Staff		1	2			1		4	2	6		1	2	1		1		5	3	8
Inspector General			1	3	1			5	1	6			1	3	1			5	1	6
Legal Affairs		1		3	1			5	1	6		1		3	1			5	1	6
Senior Regional Advisers			5				1	6		6			5				1	6		6
Ombudsperson				1				1		1				1				1		1
Gender Coordination				1				1		1				1				1		1
Ethics and Conduct Office			1		1			2		2			1		1			2		2
Policy Hub			1		1			2		2			1		1			2		2
International Cooperation and Partnerships		1						1	1	2		1						1	1	2
Governing Bodies				2	2			4	5	9				2	2			4	5	9
International Partnerships				1				1		1				1				1		1
Media and Communications			1		1			2		2			1		1			2		2
Donor Relations				1	1			2	1	3				1	1			2	1	3
Migration Research				1				1	2	3				1				1	2	3
Multilateral Processes				1	1			2		2				1	1			2		2
International Migration Law					1			1		1					1			1		1
Migration Management		1						1	1	2		1						1	1	2
Migration Health			1	1				2	1	3			1	1				2	1	3
Immigration and Border Management				1	1			2		2				1	1			2		2
Migrant Protection and Assistance				1	2			3		3				1	2			3		3
Labour Mobility and Human Development				1	2			3		3				1	2			3		3
Migration, Environment and Climate Change				1				1		1				1				1		1
Operations and Emergencies		1	1		1			3	1	4		1	1		1			3	1	4
Preparedness and Response				2	1			3		3				2	1			3		3
Transition and Recovery				1	1			2		2				1	1			2		2
Resettlement and Movement Management			1		1			2	2	4			1		1			2	2	4
Resources Management		1						1	1	2		1						1	1	2
Human Resources Management			1	3				4	3	7			1	3				4	3	7
Information and Communications Technology			1			1	1	3	4	7			1			1	1	3	3	6
Accounting and Financial Reporting			1		1			2	2	4			1		1			2	2	4
Budget				1	1		1	3	1	4				1	1		1	3	1	4
Treasury				1		1		2	1	3				1		1		2	1	3
Procurement and Supply				1				1		1				1				1		1
Common Services									6	6									3	3
Staff Travel							1	1		1							1	1		1
Risk Management					1			1		1					1			1		1
Global Staff Association Committee									1	1									1	1
Total - Headquarters	2	6	17	28	21	4	4	82	37	119	3	6	17	29	21	4	4	84	34	118
Administrative centres																				
Manila, Philippines			1	1	1			3	12	15			1	1	1			3	8	11
Panama City, Panama				1	1	1		3	2	5				1	1	1		3	2	5
Total - Administrative centres			1	2	2	1		6	14	20			1	2	2	1		6	10	16
Field																				
Regional offices																				
Bangkok, Thailand		1			3		1	5	4	9		1			2		1	4	4	8
Brussels, Belgium		1		2	2			5	4	9		1		2	1			4	4	8
Vienna, Austria		1		1	2			4	3	7		1		1	2			4	3	7
Buenos Aires, Argentina		1			3			4	3	7		1			3			4	2	6
San José, Costa Rica		1			3			4	3	7		1			3			4	3	7
Cairo, Egypt		1			3			4	3	7		1			2			3	3	6
Dakar, Senegal		1			3			4	3	7		1			2			3	3	6
Nairobi, Kenya		1			2	1		4	3	7		1			2	1		4	2	6
Pretoria, South Africa		1			2		1	4	2	6		1			2		1	4	2	6
Special liaison offices																				
Addis Ababa, Ethiopia		1			1			2	1	3		1			1			2		2
New York, United States of America		1			1	2		4		4		1			1	2		4		4
Total - Field		10	1	3	24	4	2	44	29	73		10	1	3	20	4	2	40	26	66
Total - Headquarters, administrative centres and field	2	16	19	33	47	9	6	132	80	212	3	16	19	34	43	9	6	130	70	200

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

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

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

OPERATIONAL PART OF THE BUDGET

INTRODUCTION

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

212.   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 2021 is estimated at USD 913.4 million.

213.   It should be noted that the Organization prepares its budget based on anticipated funding, and the projections made represent the funding confirmed for 2021 thus far. The total funding ultimately received and the total actual expenditure for 2021 will be higher.

214.   The budgeted resources for 2021 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.

215.   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.

216.   If only partial funding has been received for a project's implementation, the portion requiring additional funds is included in Migration Initiatives for fundraising purposes. The budget levels for such projects are increased in subsequent revisions of the Programme and Budget as additional funding is received.

217.   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.

218.   Projected OSI for 2021 is USD 128 million and more information on its sources and application is provided in the section on pages 66 to 77.

219.   The geographical breakdown of the Operational Part of the Budget on pages 149 to 168 provides a regional perspective on IOM programmes.

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

221.   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.

222.   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

223.   In line with Standing Committee on Programmes and Finance Resolution No. 18 on budget regulations and practices, adopted on 27 June 2018, 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)
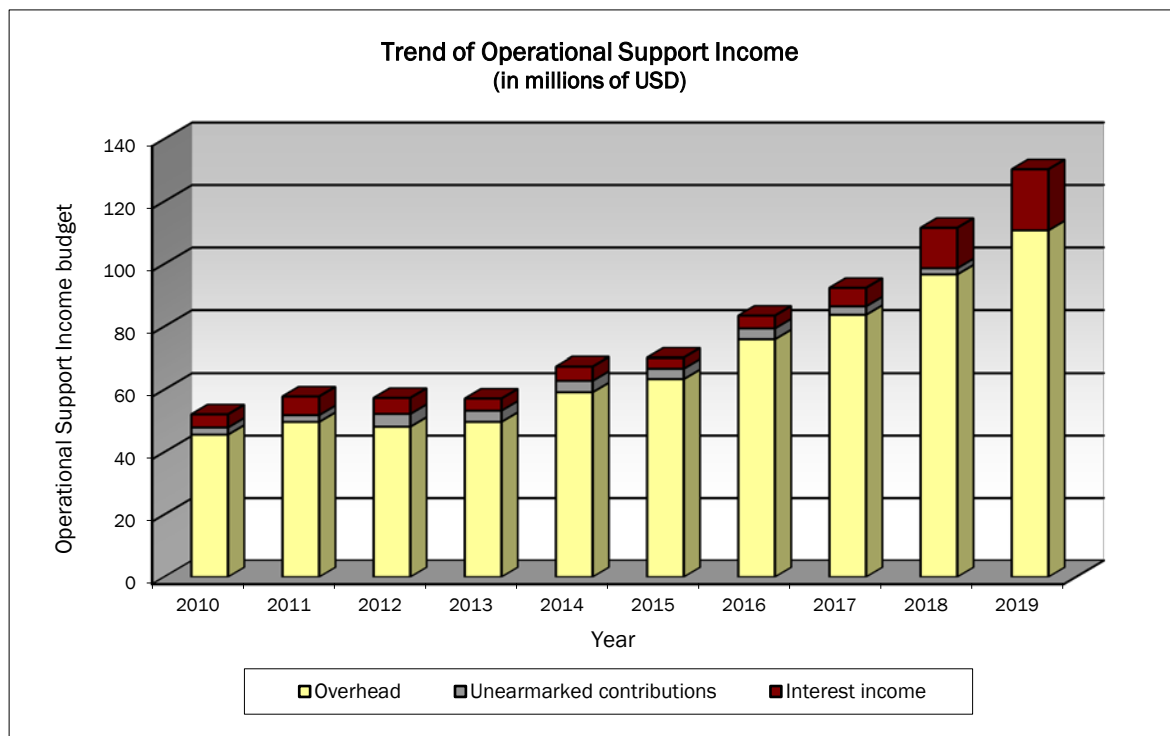
224.   The proposed budget level for 2021 has been estimated based on the budget-strengthening model adopted by Member States, whereby the overhead rate was increased to 7 per cent. The OSI budget estimate for 2021 is projected at USD 128 million. In line with Resolution No. 18, the OSI projection has been established based on the actual results derived from the latest Financial Report of the Organization and taking into consideration current and expected trends. In 2021, the OSI projection has increased by 4 per cent compared with the previous year.

225.   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.

226.   Should actual OSI be higher than the expenditure levels at the end of the year, the difference will be applied towards covering unforeseen shortfalls; and any balance remaining thereafter will be credited to the OSI reserve mechanism. 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

227.   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.

228.   The project-related overhead for 2021 is projected at USD 112 million. For a few active projects, which had been negotiated under different overhead regimes before the new rate was adopted, the old rates continue to be applied. 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.

Overhead rate	2021 Total budget in millions of USD	% of total 2021 budget	2021 Staff and office costs out of the total budget in millions of USD	2021 Overhead in millions of USD
12% on staff/office costs	243.6	26.7%	103.9	12.5
5% on total costs	70.4	7.7%	32.8	3.3
7% on total costs	522.8	57.2%	160.8	31.7
0 to 4%	76.6	8.4%	15.8	1.2
TOTAL	913.4	100%	313.3	48.7
Difference needed to bring overhead income to the projected level in 2021				63.3
TOTAL	913.4	100%	313.3	112.0

Note: USD 63.3 million must be realized from new and additional projects/funding over the course of 2021 in order to realize the projected overhead income of USD 112.0 million and will generally fall under the higher 7 per cent overhead category. The confirmed overhead funding of USD 48.7 million is derived from ongoing projects which continue at previously agreed overhead rates until they end or can be converted to the higher rate. The increase in the overhead rate to 7 per cent will continue to have an effect as it is applied to new projects.

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

Sources	2021
PROJECT-RELATED OVERHEAD INCOME	
General overhead	112 000 000
Total project-related overhead income	**112 000 000**
MISCELLANEOUS INCOME	
Unearmarked contributions	5 000 000
Interest income	11 000 000
Total miscellaneous income	**16 000 000**
Total	**128 000 000**

Application	2021
Staff and services for Headquarters	27 041 900
Staff and services for Headquarters relating to the Internal Governance Framework	2 450 000
Staff and services for the administrative centres	14 862 500
Staff and services for the regional offices	33 390 000
Staff and services for the special liaison offices	1 933 000
Staff and services for country offices	7 660 400
African Capacity Building Centre	529 600
Global Migration Data Analysis Centre	791 000
Global activity/support	1 700 600
Information technology	4 141 000
Staff security	14 500 000
Unbudgeted activities and structures	3 500 000
Maintenance of office premises	500 000
IOM Development Fund – Line 1	1 400 000
IOM Development Fund – Line 2	13 600 000
Total	**128 000 000**

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

	Activity	Staff and office costs	Other costs	Total costs
1.	Headquarters	27 041 900		27 041 900
2.	Headquarters – Internal Governance Framework	2 450 000		2 450 000
3.	Field – Administrative centres	14 862 500		14 862 500
4.	Field – Regional offices	33 390 000		33 390 000
5.	Field – Special liaison offices	1 933 000		1 933 000
6.	Field – Country offices	7 660 400		7 660 400
7.	African Capacity Building Centre	529 600		529 600
8.	Global Migration Data Analysis Centre	791 000		791 000
9.	Staff development and learning	267 600		267 600
10.	Publications	255 000		255 000
11.	Gender mainstreaming activities	100 000		100 000
12.	Course on International Migration Law	20 000		20 000
13.	Leadership, diversity and inclusion initiatives	300 000		300 000
14.	Private sector outreach	200 000		200 000
15.	Regional consultative processes on migration	25 000		25 000
16.	Support for consultations with civil society organizations	10 000		10 000
17.	Humanitarian Assistance for Stranded Migrants		300 000	300 000
18.	Centre for Information on Migration in Latin America (CIMAL)	30 000		30 000
19.	Technical Cooperation in the Area of Migration (PLACMI), Latin America		63 000	63 000
20.	Technical Cooperation Project to Strengthen the Puebla Process	20 000		20 000
21.	Support to Strengthen the Central American Commission of Directors of Migration (OCAM)	10 000		10 000
22.	South American Conference on Migration process	20 000		20 000
23.	Annual support for African Union migration policy formulation and dialogues	80 000		80 000
24.	Information and communications technology	4 141 000		4 141 000
25.	Staff security	3 750 000	10 750 000	14 500 000
26.	Unbudgeted activities and structures	3 500 000		3 500 000
27.	Maintenance of office premises	500 000		500 000
28.	IOM Development Fund	849 000	14 151 000	15 000 000
Grand total		**102 736 000**	**25 264 000**	**128 000 000**

APPLICATION OF OPERATIONAL SUPPORT INCOME

Project-related overhead income

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

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

1.   Headquarters

231.   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: 27 041 900

2.   Headquarters – Internal Governance Framework

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

Budgeted resources: 2 450 000

3.   Field – Administrative centres

233.   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: 14 862 500

4.   Field – Regional offices

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

Budgeted resources: 33 390 000

5.   Field – Special liaison offices

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

Budgeted resources: 1 933 000

6.   Field – Country offices

236.   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.

Budgeted resources: 7 660 400

7.   African Capacity Building Centre

237.   The objectives of the African Capacity Building Centre, 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: 529 600

8.   Global Migration Data Analysis Centre

238.   The objectives of the Global Migration Data Analysis Centre, established in Berlin, Germany, are to provide timely, evidence-based analysis of data on global migration issues; enhance IOM's capacity to assess the impact of its projects and programmes; and position the Organization as a key source of data on global migration trends. The Centre also contributes to the development of IOM's global migration governance framework and is responsible for preparing several IOM flagship reports.

Budgeted resources: 791 000

9.   Staff development and learning

239.   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: 267 600

10.   Publications

240.   The work of the Publications Unit continues to grow and the current publications catalogue lists over 2,130 titles (an increase of 13% from last year). In order to increase the readership and sales of IOM publications, more should be invested in the production process, including enhancing tools, and in the provision of publications to Member States and the public in general. More publications are available in the three official languages compared with last year, but budget limitations remain a barrier to achieving a more balanced production of publications in languages other than English. A new publications platform is being developed, which will allow an enhanced search as well as better reporting features.

- News and information on IOM programmes

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

- IOM's academic journal: *International Migration*

242.   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.

- *Migration Policy Practice*

243.   *Migration Policy Practice* is a quarterly journal published jointly by IOM and Eurasylum. The journal produced an issue for its 10-year anniversary in 2020. Contributions are received from senior officials from governments, the European Union, international organizations and civil society worldwide who work in the field of migration policy. By 15 September 2020, 42 issues of the journal had been published, including 10 special issues since 2015. One special issue, on data, human mobility and the environment, was produced in 2020, and one – on return and reintegration – was produced in 2019. Four were produced in 2018, on the following topics: *World Migration Report 2018*; child migration; migration and the 2030 Agenda for Sustainable Development; and the Global Compact for Safe, Orderly and Regular Migration.

- Migration Research Series

244.   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 2020, 64 titles had been published in this series, some of which have also been published in French and Spanish. In 2020, three issues were related to COVID-19. All issues are freely available online on the IOM online bookstore, to ensure a wide reach and impact among policymakers, practitioners, scholars, researchers and students interested in issues related to migration.

- World Migration Report

245.   The World Migration Reports explore and discuss the latest trends in international migration and are published in English, French and Spanish. The 2020 edition of the report was launched in English at the end of 2019, and the full report has been translated into Chinese, French and Spanish. Chapter one has been translated into Russian and Portuguese and translations into Arabic and Turkish are being organized. The World Migration Report has three objectives: (a) to provide key information on migration and migrants, globally and regionally; (b) to provide analyses of complex and emerging issues in the field of migration; and (c) to present policy-relevant findings based on sound research and analysis, and practical suggestions for a range of different stakeholders.

- Other publications

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

247.   The IOM online bookstore provides a large range of IOM publications in the three official languages, as well as some other languages. Most publications can be downloaded free of charge.

                                                              Budgeted resources: 255 000

11. Gender mainstreaming activities

248.   Through its Gender Equality Policy – the revised version of which is currently under development – IOM strives to respond to the practical needs and strategic interests of all migrants, considering their sex, age and gender, in all its activities, ensuring that women, men, boys and girls experience safe migration and are provided with equal opportunities for social and economic empowerment and access to adequate assistance, as needed. Technical guidance is provided throughout the Organization in strengthening competency on gender issues for IOM staff at all levels and in actively cooperating with partners at the inter-agency level.

249.   Specific efforts will be directed at strengthening the Organization's capacity to deliver on gender equality issues in line with its participation in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. IOM will continue to prioritize the enhancement of its capacity to report on gender equality results.

Budgeted resources: 100 000

12. Course on International Migration Law

250.   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

13. Leadership, diversity and inclusion initiatives

251.   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

14. Private sector outreach

252.   IOM recognizes the private sector as both a partner and an important stakeholder that offers unique skills, knowledge and expertise for tackling today's pressing migration challenges. To establish effective private sector partnerships, in line with the private sector partnerships strategy for the period 2021–2023 and its action plan – both of which are currently being finalized - the Private Sector Partnerships Unit will provide Headquarters and the regional and country offices with assistance and expertise relating to initiating, establishing and maintaining partnerships with the private sector, in order to fully utilize the benefits of such partnerships. It will do so by leading and supporting the Organization's overall efforts to build partnerships with the private sector; identifying opportunities for strategic engagement; coordinating structured outreach to potential private sector partners; and developing and implementing brand awareness and fundraising campaigns.

Budgeted resources: 200 000

15. Regional consultative processes on migration

253.   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

16.   **Support for consultations with civil society organizations**

254.   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

17.   **Humanitarian Assistance for Stranded Migrants**

255.   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.

256.   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

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

257.   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

19.   **Technical Cooperation in the Area of Migration (PLACMI), Latin America**

258.   This activity is described in section IV.3.18 of the present document, where full donor contributions are shown. This paragraph reflects only the additional amount allocated from OSI to enhance IOM's structures in support of PLACMI, part of which will be used to help the Organization of American States organize the annual Inter-American Course on International Migration with the National Directorate of Migration 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 the administration and regularization of migration processes. It also facilitates the exchange of expertise, experience and methodologies to develop activities in the field of international migration. The combined funding for PLACMI totals USD 74,000.

Budgeted resources: 63 000

20.   **Technical Cooperation Project to Strengthen the Puebla Process**

259.   This activity is described in section IV.3.21 of the present document, where full donor contributions are shown. This paragraph reflects only the additional amount allocated from OSI to enhance IOM's structures in support of the Puebla Process. The combined funding for the Puebla Process totals USD 116,200.

Budgeted resources: 20 000

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

260.   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

22.   South American Conference on Migration process

261.   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

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

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

Budgeted resources: 80 000

24.   Information and communications technology

263.   Efforts will be continued to update and enhance existing technology, IT security and organization-wide information and communications systems through several ongoing and planned initiatives that will enable the Organization to continue providing effective and efficient support to administrative and operational structures and services. This is in line with the objective to maximize the benefits of ICT systems in advancing the mandate of the Organization, while mitigating cybersecurity risks. The priority projects in 2021 are described below:

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

- Implementation of tools and applications to mitigate the Organization's cybersecurity risks and vulnerabilities, while protecting the Organization's information and data assets from malicious attacks, will be continued.

- Key enhancements of the MigApp (Migrant Application) platform and a technology rebuild of MiMOSA are required to further enhance the automation and integration of facilitated migration services. MigApp complements MiMOSA and other systems and allows IOM to have systems of engagement that enhance the capacity of programmes to provide migrants with information on regular migration and resettlement services. It also allows staff to leverage mobile technology to conduct business and provide services as they interact with migrants in remote areas.

- IOM will embark on a programme to create high availability of key systems (MiMOSA, PRISM and PRIMA) as part of its activities to move to cloud services. This will include transferring IOM central infrastructure systems and operations to a consolidated data centre in Valencia, Spain, thereby ensuring optimum disaster recovery and business continuity services for the Organization's most critical systems, which are currently hosted in Geneva and Manila.

Budgeted resources: 4 141 000

25.   Staff security

264.   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.

265.   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.

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

Budgeted resources: 14 500 000

26.   Unbudgeted activities and structures

267.   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.

268.   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 additional OSI, if available, after all other avenues have been exhausted.

Budgeted resources: 3 500 000

27.   Maintenance of office premises

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

Budgeted resources: 500 000

Miscellaneous income

28.   IOM Development Fund

The IOM Development Fund provides a flexible mechanism to respond rapidly and efficiently to the priorities of eligible Member States to strengthen their migration management capacity. Detailed criteria and guidelines on the IOM Development Fund, which provide practical information on the operation and management of the two funding lines, can be found on the IOM Development Fund website in the three official languages (http://developmentfund.iom.int/).

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-building 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 IOM Resettlement and Movement Management Division, including IOM's traditional refugee and migrant transport and resettlement programmes;

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

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

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

  – Assisted voluntary return, unless the project has a significant government capacity-building 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.

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

- All projects include an ex-post evaluation the cost of which is budgeted at 5 per cent of the total project budget.

- A fundraising and visibility campaign is proposed for 2021.

- In order to ensure that the Fund is properly administered, support functions are also funded.

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 2021 is provided in the table below.

	USD
Total Operational Part of the Budget	**913 367 000**
Earmarked contributions	
Anticipated earmarked contributions and reimbursements from governments, intergovernmental agencies, migrants, sponsors, voluntary agencies and others	752 984 800
Refugee Loan Fund (principally the United States Government)	133 400 000
Total earmarked contributions	**886 384 800**
Unearmarked contributions	**15 982 200**
Interest income	**11 000 000**
TOTAL ANTICIPATED RESOURCES	**913 367 000**

273.   A breakdown of financing of the Operational Part of the Budget is provided on pages 80 and 81.

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 2021 is shown on pages 80 and 81. 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 2020 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 the following year for continued project implementation and are shown as budgeted resources.

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 2020, 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 2021

	Unearmarked/ interest income USD	Earmarked USD	Total USD
MEMBER STATES			
Argentina		2 140 000	2 140 000
Australia		74 900 800	74 900 800
Austria[a]	40 000	1 644 600	1 684 600
Bangladesh		789 600	789 600
Belgium[a]	629 700	6 975 300	7 605 000
Belize		5 500	5 500
Bosnia and Herzegovina		318 600	318 600
Bulgaria[a]		1 090 400	1 090 400
Cambodia		178 000	178 000
Canada		37 576 600	37 576 600
Chad		1 142 100	1 142 100
Chile		3 291 800	3 291 800
China		150 500	150 500
Colombia		2 806 500	2 806 500
Costa Rica		5 500	5 500
Czechia[a]		615 800	615 800
Denmark[a]	2 261 600	3 885 200	6 146 800
Dominican Republic		5 500	5 500
El Salvador		5 500	5 500
Finland[a]		7 171 700	7 171 700
France[a]		2 311 900	2 311 900
Germany[a]		76 611 500	76 611 500
Greece[a]		14 475 700	14 475 700
Guatemala		5 500	5 500
Honduras		5 500	5 500
Hungary[a]		212 800	212 800
Ireland[a]	633 400	2 749 800	3 383 200
Italy[a]		10 055 900	10 055 900
Japan		8 853 500	8 853 500
Latvia[a]		147 000	147 000
Luxembourg[a]		785 300	785 300
Malta[a]		87 700	87 700
Mexico		37 500	37 500
Mozambique		403 900	403 900
Netherlands[a]	131 500	31 243 800	31 375 300
New Zealand		2 733 000	2 733 000
Nicaragua		5 500	5 500
Norway	1 204 000	8 797 300	10 001 300
Panama		5 500	5 500
Paraguay		135 600	135 600
Peru		43 300	43 300
Poland[a]		1 199 800	1 199 800
Portugal[a]		975 400	975 400

ANTICIPATED VOLUNTARY CONTRIBUTIONS TO THE OPERATIONAL PART OF THE BUDGET FOR 2021 (continued)

	Unearmarked/ interest income USD	Earmarked USD	Total USD
MEMBER STATES (continued)			
Republic of Korea		7 001 100	7 001 100
Romania[a]		230 100	230 100
Slovakia[a]		892 100	892 100
Somalia		2 775 400	2 775 400
Spain[a]		1 348 900	1 348 900
Sweden[a]	6 770 000	16 272 800	23 042 800
Switzerland		8 761 300	8 761 300
Turkey		4 416 300	4 416 300
United Kingdom	2 312 000	25 797 700	28 109 700
United States of America	2 000 000	227 957 500	229 957 500
Viet Nam		65 800	65 800
Total - Member States	**15 982 200**	**602 101 200**	**618 083 400**
OTHERS			
Iraq		949 300	949 300
Kuwait		2 248 200	2 248 200
Saudi Arabia		971 400	971 400
United Nations organizations		43 477 500	43 477 500
European Union[a]		140 518 100	140 518 100
Refugee Loan Fund repayments		36 800 000	36 800 000
Migrants, sponsors, voluntary agencies and others		58 098 800	58 098 800
Private sector		1 216 300	1 216 300
Sasakawa Endowment Fund interest		4 000	4 000
Interest income	11 000 000		11 000 000
Grand total	**26 982 200**	**886 384 800**	**913 367 000**

[a] Consolidated contributions from the European Union and IOM Member States of the European Union total USD 331,967,800.

SERVICES/SUPPORT

SUMMARY TABLE

Operations: funded by voluntary contributions

	SERVICES/SUPPORT	USD
I.	Movement, Emergency and Post-crisis Programming	408 338 500
II.	Migration Health	89 111 500
III.	Migration and Sustainable Development	24 741 300
IV.	Regulating Migration	281 061 400
V.	Facilitating Migration	72 596 800
VI.	Migration Policy, Research and Communications	4 755 300
VII.	Land, Property and Reparation Programmes	208 000
VIII.	General Programme Support	32 554 200
	TOTAL	913 367 000

I. MOVEMENT, EMERGENCY AND POST-CRISIS PROGRAMMING

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
I.1	Resettlement Assistance	66 295 600	92 057 600	9 590 600	167 943 800
I.2	Repatriation Assistance	1 994 400	3 766 200	292 800	6 053 400
I.3	Emergency Preparedness and Response Assistance	24 133 200	61 798 700	5 264 800	91 196 700
I.4	Transition and Stabilization Assistance	37 652 700	96 750 700	7 611 800	142 015 200
I.5	Elections Support	40 900	1 034 700	53 800	1 129 400
	Total	130 116 800	255 407 900	22 813 800	408 338 500

278.   The total budget for Movement, Emergency and Post-crisis Programming is approximately USD 408.3 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy on page 18.

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

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 will retain 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, thus some of the resources budgeted for these activities are reflected under this programme area.

283.   Changing economic 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 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 in preparedness and disaster risk management. The ongoing concurrent large-scale emergency responses will continue to call for increased capacities and resources. Furthermore, many emergency contexts are characterized by severe and protracted conflict and violence, requiring IOM to engage in emergency responses for longer periods than ever before.

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 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. IOM 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 addresses 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 segments 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 countries and in close collaboration with UNHCR and other international agencies, governmental organizations, NGOs and private sponsors, assistance will be provided to resettle approximately 107,000 people to various destinations in North America, Europe and Asia under various resettlement programmes in 2021. These resettlements include international travel assistance from the country of departure, through transit points and on to the final destination and are organized through the Organization's worldwide network of field offices.

The costs relating to people accepted for resettlement are generally covered by the governments concerned on a fully reimbursable basis. Many resettlement programmes include health assessments of their beneficiaries and pre-departure orientation activities. Beneficiaries' health is assessed either by IOM or by a panel of approved doctors at the request of the governments of some resettlement countries. Costs relating to family reunification cases are borne by sponsoring parties. Owing to the financial structure of some of the projects, the costs of health assessments to establish fitness for travel are funded under this programme area too. |
| IOM Strategy: 1, 2, 3, 5, 8, 9, 10, 11 | Budgeted resources: 167 943 800 |
| **Resettlement Assistance** | **Total budgeted resources: 167 943 800** |

I.2   REPATRIATION ASSISTANCE

Programme/Project	Objectives
I.2.1 Protecting Migrants in Situations of Vulnerability and Stabilizing Communities in Libya	To provide urgently needed assistance and protection to migrants in situations of vulnerability and other crisis-affected populations in Libya and improve social cohesion through voluntary return and reintegration, distribution of non-food items, improving migration data and communication on migration flows, and capacity-building for relevant stakeholders. The project also aims to address irregular migration across the Mediterranean from Libya and the resulting challenges for migrants and Libyan institutions, as well as to respond to the effects of the ongoing instability and difficult economic conditions of migrants and host communities, including IDPs and returnees in the country.
IOM Strategy: 1, 2, 3, 4, 5, 7, 9, 10, 11	Budgeted resources: 5 803 400
I.2.2 Providing Safe and Orderly Voluntary Repatriation Services in the United Republic of Tanzania	To support to the Government of the United Republic of Tanzania in collaboration with other United Nations agencies by providing voluntary repatriation services to Burundian refugees who are willing to return to their country of origin.
IOM Strategy: 1, 2, 10	Budgeted resources: 250 000
Repatriation Assistance	**Total budgeted resources: 6 053 400**

I.3   EMERGENCY PREPAREDNESS AND RESPONSE ASSISTANCE

Programme/Project	Objectives
I.3.1 Enhancing Strategic Capacity for Humanitarian and Emergency Response	To contribute to comprehensive efforts of the United Nations to better prevent, reduce and resolve internal displacement by strengthening capacity in targeted thematic areas as part of multi-stakeholder initiatives worldwide; to augment the capacity of country offices responding to crises in line with the structures and capacities of key partners; and to bring coherence across its operations and bring expertise on internal displacement to global humanitarian and development practices and discourse.
IOM Strategy: 3, 9	Budgeted resources: 133 800
I.3.2 Improving Efficiency of Humanitarian Water Supply Interventions through the Use of Solar Energy	To create an enabling environment for mainstreaming the use and maintenance of solar energy solutions for water provision for both disaster-affected populations and surrounding local communities through improving knowledge and building evidence of the cost-effectiveness of solar water-pumping solutions.
IOM Strategy: 9	Budgeted resources: 418 400
I.3.3 Enhancing Regional Convergence in Data Collection, Analysis and Dissemination	To contribute to a better understanding of migration trends and patterns in order to inform targeted policies and humanitarian interventions by enhancing data collection and analysis and dissemination of information among the relevant stakeholders.
IOM Strategy: 3, 6, 7, 9	Budgeted resources: 11 538 100
I.3.4 Monitoring the Situation of Vulnerable Displaced Populations in Burundi	To support the Government of Burundi in assisting returnees from the United Republic of Tanzania through water, sanitation and hygiene and shelter interventions using a community-based approach. This project will also provide emergency shelter and non-food items to people affected by flash flooding.
IOM Strategy: 9, 10	Budgeted resources: 1 352 800
I.3.5 Multisectoral Humanitarian Assistance in the Democratic Republic of the Congo	To provide humanitarian assistance to conflict-affected populations, survivors of the Ebola virus disease epidemic, displaced populations and host communities in the Democratic Republic of the Congo by improving the living conditions and protection through health, shelter, and water, sanitation, and hygiene support and improved site coordination and management.
IOM Strategy: 2, 9	Budgeted resources: 1 485 300
I.3.6 Provision of Emergency Shelter and Non-food Items to IDPs in Ethiopia	To provide life-saving shelter – including cash for rent support and housing – non-food item and water, sanitation and hygiene support to extremely vulnerable families affected by natural disasters and conflict in Ethiopia and to enhance the management of disaster and displacement information and referral mechanisms. This project will also contribute to improving the living conditions and self-reliance of refugees and host communities.
IOM Strategy: 9	Budgeted resources: 13 814 900

Programme/Project	Objectives
I.3.7 Humanitarian Assistance for Migrants and IDPs in Libya	To contribute to the provision of enhanced protection and direct assistance to migrants and IDPs in Libya by establishing the migrant resource and response mechanism and to increase to the resilience of crisis-affected populations notably through social cohesion activities. This support will be delivered directly to migrants in distress, in particular those rescued at sea or being held in detention centres and at other identified locations, through a comprehensive, rights-based approach to humanitarian assistance. Moreover, this initiative will enhance the coordination of humanitarian assistance through improved data collection and the provision of evidence-based information on displacement inside the country; the provision of non-food items, hygiene kits and other direct assistance to IDPs; and the strengthening of the understanding of relevant government officials about human rights-based migration management and labour migration.
IOM Strategy: 1, 2, 5, 9, 10, 12	Budgeted resources: 4 249 800
I.3.8 Humanitarian Assistance for Cyclone-affected Populations in Mozambique	To provide assistance through the delivery of life-saving shelter and non-food items and water, sanitation and hygiene assistance to the most vulnerable cyclone-affected populations in the provinces of Sofala, Manica, Tete and Zambézia. This project will help to strengthen the referral system and provide psychosocial assistance to victims of trafficking and their families and unaccompanied migrant children in emergency settings. Another component of the project will continue the implementation of the Displacement Tracking Matrix in order to capture, analyse and disseminate information identifying the numbers, locations and – most importantly – the needs and vulnerabilities of displaced and host populations.
IOM Strategy: 2, 6, 9	Budgeted resources: 676 700
I.3.9 Humanitarian Response to the Crisis in Nigeria	To support and facilitate the efforts of the Government of Nigeria to respond to the emergency in the country and to provide direct assistance, including shelter, water, sanitation, hygiene, mental health and psychosocial support, to the populations affected by the crisis, especially IDPs in situations of vulnerability and returnees. This project also provides capacity-building support to the national authorities and sector partners on disaster and displacement management and supports the establishment of humanitarian hubs to ensure a humanitarian presence.
IOM Strategy: 9	Budgeted resources: 1 949 100
I.3.10 Provision of Emergency Shelter Support in Rwanda	To meet the immediate emergency housing needs of the most vulnerable displaced populations in three of the districts most affected by floods and landslides in Rwanda and to prevent deterioration in the existing humanitarian situation.
IOM Strategy: 9	Budgeted resources: 11 300
I.3.11 Humanitarian Response and Emergency Preparedness in Somalia	To provide support to drought-affected displaced populations in Somalia and to scale up the pre-positioning of water, sanitation and hygiene emergency supplies. This project supports the improvement of living conditions in IDP sites and facilitates the immediate and targeted delivery of services to displaced populations. Moreover, the project responds to the humanitarian emergency in the country by providing direct assistance, including shelter and non-food items and integrated multisectoral life-saving and stabilization support to improve the human security of migrants.
IOM Strategy: 9	Budgeted resources: 3 079 200

Programme/Project	Objectives
I.3.12 Integrated Multisectoral Assistance for Conflict-affected Communities in South Sudan	To provide material assistance, such as water, site maintenance, shelter and non-food items for conflict-affected households in South Sudan, and to enhance their health and psychological well-being through integrated protection programming. The actions will further strengthen the capacity of the humanitarian aid system to provide timely and targeted humanitarian assistance through information management and cluster coordination support to logistics and common pipelines, common transport services for humanitarian partners, and Displacement Tracking Matrix data to support planning and prioritization, with a view to encouraging complementarity between humanitarian partners and clusters to enable more cost-effective programming that reaches a greater portion of the affected population.
IOM Strategy: 4, 9	Budgeted resources: 3 125 700
I.3.13 Supporting Migrants in Situations of Vulnerability and Victims of Trafficking in Tunisia	To contribute to the provision of services to migrants in situations of vulnerability and victims of trafficking in Tunisia by enhancing the capacity of the Tunisian authorities and institutions to provide emergency assistance and health security through improved access to emergency shelters, non-food items and food items, health and legal services, and assisted voluntary return and reintegration assistance.
IOM Strategy: 1	Budgeted resources: 1 107 100
I.3.14 Supporting Cyclone-affected Populations in Zimbabwe	To provide key information to the Government of Zimbabwe and humanitarian partners on the internal displacement situation and corresponding humanitarian needs in areas affected by Cyclone Idai using the Displacement Tacking Matrix. This information will be used at the strategic level to advocate the needs of the cyclone-affected population and at the operational level to improve beneficiary targeting and resource allocation and to monitor the ongoing food security crisis. This project will also provide shelter, non-food items cluster coordination and training support.
IOM Strategy: 9	Budgeted resources: 1 701 200
I.3.15 Emergency Response for Displaced Populations in Iraq	To contribute to the improvement of living conditions of IDPs in conflict-affected areas in Iraq by providing life-saving humanitarian assistance in the form of non-food items and to enhance the capacity of the humanitarian community to monitor and understand the movements of IDPs and returnees through implementation of the Displacement Tracking Matrix. This project will also improve access to child protection, mental health and psychosocial support services and will address protracted displacement by facilitating durable solutions through an evidence-based approach.
IOM Strategy: 9	Budgeted resources: 1 697 900
I.3.16 Emergency Response to the Crisis in the Syrian Arab Republic	To provide support to respond to the immediate needs of IDPs in situations of vulnerability in the north-western part of the Syrian Arab Republic through multisectoral assistance, including shelter, water, sanitation and hygiene, protection, food and health services, non-food items, education and transportation services. This project will also address urgent winterization needs, provide camp management services and collect and assess data on IDP movements, IDP site profiles, emergency needs, and informal sites across the country. The project also supports replenishment of shelter and non-food item cluster contingency stocks for distribution in the north-western part of the country and shelter rehabilitation, and capacity-building and the provision of security-related training for humanitarian personnel.
IOM Strategy: 9, 10	Budgeted resources: 8 730 400

Programme/Project	Objectives
I.3.17 Humanitarian Assistance for IDPs and Conflict-affected Communities in Yemen	To provide humanitarian assistance to IDPs, host communities and conflict-affected communities in Yemen through increased access to potable water, sanitation and hygiene facilities and non-food items and the provision of integrated protection and life-saving health assistance that meets the most critical needs of migrants traveling through Yemen. The response also provides emergency shelter materials, non-food items and basic site maintenance services, including camp coordination and camp management services and displacement tracking. The project will also respond to the needs of irregular migrants and refugees through humanitarian assistance along migratory routes, options for humanitarian voluntary returns and assisted spontaneous returns. It will also enable comprehensive regional analyses of migration flows and routes, as well as migrants' profiles and protection needs.
IOM Strategy: 9	Budgeted resources: 15 424 600
I.3.18 Enhancing Emergency Preparedness in Haiti	To support the maintenance and handling of the non-food item stockpile to pre-position items at four emergency logistics hubs, namely in Port-au-Prince, Gonaïves, Jérémie and Les Cayes, in Haiti. This project will further strengthen the capacities of the Directorate of Civil Protection in Haiti at the national and departmental levels to assist disaster-affected populations during the 2020 and 2021 hurricane seasons. Moreover, this project also provides return and basic reintegration assistance to repatriated migrants.
IOM Strategy: 9	Budgeted resources: 294 600
I.3.19 Humanitarian Assistance for Migrants in Situations of Vulnerability in Mexico	To support to the government of Mexico and civil society, including faith-based actors, who provide assistance to migrants from El Salvador, Guatemala, Honduras and Nicaragua, including access to accommodation and dignified basic services in government installations and in civil society organizations' shelters. This initiative also supports increasing humanitarian support through the provision of adequate shelter for migrants in situations of vulnerability, particularly victims of trafficking and survivors of gender-based violence.
IOM Strategy: 1, 10	Budgeted resources: 2 198 900
I.3.20 Supporting Migrants and Refugees in Situations of Vulnerability in Peru	To support refugees and migrants from the Bolivarian Republic of Venezuela in Peru through various initiatives related to shelter, camp coordination and camp management, non-food items, water, sanitation and hygiene, humanitarian transportation, health, nutrition, food security and communication.
IOM Strategy: 2	Budgeted resources: 120 500
I.3.21 Improving Living Conditions and Other Emergency Support to Populations in Situations of Vulnerability in the Bolivarian Republic of Venezuela	To contribute to improved living conditions through shelter assistance, access to basic services, including sanitation, infrastructure rehabilitation and the provision of equipment in the Bolivarian Republic of Venezuela. This initiative will also aim to provide life-saving information related to access to documentation, prevention of trafficking and smuggling, gender-based violence and other forms of exploitation and abuse. Moreover, it will track and disseminate up-to-date data and information on human mobility and distribute of personal protective equipment and institutional kits to the personnel of medical facilities and government established quarantine centres, in order to prevent the spread of COVID-19.
IOM Strategy: 2, 6, 9,	Budgeted resources: 826 500

Programme/Project	Objectives
I.3.22 Regional Initiative on Evidence for Migration Analysis and Policy	To strengthen the evidence-based formulation and implementation of humanitarian and development policy and programming on migration and forced displacement in Asia and the Middle East.
IOM Strategy: 5, 6, 9	Budgeted resources: 3 686 700
I.3.23 Disaster Preparedness and Emergency Relief in the Solomon Islands, Tonga and Vanuatu	To work with the Governments of the Solomon Islands, Tonga, and Vanuatu to reduce the disaster displacement risk to vulnerable communities in their countries through strengthening their disaster displacement response capacities in a sustainable and comprehensive way.
IOM Strategy: 9	Budgeted resources: 553 000
I.3.24 Strengthening National and Cross-border Humanitarian Protection in Afghanistan	To contribute to strengthening national and cross-border protection mechanisms and provide humanitarian protection assistance for vulnerable undocumented Afghans returning from the Islamic Republic of Iran and Pakistan through four major border crossings. This project aims to meet the immediate humanitarian needs of vulnerable populations by providing post-arrival humanitarian assistance through medical screening, transportation grants, water, sanitation and hygiene services, food assistance and non-food items assistance.
IOM Strategy: 9	Budgeted resources: 4 546 200
I.3.25 Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh	To contribute to the Joint Response Plan for Rohingya Humanitarian Crisis in Bangladesh by providing basic assistance, such as temporary shelters, building the institutional capacity of Bangladeshi law enforcement officials and supporting community policing initiatives. This project also contributes to enhancing support for protection mechanisms and approaches in both camps and host communities and livelihood initiatives and women's empowerment to address the risks of household poverty.
IOM Strategy: 9	Budgeted resources: 1 616 000
I.3.26 Capacity-building for Disaster Response in the Republic of Korea	To increase common understanding of humanitarian principles and expand knowledge on the areas of security, psychosocial assistance, shelter, and health through training and capacity-building initiatives in the Republic of Korea. This project will provide an opportunity to simulate national disaster responses for professional humanitarian workers and volunteers.
IOM Strategy: 3	Budgeted resources: 151 700
I.3.27 Emergency Preparedness and Support in the Marshall Islands	To support the Government of the Marshall Islands on its COVID-19 pandemic preparedness and response plan with a specific focus on providing support to the gender and protection cluster and to strengthen government capacity to screen travellers and migrants at points of entry. This project will also address violence against women and girls in coordination with multiple stakeholders including the United Nations.
IOM Strategy: 2, 3, 9	Budgeted resources: 106 300
I.3.28 Emergency Support for Capacity-building in the Philippines	To contribute to the efforts of the Government of the Philippines in disaster preparedness 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 initiative will also enhance the camp coordination and camp management, shelter and displacement tracking capacity of relevant government officials at various levels to prepare for and respond to humanitarian crises effectively.
IOM Strategy: 4, 9	Budgeted resources: 274 300

	Programme/Project	Objectives
I.3.29	Initiative to Combat Violence against Women and Girls in Vanuatu	To support the multisectoral, coordinated approach taken by the Government of Vanuatu in addressing violence against women and girls, in coordination with multiple stakeholders, including the United Nations, governments, service providers and civil society, by identifying programmatic gaps.
IOM Strategy: 2		Budgeted resources: 143 900
I.3.30	Supporting the Response to the Refugee and Migrant Situation in Bosnia and Herzegovina	To support the management of migration flows in the context of increased numbers of refugees, asylum seekers and migrants entering in Bosnia and Herzegovina, by ensuring that the basic food and shelter needs of the population are met, facilitating access to protection services and providing transportation to schools for migrant and refugee children, particularly those with disabilities or additional needs, through improved identification and referral pathways. This project will further alleviate gaps and address the most urgent needs of project partners for a timely and effective response to prevent the spread of COVID-19 and to mitigate the social and economic impacts of the pandemic.
IOM Strategy: 1, 2, 9, 10		Budgeted resources: 3 441 800
I.3.31	Supporting Migration Management in Serbia	To support the Government of Serbia in meeting the challenges of managing mixed migration flows through the provision of access to quality formal and non-formal education, continuation of protection-related services in reception and asylum centres, assisted voluntary return and reintegration, distribution of non-food items in reception and asylum centres, further improvements in the areas of shelter monitoring and upgrading, and strategic response planning.
IOM Strategy: 2, 9, 10		Budgeted resources: 2 165 800
I.3.32	Supporting Refugees and Migrants through a Consolidated Response in Turkey	To support to the effort of the Government of Turkey to address protection services for refugees and migrants rescued at sea through humanitarian assistance, including provision of food items, non-food items and psychosocial support and referrals.
IOM Strategy: 6, 9		Budgeted resources: 376 200
I.3.33	Humanitarian Support in Conflict-affected Communities in Ukraine	To address urgent humanitarian needs and further strengthen the resilience of vulnerable conflict-affected populations in eastern Ukraine through the provision of winterization support, including in-kind support such as coal to overcome harsh weather conditions.
IOM Strategy: 9		Budgeted resources: 198 000
Emergency Preparedness and Response Assistance		**Total Budgeted resources: 91 196 700**

I.4 TRANSITION AND STABILIZATION ASSISTANCE

	Programme/Project	Objectives
I.4.1	Enhancing Engagement and Capacity in Peace and Security	To build IOM's capacity to more systematically engage in peace and security issues through the development of strategic guidance on how to better engage with the sector and its relationship to migration. This initiative will increase IOM's visibility within this area and build institutional capacity in the field and regional offices. This project also aims to strengthen partnerships on peace and security and to position IOM as an agency that promotes prevention and contributes to sustaining peace by addressing the needs and challenges associated with conflict-induced displacement.
IOM Strategy: 3		Budgeted resources: 87 800

	Programme/Project	Objectives
I.4.2	Programme for Human Security and Stabilization in the Lake Chad region	To operationalize a demobilization, disassociation, reintegration and reconciliation programme for former combatants, associates and victims of violent extremist groups, including those caught up in related security operations in Lake Chad region, with a particular focus on Cameroon, Chad and the Niger. This initiative will integrate the various elements of the protection, prevention, stabilization, transition and peacebuilding equation and restoration of social cohesion in the region.
IOM Strategy: 3, 9		Budgeted resources: 2 746 300
I.4.3	Community Stabilization in Burkina Faso	To strengthen social cohesion between host communities and displaced populations of the Centre-Nord and Sahel regions by bringing together young people from different communities around joint microprojects selected by the public administration and implemented by microgrants delivered to youth in Burkina Faso. This project will also work on the collective participation of all social groups in the improvement of community infrastructure and the roll-out of awareness-raising actions that will enable communities to get to know each other and work together. Moreover, this effort will contribute to improving the resilience of the populations of the cross-border areas of Benin, Burkina Faso and Togo that are at risk of community conflicts and violent extremism.
IOM Strategy: 3, 4, 9		Budgeted resources: 1 813 600
I.4.4	Community Stabilization Initiatives in Burundi	To contribute to the consolidation of the disaster risk management system in Burundi through the strengthening of institutional mechanisms to enable better management and implementation of contingency plans and coordination of the actors concerned, and through involving communities in disaster risk reduction initiatives to strengthen their resilience and their capacities for risk prevention and mitigation.
IOM Strategy: 5, 9		Budgeted resources: 3 511 600
I.4.5	Strengthening Stabilization and Recovery of Communities in Cameroon	To support the efforts of the Government of Cameroon to improve local governance, economic recovery and socioeconomic reintegration and to strengthen conflict resolution and community mediation mechanisms. This project also aims to reduce conflicts related to the use of natural resources for agropastoral practices in the northern regions.
IOM Strategy: 4, 9		Budgeted resources: 1 033 400
I.4.6	Contributing to Community Stabilization Efforts in the Central African Republic	To improve the security situation and resilience of communities through the socioeconomic reintegration of idle youth at risk of being involved in violence in the Central African Republic by organizing sociocultural events, constructing public infrastructure for intercommunity exchanges and training to encourage the development of the local economy and reduce the vulnerability of at-risk populations.
IOM Strategy: 4, 9		Budgeted resources: 10 006 500
I.4.7	Supporting Peacebuilding Efforts in Chad	To contribute to strengthening communication and peace at the grass-roots level in order to reduce tensions between communities in Chad. This project contributes to raising awareness among young people of the dangers in the north, including human trafficking, forced labour and recruitment by armed groups. The project also supports the most vulnerable households with unconditional food distribution, while simultaneously working to increase community productivity and resilience.
IOM Strategy: 2, 9		Budgeted resources: 1 936 800

Programme/Project		Objectives
I.4.8	Promoting Security and Peace in the Democratic Republic of the Congo	To improve the security and overall stabilization of the intervention zones of the Democratic Republic of the Congo through inclusive dialogue structures that address the drivers of conflict, support social cohesion, resilience and economic growth, build the capacity of law enforcement agencies. This project also supports the empowerment of women and their active participation in the mineral exploitation sector. Moreover, this effort will contribute to the sustainable socioeconomic reintegration of ex-combatants by promoting social cohesion in conflict-affected areas as well as adopting an approach benefitting local communities and promoting economic recovery.
IOM Strategy: 2, 3, 4, 5, 8, 11 12		Budgeted resources: 2 330 200
I.4.9	Contributing to Community Stabilization Efforts in Ethiopia	To promote and implement rights- and needs-based programming for IDPs that addresses physical safety and security, access to livelihoods, documentation, family reunification and participation in public affairs in Ethiopia. This project supports vulnerable female-headed households in the Oromia and Somali regions to undertake income-generating activities by ensuring access to financial resources, skills training and market information. Another component of this project will contribute to the timely, safe and orderly return and reintegration of ex-combatants and their dependents.
IOM Strategy: 9		Budgeted resources: 7 720 500
I.4.10	Supporting the Reduction of the Instrumentalization of Violence in Guinea	To help reduce political and social violence during elections in Guinea through building capacities in conflict management, promoting the professionalization of their work and establishing a local governance climate that inspires trust.
IOM Strategy: 4		Budgeted resources: 79 100
I.4.11	Programme for Human Security and Stabilization in Kenya	To contribute to the initiative of Government of Kenya to facilitate sustainable conflict mitigation and transition into peaceful relations at the local level in the coastal regions of Kenya, particularly in the ethno-political and at-risk of radicalization hotspot areas of Mombasa, Lamu, Kilifi and Tana River, through an interreligious and inter-ethnic dialogue approach.
IOM Strategy: 9		Budgeted resources: 533 700
I.4.12	Initiatives for Social Cohesion in Libya	To contribute towards wider social cohesion and to support communities in addressing drivers of community-level instability, which may also foster violent conflict and extremism. This project also contributes to improved social cohesion by engaging university students in the south of Libya.
IOM Strategy: 5		Budgeted resources: 144 000
I.4.13	Establishment of Peace and Security in Madagascar	To contribute to stability and social cohesion at the community level in Madagascar through strengthening the presence and authority of the State locally. This project seeks to reduce social tensions and conflict by empowering women and increasing women's access to diversified livelihoods and voluntary return and reintegration.
IOM Strategy: 2, 4		Budgeted resources: 868 200
I.4.14	Promoting Peacebuilding Among IDPs, Returnees and Host Communities in Mali	To encourage and support sustainable intra- and intercommunity dialogue around common peacebuilding interests, and joint socioeconomic initiatives to promote community reconciliation and the prospect of living together in Mali. This projects also supports social cohesion in often highly fragmented communities to bring effective change and catalyse broader peacebuilding actions in central Mali.
IOM Strategy: 9		Budgeted resources: 409 700

	Programme/Project	Objectives
I.4.15	Disaster Risk Reduction Initiatives in Mauritania	To strengthen disaster risk reduction measures in Mauritania to prevent climate change-induced internal displacement through building institutional capacities to reform the current operational framework and risk reduction strategy. This project will also support the development of a regional contingency plan.
IOM Strategy: 3, 9		Budgeted resources: 17 700
I.4.16	Building Capacities in Addressing Violent Extremism in Mozambique	To build the capacity of civil society organizations in Mozambique to prevent violent extremism by building a network to partner with local communities and advocate for effective strategies, interventions and initiatives for the prevention of violent extremism. This project supports community dialogues through provision of a community and conflict sensitivity expert to review the methodology and conduct training courses. Moreover, this initiative builds resilience to violent extremist influences by understanding and addressing socioeconomic needs in affected communities.
IOM Strategy: 3		Budgeted resources: 1 765 200
I.4.17	Support for Disarmament, Demobilization and Reintegration Efforts and Community Stabilization in Nigeria	To contribute to the response by the civilian and military branches of the Government of Nigeria to de-escalate the conflict. This project will also develop an approach building on the concept of third-generation disarmament, demobilization and reintegration, and support the Government of Nigeria in its efforts to establish legal and policy frameworks on demobilization, disassociation, reintegration and reconciliation and to create and support positive "off-ramping" options for former associates of violent extremist groups.
IOM Strategy: 9, 10		Budgeted resources: 5 661 600
I.4.18	Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia	To contribute to increasing stability and addressing urgent humanitarian needs in Somalia, particularly among migrants in situations of vulnerability and mobile populations; to promote the sustainable reintegration of at-risk youth, including former fighters into their communities; to support stabilization initiatives and enhance confidence in local government administration; and to support the voluntary return of Somalian refugees. Another component of this project is to support the development of an integrated framework between the different mechanisms to ensure better coherence in the resolution of land disputes and to avoid having multiple decisions on cases, which can ultimately exacerbate conflicts.
IOM Strategy: 2, 3, 4, 8, 9, 10		Budgeted resources: 6 882 600
I.4.19	Strengthening the Peace Process and Rehabilitation Initiative in South Sudan	To provide a platform to enable IDPs to express their views about peace and peaceful coexistence and for the analysis of displacement and population flows. The project will also work with at-risk youth to empower them as agents of change by equipping them with literacy and livelihood skills and supporting their psychosocial well-being. This initiative will also enhance stability and establish conditions conducive to longer-term conflict resolution and recovery by building resilience, promoting peaceful coexistence and supporting inclusive local governance mechanisms among resident communities, returnees and internally displaced persons.
IOM Strategy: 5, 9		Budgeted resources: 1 704 700

	Programme/Project	Objectives
I.4.20	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. The programme also promotes human security through mitigating the risk of conflict and tensions regarding natural resources and food insecurity. It also focuses on providing life-saving services, improving levels of stability and promoting durable solutions for vulnerable displaced populations and returnees.
IOM Strategy: 5, 9		Budgeted resources: 6 585 900
I.4.21	Addressing Gender-based Violence in Zambia	To reach and support migration-affected populations as well as the surrounding refugee and host communities in Zambia through supporting the provision of safe shelters for survivors of gender-based violence and dissemination of information on and advocacy for the prevention of and responses to gender-based violence.
IOM Strategy: 2		Budgeted resources: 267 200
I.4.22	Strengthening the Human Rights Commission in Zimbabwe	To support to the initiatives of the Government of Zimbabwe to strengthen the capacity of the human rights commission to work with its network of partners in monitoring and advocating the rights of populations in situations of vulnerability and at-risk populations, including IDPs and host communities that are victims of targeted human rights violations and intimidation.
IOM Strategy: 2		Budgeted resources: 109 000
I.4.23	Contributing to Stabilization Efforts in Iraq	To contribute to ongoing stabilization efforts in Iraq by strengthening the capacity of individuals and communities to cope with the ongoing crisis in the country, mitigating tensions between IDPs and host community members, strengthening social cohesion and increasing the understanding of community dynamics and the factors affecting the radicalization of youth, including addressing emergency livelihood needs in communities. This project will also help to rehabilitate infrastructure related to the provision of basic services and economic recovery and establish community resource centres to provide information on reintegration and return processes and to address the root causes of irregular migration by improving the economic, social and security environment for young people. This project also provides tailored assistance and referrals to former combatants who wish to return to civilian life.
IOM Strategy: 4, 5, 8, 9, 10		Budgeted resources: 16 157 700
I.4.24	Community Stabilization in Colombia	To contribute to community stabilization in Colombia by reconstructing infrastructure, including schools; assisting IDPs by providing training and income-generation opportunities; building the capacity of local authorities; promoting participative action to prevent criminal behaviour; advancing transitional justice and criminal policy for peacebuilding; and fostering institutional and community conditions conducive to the participatory and democratic development of territorial peace and reconciliation. Moreover, this initiative supports the regularization of the use and possession of land in compliance with the peace agreement. This initiative also provides technical assistance and tools to address the emerging humanitarian crisis created in communities affected by the sudden increase of population flows from the Bolivarian Republic of Venezuela.
IOM Strategy: 2, 3, 9		Budgeted resources: 19 162 000

Programme/Project		Objectives
I.4.25	Contributing to National Humanitarian Action Plans in Guatemala	To enhance the capacity of the Government of Guatemala to integrate environmental concerns into their national humanitarian action plans by providing coordination support and technical assistance in relation to assessment, guidance, information dissemination and capacity development.
IOM Strategy: 3, 9		Budgeted resources: 24 800
I.4.26	Enhancing Disaster Risk Management Capacity in Haiti	To support a comprehensive approach to disaster preparedness through enhanced coordination among shelter and non-food item working group partners, the strengthening of general awareness and efforts to increase the capacity of institutions and communities to mitigate the effects of natural disasters. This project also works in the context of high political instability and insecurity to strengthen the capacity of the Government to improve the control of firearms and ammunition in Haiti.
IOM Strategy: 9, 10		Budgeted resources: 412 100
I.4.27	Technical and Administrative Assistance for Infrastructure Development in Peru	To provide technical and administrative assistance in support of the efforts of the Government of Peru to implement projects to expand, improve and rehabilitate basic public services, including the provision of drinking water, sewerage systems and health-care facilities. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Peru to cover activities under special management.
IOM Strategy: 3, 10		Budgeted resources: 91 500
I.4.28	Managing the Global Pandemic in the Federated States of Micronesia and the Marshall Islands	To support the national and state task forces on developing and implementing risk communication and community engagement plans related to the COVID-19 response in the Federated States of Micronesia and the Marshall Islands. This initiative includes the provision of technical guidance, production and distribution of national outreach campaigns, and provision of training courses for health workers. It will also support activities at points of entry, monitoring and evaluation and reporting mechanisms.
IOM Strategy: 3, 9		Budgeted resources: 4 594 000
I.4.29	Disaster Risk Management Efforts in Afghanistan	To support to the Government of Afghanistan in the area of disaster risk management through construction of small-scale disaster mitigation infrastructure and water irrigation systems; orientation of communities to mitigate and prepare them for the effects of natural disasters; and building the capacity of the national disaster management information system in enhanced and timely information management.
IOM Strategy: 9		Budgeted resources: 3 018 000
I.4.30	Disaster Risk Reduction and Capacity-building for Resilience in Bangladesh	To contribute to overall food and nutrition security and the empowerment and resilience of households and to reduce environmental degradation in Cox's Bazar, Bangladesh. This project supports disaster risk management and builds the capacity of selected beneficiaries in both camp and camp-like settings, local government and surrounding host communities to cope with the impact of extreme weather and natural disasters, as well as of existing government organizations and structures to manage natural disasters and extreme weather events in Bangladesh. This initiative also provides training and equipment in coordination with other United Nations agencies and contributes to strengthening health-care and hygiene services and promoting social cohesion in host communities.
IOM Strategy: 9		Budgeted resources: 4 330 600

Programme/Project	Objectives
I.4.31 Protection and Assistance to Migrants in Situations of Vulnerability in Indonesia	To support the Government of Indonesia to provide refugees and asylum seekers with improved standards of care, particularly with respect to safe accommodation and basic humanitarian assistance, health services, mental health and psychosocial services, formal and informal education, vocational training and literacy classes. It will also provide support for assisted voluntary return and reintegration.
IOM Strategy: 5	Budgeted resources: 14 100 000
I.4.32 Promoting Community and Policy Environments Conducive to Women and Girls' Empowerment in Kyrgyzstan	To promote community and policy environments conducive to women and girls' empowerment and their active engagement in peacebuilding and inclusive community development in communities affected by migration and prone to conflict in Kyrgyzstan. This project will also enhance their access to socioeconomic opportunities.
IOM Strategy: 5	Budgeted resources: 210 100
I.4.33 Disaster Management in the Marshall Islands	To contribute to the overall enhancement of capacity at the community and government level in the Marshall Islands to increase resilience to hazard events and disasters through equipping communities with the necessary resources and skills and prioritizing an inclusive approach with traditionally underrepresented populations.
IOM Strategy: 9	Budgeted resources: 1 286 600
I.4.34 Building Community Resilience to Reduce the Threat of Violence in Myanmar	To improve community resilience and stabilize the living conditions and livelihood opportunities of vulnerable and at-risk migrant-sending communities, including ethnic Rakhine and Rohingya and ethnic minority communities; and to contribute to conflict mitigation and the prevention of unsafe or irregular migration from communities in Rakhine state, by increasing the resilience of vulnerable communities in Myanmar. This initiative will involve participatory approaches that empower communities to enhance community cohesion and resilience through community collaboration efforts and the construction or rehabilitation of social infrastructure, including a new migrant resource centre.
IOM Strategy: 5, 9	Budgeted resources: 2 170 400
I.4.35 Disaster Risk Reduction in Nepal	To support the disaster risk reduction efforts of the Government of Nepal and the establishment of a National Disaster Risk Reduction and Management Authority. This project also will work closely with national actors to upgrade their capacity for disaster risk management and contextualize global training and implementation models to local contexts for safer, resilient and more sustainable communities by ensuring risk reduction measures and the elimination of pre-existing vulnerabilities to future hazards and natural disasters.
IOM Strategy: 9	Budgeted resources: 999 800
I.4.36 Monitoring and Oversight of Infrastructure in Pakistan	To improve the quality and progress of the implementation of infrastructure and agricultural projects in the interest of promoting positive migration dynamics, building resilience and the attainment of the Sustainable Development Goals. This project will conduct site surveys for proposed infrastructure/agricultural projects and locations to verify the designs/plans submitted by implementing partners, while being mindful of the principle of national ownership.
IOM Strategy: 10, 11	Budgeted resources: 6 827 800
I.4.37 Disaster Risk Reduction Initiative in Palau	To contribute to the preparedness efforts of the Government of Palau and build capacity to respond to hazard events by strengthening evacuation process, training community leaders on shelter management, testing pre-disaster government response structures and pre-positioning relief items.
IOM Strategy: 9	Budgeted resources: 411 600

Programme/Project	Objectives
I.4.38 Addressing Instability in the Island Provinces in the Philippines	To promote inclusive governance and social cohesion, prevent radicalization and strengthen referral and assistance mechanisms for fragile community members prone to recruitment by violent extremist groups in Basilan, Sulu and Tawi-Tawi provinces in the Philippines. The project will contribute to addressing the main drivers of instability, radicalization and recruitment in fragile communities by improving local governance, social cohesion and community stabilization combined with psychosocial support and support for socioeconomic development through integrated livelihood assistance.
IOM Strategy: 5, 9	Budgeted resources: 1 702 400
I.4.39 Reintegration and Community Stabilization Support in the Western Balkans	To support national governments in the Western Balkan area to deal with challenges related to citizens returning from foreign conflicts, focusing primarily the provision of specialized reintegration assistance.
IOM Strategy: 12	Budgeted resources: 112 000
I.4.40 Strengthening Resilience to Possible Violent Extremism in Azerbaijan	To support and empower local communities to diminish their susceptibility to possible threats of violent extremism and radicalization in Azerbaijan. This project will also build the capacity of local actors to identify and address drivers and promote social cohesion for enhanced local responses.
IOM Strategy: 5	Budgeted resources: 96 800
I.4.41 Community Engagement for Resilience in Bosnia and Herzegovina	To identify and offer opportunities that address the drivers, and dynamics of radicalization and recruitment at both society and community levels by involving relevant actors, including religious groups, the media, community leaders, the education sector, civil society actors and authorities at different governance levels in Bosnia and Herzegovina.
IOM Strategy: 5, 11	Budgeted resources: 2 581 500
I.4.42 Economic Enhancement for Kosovo*	To contribute to sustainable economic growth by enhancing economic opportunities for the population – especially marginalized groups in Kosovo* – and to support efforts by the authorities to promote a tolerant multi-ethnic environment that is conducive to the sustainable return and reintegration of minority IDPs and refugee families.
IOM Strategy: 10	Budgeted resources: 1 545 400
I.4.43 Community Revitalization Initiative and Multisector Resilience Programme for Syrian refugees in Turkey	To offer a coherent and consolidated approach to empower and enhance the resilience of communities by implementing a multisectoral labour market inclusion with a focus on increasing employment among Syrians and the host community in Turkey. This project will contribute to community stabilization in Turkey by improving conditions for the sustainable economic and social inclusion of individuals in situations of vulnerability and will also support improved livelihoods for Syrian refugees and migrants living in Turkey and for host communities and contribute to enhancing social cohesion and protection assistance.
IOM Strategy: 1, 4, 12	Budgeted resources: 743 400

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

Programme/Project	Objectives
I.4.44 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 internally displaced persons 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 the provide in-kind support and medical facilities.
IOM Strategy: 4, 9	Budgeted resources: 5 221 400
Transition and Stabilization Assistance	**Total Budgeted resources: 142 015 200**

I.5   ELECTIONS SUPPORT

Programme/Project	Objectives
I.5.1 Support for European Union Election Observation Missions in the Plurinational State of Bolivia	To facilitate the work of European Union election observation missions by providing the administrative and logistical assistance needed to monitor national election processes effectively in the Plurinational State of Bolivia.
IOM Strategy: 3	Budgeted resources: 1 129 400
Elections Support	**Total budgeted resources: 1 129 400**

II. MIGRATION HEALTH

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
II.1	Migration Health Assessments and Travel Health Assistance	41 761 400	18 359 900	4 266 600	64 387 900
II.2	Health Promotion and Assistance for Migrants	2 527 700	2 240 000	290 900	5 058 600
II.3	Migration Health Assistance for Crisis-affected Populations	4 826 900	13 873 800	964 300	19 665 000
	Total	49 116 000	34 473 700	5 521 800	89 111 500

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 89.1 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy on page 18.

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, more recently, the political declaration of the high-level meeting on universal health coverage, the Migration Health Division bridges the needs of both Member States and migrants in addressing the health needs and well-being of migrants, mobile populations and host communities. The Division has been involved in the development of policy and best practices in the area of migration health, along with advocacy for migrant-inclusive health policies and programmes at national, regional and global level and the provision of thematic advice and research to support the development of multisectoral, evidence-based migration health policies. Migration health programmes seek to strengthen health systems through evidence-based policy advocacy, effective service delivery, research, information-sharing, multisectoral coordination and partnerships at national, regional and global levels. These programmes are implemented in partnership with governments, United Nations agencies, other international agencies, academia, NGOs and civil society organizations. In 2019, migration health projects were operational in about 112 countries and with a total expenditure of USD 242 million. As health is a cross-cutting issue, the Migration Health Division aims to ensure that the physical and mental health and psychosocial concerns of migrants and their families are appropriately addressed and integrated in the projects and programmes implemented by other divisions and departments in line with IOM's strategic priorities and public health and human rights principles, while building migrants' health resilience to contribute to the socioeconomic development of their home and host communities.

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 parasitism, IOM also provides diagnostic and treatment services to migrants with tuberculosis and certain sexually transmitted infections. Migrants are immunized against vaccine-preventable diseases and offered confidential pre- and post-test counselling. Migrants travelling under the Organization's auspices are assessed for fitness for travel before departure and medical escorts are arranged for migrants who need assistance and care en route. In destination countries, other activities link migrants diagnosed with certain conditions of public health importance to national health programmes. Other related activities include the provision of DNA sampling 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 health services for migrants – including migrant workers, irregular migrants in vulnerable situations such as victims of trafficking – refugees, mobile and cross-border populations and host communities. Technical support is given to governments to develop and strengthen migration-sensitive policies and services. IOM works closely with partner organizations, including other United Nations agencies, national technical agencies such as the US Centers for Disease Control and Prevention, academic partners, international health NGOs, multilateral health funding mechanisms such as the Global Fund to Fight AIDS, Tuberculosis and Malaria and the Gavi Alliance, civil society and migrant communities. Joint efforts are developed in the areas of health promotion, control and management of infectious diseases of public health concern such as tuberculosis, HIV/AIDS, Ebola virus disease and malaria, and non-communicable diseases, sexual and reproductive health, health system-building and mental health and psychosocial support.

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) and the 2015 resolution on global technical strategy and targets for malaria 2016–2030 (WHA68.2), the International Health Regulations (2005), among others. The Migration Health Division works closely with other divisions within IOM to ensure that this programme area is adequately addressed and integrated; for example, by ensuring that health and psychosocial aspects are included in pre-departure training for labour migrants, providing psychosocial services for victims of trafficking, or conducting health training for border officials to build their capacity to meet the health needs of migrants. In this area, IOM maintains close engagements with key public health technical partners through working groups and other platforms and with key global health funding mechanisms – such as the Global Fund – that increasingly prioritize support for migrants and mobile populations. Programmatic and technical evidence is generated through research projects and programme evaluations for internal and external audiences.

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, sanitation and hygiene and the prevention of gender-based violence, which enables IOM to undertake a multisectoral approach to addressing the health needs of populations in situations of vulnerability. IOM's emergency health programming consists of two sectors that operate as distinct yet interlinked programmes, namely health support and mental health and psychosocial support, which form 2 of the 15 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 also aims to contribute to efforts to rebuild a country's health-care capacity and strengthen 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 are equipped to address public health concerns along the mobility continuum. Through this, IOM contributes to attainment of the global health security agenda and universal health coverage.

300.	IOM's wide-ranging health response interventions include, but are not limited to, the provision of primary health-care services in the domain of general clinical and trauma care, child health, nutrition, management of communicable and non-communicable diseases, sexual and reproductive health and antenatal care, gender-based violence, immunizations, outbreak preparedness, detection and response, risk communication and community engagement, and mental health and psychosocial support, together with referrals for specialized care. Emergency health programming also includes the repair and rehabilitation of damaged health-care facilities, provision of essential medicine, capacity-building and referral mechanisms or international medical evacuations. In addition, the Migration Health Division has continued to expand its work on sexual and reproductive health 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 at points of entry, and population mobility mapping. IOM also plays an active role within the Global Health Cluster, the IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings and the Global Outbreak Alert and Response Network at the global level and within United Nations country teams. The Organization's emergency health programming is guided by its Framework on Health, Border and Mobility Management. The Framework (newly 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, IOM was a key first responder in the two Ebola outbreaks declared in 2018 in the Democratic Republic of the Congo and, in collaboration with ministries of health, the World Health Organization and other partners at national and regional level, played a key role in supporting cross-border preparedness and response, in line with the International Health Regulations (2005). In total, IOM supported 109 points of entry/points of control, screening over 170 million people at borders and checkpoints in the Democratic Republic of the Congo and surrounding priority neighbouring countries. In addition, 16 national and regional population mobility mapping exercises were conducted and risk communication and community engagement efforts reached approximately 5 million people. This contributed to the successful declaration of the end of the outbreak in July 2020. Considerable lessons learned from the IOM response to Ebola virus disease have since been quickly utilized and applied in the light of the COVID-19 pandemic and a further outbreak of Ebola virus disease, which was declared in May 2020. 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 has a model of mental health and psychosocial support for communities affected by complex emergencies which includes health, protection and community reactivation components that adopt a multidisciplinary and holistic approach. IOM's emergency psychosocial assistance and programmes for migrants and displaced populations in educational, cultural, community, religious and primary health-care settings continue to expand in countries affected by natural disasters or conflicts. In post-crisis or early recovery settings, psychosocial support interventions also include setting up recreational and counselling centres for families, executive/professional masters programmes, conflict management and community stabilization training. This model, which is in line with the relevant IASC guidelines and IOM guidance notes, encompasses activities on all levels of the intervention pyramid, focusing on capacity-building for national professionals.

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

304.   The main objectives of this project are to contribute to the operational continuity of humanitarian work in the context of the COVID-19 pandemic, support the UN's duty of care for their personnel and to ensure the safety and health of the UN workforce and their families through provision of COVID-19-related and other health-care services. IOM has offered access to their network of health centres and laboratories to the United Nations and other humanitarian actors as a way of enhancing the capacity of the existing United Nations clinics and enabling United Nations personnel to receive treatment at IOM health centres in duty station locations where there are no United Nations facilities available. Activities encompass a range of clinical care services, including monitoring and treatment of COVID-19 patients through tele-medicine (either within countries or internationally) and out-patient visits, primary care for non-COVID-19 conditions, establishment and management of isolation and holding facilities, laboratory testing for COVID-19, and referrals to a higher level of care, including hospitalization and medical evacuation. Coined the first line of defence model, with direct provision of clinical care and treatment of patients, this is a separate service model from the traditional IOM model of providing testing and assessment services to refugees and migrants.

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 migrants by detecting health conditions and managing them cost-effectively, reduce and manage the public health impact of population mobility on receiving countries and facilitate integration and continuity of care. IOM provides pre-departure testing and treatment for some infectious diseases and immunizations against certain vaccine-preventable diseases at the request of resettlement countries.
		IOM also provides travel health assistance for refugees, including medical escorts for beneficiaries requiring assistance during travel. Other related activities include the provision of DNA sampling services for migrants, primarily in the context of family reunification.
IOM Strategy: 1		Budgeted resources: 64 387 900
Migration Health Assessments and Travel Health Assistance		**Total Budgeted resources: 64 387 900**

II.2 HEALTH PROMOTION AND ASSISTANCE FOR MIGRANTS

Programme/Project		Objectives
II.2.1	Supporting Protection and Health Systems	To strengthen the national occupational health capacity in country and contribute to improved health outcomes in Mozambican migrant workers through enhancing the knowledge and capacity of health providers on occupational illnesses, increasing access to quality occupational health screening and testing services, providing clear national and cross-border referral pathways and providing community patient and household follow-up in Mozambique and South Africa.
IOM Strategy: 2		Budgeted resources: 403 900
II.2.2	Regional Initiatives on Fostering the Health and Protection of Migrants in Situations of Vulnerability in North Africa	To continue to support national and local actors in Egypt, Libya, Morocco, the Sudan, Tunisia and Yemen in jointly managing migration flows with a focus on improving health and protection services to migrants in situations of vulnerability. This project will support national policies and strategies to ensure that the health rights of migrants and their communities are respected, in line with international, regional and national commitments, and to enhance capacity to develop and implement public health and social protection policies.
IOM Strategy: 1, 2, 3, 6, 7, 8, 9		Budgeted resources: 1 259 100
II.2.3	Supporting High-quality Health Services in Burundi	To contribute to strengthening the resilience of the Burundian population by increasing universal access to high-quality health services, including sexual and reproductive health care, and to address the specific health needs of populations in crisis situations.
IOM Strategy: 1, 6		Budgeted resources: 521 700
II.2.4	Promoting Health-care Access for Migrants in Egypt	To enhance psychosocial well-being for migrants in situations of vulnerability through increased access to essential and quality migrant-friendly health care, focusing on awareness-raising sessions about risky behaviour and the provision of medical screenings and treatments in Egypt.
IOM Strategy: 2, 6, 11		Budgeted resources: 211 200
II.2.5	Improving Protection and Assistance for Migrants in Morocco	To strengthen the role and capacity of local civil society organizations to provide protection and assistance services to victims of trafficking and other migrants in situations of vulnerability in Morocco, including unaccompanied and separated children, female migrants, single mothers, and survivors of sexual and gender-based violence.
IOM Strategy: 2		Budgeted resources: 49 500

	Programme/Project	Objectives
II.2.6	Ensuring Sexual and Reproductive Health Rights in Colombia and Ecuador	To contribute to strengthening sexual and reproductive health care and rights for migrants from the Bolivarian Republic of Venezuela and host communities in Colombia and Ecuador. This intervention will focus on empowering women and girls from communities and institutions to promote their health rights; increasing access to comprehensive gender-responsive sexual and reproductive health services; and improving access to health-care assistance and referrals.
IOM Strategy: 2, 4, 11		Budgeted resources: 93 800
II.2.7	Hosting the Global Fund Technical Secretariat in Colombia	To contribute to the sustainability of the grants financed by the Global Fund to Fight AIDS, Tuberculosis and Malaria in Colombia by hosting the technical secretariat of the Country Coordinating Mechanism and strengthening strategic monitoring, supervision and management.
IOM Strategy: 3		Budgeted resources: 134 400
II.2.8	Strategy for the Prevention of Malaria Re-establishment in Paraguay	To contribute to strengthening capacity to prevent the re-establishment of malaria in Paraguay through the detection, diagnosis, treatment and investigation of cases. This project will also reduce the vulnerability and receptivity of areas to malaria.
IOM Strategy: 3		Budgeted resources: 135 600
II.2.9	Strengthening Cross-border Tuberculosis Control in Cambodia and Viet Nam	To promote migrants' access to tuberculosis diagnosis and treatment in line with regional and global commitments by identifying barriers that migrants face in that regard and their enabling factors. This project will also assess the challenges in tuberculosis control, focusing on the interaction and collaboration between the governmental and non-governmental agencies working in that area on the Cambodia–Viet Nam border.
IOM Strategy: 3		Budgeted resources: 65 800
II.2.10	Strengthening Facilities to Support Tuberculosis Patients in Cambodia	To ensure that all detected tuberculosis cases will be referred to the existing local government tuberculosis services by establishing a strong referral mechanism and robust monitoring system to track all cases and treatment outcomes. This project will also provide guidance to contribute to the formulation of policies on future active case detection.
IOM Strategy: 3		Budgeted resources: 178 000
II.2.11	Building Healthy Cities in Indonesia	To contribute to better health-care delivery for city residents by embedding health equity into city policies, planning and services while improving data flow in Makassar, Indonesia.
IOM Strategy: 3		Budgeted resources: 101 400
II.2.12	Strengthening Screening for Tuberculosis in Nepal	To support early and improved tuberculosis case detection in Nepal by improving the capacity of private health assessment centres and establishing links with the national tuberculosis programme. This project will enhance access to rapid tuberculosis diagnostics and will engage and empower women in decision-making for screening and testing for tuberculosis.
IOM Strategy: 1		Budgeted resources: 182 500
II.2.13	Systematic Screening for Tuberculosis in Timor-Leste	This project aims to contribute to reducing the tuberculosis epidemic in line with the national strategy to end tuberculosis, by increasing access to diagnostics for hard-to-reach populations through systematic screening using a mobile tuberculosis clinic. The project also works to increase community awareness regarding tuberculosis, particularly among for women, by emphasizing gender equality in capacity-building activities for health personnel to minimize the gender gap in case detection and underscore the importance of increasing diagnoses for women.
IOM Strategy: 4		Budgeted resources: 700 000

Programme/Project	Objectives
II.2.14 Capacity-building for Health Professionals and Law Enforcement Officers in European Union Countries	To support European Union Member States in reducing knowledge gaps among various categories of health professionals, law enforcement officers, social workers and health trainers and other professionals in respect of health-related border policies and health challenges faced by migrant populations.
IOM Strategy: 2, 3, 8, 11	Budgeted resources: 605 900
II.2.15 Upgrading the Electronic Personal Health Record in Europe	To enhance the national, regional, and global migration health evidence base while ensuring access and continuity of care for documented and undocumented migrants at cross-border, national and local level through the IOM electronic personal health record.
IOM Strategy: 1, 2, 3, 5, 6, 8	Budgeted resources: 218 100
II.2.16 Provision of Social and Psychological Support to Asylum Seekers in Bulgaria	To provide social and psychological support to asylum seekers, such as linguistic and cultural mediation, and to implement support measures to improve the identification of asylum seekers, including unaccompanied and separated children, in Bulgaria.
IOM Strategy: 1	Budgeted resources: 197 700
Health Promotion and Assistance for Migrants	**Total Budgeted resources: 5 058 600**

II.3 MIGRATION HEALTH ASSISTANCE FOR CRISIS-AFFECTED POPULATIONS

Programme/Project	Objectives
II.3.1 Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies	To strengthen IOM capacity globally to respond to humanitarian and public health emergencies, with a particular focus on improving staff surge capacity and logistical and coordination mechanisms for community-based mental health and psychosocial support practices and processes, with a particular focus on displaced populations.
IOM Strategy: 1, 3, 6, 9	Budgeted resources: 2 050 000
II.3.2 Multisectoral Humanitarian Assistance to Prevent and Respond to COVID-19	To contribute to reducing the spread of COVID-19, mitigating the humanitarian and health impact of the outbreak and ensuring that preventive and adequate preventative measures practices are implemented in camp and camp-like settings and prioritized points of entry in Burundi, Libya, Nigeria and Somalia.
IOM Strategy: 1, 2, 3	Budgeted resources: 39 800
II.3.3 Health Preparedness and Response in Guinea	To improve the capacity of the law enforcement agency to contribute to large public health responses and to strengthen collaboration and communication with the health sector to ensure a sustainable, multisectoral public health emergency response capacity.
IOM Strategy: 1, 2, 3	Budgeted resources: 1 205 700
II.3.4 Increasing Access to Health-care Services in Nigeria	To prevent and respond to trafficking in persons and population displacement and address mental health and psychosocial concerns in Nigeria through capacity-building at the local level, the promotion of resilience among the most vulnerable of crisis-affected populations and the restoration of collective structures and systems essential for the resumption of daily life and transitioning out of a crisis situation. This project will also support improved mental health and psychosocial well-being among crisis-affected populations through direct service provision.
IOM Strategy: 9	Budgeted resources: 356 000
II.3.5 Supporting Mental Health Services and Building the Capacity of the National Health Workforce in Somalia	To improve mental health and psychosocial support services for conflict-affected youth in Somalia, through a socially inclusive, integrated approach to peacebuilding. This initiative will also build the capacity of the national health workforce to deliver integrated health and nutrition services.
IOM Strategy: 2, 3, 9	Budgeted resources: 194 000

	Programme/Project	Objectives
II.3.6	Emergency Health-care Support and Services for Crisis-affected Families in South Sudan	To provide community-based mental health and psychosocial support to host communities and hard-to-reach areas through mobile psychosocial teams. Another objective of this project is to map the outpatient treatment centres and mobile and outreach sites in South Sudan and coordinate with service providers so that children are fully vaccinated. This initiative also provides a basic package of health and nutrition services for returnees, host communities and IDPs and provides training and capacity-building to health personnel from the Ministry of Health, national NGOs and private sector entities.
IOM Strategy: 4, 5, 9		Budgeted resources: 669 400
II.3.7	Emergency Ebola Preparedness in the United Republic of Tanzania	To contribute to the efforts of the Government of the United Republic of Tanzania to prepare a framework on health, border and mobility management to increase local preparedness in the Kigoma region to prevent outbreaks of Ebola virus disease in the areas bordering Burundi and the Democratic Republic of the Congo.
IOM Strategy: 2, 9		Budgeted resources: 38 600
II.3.8	COVID -19 Preparedness and Response in Zimbabwe	To strengthen the capacity of national border agencies on COVID-19 pandemic preparedness and response along the mobility continuum in Zimbabwe. This project will also monitor and advocate the rights of vulnerable and at-risk populations and mobilize resources in the fight against COVID-19.
IOM Strategy: 9		Budgeted resources: 166 500
II.3.9	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 vulnerable populations in Jordan and Lebanon.
IOM Strategy: 9		Budgeted resources: 11 717 300
II.3.10	Supporting Health and Protection Services in Iraq	To support internally displaced persons, returnees and host communities in Ninewá governorate in terms of health-care service delivery and the provision of mental health and psychosocial support services in Iraq.
IOM Strategy: 9		Budgeted resources: 16 700
II.3.11	Life-saving Emergency Assistance for Migrants, IDPs and Other Conflict-affected Populations in Yemen	To enhance access to direct life-saving assistance, protection and essential primary health services for migrants in situations of vulnerability and communities, including IDPs and conflict-affected host communities in Yemen. This initiative will contribute to reducing avoidable morbidity and mortality through the provision of primary and secondary health care. Moreover, this project will support hospital managers and health professionals to improve maternal and child health care by carrying out an in-depth assessment.
IOM Strategy: 9		Budgeted resources: 198 800
II.3.12	Strengthening COVID-19 Preparedness and Response across the North Pacific	To contribute to COVID-19 preparedness and response activities in the Marshall Islands, the Federated States of Micronesia, and Palau through planning and coordination, risk communication and community engagement, infection prevention and control, and protection activities.
IOM Strategy: 3, 9		Budgeted resources: 319 400

Programme/Project	Objectives
II.3.13 Facilitating and Enhancing Health Services for Rohingya Refugees in Bangladesh	To enhance protection and access to comprehensive essential health-care services for Rohingya and host communities in Bangladesh. This project will also provide psychosocial assistance, primary health care and reproductive health support for migrants in situations of vulnerability and address the need to strengthen capacity to adequately detect and respond to mental health challenges. It will also strengthen the community-based and development approach of the mental health and psychological support response.
IOM Strategy: 9	Budgeted resources: 1 208 300
II.3.14 Enhancing Multisectoral Responses to COVID-19 in Indonesia	To enhance the overall response of government and non-government actors in Indonesia, including civil society groups, to curb the spread of COVID-19 and address the public health and socioeconomic impact of the pandemic through a multisectoral approach at the national and subnational levels.
IOM Strategy: 9	Budgeted resources: 87 300
II.3.15 Strengthening Health Dispensaries in the Federated States of Micronesia	To contribute to the efforts of Government of the Federated States of Micronesia to build capacity to prevent, detect and respond to the COVID-19 pandemic through the decentralization of health services, while ensuring protection measures are mainstreamed into preparedness activities.
IOM Strategy: 9	Budgeted resources: 150 000
II.3.16 Promoting Access to Integrated Health Services in Myanmar	To enhance the protection and promotion of sexual and reproductive health and rights of women and young people and to deliver integrated primary health-care services in IDP camps in Myanmar. Another objective of this project is to improve mental health and psychosocial support services and to enhance community resilience and social cohesion. This project also provides critical emergency assistance to prevent and respond to key protection risks, including gender-based violence, trafficking, and exploitation and abuse of the most vulnerable, with a focus on women, young people and mobile populations.
IOM Strategy: 1, 3, 9	Budgeted resources: 159 700
II.3.17 Capacity-building to Strengthen Health-care Services in Remote Islands in the Philippines	To support the development of the electricity sector of the Bangsamoro Autonomous Region in the Philippines through renewable energy solutions for the provision of essential services in rural communities, specifically focusing on health facilities. This project will also adopt the "prepare, prevent, protect" approach to mitigate the destabilizing socioeconomic impacts of COVID-19 on the most vulnerable and conflict-prone communities in Mindanao.
IOM Strategy: 3, 9	Budgeted resources: 771 000
II.3.18 Humanitarian Health Assistance for Rohingya Refugees and At-risk Groups in Thailand	To continue to deliver humanitarian assistance to Rohingya refugees and at-risk groups in Thailand specifically aimed at improving the physical and psychosocial well-being of refugees and at-risk groups by enhancing the provision of continuous health assistance. This project will contribute to the protection of project beneficiaries through the provision food, non-food items and water, sanitation and hygiene support.
IOM Strategy: 1	Budgeted resources: 316 500
Migration Health Assistance for Crisis-affected Populations	**Total Budgeted resources: 19 665 000**

III. MIGRATION AND SUSTAINABLE DEVELOPMENT

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
III.1	Policy Coherence and Community Development	5 052 100	13 729 000	1 136 900	19 918 000
III.2	Migration, Environment and Climate Change	450 200	1 023 700	103 200	1 577 100
III.3	Contribution of Migrants to Development	911 100	2 125 200	209 900	3 246 200
	Total	6 413 400	16 877 900	1 450 000	24 741 300

305.   The total budget for Migration and Sustainable Development is approximately USD 24.7 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 on page 18.

306.   As highlighted in the IOM Institutional Strategy for Migration and Sustainable Development, the Organization's work on in this area cuts across all thematic areas and projects. The projects specifically focusing on policy coherence and community development, international cooperation and development and local level development are registered under the category of Migration and Sustainable Development due to their particular focus on accelerating a broader range of goals related to sustainable development.

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

308.   The IOM Institutional Strategy on Migration and Sustainable Development guides this work by ensuring that IOM's programming and policy interventions draw on the 2030 Agenda 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 the communities in countries of origin, transit and destination.

309.   While institutional efforts are ongoing to ensure all of IOM's work is geared towards contributing to the 2030 Agenda, the following programme areas are used to classify specific Migration and Sustainable Development programmes, projects and activities.

310.   **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.

311.   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; (c) provides technical and financial assistance for the implementation of refined or new policies or programmes that integrate migration considerations.

312.   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.

313.   **Migration, Environment and Climate Change:** IOM's work in this area is determined by the rationale that human mobility approaches can contribute to better policies addressing climate change and environmental degradation, and that migration policies cannot ignore environmental and climatic factors. IOM is committed to continue addressing the migration, environment and climate change nexus through policy dialogue, capacity-building and operational activities.

314.   IOM activities in this area include support for strengthening the evidence base, promoting policy development and dialogue establishing, and programmes to address human mobility in the context of environmental change, land degradation, natural disasters and climate change. These activities focus on mobility in relation to environmental degradation, the impact of climate change on livelihoods, and the impact of migration on the environment. Activities are related to slow-onset events (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.

315.   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 and climate change. 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 and climate change. These activities increase policymakers' and practitioners' understanding of the links between migration, climate and the environment and provide them with evidence on how to address human mobility-related matters at the national, regional and international levels, including in the climate change conventions and related negotiations.

316.   **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 Guidelines on Mainstreaming Migration into International Cooperation and Development Policy	To strengthen the process of integrating migration into the international cooperation and development policy of the European Union, other donors and partners; and to increase awareness and support the efforts of partner countries to integrate migration into their development policy.
IOM Strategy: 3, 4	Budgeted resources: 79 400
III.1.2 Making Migration Work for Sustainable Development	To harness the development benefits and reduce the negative effects of migration for host and home communities, migrants and members of their families through more coherent and results-oriented policies and implementation mechanisms, greater involvement of local authorities, the private sector and diasporas, and global advocacy.
IOM Strategy: 3, 4	Budgeted resources: 1 201 900
III.1.3 Strengthening IOM's Country-level Engagement in United Nations Activities in Southern Africa	To strengthen IOM's country-level engagement in the development of United Nations Sustainable Development Cooperation Frameworks and related processes and solidify IOM's role in the United Nations regional architecture through increasing awareness on migration and implementation of a strategic partnership framework.
IOM Strategy: 4	Budgeted resources: 67 800
III.1.4 Enhanced Youth Employment and Reduced Irregular Migration in Guinea	To contribute to the strategy of the Government of Guinea to promote self-employment of young people by involving members of the Guinean diaspora through training, project financing and the creation of youth associations or economic interest groups, in order to deter youth from engaging in irregular migration.
IOM Strategy: 4, 5, 7	Budgeted resources: 453 600
III.1.5 Supporting Migration and Development in Morocco	To support the Government of Morocco in its efforts to enhance the resilience of vulnerable communities in Morocco by increasing preparedness and promoting responsive, effective governance, thereby preventing community susceptibility to violent extremism. This project will also support the efforts of regional councils to mainstream migration into their local planning.
IOM Strategy: 4	Budgeted resources: 9 334 000
III.1.6 Reducing the Risk of Irregular Migration through Socioeconomic Empowerment in Sierra Leone	To preserve the peace and foster national cohesion through an inclusive approach that promotes the empowerment of and entrepreneurship among youth, particularly young women, to dissuade irregular migration and human trafficking in Sierra Leone. This initiative also supports local employment and job creation through youth-targeted, market-driven training in vocational and business skills, including through partnerships with key private sector actors.
IOM Strategy: 5	Budgeted resources: 1 788 000
III.1.7 Regional Initiative on the Global Compact for Safe, Orderly and Regular Migration in South America	To support Member States in South America in the implementation of the Global Compact for Safe, Orderly and Regular Migration and to leverage these efforts for achievement of the 2030 Agenda for Sustainable Development.
IOM Strategy: 3, 7	Budgeted resources: 21 800

	Programme/Project	Objectives
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: 1 190 000
III.1.9	Fostering Solidarity among Local Communities in Ecuador for Migrants and Refugees from the Bolivarian Republic of Venezuela	To support the initiative of Government of Ecuador to strengthen their policies on social and economic integration, working closely with migrants and refugees from the Bolivarian Republic of Venezuela and host communities to promote social cohesion, equal access to services and the guarantee of human rights.
IOM Strategy: 2, 3, 4		Budgeted resources: 820 100
III.1.10	Administrative and Technical Assistance for Migration and Economic Development in Peru	To provide administrative and technical assistance in support of national efforts to stimulate migration and economic development in Peru. IOM has limited responsibility in project implementation; consequently, no overhead is applicable to the portion of funding from the Government of Peru to cover activities under special management.
IOM Strategy: 3		Budgeted resources: 33 100
III.1.11	Understanding and Managing Internal Migration in Mongolia	To improve the socioeconomic well-being of internal migrants through a comprehensive approach that encompasses data generation, evidence-based policymaking and interventions on the ground in Mongolia.
IOM Strategy: 2		Budgeted resources: 1 183 300
III.1.12	Increasing the Developmental Impact of Migration in Myanmar	To support to the efforts of Government of Myanmar to improve the governance and outreach capacities of national actors to increase the developmental impact of migration in Myanmar. This project will focus on governance, with the aim of establishing a whole-of-government migration governance framework to institutionalize migration mainstreaming into national and local development agendas.
IOM Strategy: 4, 12		Budgeted resources: 1 210 800
III.1.13	Addressing the Root Causes of Human Insecurity for Vulnerable People of Armenia	To support the efforts of the Government of Armenia to achieve the 2030 Agenda for Sustainable Development by addressing the root causes of human insecurity for people in situations of vulnerability in Armenia.
IOM Strategy: 4, 12		Budgeted resources: 114 900
III.1.14	Rural Development for Internally Displaced Populations in Azerbaijan	To support the development of a national plan and enhance capacity for energy-free and sustainable water supplies for agricultural productivity and consumption purposes. This project also aims to institutionalize capacity-building for engineers who will further develop this initiative.
IOM Strategy: 4		Budgeted resources: 1 847 400

Programme/Project	Objectives
III.1.15 Engaging the Diaspora for Development in Bosnia and Herzegovina	To contribute to the efforts of Government of Bosnia and Herzegovina to increase socioeconomic opportunities and perspectives and to improve livelihoods through increased diaspora engagement.
IOM Strategy: 3, 12	Budgeted resources: 180 000
III.1.16 Strengthening the Migration and Development Capacity of Italy	To strengthen the links between migration, social inclusion and development by empowering migrants and diasporic actors; promoting the recognition of migration's contributions by raising public awareness; and strengthening Italy's position in the migration and development global arena.
IOM Strategy: 4, 6, 8	Budgeted resources: 391 900
Policy Coherence and Community Development	**Total Budgeted resources: 19 918 000**

III.2 MIGRATION, ENVIRONMENT AND CLIMATE CHANGE

Programme/Project	Objectives
III.2.1 Global Policies on Environmental Migration and Disaster Displacement in West Africa	To contribute to facilitating regular pathways for migration and to minimizing displacement in the context of disasters, environmental degradation and climate change in West Africa. Another objective of the project is to support policy development and policy coherence on environmental migration and disaster displacement in West Africa, in line with global policy priorities.
IOM Strategy: 3, 7	Budgeted resources: 653 800
III.2.2 Addressing Human Mobility and Climate Change Adaptation in the Eastern Caribbean	To address the knowledge gap and policy development, this project will work in partnership with the Organisation of Eastern Caribbean States and the governments of its six independent Member States to enhance the governance of human mobility related to environmental change in the Eastern Caribbean through improved evidence and regional cooperation.
IOM Strategy: 9	Budgeted resources: 170 800
III.2.3 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, and pre-departure orientation to support migrants to migrate safely with an understanding of their rights.
IOM Strategy: 2, 5, 7	Budgeted resources: 752 500
Migration, Environment and Climate Change	**Total Budgeted resources: 1 577 100**

III.3 CONTRIBUTION OF MIGRANTS TO DEVELOPMENT

Programme/Project	Objectives
III.3.1 Diaspora Engagement in Public and Private Sector Development	To promote the active role of diaspora in public sector strengthening and private sector development in Afghanistan, Iraq, Nigeria and Somalia through a comprehensive diaspora engagement programme that is built on two pillars, namely knowledge and skills transfer and diaspora entrepreneurship.
IOM Strategy: 3, 4	Budgeted resources: 955 000
III.3.2 Engaging the Diaspora for Institutional Development in Somalia	To provide support to consolidate sustainable development processes in Somalia, particularly by improving health and education outcomes, through the active engagement of qualified Somali diaspora and by promoting youth empowerment and gender equality.
IOM Strategy: 8	Budgeted resources: 1 881 800
III.3.3 Migration and Development in Afghanistan	To address the migration and development nexus through the coordination of humanitarian assistance and durable solutions for drought affected IDPs and sustainable economic development through the return of qualified members of the Afghan diaspora from the Islamic Republic of Iran. Moreover, this project will increase knowledge of population flows, returns, displacement and migration through the continued implementation of Displacement Tracking Matrix to ensure better-targeted, evidence-based delivery of assistance to the populations most in need in priority locations.
IOM Strategy: 8	Budgeted resources: 269 300
III.3.4 Action for Private Sector Competitiveness in Georgia	To promote market-oriented and innovative business models for job creation and greater business sophistication by strengthening the capacities of government and local entities in Georgia. This project will also develop and operate clusters, support companies with strategic investments and better connect diaspora groups. Moreover, this initiative will build the capacities of the local authorities and cluster management organizations to mainstream diaspora potential into their strategic vision and planning.
IOM Strategy: 8	Budgeted resources: 140 100
Contribution of Migrants to Development	**Total Budgeted resources: 3 246 200**

IV. REGULATING MIGRATION

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
IV.1	Return Assistance for Migrants and Governments	43 356 400	99 371 800	7 470 700	150 198 900
IV.2	Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking	19 327 600	38 246 100	3 014 900	60 588 600
IV.3	Immigration and Border Management/Border and Identity Solutions	17 044 200	49 121 300	3 736 000	69 901 500
IV.4	Migration Management Support	188 200	175 000	9 200	372 400
	Total	79 916 400	186 914 200	14 230 800	281 061 400

317.   The total budget for Regulating Migration is approximately USD 281.1 million. The projects are listed by programme area, indicating the objective(s) of each project and their link(s) to the activities outlined in the IOM Strategy on page 18.

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

319.   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.

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

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

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

323.   **Return Assistance for Migrants and Governments:** IOM's objective is to provide enhanced support to facilitate the assisted voluntary return and reintegration of migrants in their countries of origin. Assisted voluntary return and reintegration is one of the key migration management services offered by IOM to migrants and governments and includes providing administrative, logistical and financial support

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

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

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

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

327.   Regarding the provision of reintegration support to returning migrants, IOM advocates for the adoption of an integrated approach to reintegration, targeting the economic, social and psychosocial dimensions at the individual, community and structural levels. Such an integrated approach is based on strong partnerships with other actors who may provide additional and/or specialized support to returnees. It also requires complementarity between migration management and other interventions such as humanitarian assistance, community stabilization and development cooperation. In addition, IOM focuses on fostering a community of practice on reintegration and knowledge management for the provision of thematic expertise, the development and harmonization of procedures and monitoring and evaluation frameworks, and the improvement of existing data collection and management tools.

328.   **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 who are vulnerable to or have experienced violence, exploitation and abuse within a migration context, including human trafficking and associated forms of abuse and exploitation. Increasingly, this includes providing assistance and protection to those in large movements of migrants, support for migrant children (particularly separated and unaccompanied migrant children) and support for migrants at increased risk of trafficking and exploitation as a consequence of humanitarian crises. Programming in this area aims to address the factors and circumstances that contribute to migrants' vulnerability, and to assist those in need of protection.

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

330.   IOM provides 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 separated and unaccompanied migrant children. Since the mid-1990s, for instance, IOM has assisted over 100,000 trafficked persons. In 2019, IOM and its partners provided specialized protection to 8,100 victims identified worldwide. Promoting freedom and the chance for a new life, IOM's assistance might include safe accommodation, medical and psychosocial support, and assisted voluntary return and reintegration.

During 2019, 435 people were assisted through the IOM Global Assistance Fund, which provides tailored assistance to victims of trafficking and other migrants vulnerable to violence, exploitation and abuse. The Fund has been operating since 2000, and in that time, it has provided individualized case management services to vulnerable migrants.

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

332.   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 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 trafficked, exploited and abused migrants, as well as migrants considered particularly vulnerable to trafficking, violence, exploitation and abuse. IOM also works to strengthen legal frameworks and policies, and promotes dialogue and cooperation at the local, national, regional and international levels by facilitating national and regional task forces, developing inter-institutional victim identification and assistance mechanisms, promoting regional protection initiatives under regional consultative processes, and participating in international coordination mechanisms, such as the Inter-Agency Coordination Group against Trafficking in Persons and Alliance 8.7.

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

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

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

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

337.   **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.

338.   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 of Migrants and Unsuccessful Asylum Seekers and Support for Governments on Voluntary Return Assistance	To facilitate the assisted voluntary return and reintegration of unsuccessful asylum seekers, 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 2021, including Belgium, China, Czechia, Finland, Germany, Greece, Ireland, the Netherlands, Poland, Portugal, Slovakia and Sweden.
IOM Strategy: 1, 2, 3, 6, 10		Budgeted resources: 52 885 800
IV.1.2	Assistance on Voluntary Return and Sustainable Community-based Reintegration	To contribute to the development of sustainable voluntary return and community-based reintegration approaches in targeted partner countries, which includes providing support to countries of origin, transit and destination to enhance the national structure, capacities and facilities and to enhance the sustainability of returnees' economic, social and psychosocial reintegration.
IOM Strategy: 12		Budgeted resources: 1 712 900
IV.1.3	Initiative for the Protection and Reintegration of Returnee Migrants in Africa	To enhance the capacity of partner countries and relevant stakeholders to develop and strengthen return and reintegration policies and processes to facilitate safe, humane and dignified assisted voluntary return and reintegration in partner countries; and to provide sustainable reintegration support to returning migrants in African countries. This project also aims to improve the identification of those who die en route, support their families through the provision of psychosocial assistance and provide capacity-building on assistance and protection to those in situations of vulnerability.
IOM Strategy: 1, 2, 3, 4, 5, 10		Budgeted resources: 16 888 900
IV.1.4	Assistance to Address Irregular Migration and Smuggling in West Africa	To support the efforts of West African and other governments to address irregular migration and smuggling by providing return and reintegration assistance and protection to stranded migrants in their territory. The project will also include collaboration with West African governments to build the capacity of local partners to combat smuggling and enhance border management.
IOM Strategy: 10		Budgeted resources: 1 118 900
IV.1.5	Strengthening Protection, Reintegration and Assistance for Vulnerable and Stranded Migrants in North Africa	To improve protection and enable voluntary return of stranded migrants and migrants in transit in North Africa. To support targeted countries to enhance the sustainability of reintegration.
IOM Strategy: 1, 2, 9, 10		Budgeted resources: 5 202 000
IV.1.6	Voluntary Return and Reintegration for Stranded Migrants in Morocco	To contribute to improving the migration management system in Morocco by offering the alternative of a dignified and safe voluntary return to vulnerable migrants.
IOM Strategy: 1, 2, 10		Budgeted resources: 40 700
IV.1.7	Reception and Reintegration for Migrants in Situations of Vulnerability in the Niger	To support the Government of the Niger to provide life-saving humanitarian assistance for stranded migrants, respond to immediate needs, and ensure the well-being of migrants upon return to their community of origin.
IOM Strategy: 2, 10		Budgeted resources: 4 908 300
IV.1.8	Facilitating Sustainable Reintegration of Voluntary Returnees in Nigeria	To contribute to enhancing reintegration sustainability though business, vocational and on-the-job training for returning migrants in Nigeria.
IOM Strategy: 1, 10		Budgeted resources: 14 400

Programme/Project	Objectives
IV.1.9 Integrated Responses on Migration from Central America	To support the reintegration of returned migrants and integration of migrants in Central America in order to interrupt the cycle of irregular migration.
IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	Budgeted resources: 4 288 800
IV.1.10 Assisted Voluntary Return Programme in El Salvador and Honduras	To contribute to the safe, dignified and voluntary return of and provide humanitarian support to migrants in El Salvador and Honduras.
IOM Strategy: 1, 2, 3, 10	Budgeted resources: 2 967 400
IV.1.11 Building the Social Cohesion of Communities in Guatemala	To promote an integrated and territorial approach to conflict prevention and the effective reintegration of returnee youth in Guatemala. The project aims to support alternative and sustainable livelihoods in rural areas by supporting income-generating activities.
IOM Strategy: 3	Budgeted resources: 185 800
IV.1.12 Return and Reintegration Assistance for Afghanistan	To facilitate the voluntary return of Afghans to their home country by providing them with reception and tailored reintegration assistance in order to facilitate a smooth transition to a sustainable normal life. This project will also ensure a cohesive, complementary programmatic approach with the objective of promoting the safe, orderly, regular and dignified migration of Afghans on the move.
IOM Strategy: 1, 2, 3, 10	Budgeted resources: 11 337 400
IV.1.13 Return and Reintegration of Irregular Migrants and Unsuccessful Asylum Seekers in Australia	To facilitate the voluntary return and reintegration of irregular migrants and unsuccessful asylum seekers in Australia, to their countries of origin using an integrated approach that includes providing information and counselling to enable irregular migrants to make informed decisions with regard to their immigration status and options.
IOM Strategy: 10	Budgeted resources: 4 481 900
IV.1.14 Return and Reintegration Assistance for Bangladesh	To facilitate the voluntary return of Bangladeshi migrants to their home country by providing them with reception and tailored reintegration assistance in order to facilitate a smooth transition to a sustainable normal life. Furthermore, this project will pay particular attention to building the resilience of communities that are particularly vulnerable to irregular migration by sea.
IOM Strategy: 3, 10	Budgeted resources: 5 504 200
IV.1.15 Assisted Return and Reintegration Assistance for Victims of Trafficking in Japan	To strengthen the existing IOM voluntary return mechanism in Japan through 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 the victims of trafficking and migration management. This project will also facilitate the voluntary return and sustainable reintegration of migrants without residential status in Japan to their countries of origin.
IOM Strategy: 1, 10	Budgeted resources: 172 800
IV.1.16 Strengthening Sustainable Return and Reintegration Assistance in Viet Nam	To support the sustainable socioeconomic reintegration of female returnees to Viet Nam from the Republic of Korea through counselling and support.
IOM Strategy: 1, 10	Budgeted resources: 348 100

Programme/Project	Objectives
IV.1.17 Facilitating Sustainable Reintegration of Returnees in Belgium	To support returnees from Belgium within the reintegration process to achieve economic stability through ad hoc counselling before they return to their country of origin. This project will also assist unsuccessful asylum seekers currently living in Belgium by facilitating a successful return and sustainable, safe and dignified reintegration into their country of origin.
IOM Strategy: 2, 10	Budgeted resources: 5 583 500
IV.1.18 Support for Voluntary Return and Reintegration of Migrants in Bulgaria	To strengthen the capacity of the Bulgarian migration authorities and facilitate the assisted voluntary return of third-country nationals, including migrants in situations of vulnerability, unsuccessful asylum seekers and persons offered international protection, by providing information, psychosocial assistance, counter-trafficking support, general counselling, and transportation and reintegration assistance in the country of origin.
IOM Strategy: 1, 2, 10	Budgeted resources: 315 700
IV.1.19 Providing Information on the Process of Voluntary Return and Country-specific Information in Germany	To support the German national and local authorities by providing general information to asylum seekers on the process of voluntary return and on their countries of origin, giving them an indication of the services that will be available upon their return.
IOM Strategy: 1, 6, 10	Budgeted resources: 14 020 600
IV.1.20 Assisted Voluntary Return and Reintegration and Information Programme for Migrants in Ireland	To contribute to the Government of Ireland's comprehensive management of migration by providing support to migrants - unsuccessful asylum seekers and identified suspected Victims of Trafficking - willing to return voluntarily to their countries of origin and to contribute to their sustainable reintegration.
IOM Strategy: 1, 10	Budgeted resources: 956 200
IV.1.21 Voluntary Return and Reintegration from Latvia	To support the effective and sustainable voluntary return and reintegration assistance provided to irregular migrants residing or arriving in Latvia and supporting their reintegration in their country of origin.
IOM Strategy: 1, 2, 5, 10	Budgeted resources: 147 000
IV.1.22 Assisted Voluntary Return and Reintegration from Luxembourg	To support the initiative of the Government of Luxemburg to assist unsuccessful asylum seekers and irregular migrants currently living in Luxemburg by facilitating a successful return and sustainable, safe and dignified reintegration into their country of origin. This project will also provide resettlement and reintegration assistance to migrants.
IOM Strategy: 2, 10	Budgeted resources: 466 800
IV.1.23 Assisted Voluntary Return and Reintegration in the Country of Origin from Malta	To support the effective and sustainable voluntary return and reintegration assistance provided to irregular migrants residing or arriving in Malta and supporting their reintegration in their country of origin.
IOM Strategy: 10	Budgeted resources: 87 700
IV.1.24 Assisted Voluntary Return and Reintegration from the Netherlands	To facilitate assisted voluntary return and sustainable reintegration services for irregular migrants in the Netherlands by offering assistance to migrants who wish to return to their country of origin and supporting their reintegration in their country of origin.
IOM Strategy: 1, 2, 3, 4, 10	Budgeted resources: 10 199 100
IV.1.25 Voluntary Return and Reintegration of Migrants from Norway	To facilitate assisted voluntary return and sustainable reintegration services for migrants in Norway by offering assistance to migrants who wish to return to their country of origin and supporting their reintegration in their country of origin.
IOM Strategy: 2, 10	Budgeted resources: 2 322 900

Programme/Project	Objectives
IV.1.26 Assisted Voluntary Return and Reintegration from Romania	To facilitate the voluntary return and reintegration of migrants residing in Romania by providing them with information, counselling and transportation assistance, and supporting their reintegration in their country of origin
IOM Strategy: 1, 2, 10	Budgeted resources: 230 100
IV.1.27 Assisted Voluntary Return and Reintegration from the Western Balkans	To assist migrants to return home based on informed decisions and comprehensive protection of their fundamental rights and supporting migrants in reintegrating in communities to which they return.
IOM Strategy: 1, 2, 10	Budgeted resources: 1 177 500
IV.1.28 Assisted Voluntary Return and Reintegration from Switzerland	To facilitate the voluntary return and reintegration of migrants residing in Switzerland by providing them with information, counselling and transportation assistance, and supporting their reintegration in their country of origin.
IOM Strategy: 2, 10	Budgeted resources: 813 400
IV.1.29 Assisted Voluntary Return and Reintegration in Turkey	To facilitate assisted voluntary return and sustainable reintegration services for irregular migrants in Turkey by offering assistance, as needed, to migrants who wish to return to their country of origin.
IOM Strategy: 3, 10	Budgeted resources: 1 820 100
Return Assistance for Migrants and Governments	**Total Budgeted resources: 150 198 900**

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

Programme/Project	Objectives
IV.2.1 Emergency Direct Assistance for Victims of Trafficking	To provide support for emergency direct assistance, on a case-by-case basis, for individuals identified as victims of trafficking. This project will support risk assessment and the provision of shelter, food, counselling, medical services, psychological support, legal services, travel documentation and safe transport arrangements for return and reintegration.
IOM Strategy: 1, 2, 10, 11	Budgeted resources: 1 123 700
IV.2.2 Strengthening Prevention Activities and Improving Responses to Trafficking and Exploitation in Indonesia and Ethiopia	To provide contextual understanding of the ways in which social norms and stigma intersect with trafficking in Indonesia and Ethiopia to strengthen prevention activities and improve responses to trafficking.
IOM Strategy: 3, 6, 11	Budgeted resources: 540 100
IV.2.3 Migration Management Initiative in Southern Africa	To facilitate the legal migration and the prevention of irregular migration by improving policy environment for labour migration and managing mixed migration across the region and improved access to legal and efficient means of labour mobility for labour migrants in Southern Africa
IOM Strategy: 4, 7	Budgeted resources: 2 144 000
IV.2.4 Improving Trafficking in Persons Referral Outcome in Comoros and Mauritius	To contribute to protecting victims of trafficking through proactive identification and comprehensive care services and preventing Trafficking in Persons in Comoros and Mauritius. The project will focus on durable transfer of knowledge and skills.
IOM Strategy: 11	Budgeted resources: 226 400

Programme/Project	Objectives
IV.2.5 Improving Child Protection in the Central Mediterranean Route	To enhance the knowledge of key stakeholders on child rights and child protection principles and effective application of such principles in the Central Mediterranean Route. This project will contribute to improving the provisions in place for migrants' children, alternative care provision, and mid to long term solutions for migrant children.
IOM Strategy: 2	Budgeted resources: 86 600
IV.2.6 Counter-trafficking Assistance in Algeria	To contribute to the efforts of the Government of Algeria to coordinate anti-trafficking responses, identify and prevent trafficking, prosecute traffickers, and provide protection and assistance to victims of trafficking. This project will focus on improving the capacity of law enforcement officials and victim identification and referral systems and will also raise awareness of the risks of irregular migration.
IOM Strategy: 11	Budgeted resources: 345 200
IV.2.7 Counter-trafficking Initiative in Burundi	To contribute to improving human security for communities affected by trafficking in persons, and to provide appropriate support and assistance to victims of trafficking in Burundi. This project will help to increase the understanding of relevant government officials of legislation, policies and regulations pertaining to trafficking and will improve the capacity and increase awareness of security sector actors in terms of the effective prevention of trafficking in persons.
IOM Strategy: 1, 11	Budgeted resources: 1 473 000
IV.2.8 Enhanced Collective Capacity to Assist Vulnerable Migrants in Chad	To address the urgent protection needs of vulnerable and stranded migrants in Chad through direct assistance, reinforcing the capacity of existing local service providers and improving identification of victims of trafficking in Chad. This project will also provide protection services to migrants.
IOM Strategy: 2, 10	Budgeted resources: 142 600
IV.2.9 Enhancing the Capacity of National Authorities to Address Trafficking in Persons in Côte d'Ivoire	To enhance the operational and technical capacities of national authorities in Côte d'Ivoire to profile, investigate and refer cases of human trafficking or migrant smuggling and to improve the capacities of relevant actors to provide adequate assistance and protection to the victims.
IOM Strategy: 2, 3, 10, 11	Budgeted resources: 1 816 000
IV.2.10 Enhancing Social Protection for Migrants in Djibouti	To support the efforts of the Government of Djibouti to fulfil its commitment to manage mixed migration flows by protecting refugees and migrants and providing sustainable solutions to the challenges faced by refugees, migrants and affected host populations.
IOM Strategy: 4, 11	Budgeted resources: 1 637 600
IV.2.11 Counter-trafficking Activities in Ethiopia	To contribute to the efforts of the Government of Ethiopia and other stakeholders to address the challenges of irregular migration, secondary movements and trafficking in persons; and to enhance the protection of migrants in situations of vulnerability. Another component of this project seeks to reduce the risk of radicalization or trafficking of children and youth who are engaged in unsafe migration by contributing to building a safer and more stable environment through enhanced livelihood opportunities and social cohesion initiatives.
IOM Strategy: 1, 2, 3, 5, 6, 11, 12	Budgeted resources: 2 686 000

	Programme/Project	Objectives
IV.2.12	Supporting National Efforts to Combat Human Trafficking in the Gambia	To support the efforts of the Government of the Gambia to combat trafficking in persons by strengthening its capacities to successfully prevent it and protect victims and those at risk of trafficking, and to prosecute traffickers. The project also will raise awareness on safe and orderly migration.
IOM Strategy: 2, 5, 11		Budgeted resources: 432 500
IV.2.13	Capacity-building to Combat Trafficking in Persons in Guinea	To support the initiative of the Government of Guinea to combat trafficking in persons through reinforcing the capacities of those responsible for the design and development of national anti-trafficking policy, with a special focus on prosecution and prevention activities.
IOM Strategy: 11, 12		Budgeted resources: 106 100
IV.2.14	Capacity-building to Combat Trafficking and Transnational Organized Crime in Guinea-Bissau	To enhance capacities of the Ministry of Justice of Guinea-Bissau and relevant authorities to prevent human trafficking and support an integrated protection system for victims. This intervention will improve capacity for sustaining peace by supporting national actors in developing resilient national capacities and addressing conflict drivers to promote peace, justice and strong institutions for sustainable development.
IOM Strategy: 5, 11		Budgeted resources: 27 000
IV.2.15	Capacity-building to Combat Trafficking via Prevention and Protection in Lesotho	To enhance the capacities of the relevant authorities in Lesotho to prevent human trafficking and support an integrated protection system for victims. The project will also help in the rehabilitation of a crisis shelter for migrants.
IOM Strategy: 2, 5, 9, 11		Budgeted resources: 308 700
IV.2.16	Support to Civil Society for the Protection of Migrants and Human Rights in Mauritania	To contribute to improving protection of migrant rights and migration governance in Mauritania by strengthening the capacities of the civil society and institutional actors. The project will also contribute to the direct assistance and protection of migrants in situations of vulnerability.
IOM Strategy: 2		Budgeted resources: 580 900
IV.2.17	Assistance and Protection for Migrant Children in Morocco	To improve assistance and protection for national and foreign unaccompanied and separated migrant children and vulnerable young migrants in Morocco. This project will contribute to strengthening key national actors, provide direct assistance and raise awareness on child migration and trafficking. This project will also empower and mobilize refugees and host communities to promote protective social norms and acceptance of refugee and migrant children and youth.
IOM Strategy: 1, 2, 3, 5, 7, 8, 11		Budgeted resources: 1 809 500
IV.2.18	Direct Assistance to Returned Migrants and Victims of Trafficking in the Niger	To complement the Migrant Resource and Response Mechanism by providing direct assistance to migrants from the Niger returning from Algeria, supporting victims of trafficking in the Niger and improving conditions for migrants repatriated from Algeria.
IOM Strategy: 9, 11		Budgeted resources: 99 300
IV.2.19	Combating Irregular Migration and Trafficking in Persons from Nigeria	To contribute to the efforts of the Government of Nigeria to address irregular migration from and through Nigeria via a national awareness-raising campaign that highlights the risks and realities of irregular migration, including increased vulnerability to trafficking in persons, and provides information on regular migration opportunities and procedures for achieving safe migration from Nigeria to countries of destination. This project also contributes to improving access to rehabilitation and psychosocial support services for victims of trafficking, female vulnerable returnees and other persons of concern.
IOM Strategy: 1, 2, 5, 10, 11		Budgeted resources: 1 517 900

Programme/Project	Objectives
IV.2.20 Enhancing the Protection of Migrants in Situations of Vulnerability in the Sudan	To contribute to the humane management of mixed flows across the Sudan by enhancing the protection of migrants in in situations of vulnerability through the provision of direct assistance and building the capacity of national counterparts.
IOM Strategy: 3, 6, 9, 11	Budgeted resources: 1 537 800
IV.2.21 Raising Awareness about Violence against Women and Children in the United Republic of Tanzania	To raise awareness about and eliminate violence against women and children in the United Republic of Tanzania and improve their welfare in order to foster a society that respects gender equality and protects women and children against all forms of violence.
IOM Strategy: 1, 2, 9, 11	Budgeted resources: 712 100
IV.2.22 Supporting Counter-trafficking Activities in Tunisia	To enhance the capacity of the Government of Tunisia to better address irregular migration, protect migrants' rights and uphold the human rights of migrants in situations of vulnerability travelling into, through and out of Tunisia. This project will contribute to enhancing legislation and the development of an awareness-raising campaign and national action plan in Tunisia in relation to rights of migrants in situations of vulnerability. This project will also strengthen capacities to identify and provide adequate care to victims of trafficking in Tunisia.
IOM Strategy: 2, 3, 5, 10, 11	Budgeted resources: 373 500
IV.2.23 Counter-trafficking Efforts in Zimbabwe	To enhance the efforts of the Government of Zimbabwe and civil society to coordinate anti-trafficking responses, and to protect victims of trafficking through strengthening the protection given to identified victims, improving the capacity of targeted communities to prevent trafficking in persons and enhancing capacity to institutionalize the national referral mechanism.
IOM Strategy: 9, 11	Budgeted resources: 106 400
IV.2.24 Strengthening of the Identification and Referral of Potential Victims of Trafficking in Persons in Bahrain	To provide assistance to the regional centre of excellence, with the objective of continuing to support the Government of Bahrain efforts in combating human trafficking and protecting victims of trafficking. This project will act to strengthen and institutionalize best practices in the Gulf region to effectively and sustainably combat trafficking in persons.
IOM Strategy: 11	Budgeted resources: 318 600
IV.2.25 Preventing Conflict-driven Trafficking in Persons in Lebanon	To provide context-specific interventions to ensure measures to combat trafficking in persons are fully integrated into the regional crisis response, and to provide crisis-specific and life-saving interventions for trafficked and at-risk populations in Lebanon.
IOM Strategy: 1, 11	Budgeted resources: 225 700
IV.2.26 Strengthening Mechanisms to Combat Human Trafficking in Saudi Arabia	To support the Government of Saudi Arabia to strengthen and operationalize its counter-trafficking system by building upon the achievements undertaken by the Government to combat trafficking of persons through awareness-raising and enhancing cooperation and referral pathways.
IOM Strategy: 2, 11	Budgeted resources: 837 500
IV.2.27 Supporting the Fight against Human Trafficking and Migrant Smuggling in Latin America	To support counter-trafficking and counter-smuggling efforts contribute to security, improved respect for and protection of human rights, and social and economic development at national and regional levels in Latin America.
IOM Strategy: 2, 3, 4, 5, 11	Budgeted resources: 595 900
IV.2.28 Interventions against Human Trafficking in the Dominican Republic, Haiti and Jamaica	To contribute to increasing efforts to prevent and fight against trafficking in persons in the Dominican Republic, Haiti and Jamaica by raising awareness and understanding of the risks of trafficking in persons for at-risk populations in target communities.
IOM Strategy: 2, 3, 11	Budgeted resources: 430 600

	Programme/Project	Objectives
IV.2.29	Prevention of Gender-based Violence in Central America and the Dominican Republic	To contribute to the efforts of national governments in Central America and the Government of the Dominican Republic to address gender-based violence through capacity-building and to promote the importance of including the integration of migrant women in public policies of social inclusion.
IOM Strategy: 2, 3		Budgeted resources: 318 500
IV.2.30	Rehabilitation and Reinsertion Programme for Gang-affiliated Youth in El Salvador	To reduce recidivism among adolescents and youth with gang affiliations who are serving or have served a sentence by bringing together government, civil society organizations and the private sector and designing a reinsertion programme for target individuals in El Salvador.
IOM Strategy: 5		Budgeted resources: 564 600
IV.2.31	Strengthening the Prevention of Trafficking in Persons in Nicaragua	To improve the technical capabilities and resources of civil society organizations for the prevention and accurate identification of possible victims of human trafficking in Nicaragua.
IOM Strategy: 10		Budgeted resources: 238 400
IV.2.32	Counter-trafficking Initiatives in Azerbaijan	To assist the Government of Azerbaijan's response to combating trafficking in persons and to improve protection mechanisms in providing migrants, as well as victims/potential victims of trafficking, with appropriate assistance services.
IOM Strategy: 10, 11		Budgeted resources: 335 100
IV.2.33	Addressing Human Trafficking in Bangladesh	To promote the rule of law at the national and international levels and ensure equal access to justice for all by enhancing institutional responses to counter-trafficking in persons in Bangladesh and promoting an accountable and effective governance mechanism.
IOM Strategy: 11		Budgeted resources: 1 506 900
IV.2.34	Strengthening Bilateral Counter-trafficking Cooperation in China	To strengthen China's bilateral counter-trafficking cooperation with Mongolia to support a well-rounded approach to achieving stronger, deeper and more effective cross-border cooperation between China and Mongolia, and to enhance collaboration with the authorities in Hong Kong Special Administrative Region, China. This project will also establish a national referral mechanism for the identification of victims of trafficking in persons and modern slavery and their referral between law enforcement and victim support agencies.
IOM Strategy: 3, 5, 11		Budgeted resources: 303 600
IV.2.35	Empowering Civil Society to Counter Trafficking in Persons in Fiji	To contribute to strengthening the coordinated efforts of civil society and the Government of Fiji to effectively prevent trafficking in persons and protect the fundamental rights of victims of trafficking and associated forms of exploitation and abuse.
IOM Strategy: 11		Budgeted resources: 325 800
IV.2.36	Enhancing Counter-trafficking Efforts in Indonesia	To support the efforts of the Government of Indonesia to address trafficking; promote coordinated and strategic policy and institutional responses to trafficking in persons, provide training; and increase the protection of victims of trafficking. This project will also provide safe accommodation and basic humanitarian assistance and health services for migrants.
IOM Strategy: 5, 11		Budgeted resources: 28 402 900
IV.2.37	Strengthening Counter-trafficking Responses in Kazakhstan	To contribute to strengthening counter-trafficking responses by improving identification of victims, investigation capacity and prosecution of trafficking in persons in Kazakhstan, especially for labour exploitation.
IOM Strategy: 11		Budgeted resources: 246 400

Programme/Project		Objectives
IV.2.38	Building Capacity to Combat Trafficking in Persons in the Lao People's Democratic Republic	To establish local partnerships with local communities and work with and strengthen the community-level coordination and capacity of local non-profit associations via consultation meetings and assuming trainer roles in planned training courses in the Lao People's Democratic Republic.
IOM Strategy: 1, 2, 3, 4, 5, 11		Budgeted resources: 254 900
IV.2.39	Combating Trafficking in Persons in Maldives	To support the Government of Maldives, specifically through revitalizing the National Anti-Trafficking Steering Committee to fulfil its mandate in leading a comprehensive response to combat trafficking in persons in Maldives, addressing both sexual exploitation and forced labour.
IOM Strategy: 2, 11		Budgeted resources: 324 400
IV.2.40	Strengthening the Resilience of Conflict-affected Communities and the Protection of Victims of Trafficking in Myanmar.	To improve decent work opportunities benefiting vulnerable households in internally displaced people camps and host communities in Myanmar. The project will also respond to key protection challenges experienced by survivors of trafficking and migrants in situations of vulnerability in conflict-affected areas and IDP camps.
IOM Strategy: 1, 2, 3, 4, 5, 6, 9, 10, 11, 12		Budgeted resources: 313 300
IV.2.41	Strengthening Capacities to Prosecute Trafficking in Persons in Papua New Guinea	To contribute to strengthening the capacities of the Government of Papua New Guinea and civil society to prevent trafficking, protect identified and potential victims and prosecute trafficking-related crimes in seven targeted provinces in the country.
IOM Strategy: 3		Budgeted resources: 54 800
IV.2.42	Strengthening Counter-trafficking Efforts in Sri Lanka	To effectively combat human trafficking in Sri Lanka through: strengthening collaborative efforts by all stakeholders and enhancing protection mechanisms for victims of trafficking by empowering civil society organizations; building the capacity of the Government to identify victims of all forms of trafficking and provide effective protection; and increasing understanding and reporting of trafficking in persons through national outreach and research.
IOM Strategy: 11		Budgeted resources: 133 100
IV.2.43	Tackling Modern Slavery in Viet Nam	To address modern slavery in Viet Nam through the implementation of a series of coordinated interventions across five source provinces of human trafficking and modern slavery. This project also includes research, awareness-raising, community engagement, sustainable direct assistance, and capacity-building for government and civil society partners at the national, provincial and commune levels.
IOM Strategy: 3, 5, 10, 11		Budgeted resources: 204 900
IV.2.44	Counter-trafficking Activities in Belarus, the Republic of Moldova and Ukraine	To prevent and discourage human trafficking; provide effective reintegration assistance for victims and strengthen government capacity; and reinforce the regional approach, strengthening cooperation dialogue between government and civil society actors in Belarus, the Republic of Moldova and Ukraine to effectively implement counter-trafficking activities. The project will also support the development of national referral mechanisms to better identify and assist victims of trafficking, promote the prosecution of human traffickers and provide assistance to victims of trafficking within the criminal justice process.
IOM Strategy: 3, 11		Budgeted resources: 1 906 500
IV.2.45	Prevention of Trafficking in Persons in Czechia, Poland and Slovakia	To strengthen the capacity of professionals working in the field of prevention of trafficking in persons and to provide the relevant target groups with tools that help them travel and work abroad safely in Czechia Poland and Slovakia.
IOM Strategy: 2, 3		Budgeted resources: 9 600

Programme/Project	Objectives
IV.2.46 Enhancing Migrant's Rights and Good Governance in Armenia and Georgia	To enhance the capacities of national stakeholders to protect human rights and improve migration governance in Armenia and Georgia by facilitating transnational coordination and dialogue to encourage joint efforts and inspire learning in the area of migration management among governmental and civil society stakeholders.
IOM Strategy: 2, 3, 7, 8	Budgeted resources: 934 600
IV.2.47 Training for Austrian Migration and Asylum Stakeholders	To enhance the overall management of migration and asylum in Austria by improving the identification, referral and protection of trafficked migrants and asylum seekers and improving understanding among Austrian asylum and migration actors.
IOM Strategy: 2, 11	Budgeted resources: 275 700
IV.2.48 Assistance for Victims of Trafficking and Awareness-raising about Asylum and Migration in Bulgaria	To support the identification of, assistance for and return and protection of Bulgarian victims of trafficking and the implementation of prevention activities in a coordinated manner. This project will also support the dissemination of information on rights and will focus on possibilities for access to legal aid on trafficking issues.
IOM Strategy: 1, 4, 5, 8, 11	Budgeted resources: 483 500
IV.2.49 Awareness-raising against Trafficking in Persons in Hungary	To implement awareness-raising campaigns on trafficking in persons targeting both at-risk populations and Hungarian population in general.
IOM Strategy: 11	Budgeted resources: 212 800
IV.2.50 Family Tracing and Assessment Activities in Italy	To enhance the capacity of the Italian authorities to identify and deliver durable solutions for unaccompanied migrant children in Italy which respond to their best interests. This project will also facilitate family reunification in other European Union Member States and assist voluntary return and reintegration for unaccompanied migrant children in the country of origin. This project will also use information campaigns to inform potential migrants of the risks of irregular migration.
IOM Strategy: 2, 5, 6, 8, 10, 11	Budgeted resources: 595 700
IV.2.51 Assisted Voluntary Return and Reintegration for Victims of Trafficking in Sweden	To support the further development and strengthening of assisted voluntary return and reintegration assistance provided in Sweden to victims of trafficking and foreign citizens experiencing sexual or other forms of exploitation.
IOM Strategy: 1, 2, 10, 11	Budgeted resources: 203 400
IV.2.52 Job Placement Programme for Former Victims of Trafficking in the United Kingdom	To provide job opportunities to former victims of trafficking in a company's janitorial supply chain in the United Kingdom. The project will also produce guidelines on how to set up and implement similar interventions, building on knowledge gained through this programme.
IOM Strategy: 8, 11	Budgeted resources: 198 000
Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking	**Total Budgeted resources: 60 588 600**

IV.3 IMMIGRATION AND BORDER MANAGEMENT/BORDER AND IDENTITY SOLUTIONS

Programme/Project	Objectives
IV.3.1 Cross-border Trade Initiative in Eastern and Southern Africa	To support the strengthening and formalization of the more informal cross-border trade sector by increasing formal small-scale cross-border trade flows in the Tripartite Free Trade Area, leading to higher revenue collection for governments at the borders as well as increased security and higher incomes for small-scale cross-border traders in the Democratic Republic of the Congo, Ethiopia, Kenya, Malawi, the United Republic of Tanzania, Zambia and Zimbabwe. The project will focus on five selected border areas in the concerned countries.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 11,12	Budgeted resources: 729 000
IV.3.2 Strengthening Capacities to Combat Migrant Smuggling along the Central Mediterranean Route	To contribute to improving access of the Governments of Algeria, Libya, Mali and the Niger to updated, detailed information and analysis on migrant smuggling along the Central Mediterranean route through strengthening the capacity of border officials to counter migrant smuggling and ensuring cross-border cooperation on the issue.
IOM Strategy: 2, 3, 5, 11	Budgeted resources: 71 100
IV.3.3 Establishing a Tripartite Cross-border Migration Forum between Algeria, Mali and the Niger	To contribute to the safe, orderly and regular management of mixed migration flows in the north of the Niger, Mali and southern Algeria by strengthening collaboration and coordination through the establishment of a tripartite cross-border forum to foster inter-State dialogue. This project will also enhance the capacity of local public authorities in the region to identify vulnerable migrants and respond to their needs through training on human trafficking, migrant smuggling and the identification of migrants in situations of vulnerability.
IOM Strategy: 2, 3, 7, 11	Budgeted resources: 164 200
IV.3.4 Cross-border Initiative in the Great Lakes Region	To increase the cross-border trade and promote inter-community collaboration between the Democratic Republic of the Congo and Rwanda through the construction of a one-stop border post and capacity-building activities to contribute to strengthening subregional economic integration and social cohesion of cross-border communities.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 11, 12	Budgeted resources: 6 721 100
IV.3.5 Border Management in Chad	To strengthen technical capacity in Chad to effectively address current border management challenges in northern Chad and along the border with the Sudan, including activities to address capacity gaps to combat trafficking in persons.
IOM Strategy: 1, 2, 3, 5, 11	Budgeted resources: 380 000
IV.3.6 Enhancing Border Management and Social Cohesion at the Border of Côte d'Ivoire	To support local communities in the border areas in the northern part of Côte d'Ivoire in order to enhance border management and build trust among security agents, local authorities and the local population.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 74 900
IV.3.7 Improving Border Management Capacity to Address Irregular Migration in Djibouti	To contribute to reaching a healthy balance between security and enhanced cross-border mobility, specifically focusing on saving lives, enhancing security and promoting and facilitating of the regular and safe flow of people and goods across the border by enhancing the management capacity of the border police of Djibouti.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 9, 11, 12	Budgeted resources: 109 000

	Programme/Project	Objectives
IV.3.8	Enhancing the Operational Capacities of the Gambian Authorities to Manage Borders	To contribute to enhancing the operational capacity of the Government of the Gambia to manage borders through improved physical infrastructure, strengthened migration data collection and enhanced institutional capacity through the promotion of inter-agency cooperation.
IOM Strategy: 2, 3, 6, 7		Budgeted resources: 107 300
IV.3.9	Capacity-building in Migration and Border Management in Guinea	To promote State and human security in Guinea by supporting law enforcement agencies to be more effective, accountable and inclusive and strengthening national border and migration management capacities to combat irregular migration, including trafficking in persons and migrant smuggling.
IOM Strategy: 2, 3, 5, 7, 11		Budgeted resources: 1 133 800
IV.3.10	Enhancing Migration Management in Libya	To enhance safety and security for both migrants and local communities along the land borders of Libya by developing the capacity of relevant government officials.
IOM Strategy: 1, 2, 3, 8		Budgeted resources: 3 300 300
IV.3.11	Supporting Border Management in the Niger	To contribute to improving security in the Niger by enhancing the operational and strategic capacities of the Government to develop and implement consistent and principled approaches to border management. This project also includes the construction of new infrastructure for border posts and the installation of information technology solutions and other technical equipment at selected land entry points and at police headquarters; and the development of training modules for border officials to ensure that national authorities have an institutionalized and standardized response to crises.
IOM Strategy: 2, 3, 6, 7, 9, 11		Budgeted resources: 1 544 700
IV.3.12	Enhancing Migration Management in Nigeria	To enhance the capacity of the Government of Nigeria in terms of border and migration management and in order to maximize the development potential through trainings for the relevant offices and the installation of the Migration Information and Data Analysis System at key land and sea borders in Nigeria. This project also contributes to enhancing the capacity of relevant stakeholders and the launch of a national biometric identity card.
IOM Strategy: 2, 3, 6, 7, 9		Budgeted resources: 2 052 500
IV.3.13	Supporting Border Management in Senegal	To strengthen the capacities of the internal security services in Senegal to tackle cross-border organized crime, and to enhance the capacities of border security and management agencies in order to combat human trafficking and migrants smuggling networks. The project also foresees the construction of border-crossing points.
IOM Strategy: 2, 3, 5, 10, 11		Budgeted resources: 962 000
IV.3.14	Migrant Registration Support in the United Republic of Tanzania	To enhance the migration management capacities of the United Republic of Tanzania by contributing to ongoing government efforts to strengthen related information and data gathering processes, including for registration and regularization.
IOM Strategy: 2, 3, 5, 6, 10		Budgeted resources: 441 400
IV.3.15	Increasing Border Security and Regular Migration in Uganda	To fill out identified border management capacity gaps in Uganda by supporting improvements of the applicable legal framework and related procedures for regular migration while addressing irregular migration through enhanced maritime patrol capacity.
IOM Strategy: 2, 3, 5, 6, 7, 11		Budgeted resources: 81 500

Programme/Project	Objectives
IV.3.16 Developing the Capacity of the Government of the Sudan in Immigration and Border Management	To enhance the Sudan's technical capacity to manage migration by improving border management processes and procedures, which will also facilitate evidence-based programming on migration and support related policy formation.
IOM Strategy: 2, 3, 6	Budgeted resources: 1 328 800
IV.3.17 Supporting Stability and Sustainable Return and Reintegration in Iraq	To contribute to stability and creating conditions conducive to return and reintegration through rebuilding trust and access to services in Iraq. This initiative promotes community policing and the strengthening of security institutions and legal frameworks, including for victims of gender-based violence and exploitation or conflict-related sexual violence.
IOM Strategy: 1, 2, 3, 6, 8, 9, 10, 11	Budgeted resources: 6 423 600
IV.3.18 Enhancing the Capacity of the Jordanian Border Forces and Services	To improve relevant border infrastructure and, the living conditions of border staff and officers in the field at the border between Jordan and the Syrian Arab Republic in order to contribute to better protection, stability and security in Jordan.
IOM Strategy: 2, 3, 5, 7, 11	Budgeted resources: 5 455 000
IV.3.19 Enhancing Internal Capacities in Border and Migration Management in Lebanon	To support the establishment of a permanent training facility for the General Directorate of General Security to enable the training of staff in border management techniques and complementary skills.
IOM Strategy: 2, 3, 5, 6, 7, 11, 12	Budgeted resources: 347 200
IV.3.20 Support for Integrated Border Management in Latin America	To contribute to security, improved respect for and protection of human rights and social and economic development at national and regional levels in Latin America, building on an integrated border management perspective.
IOM Strategy: 1, 2, 3, 4, 5, 6, 7, 8, 11, 12	Budgeted resources: 375 100
IV.3.21 Technical Cooperation Project to Strengthen the Puebla Process	To support the Puebla Process, which serves as a mechanism for consultation, coordination and cooperation on migration issues. The budgeted resources shown here reflect only contributions from donors. The project has received an additional allocation from OSI, in the amount of USD 20,000. The combined funding for the Puebla Process totals USD 116 200.
IOM Strategy: 1, 2, 3, 6, 8, 12	Budgeted resources: 96 200
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 to the transfer of specialized staff, international cooperation and targeted capacity-building. 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: 1, 2, 3, 4, 5, 6	Budgeted resources: 950 000

Programme/Project	Objectives
IV.3.23 Support to and Reinforcement of the Haitian Border Police	To strengthen the Haitian National Border Police's capacity to enforce security, to recognize the specific rights and needs of migrants and equip a pilot police station compound with dormitories and equipment tailored to the needs of the border police officers.
IOM Strategy: 1, 2, 3, 5, 6, 9, 10, 11	Budgeted resources: 1 165 500
IV.3.24 Administration of the Regional Support Office of the Bali Process	This project supports the administration of the Bali Process Regional Support Office, located in Bangkok, which acts as a coordination office for sharing information, building capacity and exchanging best practices among Bali Process Member States. The Regional Support Office will continue to develop guidelines for immigration officials on analysing, reporting on and disseminating accurate intelligence relating to migrant smuggling, trafficking in persons and associated transnational crime.
IOM Strategy: 2, 3, 5, 6, 7, 11	Budgeted resources: 281 700
IV.3.25 Border Management in Afghanistan	To deliver integrated solutions to identified gaps within Afghanistan's national identity management and border security arrangements.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 4 669 100
IV.3.26 Strengthening Border Security in Cambodia	To strengthen border security measures through the development of a training curriculum based on inter-agency dialogue followed by the delivery of training to front-line officers in remote border areas to enable them to more effectively monitor cross-border movements and prevent illegal activity.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 197 100
IV.3.27 European Union–China Dialogue on Migration and Mobility Support	To facilitate and strengthen the European Union's dialogue on migration and mobility with China by addressing migration as a global challenge. The project will focus on the negotiations on a visa facilitation agreement and on cooperation in addressing irregular migration and combating related crime.
IOM Strategy: 2, 3, 5, 6, 7, 11, 12	Budgeted resources: 730 500
IV.3.28 Strengthening Government Capacity to Combat Human Smuggling and Other Cross-border Crimes in Sri Lanka	To enable Sri Lankan border agencies to operate in an integrated manner by facilitating regular cross-border movement, introducing risk-based, intelligence-driven border management systems, and supporting the launch of a coordinated immigration enforcement framework to comply with the law and minimize irregular activities.
IOM Strategy: 2, 3, 5, 6, 7, 11	Budgeted resources: 92 000
IV.3.29 Strengthening Border Management and Related Intelligence Capacity in Thailand	To support the efforts of the Thai authorities and their regional counterparts to tackle migrant smuggling and human trafficking in Thailand through strengthened institutional capacities and improved border management. The project will also consolidate the front-line responses of target countries to counter irregular departures, entries and transit of travellers using fraudulent documents and/or false identities from/to participating countries.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 1 030 000
IV.3.30 European Readmission Capacity-building Facility (EURCAP)	To build the capacity of partner countries – in the context of the European Union return and readmission policy – through support for ongoing negotiations, the implementation of agreements/arrangements and practical cooperation with selected countries on return, readmission and reintegration.
IOM Strategy: 2, 3, 6, 7, 10	Budgeted resources: 8 546 000

Programme/Project	Objectives
IV.3.31 Regional Support for Protection-sensitive Migration Management in the Western Balkans and Turkey	To develop and operationalize a comprehensive migration management system in Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, Turkey and Kosovo* through several initiatives, including developing a framework agreement for regional data exchange and standard operating procedures for assisted voluntary return and reintegration. This project also promotes social inclusion of migrants, asylum seekers and people in need of international protection.
IOM Strategy: 1, 2, 3, 5, 6, 7, 10, 11	Budgeted resources: 537 700
IV.3.32 Regional Cooperation on Border Management	To strengthen the initiative to operationalize a comprehensive migration management system by supplementing national efforts to offer a protection-sensitive response to mixed migratory flows in Bulgaria, Greece and Turkey.
IOM Strategy: 1, 2, 3, 5, 6, 11	Budgeted resources: 1 058 100
IV.3.33 Capacity-building for Migration Management in the Republic of Moldova and Ukraine	To help align the border guard services in the Republic of Moldova and Ukraine with European Union standards through capacity-building in the field of risk analysis, and institutional training and support for the roll-out of integrated border management, with a focus on the cross-border movement of persons.
IOM Strategy: 2, 3, 5, 6, 7, 10, 11	Budgeted resources: 6 629 900
IV.3.34 Enhancing Security at the Belarus–Ukraine Border	To provide advice and technical support to enhance the management of road border-crossing points in Belarus and to build the capacity of immigration officers through training activities. The project also supports the efforts of the Government of Belarus to further develop and implement the country's strategies regarding irregular migration and protection.
IOM Strategy: 2, 3, 5, 6, 11	Budgeted resources: 1 068 900
IV.3.35 Support to Address Irregular Migration in Belarus	To support the initiative of the Government of Belarus to develop and implement migration and asylum policies and strategies in order to bring them closer to European and international standards and good practices through strengthening respect of human rights and fundamental freedoms in the area of irregular migration.
IOM Strategy: 1, 2, 3, 6, 11	Budgeted resources: 2 005 100
IV.3.36 Sustaining Border Management and Migration Governance in Georgia	To enhance the capacities of the Georgian authorities in the areas of integrated border management and migration governance in line with an agreement between the European Union and Georgia and related governmental action plans. The project will help to strengthen legal, institutional and operational capacity for integrated border management, including through improved inter-agency coordination and the strengthening of the migration governance framework, particularly with regard to the capacity to counter irregular migration, combat cross-border crime and facilitate safe, orderly and regular migration.
IOM Strategy: 2, 3, 5, 6, 7, 11	Budgeted resources: 3 952 500
IV.3.37 Management Support Unit of the Regional Development and Protection Programme in North Africa	To provide support to the secretariat through the organization of steering committee meetings, support to the Italian Ministry of Interior in monitoring the implementation of projects in target countries, and liaison with the implementing partners' offices in the region.
IOM Strategy: 1, 2, 3, 5, 6, 7, 11	Budgeted resources: 159 900

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

Programme/Project	Objectives
IV.3.38 Support to North Macedonia in Migration and Border Management	To support the provision and management of accommodation, transportation and any other assistance deemed necessary for the deployed guest and re-deployed national border officers conducting border management activities, while transferring European Union practices and experiences. This initiative also supports the enhancement of the knowledge and skills of border management authorities through capacity-building activities and technical support including new technologically advanced surveillance equipment and systems for migrant registration.
IOM Strategy: 2, 3, 5, 6, 7, 9, 11	Budgeted resources: 506 500
IV.3.39 Mainstreaming Human Rights Standards at Administrative Detention Centres in Portugal	To provide information that will contribute to upholding and mainstreaming standards related to the human rights of migrants under administrative detention in Portugal.
IOM Strategy: 1, 2, 3, 6	Budgeted resources: 87 200
IV.3.40 Supporting Migration Management Efforts in Turkey	To contribute to the efforts of the Government of Turkey in migration management in support of institutional and legal reform in the country in line with established European Union standards through capacity-building, enhancement of a human rights-driven dialogue and the strengthening of migration management legislative and administrative capacity. This initiative also supports the enhancement of the capacities of the customs authorities and Turkish coastguard in the field of border management to further enable the agency to effectively address irregular migration, particularly migrant smuggling, and carry out search and rescue operations.
IOM Strategy: 1,2, 3, 5, 6, 7, 8, 11	Budgeted resources: 2 767 900
IV.3.41 Enhancing Border Management in Ukraine	To contribute to the modernization of Ukraine's border management system. The initiative will facilitate the renovation of a training centre and the exchange of good practices. The project will also support the establishment of the new national customs services by enhancing and strengthening related technical capacities.
IOM Strategy: 1, 2, 3, 5, 6, 11	Budgeted resources: 949 700
IV.3.42 Supporting Migration Issues among United Kingdom Nationals	To provide practical support to persons from the United Kingdom in the completion of their residency applications to secure and maintain their residency rights in European Union countries following the decision of the United Kingdom to leave the European Union.
IOM Strategy: 2	Budgeted resources: 617 500
Immigration and Border Management/Border and Identity Solutions	Total Budgeted resources: 69 901 500

IV.4   MIGRATION MANAGEMENT SUPPORT

Programme/Project	Objectives
IV.4.1 Essentials of Migration Management	To strengthen the capacity of government officials in Ethiopia and Somalia and other relevant stakeholders in managing their migration realities more effectively through the development IOM's knowledge management resource on migration management, which provides the substantive basis for tailor-made training packages for both face-to-face and self-paced e-learning modules, as well as the development of the Essentials of Migration Management 2.0 training certification handbook.
IOM Strategy: 2, 3, 4	Budgeted resources: 372 400
Migration Management Support	Total Budgeted resources: 372 400

V.   FACILITATING MIGRATION

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
V.1	Labour Migration	9 724 500	13 367 000	1 213 200	24 304 700
V.2	Integration and Social Cohesion	7 671 900	11 661 900	1 298 100	20 631 900
V.3	Immigration and Visas	16 350 500	10 149 600	1 160 100	27 660 200
	Total	33 746 900	35 178 500	3 671 400	72 596 800

339.   The total budget for Facilitating Migration is approximately USD 72.6 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 on page 18.

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

341.   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.

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

343.   **Labour Migration:** Labour migration features at the top of the policy agenda of many countries, be they countries of origin or destination. Given that there are more than 164 million migrant workers around the world, the stakes are enormous. Three decisive factors will continue to drive this kind of movement: the "pull" of changing demographics and labour market needs in many industrialized countries; "push" factors caused by unemployment and lack of opportunities for growing sectors of the population – including youth – and by crisis in less-developed countries; and established transnational networks based on family, cultural and historical relations between countries. A significant proportion of labour migration is irregular, with an informal economy ready to abet it. Increasingly, governments at both ends of the migration spectrum are developing regulatory mechanisms to govern labour mobility to their individual and mutual benefit, and governments and migrants are turning to IOM for expert support and to facilitate regulated labour migration. IOM aims to facilitate the development of policies and programmes that are in the interests of migrants and governments through policy advice and capacity-building, information dissemination and awareness-raising, promotion and facilitations of ethical recruitment and inter-State dialogue and cooperation. IOM's labour 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.

344.   **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.

345.   **Immigration and Visas:** Visa policy and practices have become a key tool for Member States to better manage regular migration and prevent irregular migration. For migrants, access to regular migration pathways is crucial as they are otherwise vulnerable to precarious movement and the risks related to irregular migration status. IOM provides support to States for the development and implementation of comprehensive visa policies. This includes assistance for the development of relevant policies, legislation and strategies, and assistance in the review of States' visa practices, conducting research and increasing understanding of visa policies and practices at the national, regional and global levels. Furthermore, IOM supports immigration and consular authorities in managing visa application processes through a wide range of tailored, technology-driven, cost-effective and non-profit operational solutions, which make regular migration pathways more accessible, better informed, dignified, timely and transparent. The support offered includes logistical assistance to facilitate visa processing, visa application assistance, document verification, facilitation of interviews, skills and language testing facilitation, biometrics enrolment, travel document handling, visa appointment and visa issuance systems, management of visa application centres, visa-related information services and access to consular and citizen services.

V.1   LABOUR MIGRATION

Programme/Project		Objectives
V.1.1	Development of the International Recruitment Integrity System (IRIS)	To contribute to eliminating and preventing exploitation of migrant workers by supporting transformation of international recruitment industry to make it fair for everyone involved: migrant workers, employers, recruiters and countries of origin and destination.
IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 11, 12		Budgeted resources: 539 800
V.1.2	Strengthening the Capacity of the African Union Commission	To support capacity-building at the African Union Commission and its Department of Social Affairs to ensure effective and timely implementation of the Joint Labour Migration Program. This project will also facilitate the establishment of the Project Support Unit and contribute to improved labour migration governance to achieve safe, orderly and regular migration.
IOM Strategy: 3, 12		Budgeted resources: 2 415 500
V.1.3	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa	To strengthen governance, implementation structures and policy coherence, harmonize data collection mechanisms, and improve migrant workers' rights and skills recognition between Egypt, Morocco and Tunisia
IOM Strategy: 2, 4, 8		Budgeted resources: 414 900
V.1.4	Diaspora Engagement in Belgium and Germany to Support Technical Education and Vocational Training in Rwanda	To support the operationalization of the national labour mobility policy and its guiding framework. This project also provides support to ensure that the diaspora participates in economic growth in Rwanda.
IOM Strategy: 2, 3, 8		Budgeted resources: 148 300

Programme/Project	Objectives
V.1.5 Promoting Ethical Recruitment and Fair Labour in Asia	To contribute to eliminating and preventing exploitation and human trafficking of domestic workers by better guiding and providing private sector partners with practical solutions for the implementation of ethical recruitment and decent work practices.
IOM Strategy: 2, 3, 4, 5, 6, 7, 8, 9, 11, 12	Budgeted resources: 17 064 600
V.1.6 Reducing the Vulnerabilities of Migrant Workers in Labour Supply Chains in the Philippines	To contribute to private sector efforts to prevent forms of modern slavery through ad hoc training, capacity-building and development of a toolkit in the Philippines
IOM Strategy: 3,12	Budgeted resources: 431 700
V.1.7 Facilitating Poverty Reduction through Skills Development for Safe Migration	To support improved employment opportunities and conditions for migrants – particularly those in Thailand – with a focus on women from Cambodia, the Lao People's Democratic Republic and Myanmar, through access to skills development and enhanced assistance services throughout the migration cycle, with the aim of reducing poverty in communities of origin.
IOM Strategy: 4, 8	Budgeted resources: 2 090 100
V.1.8 Promoting Human Rights and Responsible Employment in Viet Nam	To support private sector actors to implement supply chain transparency, ethical recruitment and fair labour practices and to ensure the protection of and respect for labour rights for workers. This project also assists private sector actors to implement policies related to the ethical recruitment and fair employment of migrant workers in Viet Nam.
IOM Strategy: 2, 3, 4, 6, 11, 12	Budgeted resources: 78 600
V.1.9 Migration of African Talents	To address labour market shortages in four European Union Member States by enabling migrants from West Africa to work in Belgium, Italy, Luxembourg and the Netherlands. The project will also implement skills development, capacity-building and knowledge-sharing activities.
IOM Strategy: 12	Budgeted resources: 459 600
V.1.10 Promoting and Improving Regular and Safe Employment of Migrant Workers in Italy	To reduce the labour exploitation and marginalization of migrants in Italy by improving the effectiveness and efficiency of labour inspections, promoting coherent interventions among relevant authorities, improving coordination between entities and strengthening local governance.
IOM Strategy: 8,11	Budgeted resources: 448 800
V.1.11 Migration and Local Development Initiative in the Republic of Moldova	To support national stakeholders to develop and implement an efficient policy and regulatory framework for circular labour migration in the Republic of Moldova.
IOM Strategy: 12	Budgeted resources: 137 400
V.1.12 Technical Support for the Development of a Labour Mobility Scheme in Slovakia	To develop an evidence-based labour mobility Scheme with a fast-track admission, integration and return component to offer flexibility in the management of labour mobility in Slovakia. This project will enable a fast and suitable policy response to the current and expected labour shortages.
IOM Strategy: 3, 4, 8	Budgeted resources: 75 400
Labour Migration	**Total Budgeted resources: 24 304 700**

V.2   INTEGRATION AND SOCIAL COHESION

Programme/Project	Objectives
V.2.1 Migrant Training	To facilitate the integration of migrants through enhancing their capacity to adapt to their new environment upon arrival and become self-sufficient and productive members of their new society.
IOM Strategy: 1, 2, 8	Budgeted resources: 5 753 800
V.2.2 Migrant Integration	To promote cohesive and inclusive societies by empowering migrants to be active members of their new communities, while enhancing the capacity of receiving communities and authorities to be inclusive of newcomers and develop policies that strengthen the welfare of all members of society.
IOM Strategy: 1, 2, 3, 4, 5, 6, 8, 11	Budgeted resources: 5 766 400
V.2.3 Facilitating the Regional Development and Protection Programme in North Africa	To contribute to strengthening the resilience of migrants, internally displaced populations and host communities by addressing challenges to socioeconomic integration and promoting a culture of rights, dialogue and social cohesion in Algeria, Egypt, Libya, Morocco and Tunisia.
IOM Strategy: 3, 4, 5, 7, 12	Budgeted resources: 769 700
V.2.4 Preventing Sexual and Gender-based Violence in Migrant Communities	To improve existing urban services for victims of sexual and gender-based violence in order to better reach migrant communities, and prevent and improve identification, referral, protection and recovery of victims of sexual and gender-based violence.
IOM Strategy: 3, 7, 8	Budgeted resources: 284 100
V.2.5 Supporting Migrant Integration in Poland	To contribute to facilitating migrant integration Poland by supporting migrants and host communities with cultural orientation training, coaching and career counselling. To build the competencies of representatives of local institutions in working with migrants and integration.
IOM Strategy: 8, 12	Budgeted resources: 265 600
V.2.6 Integration and Social Cohesion Programme in Turkey	To support the integration of migrants in line with Turkey's new migration management framework and European Union approaches by providing information services to facilitate migrants' access to services and rights and establishing and/or strengthening locally managed social cohesion programmes.
IOM Strategy: 8, 12	Budgeted resources: 7 792 300
Integration and Social Cohesion	**Total Budgeted resources: 20 631 900**

V.3   IMMIGRATION AND VISAS

Programme/Project	Objectives
V.3.1 Immigration and Visa Support Solutions	To support governments by providing services that are designed to enhance data collection, simplify and streamline visa-related processes, reduce time-consuming administrative functions, lower costs, improve service standards, combat fraud, improve security at diplomatic missions and provide logistical support where no representation exists. Such services are also designed to empower migrants by providing them with accurate and timely information in a language appropriate to their needs, while assisting with and simplifying the visa application process and ensuring that only properly completed applications are submitted, ultimately resulting in improved service standards and more efficient visa processing.
IOM Strategy: 1, 2, 3, 4, 9, 10	Budgeted resources: 19 145 400

	Programme/Project	Objectives
V.3.2	Travel Assistance for Individuals and Governments	To support migrants requiring travel assistance, such as those with medical needs, unaccompanied minors or the elderly, by providing comprehensive support, including detailed information on air travel, reduced one-way migrant fares, completion of all travel-related documentation, assistance at the airport of departure, in transit and upon arrival, and flight escorts when required.
IOM Strategy: 1, 2, 4		Budgeted resources: 8 298 100
V.3.3	Promoting Qualified Migration in Argentina	To promote and facilitate qualified migration of nationals and residents in Argentina and to provide mobility-related assistance to students, academics and professionals through the implementation of the migration facilitation programme.
IOM Strategy: 1		Budgeted resources: 16 700
V.3.4	Community Support Programmes in Australia	To contribute to improved orderly migration and sustainable integration of migrants that will facilitate positive impacts for both migrants and host communities through increased access to information, visa support, travel services, and post-arrival assistance under the Community Support Programme
IOM Strategy: 1		Budgeted resources: 200 000
Immigration and Visas		**Total Budgeted resources: 27 660 200**

VI. MIGRATION POLICY, RESEARCH AND COMMUNICATIONS

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VI.1	Migration Policy Activities	629 800	98 500	41 900	770 200
VI.2	Migration Research and Publications		83 700	4 700	88 400
VI.3	Media and Communications	1 787 300	1 854 700	254 700	3 896 700
	Total	2 417 100	2 036 900	301 300	4 755 300

346.   The total budget for Migration Policy, Research and Communications is approximately USD 4.8 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 on page 18.

347.   Migration is a global issue which, boosted by the forces of globalization, uneven development, demographic trends and environmental and climate change, has gained in prominence on the political agendas of governments all over the world. There is growing awareness among governments and other stakeholders about the interlinkages between migration and other policy matters, including socioeconomic development, trade, employment, the environment, security and human rights, and about the need to ensure that migration policy development takes account of and is integrated into policy planning in these related fields. As the leading intergovernmental organization working with migrants and governments to respond to contemporary migration challenges, IOM is uniquely positioned to build on over 65 years of grass-roots experience and meet the growing needs of its membership and the international community at large by providing guidance on migration policy. The Department of International Cooperation and Partnerships serves as the focal point for IOM's strategic policy coordination on international migration issues, international migration law, and for research and communication on international migration trends, policies and practices. It aims to support the growing needs of governments and other stakeholders to better understand the multidimensional aspects of contemporary migration, in particular emerging migration policy issues. Many of the Department's activities cut across various areas of IOM's work, and they are reflected in other sections of this document under the relevant country or thematic activities.

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

349.   **Migration Policy Activities:** Sound data and policy analysis are key to understanding migration, developing effective new policies and designing sustainable practical approaches. The Department of International Cooperation and Partnerships provides information and advice on migration trends, challenges and opportunities. Its activities are aimed at strengthening the capacity of governments and other relevant stakeholders to develop and implement effective national, regional and global migration management policies and strategies. The Department also promotes multi-stakeholder policy dialogue on migration and related policy domains such as development, trade, the environment, health, security and human rights, as well as through its work on RCPs and support to the GFMD.

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

351.   The Department, under its policy functions, is also responsible for supporting and coordinating IOM's engagement with governments, intergovernmental organizations, civil society and the media and promoting broader cooperation on migration. Related to these functions are continuous activities to monitor and develop IOM's partnerships at the inter-State and inter-agency levels. Specific activities are undertaken, geared to support and foster partnerships with and among governments with a view to improving policy coherence and cooperative approaches to migration management at the bilateral, regional and global levels. These activities complement the policy activities outlined above and emphasize the development and strengthening of multilateral cooperation through an inter-agency, multi-stakeholder framework for consistent and effective cooperation with partner organizations, notably the United Nations and civil society.

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

353.   **Migration Research and Publications:** IOM conducts research on current migration issues to enhance and improve programme delivery and policy guidance for Member States and other relevant stakeholders. It does so through improving the knowledge base for migration policymaking and producing analyses of contemporary migration dynamics, particularly in its flagship publication, the World Migration Report. The Migration Research Division also helps IOM field offices manage research projects by endorsing project proposals, providing technical support and guidance, reviewing final reports for publication, building internal research capacity through staff training, offering information and library resources and working with external consultants on research into and studies of migration topics of current interest and concern.

354.   In 2021, the Publications Unit will continue to produce IOM's main publications, including the World Migration Report, Fatal Journeys, *International Migration*, a journal published online six times a year, the International Dialogue on Migration Series, International Migration Law publications, and *Migration Policy Practice*, a quarterly journal published in partnership with Eurasylum. Continued support will be given to field offices and Headquarters for publication production. Efforts to publish more reports in French and Spanish will also be continued.

355.   **Media and Communications:** Through its media and communications activities at the global, national and community levels, IOM enhances public knowledge and understanding about migration and seeks to combat pervasive xenophobia and negative perceptions of migration through its communications outreach. Specific activities are undertaken with a view to raising awareness on key migration-related topics both among the general public and in targeted communities where IOM works. The Media and Communications Division 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.

VI.1   MIGRATION POLICY ACTIVITIES

Programme/Project		Objectives
VI.1.1	Safety, Support and Solutions along the Central Mediterranean Route	To contribute to the safety, support and solutions programme along the Central Mediterranean migration route for refugees and migrants in situations of vulnerability through capacity-building for relevant stakeholders, information campaigns and enhancing policy support for governments.
IOM Strategy: 5, 7, 9		Budgeted resources: 640 300
VI.1.2	Enhancing Capacities for Effective United Nations Engagement in Asia and the Pacific	To contribute to IOM's effective engagement with the United Nations by responding and adapting to the ongoing United Nations reforms and, in the light of IOM's roles and responsibilities related to the United Nations Network on Migration, by enhancing the capacities of the regional and country offices in Asia and the Pacific.
IOM Strategy: 7		Budgeted resources: 129 900
Migration Policy Activities		**Total Budgeted resources: 770 200**

VI.2   MIGRATION RESEARCH AND PUBLICATIONS

Programme/Project	Objectives
VI.2.1 Global Migration Data Portal	To serve as a unique access point for timely and comprehensive migration statistics and reliable information about migration data globally. The project aims to make the evidence about migration issues accessible and easy to understand and to ensure that responses to migration are based on sound facts and accurate analysis.
IOM Strategy: 3, 4, 6	Budgeted resources: 16 200
VI.2.2 Regional Report on the Attainment of the Sustainable Development Goals in the Arab Region	To produce a regional context-specific report and reference guide that incorporates tools and approaches for achieving the Sustainable Development Goals in the participating countries in the Arab region. The project will help in addressing the multifaceted challenges faced by countries affected by conflict and assess how it affects the attainment of the Goals in these countries and the region in general.
IOM Strategy: 4	Budgeted resources: 72 200
Migration Research and Publications	**Total Budgeted resources: 88 400**

VI.3   MEDIA AND COMMUNICATIONS

Programme/Project	Objectives
VI.3.1 Information Campaign on Migration Management in West Africa	To provide access to information that will allow for informed migration-related decision-making in target countries in West Africa through the "migrants as messengers" campaign, particularly targeting aspirant migrants and young adults. The project will use innovative communication tools and peer-to-peer messaging to raise awareness about the risks associated with irregular migration and to promote safe and orderly migration.
IOM Strategy: 5, 6	Budgeted resources: 3 873 500
VI.3.2 Next-generation Information Systems to Support European Union External Policies	To enhance external policies by pursuing better communication, information-sharing, joint reporting, analysis and response planning between Member State embassies, European Union delegations, European Commission services, European Union special representatives and common security and defence policy missions.
IOM Strategy: 2, 4, 5, 7, 8, 11	Budgeted resources: 11 800
VI.3.3 Information Campaign on Migration in Spain	To promote a more balanced vision of migration in Andalucia in Spain through the "I am a migrant" awareness-raising campaign, the main goal of which is to promote a positive perception of migration through an evidence-based approach and to challenge negative narratives.
IOM Strategy: 5	Budgeted resources: 11 400
Media and Communications	**Total Budgeted resources: 3 896 700**

VII.   LAND, PROPERTY AND REPARATION PROGRAMMES

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VII.1	Assistance for Victims of Colonia Dignidad in Chile	194 400		13 600	208 000
	Total	194 400		13 600	208 000

356.   The total budget for Land, Property and Reparation Programmes is approximately USD 0.2 million. The project is listed with its objective(s) and its link(s) to the activities outlined in the IOM Strategy on page 18.

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

Programme/Project		Objectives
VII.1	Assistance for Victims of Colonia Dignidad in Chile	To assist victims of Colonia Dignidad in Chile through the provision of health care, in particular psychotherapy and psychosocial support, and education, further training and employment opportunities.
IOM Strategy: 9		Budgeted resources: 208 000
Land, Property and Reparation Programmes		**Total Budgeted resources: 208 000**

VIII. GENERAL PROGRAMME SUPPORT

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.1	Seconded Staff	4 313 100	20 000	494 700	4 827 800
VIII.2	Migrant Management and Operational Systems Application (MiMOSA)	2 042 200		245 100	2 287 300
VIII.3	Staff and Services Covered by Miscellaneous Income	5 000 000	11 000 000		16 000 000
VIII.4	Sasakawa Endowment Fund		4 000		4 000
VIII.5	Unearmarked Contributions	65 000	9 370 100		9 435 100
	Total	**11 420 300**	**20 394 100**	**739 800**	**32 554 200**

358.   The total budget for General Programme Support is approximately USD 32.6 million. The activities and services in each subcategory are described below.

VIII.1   SECONDED STAFF

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.1.1	Junior Professional Officers	2 934 400		352 000	3 286 400
VIII.1.2	Special Assignments and Support	1 378 700	20 000	142 700	1 541 400
	Total	**4 313 100**	**20 000**	**494 700**	**4 827 800**

VIII.1.1 Junior Professional Officers

359.   Several governments continue to support the assignment of Junior Professional Officers, who assist the Organization in various aspects of its work. IOM currently has 27 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
France	Switzerland	1	153 000
Germany	Mali and Switzerland	4	543 000
Italy	Algeria	1	120 300
Japan	Iraq, Philippines, Switzerland and Turkey	4	504 500
Netherlands	Afghanistan, Egypt, Ethiopia, Niger, Nigeria and Switzerland	6	744 600
Norway	Bangladesh	1	100 200
Republic of Korea	Switzerland and Thailand	2	220 000
Sweden	Myanmar, Panama and Switzerland	3	355 500
United States of America	Costa Rica, Kenya, South Africa, Switzerland and Thailand	5	545 300
Total		**27**	**3 286 400**

Budgeted resources: 3 286 400

VIII.1.2 Special Assignments and Support

360.　　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.

- **Regional human resources officer in the Regional Office in Nairobi, funded by the Austrian Development Agency**

  The Austrian Development Agency is funding the secondment of an official to hold the position of regional human resources officer, who is responsible for providing support and guidance to the Regional Office in Nairobi and country offices in the region on management of human resources.

- **Government official on loan from the Government of Denmark**

  The Government of Denmark has loaned a government official to IOM to serve as senior adviser on migration management. The senior adviser supports the Department of Migration Management in policy, strategy and programme development in line with the IOM Strategic Vision 2019–2023, with a special focus on development, resilience to climate change, and the humanitarian, development and peace nexus. The position also includes fostering a coherent and organization-wide approach to providing capacity-building for effective migration management and governance in line with the objectives and goals of the Global Compact for Safe, Orderly and Regular Migration and the 2030 Agenda for Sustainable Development, and assisting the Director of the Department in the performance of functions and responsibilities of the Department, such as representation in meetings and coordination processes with Member States, coordination with the United Nations system, implementation of the Global Compact and mainstreaming the Department's migration management expertise, strategies, policies and practical approaches in the Organization's activities.

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

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

- **Partnership officer in the IOM Office in Tokyo, funded by the Government of Japan**

  The Government of Japan is funding the secondment of a partnership officer who is responsible for supporting the Office's core needs in terms of migration policy-related activities, project development, public outreach and private sector liaison and for providing support for the Office's overall management requirements, including reporting.

- **Senior regional policy and programme coordinator in the Regional Office in Nairobi, funded by the Swedish International Development Agency**

  The Swedish International Development Agency is funding the secondment of a senior official to support the Regional Director in maintaining regular contact with IOM offices in the East and Horn of Africa and regional, international, governmental and non-governmental partners and to contribute to regular national and regional policy dialogues and policy development in the East and Horn of Africa.

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

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

- **Voluntary return and reintegration focus officer at Headquarters, funded by the Government of Switzerland**

   The Government of Switzerland is funding the secondment of an official to hold the position of Voluntary Return and Reintegration Focus Officer, who will work in the Migrant Protection and Assistance Division. The secondee will provide support on direct assistance and voluntary return and reintegration, analyse these areas with a view to assisting the Division with the development of policy and guidance documents and assist in the implementation of the Division's strategic plan.

- **Senior regional policy officer in the Regional Office in Vienna, funded by the Swiss State Secretariat for Migration**

   The Swiss State Secretariat for Migration is funding the secondment of an official to hold the position of Senior Regional Policy Officer, who is responsible for providing technical expertise on national and regional migration policies to support the development and implementation of the new IOM overall strategy in key areas of migration management policy. The Officer will engage with relevant stakeholders and establish and maintain partnerships at the highest level with government entities, local authorities, implementing partners, United Nations agencies, donors and other stakeholders in coordination with the senior management at the Regional Office in Vienna.

- **Senior adviser on migration management at Headquarters, funded by the Government of Turkey**

   The Government of Turkey has loaned an official to IOM to serve as a senior adviser on migration management. The senior adviser will monitor and analyse new global and regional trends in the field of border management, with a focus on border development and security; provide policy advice; and support policy development. The senior adviser will also serve as project manager the development of the upgrade of the IOM flagship training, capacity-building and policymaking tool, the Essentials of Migration Management 2.0; develop partnerships with potential donors; and provides advice and support on developing synergies and strengthening partnerships with other international agencies, including the World Customs Organization and the United Nations Office on Drugs and Crime.

- **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 Bratislava receives support from the Government of Slovakia to partially cover its costs.

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

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

Budgeted resources: 1 541 400

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)	2 042 200		245 100	2 287 300

361.   MiMOSA is an organization-wide information system for capturing and processing biographical and demographic information on individual migrants and the services provided to them with regard to migrant registration, movement, health assessment, assisted voluntary returns, 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 captured through the web-based application allow operations staff to interface with the financial system (PRISM Financials) to further enhance the benefits of integrated systems. MiMOSA has

an automated interface with the US Department of State's Refugee Processing Center system (WRAPS – Worldwide Refugee Admissions Processing System) and the US Centers for Disease Control and Prevention to enhance the efficiency of the US Refugee Admissions Program.

362.   The RMI (Receiving Mission Interface) is a web-based application that allows receiving offices to process transactions such as the advance booking notifications, additions, deletions, cancellations and departures entered by the MiMOSA user to ensure data quality and consistency. RMI users can also enter domestic booking details from the port of entry to the final destination, interface with iGATOR and PRISM Financials, and update the arrival status of migrants in the destination country. The RMI is currently used by the IOM Office in New York. iGATOR is the corporate application that captures the costs of tickets for migrants, staff and consultants. It interfaces with MiMOSA, the RMI and PRISM, streamlining data exchanges between operations and finance, thereby further enhancing IOM's capacity to manage flight bookings and timely settlement of airline bills.

Budgeted resources: 2 287 300

VIII.3   STAFF AND SERVICES COVERED BY MISCELLANEOUS INCOME

	Programme/Project	Staff and office costs	Programme costs	Overhead	Total costs
VIII.3	Staff and Services Covered by Miscellaneous Income	5 000 000	11 000 000		16 000 000

363.   Miscellaneous income comprises unearmarked and interest income and is an integral part of OSI. It is allocated to the IOM Development Fund and the Organization's core structure and services in line with governing body resolutions.

Budgeted resources: 16 000 000

VIII.4   SASAKAWA ENDOWMENT FUND

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

364.   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 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: 4 000

VIII.5   UNEARMARKED CONTRIBUTIONS

	Program/Project	Staff and office costs	Program costs	Overhead	Total costs
VIII.5	Voluntary Contributions	65 000	9 370 100		9 435 100

365.   ORPE continues to engage with Member Contributors and Foundations on the possibility of making voluntary contributions to the Organization . Such contributions will 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 human service patterns. The voluntary 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 policy support commitments , the Administration focuses on increasing contributions from its donors to support and strengthen the Organization 's management system . The Operational Part of the Budget for 2021 includes such contributions from the following Member States : Austria, Belgium, Denmark, Ireland, the Netherlands, Norway, Sweden, the United Kingdom and the United States.

Budgeted resources

GEOGRAPHICAL BREAKDOWN OF THE OPERATIONAL PART OF THE BUDGET

OVERALL SUMMARY TABLES (in US dollars)

Overall 2021 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	128 187 900	98 853 100	37 065 600	1 642 800	66 533 300	33 796 100	42 259 700	408 338 500
II.	Migration Health	30 976 000	21 635 900	1 038 900		24 628 000	5 235 200	5 597 500	89 111 500
III.	Migration and Sustainable Development	14 179 000		2 235 800		3 415 900	2 753 700	2 156 900	24 741 300
IV.	Regulating Migration	67 285 000	13 607 600	12 176 800		59 435 800	127 088 300	1 467 900	281 061 400
V.	Facilitating Migration	12 150 200	4 303 200	21 742 100		11 273 900	13 738 900	9 388 500	72 596 800
VI.	Migration Policy, Research and Communications	3 873 500	72 200			129 900	23 200	656 500	4 755 300
VII.	Land, Property and Reparation Programmes			208 000					208 000
VIII.	General Programme Support	154 300	872 500			66 900	186 600	31 273 900	32 554 200
	Grand total	**256 805 900**	**139 344 500**	**74 467 200**	**1 642 800**	**165 483 700**	**182 822 000**	**92 800 900**	**913 367 000**

For comparison, the geographical breakdown in the Programme and Budget for 2020 (C/110/8) is reproduced below.

Overall 2020 summary (C/110/8)

		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	92 515 400	69 445 200	33 994 600	1 079 300	31 530 100	42 422 100	21 287 200	292 273 900
II.	Migration Health	39 415 600	20 047 600	516 800		43 820 600	9 875 700	10 214 300	123 890 600
III.	Migration and Development	11 590 000		405 500		716 400	6 322 900	424 000	19 458 800
IV.	Regulating Migration	119 086 900	2 295 800	2 455 900		60 519 500	137 480 100	453 100	322 291 300
V.	Facilitating Migration	12 100 200	5 864 700	22 377 800		10 295 100	5 290 600	7 141 000	63 069 400
VI.	Migration Policy, Research and Communications	209 200					2 193 300	744 100	3 146 600
VII.	Land, Property and Reparation Programmes			6 481 000			61 500		6 542 500
VIII.	General Programme Support		878 900				559 100	26 209 900	27 647 900
	Grand total	**274 917 300**	**98 532 200**	**66 231 600**	**1 079 300**	**146 881 700**	**204 205 300**	**66 473 600**	**858 321 000**

PROGRAMMES AND PROJECTS BY REGION

Africa

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	37 472 800
I.2.1	Protecting Migrants in Situations of Vulnerability and Stabilizing Communities in Libya	5 803 400
I.2.2	Providing Safe and Orderly Voluntary Repatriation Services in the United Republic of Tanzania	250 000
I.3.4	Monitoring the Situation of Vulnerable Displaced Populations in Burundi	1 352 800
I.3.5	Multisectoral Humanitarian Assistance in the Democratic Republic of the Congo	1 485 300
I.3.6	Provision of Emergency Shelter and Non-food Items to IDPs in Ethiopia	13 814 900
I.3.7	Humanitarian Assistance for Migrants and IDPs in Libya	374 900
I.3.8	Humanitarian Assistance for Cyclone-affected Populations in Mozambique	676 700
I.3.9	Humanitarian Response to the Crisis in Nigeria	1 949 100
I.3.10	Provision of Emergency Shelter Support in Rwanda	11 300
I.3.11	Humanitarian Response and Emergency Preparedness in Somalia	3 079 200
I.3.12	Integrated Multisectoral Assistance for Conflict-affected Communities in South Sudan	3 125 700
I.3.13	Supporting Migrants in Situations of Vulnerability and Victims of Trafficking in Tunisia	1 107 100
I.3.14	Supporting Cyclone-affected Populations in Zimbabwe	1 701 200
I.4.2	Programme for Human Security and Stabilization in the Lake Chad region	2 746 300
I.4.3	Community Stabilization in Burkina Faso	1 813 600
I.4.4	Community Stabilization Initiatives in Burundi	3 511 600
I.4.5	Strengthening Stabilization and Recovery of Communities in Cameroon	1 033 400
I.4.6	Contributing to Community Stabilization Efforts in the Central African Republic	10 006 500
I.4.7	Supporting Peacebuilding Efforts in Chad	1 936 800
I.4.8	Promoting Security and Peace in the Democratic Republic of the Congo	2 330 200
I.4.9	Contributing to Community Stabilization Efforts in Ethiopia	7 720 500
I.4.10	Supporting the Reduction of the Instrumentalization of Violence in Guinea	79 100
I.4.11	Programme for Human Security and Stabilization in Kenya	533 700
I.4.13	Establishment of Peace and Security in Madagascar	868 200
I.4.14	Promoting Peacebuilding Among IDPs, Returnees and Host Communities in Mali	409 700
I.4.15	Disaster Risk Reduction Initiatives in Mauritania	17 700
I.4.16	Building Capacities in Addressing Violent Extremism in Mozambique	1 765 200
I.4.17	Support for Disarmament, Demobilization and Reintegration Efforts and Community Stabilization in Nigeria	5 661 600
I.4.18	Increasing Stability and Human Security for Migrants and Mobile Populations in Somalia	6 882 600

Africa (cont'd)

	Movement, Emergency and Post-crisis Programming (cont'd)	
I.4.19	Strengthening the Peace Process and Rehabilitation Initiative in South Sudan	1 704 700
I.4.20	Community Stabilization in the Sudan	6 585 900
I.4.21	Addressing Gender-based Violence in Zambia	267 200
I.4.22	Strengthening the Human Rights Commission in Zimbabwe	109 000
	Subtotal	**128 187 900**
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	26 599 200
II.2.1	Supporting Protection and Health Systems	403 900
II.2.3	Supporting High-quality Health Services in Burundi	521 700
II.2.4	Promoting Health-care Access for Migrants in Egypt	211 200
II.2.5	Improving Protection and Assistance for Migrants in Morocco	49 500
II.3.1	Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies	560 300
II.3.3	Health Preparedness and Response in Guinea	1 205 700
II.3.4	Increasing Access to Health-care Services in Nigeria	356 000
II.3.5	Supporting Mental Health Services and Building the Capacity of the National Health Workforce in Somalia	194 000
II.3.6	Emergency Health-care Support and Services for Crisis-affected Families in South Sudan	669 400
II.3.7	Emergency Ebola Preparedness in the United Republic of Tanzania	38 600
II.3.8	COVID-19 Preparedness and Response in Zimbabwe	166 500
	Subtotal	**30 976 000**
	Migration and Sustainable Development	
III.1.3	Strengthening IOM's Country-level Engagement in United Nations Activities in Southern Africa	67 800
III.1.4	Enhanced Youth Employment and Reduced Irregular Migration in Guinea	453 600
III.1.5	Supporting Migration and Development in Morocco	9 334 000
III.1.6	Reducing the Risk of Irregular Migration through Socioeconomic Empowerment in Sierra Leone	1 788 000
III.2.1	Global Policies on Environmental Migration and Disaster Displacement in West Africa	653 800
III.3.2	Engaging the Diaspora for Institutional Development in Somalia	1 881 800
	Subtotal	**14 179 000**
	Regulating Migration	
IV.1.2	Assistance on Voluntary Return and Sustainable Community-based Reintegration	1 712 900
IV.1.3	Initiative for the Protection and Reintegration of Returnee Migrants in Africa	16 888 900
IV.1.4	Assistance to Address Irregular Migration and Smuggling in West Africa	1 118 900
IV.1.5	Strengthening Protection, Reintegration and Assistance for Vulnerable and Stranded Migrants in North Africa	5 202 000
IV.1.6	Voluntary Return and Reintegration for Stranded Migrants in Morocco	40 700
IV.1.7	Reception and Reintegration for Migrants in Situations of Vulnerability in the Niger	4 908 300

Africa (cont'd)

Regulating Migration (cont'd)		
IV.1.8	Facilitating Sustainable Reintegration of Voluntary Returnees in Nigeria	14 400
IV.2.3	Migration Management Initiative in Southern Africa	2 144 000
IV.2.4	Improving Trafficking in Persons Referral Outcome in Comoros and Mauritius	226 400
IV.2.5	Improving Child Protection in the Central Mediterranean Route	86 600
IV.2.6	Counter-trafficking Assistance in Algeria	345 200
IV.2.7	Counter-trafficking Initiative in Burundi	1 473 000
IV.2.8	Enhanced Collective Capacity to Assist Vulnerable Migrants in Chad	142 600
IV.2.9	Enhancing the Capacity of National Authorities to Address Trafficking in Persons in Côte d'Ivoire	1 816 000
IV.2.10	Enhancing Social Protection for Migrants in Djibouti	1 637 600
IV.2.11	Counter-trafficking Activities in Ethiopia	2 686 000
IV.2.12	Supporting National Efforts to Combat Human Trafficking in the Gambia	432 500
IV.2.13	Capacity-building to Combat Trafficking in Persons in Guinea	106 100
IV.2.14	Capacity-building to Combat Trafficking and Transnational Organized Crime in Guinea-Bissau	27 000
IV.2.15	Capacity-building to Combat Trafficking via Prevention and Protection in Lesotho	308 700
IV.2.16	Support to Civil Society for the Protection of Migrants and Human Rights in Mauritania	580 900
IV.2.17	Assistance and Protection for Migrant Children in Morocco	1 809 500
IV.2.18	Direct Assistance to Returned Migrants and Victims of Trafficking in the Niger	99 300
IV.2.19	Combating Irregular Migration and Trafficking in Persons from Nigeria	1 517 900
IV.2.20	Enhancing the Protection of Migrants in Situations of Vulnerability in the Sudan	1 537 800
IV.2.21	Raising Awareness about Violence against Women and Children in the United Republic of Tanzania	712 100
IV.2.22	Supporting Counter-trafficking Activities in Tunisia	373 500
IV.2.23	Counter-trafficking Efforts in Zimbabwe	106 400
IV.3.1	Cross-border Trade Initiative in Eastern and Southern Africa	729 000
IV.3.2	Strengthening Capacities to Combat Migrant Smuggling along the Central Mediterranean Route	71 100
IV.3.3	Establishing a Tripartite Cross-border Migration Forum between Algeria, Mali and the Niger	164 200
IV.3.4	Cross-border Initiative in the Great Lakes Region	6 721 100
IV.3.5	Border Management in Chad	380 000
IV.3.6	Enhancing Border Management and Social Cohesion at the Border of Côte d'Ivoire	74 900
IV.3.7	Improving Border Management Capacity to Address Irregular Migration in Djibouti	109 000
IV.3.8	Enhancing the Operational Capacities of the Gambian Authorities to Manage Borders	107 300
IV.3.9	Capacity-building in Migration and Border Management in Guinea	1 133 800
IV.3.10	Enhancing Migration Management in Libya	3 300 300
IV.3.11	Supporting Border Management in the Niger	1 544 700
IV.3.12	Enhancing Migration Management in Nigeria	2 052 500

Africa (cont'd)

	Regulating Migration (cont'd)	
IV.3.13	Supporting Border Management in Senegal	962 000
IV.3.14	Migrant Registration Support in the United Republic of Tanzania	441 400
IV.3.15	Increasing Border Security and Regular Migration in Uganda	81 500
IV.3.16	Developing the Capacity of the Government of the Sudan in Immigration and Border Management	1 328 800
IV.4.1	Essentials of Migration Management	28 200
	Subtotal	**67 285 000**
	Facilitating Migration	
V.1.2	Strengthening the Capacity of the African Union Commission	2 415 500
V.1.3	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa	414 900
V.1.4	Diaspora Engagement in Belgium and Germany to Support the Technical Education and Vocational Training Policy in Rwanda	148 300
V.2.1	Migrant Training	834 900
V.2.2	Migrant Integration	261 500
V.2.3	Facilitating the Regional Development and Protection Programme in North Africa	769 700
V.3.1	Immigration and Visa Support Solutions	5 134 000
V.3.2	Travel Assistance for Individuals and Governments	2 171 400
	Subtotal	**12 150 200**
	Migration Policy, Research and Communications	
VI.3.1	Information Campaign on Migration Management in West Africa	3 873 500
	Subtotal	**3 873 500**
	General Programme Support	
VIII.1.2	Special Assignments and Support	154 300
	Subtotal	**154 300**
	Total	**256 805 900**

Middle East

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	56 003 300
I.3.7	Humanitarian Assistance for Migrants and IDPs in Libya	3 874 900
I.3.15	Emergency Response for Displaced Populations in Iraq	1 697 900
I.3.16	Emergency Response to the Crisis in the Syrian Arab Republic	5 550 700
I.3.17	Humanitarian Assistance for IDPs and Conflict-affected Communities in Yemen	15 424 600
I.4.12	Initiatives for Social Cohesion in Libya	144 000
I.4.23	Contributing to Stabilization Efforts in Iraq	16 157 700
	Subtotal	98 853 100
Migration Health		
II.1	Migration Health Assessments and Travel Health Assistance	8 241 400
II.2.2	Regional Initiatives on Fostering the Health and Protection of Migrants in Situations of Vulnerability in North Africa	1 259 100
II.3.1	Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies	202 600
II.3.9	Emergency Health Response to the Crisis in the Middle East	11 717 300
II.3.10	Supporting Health and Protection Services in Iraq	16 700
II.3.11	Life-saving Emergency Assistance for Migrants, IDPs and Other Conflict-affected Populations in Yemen	198 800
	Subtotal	21 635 900
Regulating Migration		
IV.2.24	Strengthening of the Identification and Referral of Potential Victims of Trafficking in Persons in Bahrain	318 600
IV.2.25	Preventing Conflict-driven Trafficking in Persons in Lebanon	225 700
IV.2.26	Strengthening Mechanisms to Combat Human Trafficking in Saudi Arabia	837 500
IV.3.17	Supporting Stability and Sustainable Return and Reintegration in Iraq	6 423 600
IV.3.18	Enhancing the Capacity of the Jordanian Border Forces and Services	5 455 000
IV.3.19	Enhancing Internal Capacities in Border and Migration Management in Lebanon	347 200
	Subtotal	13 607 600
Facilitating Migration		
V.2.1	Migrant Training	2 688 300
V.3.1	Immigration and Visa Support Solutions	1 614 900
	Subtotal	4 303 200
Migration Policy, Research and Communications		
VI.2.2	Regional Report on the Attainment of the Sustainable Development Goals in the Arab Region	72 200
	Subtotal	72 200

Middle East (cont'd)

General Programme Support	
VIII.1.2 Special Assignments and Support	872 500
Subtotal	872 500

Total	139 344 500

Latin America and the Caribbean

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	12 805 300
I.3.18	Enhancing Emergency Preparedness in Haiti	294 600
I.3.19	Humanitarian Assistance for Migrants in Situations of Vulnerability in Mexico	2 198 900
I.3.20	Supporting Migrants and Refugees in Situations of Vulnerability in Peru	120 500
I.3.21	Improving Living Conditions and Other Emergency Support to Populations in Situations of Vulnerability in the Bolivarian Republic of Venezuela	826 500
I.4.24	Community Stabilization in Colombia	19 162 000
I.4.25	Contributing to National Humanitarian Action Plans in Guatemala	24 800
I.4.26	Enhancing Disaster Risk Management Capacity in Haiti	412 100
I.4.27	Technical and Administrative Assistance for Infrastructure Development in Peru	91 500
I.5.1	Support for European Union Election Observation Missions in the Plurinational State of Bolivia	1 129 400
	Subtotal	37 065 600
Migration Health		
II.2.6	Ensuring Sexual and Reproductive Health Rights in Colombia and Ecuador	93 800
II.2.7	Hosting the Global Fund Technical Secretariat in Colombia	134 400
II.2.8	Strategy for the Prevention of Malaria Re-establishment in Paraguay	135 600
II.3.1	Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies	675 100
	Subtotal	1 038 900
Migration and Sustainable Development		
III.1.7	Regional Initiative on the Global Compact for Safe, Orderly and Regular Migration in South America	21 800
III.1.8	Administrative and Technical Assistance for the Government of Argentina	1 190 000
III.1.9	Fostering Solidarity among Local Communities in Ecuador for Migrants and Refugees from the Bolivarian Republic of Venezuela	820 100
III.1.10	Administrative and Technical Assistance for Migration and Economic Development in Peru	33 100
III.2.2	Addressing Human Mobility and Climate Change Adaptation in the Eastern Caribbean	170 800
	Subtotal	2 235 800
Regulating Migration		
IV.1.9	Integrated Responses on Migration from Central America	4 288 800
IV.1.10	Assisted Voluntary Return Programme in El Salvador and Honduras	2 967 400
IV.1.11	Building the Social Cohesion of Communities in Guatemala	185 800
IV.2.27	Supporting the Fight against Human Trafficking and Migrant Smuggling in Latin America	595 900
IV.2.28	Interventions against Human Trafficking in the Dominican Republic, Haiti and Jamaica	430 600
IV.2.29	Prevention of Gender-based Violence in Central America and the Dominican Republic	318 500
IV.2.30	Rehabilitation and Reinsertion Programme for Gang-affiliated Youth in El Salvador	564 600

Latin America and the Caribbean (cont'd)

	Regulating Migration (cont'd)	
IV.2.31	Strengthening the Prevention of Trafficking in Persons in Nicaragua	238 400
IV.3.20	Support for Integrated Border Management in Latin America	375 100
IV.3.21	Technical Cooperation Project to Strengthen the Puebla Process	96 200
IV.3.22	Administrative and Technical Assistance for Migration Management Services in Argentina	950 000
IV.3.23	Support to and Reinforcement of the Haitian Border Police	1 165 500
	Subtotal	12 176 800
	Facilitating Migration	
V.1.5	Promoting Ethical Recruitment and Fair Labour in Asia	15 567 900
V.3.1	Immigration and Visa Support Solutions	2 276 000
V.3.2	Travel Assistance for Individuals and Governments	3 881 500
V.3.3	Promoting Qualified Migration in Argentina	16 700
	Subtotal	21 742 100
	Land, Property and Reparation Programmes	
VII.1	Assistance for Victims of Colonia Dignidad in Chile	208 000
	Subtotal	208 000
	Total	74 467 200

North America

Movement, Emergency and Post-crisis Programming		
I.1 Resettlement Assistance		1 642 800
	Subtotal	1 642 800
	Total	1 642 800

Asia and Oceania

Movement, Emergency and Post-crisis Programming		
I.1	Resettlement Assistance	15 385 500
I.3.2	Improving Efficiency of Humanitarian Water Supply Interventions through the Use of Solar Energy	418 400
I.3.22	Regional Initiative on Evidence for Migration Analysis and Policy	3 686 700
I.3.23	Disaster Preparedness and Emergency Relief in the Solomon Islands, Tonga and Vanuatu	553 000
I.3.24	Strengthening National and Cross-border Humanitarian Protection in Afghanistan	4 546 200
I.3.25	Humanitarian Assistance for Rohingya Refugees in Situations of Vulnerability in Bangladesh	1 616 000
I.3.26	Capacity-building for Disaster Response in the Republic of Korea	151 700
I.3.27	Emergency Preparedness and Support in the Marshall Islands	106 300
I.3.28	Emergency Support for Capacity-building in the Philippines	274 300
I.3.29	Initiative to Combat Violence against Women and Girls in Vanuatu	143 900
I.4.28	Managing the Global Pandemic in the Federated States of Micronesia and the Marshall Islands	4 594 000
I.4.29	Disaster Risk Management Efforts in Afghanistan	3 018 000
I.4.30	Disaster Risk Reduction and Capacity-building for Resilience in Bangladesh	4 330 600
I.4.31	Protection and Assistance to Migrants in Situations of Vulnerability in Indonesia	14 100 000
I.4.32	Promoting Community and Policy Environments Conducive to Women and Girls' Empowerment in Kyrgyzstan	210 100
I.4.33	Disaster Management in the Marshall Islands	1 286 600
I.4.34	Building Community Resilience to Reduce the Threat of Violence in Myanmar	2 170 400
I.4.35	Disaster Risk Reduction in Nepal	999 800
I.4.36	Monitoring and Oversight of Infrastructure in Pakistan	6 827 800
I.4.37	Disaster Risk Reduction Initiative in Palau	411 600
I.4.38	Addressing Instability in the Island Provinces in the Philippines	1 702 400
	Subtotal	66 533 300
Migration Health		
II.1	Migration Health Assessments and Travel Health Assistance	19 948 500
II.2.9	Strengthening Cross-border Tuberculosis Control in Cambodia and Viet Nam	65 800
II.2.10	Strengthening Facilities to Support Tuberculosis Patients in Cambodia	178 000
II.2.11	Building Healthy Cities in Indonesia	101 400
II.2.12	Strengthening Screening for Tuberculosis in Nepal	182 500
II.2.13	Systematic Screening for Tuberculosis in Timor-Leste	700 000
II.3.1	Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies	439 600
II.3.12	Strengthening COVID-19 Preparedness and Response across the North Pacific	319 400
II.3.13	Facilitating and Enhancing Health Services for Rohingya Refugees in Bangladesh	1 208 300
II.3.14	Enhancing Multisectoral Responses to COVID-19 in Indonesia	87 300
II.3.15	Strengthening Health Dispensaries in the Federated States of Micronesia	150 000

Asia and Oceania (cont'd)

	Migration Health (cont'd)	
II.3.16	Promoting Access to Integrated Health Services in Myanmar	159 700
II.3.17	Capacity-building to Strengthen Health-care Services in Remote Islands in the Philippines	771 000
II.3.18	Humanitarian Health Assistance for Rohingya Refugees and At-risk Groups in Thailand	316 500
	Subtotal	24 628 000
	Migration and Sustainable Development	
III.1.11	Understanding and Managing Internal Migration in Mongolia	1 183 300
III.1.12	Increasing the Developmental Impact of Migration in Myanmar	1 210 800
III.2.3	Protecting and Empowering Communities Adversely Affected by Climate Change in the Pacific Region	752 500
III.3.3	Migration and Development in Afghanistan	269 300
	Subtotal	3 415 900
	Regulating Migration	
IV.1.1	Assisted Voluntary Return and Reintegration of Migrants and Unsuccessful Asylum Seekers and Support for Governments on Voluntary Return Assistance	150 500
IV.1.12	Return and Reintegration Assistance for Afghanistan	9 706 900
IV.1.13	Return and Reintegration of Irregular Migrants and Unsuccessful Asylum Seekers in Australia	4 481 900
IV.1.14	Return and Reintegration Assistance for Bangladesh	5 504 200
IV.1.15	Assisted Return and Reintegration Assistance for Victims of Trafficking in Japan	172 800
IV.1.16	Strengthening Sustainable Return and Reintegration Assistance in Viet Nam	348 100
IV.2.33	Addressing Human Trafficking in Bangladesh	1 506 900
IV.2.34	Strengthening Bilateral Counter-trafficking Cooperation in China	303 600
IV.2.35	Empowering Civil Society to Counter Trafficking in Persons in Fiji	325 800
IV.2.36	Enhancing Counter-trafficking Efforts in Indonesia	28 402 900
IV.2.37	Strengthening Counter-trafficking Responses in Kazakhstan	246 400
IV.2.38	Building Capacity to Combat Trafficking in Persons in the Lao People's Democratic Republic	254 900
IV.2.39	Combating Trafficking in Persons in Maldives	324 400
IV.2.40	Strengthening the Resilience of Conflict-affected Communities and the Protection of Victims of Trafficking in Myanmar	313 300
IV.2.41	Strengthening Capacities to Prosecute Trafficking in Persons in Papua New Guinea	54 800
IV.2.42	Strengthening Counter-trafficking Efforts in Sri Lanka	133 100
IV.2.43	Tackling Modern Slavery in Viet Nam	204 900
IV.3.24	Administration of the Regional Support Office of the Bali Process	281 700
IV.3.25	Border Management in Afghanistan	4 669 100
IV.3.26	Strengthening Border Security in Cambodia	197 100
IV.3.27	European Union–China Dialogue on Migration and Mobility Support	730 500
IV.3.28	Strengthening Government Capacity to Combat Human Smuggling and Other Cross-border Crimes in Sri Lanka	92 000
IV.3.29	Strengthening Border Management and Related Intelligence Capacity in Thailand	1 030 000
	Subtotal	59 435 800

Asia and Oceania (cont'd)

Facilitating Migration		
V.1.5	Promoting Ethical Recruitment and Fair Labour in Asia	1 496 700
V.1.6	Reducing the Vulnerabilities of Migrant Workers in Labour Supply Chains in the Philippines	431 700
V.1.7	Facilitating Poverty Reduction through Skills Development for Safe Migration	2 090 100
V.1.8	Promoting Human Rights and Responsible Employment in Viet Nam	78 600
V.2.1	Migrant Training	828 500
V.3.1	Immigration and Visa Support Solutions	4 744 400
V.3.2	Travel Assistance for Individuals and Governments	1 403 900
V.3.4	Community Support Programmes in Australia	200 000
	Subtotal	11 273 900
Migration Policy, Research and Communications		
VI.1.2	Enhancing Capacities for Effective United Nations Engagement in Asia and the Pacific	129 900
	Subtotal	129 900
General Programme Support		
VIII.1.2	Special Assignments and Support	66 900
	Subtotal	66 900
	Total	165 483 700

Europe

	Movement, Emergency and Post-crisis Programming	
I.1	Resettlement Assistance	13 898 300
I.3.3	Enhancing Regional Convergence in Data Collection, Analysis and Dissemination	235 800
I.3.16	Emergency Response to the Crisis in the Syrian Arab Republic	3 179 700
I.3.30	Supporting the Response to the Refugee and Migrant Situation in Bosnia and Herzegovina	3 441 800
I.3.31	Supporting Migration Management in Serbia	2 165 800
I.3.32	Supporting Refugees and Migrants through a Consolidated Response in Turkey	376 200
I.3.33	Humanitarian Support in Conflict-affected Communities in Ukraine	198 000
I.4.39	Reintegration and Community Stabilization Support in the Western Balkans	112 000
I.4.40	Strengthening Resilience to Possible Violent Extremism in Azerbaijan	96 800
I.4.41	Community Engagement for Resilience in Bosnia and Herzegovina	2 581 500
I.4.42	Economic Enhancement for Kosovo*	1 545 400
I.4.43	Community Revitalization Initiative and Multisector Resilience Programme for Syrian refugees in Turkey	743 400
I.4.44	Stabilization Support for IDPs and Conflict-affected Populations in Ukraine	5 221 400
	Subtotal	33 796 100
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	4 213 500
II.2.14	Capacity-building for Health Professionals and Law Enforcement Officers in European Union Countries	605 900
II.2.15	Upgrading the Electronic Personal Health Record in Europe	218 100
II.2.16	Provision of Social and Psychological Support to Asylum Seekers in Bulgaria	197 700
	Subtotal	5 235 200
	Migration and Sustainable Development	
III.1.1	Guidelines on Mainstreaming Migration into International Cooperation and Development Policy	79 400
III.1.13	Addressing the Root Causes of Human Insecurity for Vulnerable People of Armenia	114 900
III.1.14	Rural Development for Internally Displaced Populations in Azerbaijan	1 847 400
III.1.15	Engaging the Diaspora for Development in Bosnia and Herzegovina	180 000
III.1.16	Strengthening the Migration and Development Capacity of Italy	391 900
III.3.4	Action for Private Sector Competitiveness in Georgia	140 100
	Subtotal	2 753 700
	Regulating Migration	
IV.1.1	Assisted Voluntary Return and Reintegration of Migrants and Unsuccessful Asylum Seekers and Support for Governments on Voluntary Return Assistance	52 735 300
IV.1.12	Return and Reintegration Assistance for Afghanistan	1 630 500
IV.1.17	Facilitating Sustainable Reintegration of Returnees in Belgium	5 583 500
IV.1.18	Support for Voluntary Return and Reintegration of Migrants in Bulgaria	315 700
IV.1.19	Providing Information on the Process of Voluntary Return and Country-specific Information in Germany	14 020 600

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

Europe (cont'd)

Regulating Migration (cont'd)		
IV.1.20	Assisted Voluntary Return and Reintegration and Information Programme for Migrants in Ireland	956 200
IV.1.21	Voluntary Return and Reintegration from Latvia	147 000
IV.1.22	Assisted Voluntary Return and Reintegration from Luxembourg	466 800
IV.1.23	Assisted Voluntary Return and Reintegration in the Country of Origin from Malta	87 700
IV.1.24	Assisted Voluntary Return and Reintegration from the Netherlands	10 199 100
IV.1.25	Voluntary Return and Reintegration of Migrants from Norway	2 322 900
IV.1.26	Assisted Voluntary Return and Reintegration from Romania	230 100
IV.1.27	Assisted Voluntary Return and Reintegration from the Western Balkans	1 177 500
IV.1.28	Assisted Voluntary Return and Reintegration from Switzerland	813 400
IV.1.29	Assisted Voluntary Return and Reintegration in Turkey	1 820 100
IV.2.2	Strengthening Prevention Activities and Improving Responses to Trafficking and Exploitation in Indonesia and Ethiopia	540 100
IV.2.32	Counter-trafficking Initiatives in Azerbaijan	335 100
IV.2.44	Counter-trafficking Activities in Belarus, the Republic of Moldova and Ukraine	1 906 500
IV.2.45	Prevention of Trafficking in Persons in Czechia, Poland and Slovakia	9 600
IV.2.46	Enhancing Migrant's Rights and Good Governance in Armenia and Georgia	934 600
IV.2.47	Training for Austrian Migration and Asylum Stakeholders	275 700
IV.2.48	Assistance for Victims of Trafficking and Awareness-raising about Asylum and Migration in Bulgaria	483 500
IV.2.49	Awareness-raising against Trafficking in Persons in Hungary	212 800
IV.2.50	Family Tracing and Assessment Activities in Italy	595 700
IV.2.51	Assisted Voluntary Return and Reintegration for Victims of Trafficking in Sweden	203 400
IV.2.52	Job Placement Programme for Former Victims of Trafficking in the United Kingdom	198 000
IV.3.30	European Readmission Capacity-building Facility (EURCAP)	8 546 000
IV.3.31	Regional Support for Protection-sensitive Migration Management in the Western Balkans and Turkey	537 700
IV.3.32	Regional Cooperation on Border Management	1 058 100
IV.3.33	Capacity-building for Migration Management in the Republic of Moldova and Ukraine	6 629 900
IV.3.34	Enhancing Security at the Belarus–Ukraine Border	1 068 900
IV.3.35	Support to Address Irregular Migration in Belarus	2 005 100
IV.3.36	Sustaining Border Management and Migration Governance in Georgia	3 952 500
IV.3.37	Management Support Unit of the Regional Development and Protection Programme in North Africa	159 900
IV.3.38	Support to North Macedonia in Migration and Border Management	506 500
IV.3.39	Mainstreaming Human Rights Standards at Administrative Detention Centres in Portugal	87 200
IV.3.40	Supporting Migration Management Efforts in Turkey	2 767 900
IV.3.41	Enhancing Border Management in Ukraine	949 700
IV.3.42	Supporting Migration Issues among United Kingdom Nationals	617 500
	Subtotal	127 088 300

Europe (cont'd)

Facilitating Migration			
V.1.9		Migration of African Talents	459 600
V.1.10		Promoting and Improving Regular and Safe Employment of Migrant Workers in Italy	448 800
V.1.11		Migration and Local Development Initiative in the Republic of Moldova	137 400
V.1.12		Technical Support for the Development of a Labour Mobility Scheme in Slovakia	75 400
V.2.1		Migrant Training	1 273 100
V.2.2		Migrant Integration	861 100
V.2.4		Preventing Sexual and Gender-based Violence in Migrant Communities	284 100
V.2.5		Supporting Migrant Integration in Poland	265 600
V.2.6		Integration and Social Cohesion Programme in Turkey	7 792 300
V.3.1		Immigration and Visa Support Solutions	2 134 500
V.3.2		Travel Assistance for Individuals and Governments	7 000
		Subtotal	**13 738 900**
Migration Policy, Research and Communications			
VI.3.2		Next-generation Information Systems to Support European Union External Policies	11 800
VI.3.3		Information Campaign on Migration in Spain	11 400
		Subtotal	**23 200**
VIII.1.2		Special Assignments and Support	186 600
		Subtotal	**186 600**
		Total	**182 822 000**

Global Support/Services

	Movement, Emergency and Post-crisis Programming	
I.1	Resettlement Assistance	30 735 800
I.3.1	Enhancing Strategic Capacity for Humanitarian and Emergency Response	133 800
I.3.3	Enhancing Regional Convergence in Data Collection, Analysis and Dissemination	11 302 300
I.4.1	Enhancing Engagement and Capacity in Peace and Security	87 800
	Subtotal	**42 259 700**
	Migration Health	
II.1	Migration Health Assessments and Travel Health Assistance	5 385 300
II.3.1	Strengthening IOM Capacity to Respond to Humanitarian and Public Health Emergencies	172 400
II.3.2	Multisectoral Humanitarian Assistance to Prevent and Respond to COVID-19	39 800
	Subtotal	**5 597 500**
	Migration and Sustainable Development	
III.1.2	Making Migration Work for Sustainable Development	1 201 900
III.3.1	Diaspora Engagement in Public and Private Sector Development	955 000
	Subtotal	**2 156 900**
	Regulating Migration	
IV.2.1	Emergency Direct Assistance for Victims of Trafficking	1 123 700
IV.4.1	Essentials of Migration Management	344 200
	Subtotal	**1 467 900**
	Facilitating Migration	
V.1.1	Development of the International Recruitment Integrity System (IRIS)	539 800
V.2.1	Migrant Training	129 000
V.2.2	Migrant Integration	4 643 800
V.3.1	Immigration and Visa Support Solutions	3 241 600
V.3.2	Travel Assistance for Individuals and Governments	834 300
	Subtotal	**9 388 500**
	Migration Policy, Research and Communications	
VI.1.1	Safety, Support and Solutions along the Central Mediterranean Route	640 300
VI.2.1	Global Migration Data Portal	16 200
	Subtotal	**656 500**

Global Support/Services (cont'd)

General Programme Support		
VIII.1.1	Junior Professional Officers	3 286 400
VIII.1.2	Special Assignments and Support	261 100
VIII.2	Migrant Management and Operational Systems Application (MiMOSA)	2 287 300
VIII.3	Staff and Services Covered by Miscellaneous Income	16 000 000
VIII.4	Sasakawa Endowment Fund	4 000
VIII.5	Unearmarked Contributions	9 435 100
	Subtotal	31 273 900

	Total	92 800 900

	Grand total	913 367 000

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
2008	38 045 000	ZNG	72 241 000	1 013 020 000	7.1%	125	7 127	2 000
2009	38 806 000	2.0%	75 236 000	1 027 290 000	7.3%	127	7 258	2 332
2010	39 388 000	1.5%	79 997 000	1 359 406 000	5.9%	127	7 121	2 302
2011	39 388 000	ZNG	87 027 000	1 309 710 000	6.6%	132	8 503	2 814
2012	39 398 792[c]	ZNG	89 641 000	1 230 644 000	7.3%	146	8 353	2 321
2013	39 404 908[c]	ZNG	94 997 000	1 233 953 000	7.7%	151	8 464	2 565
2014	41 007 909	4%	94 437 000	1 465 071 000	6.4%	157	8 658	2 750
2015	42 587 417	4%	107 671 000	1 585 200 000	6.8%	162	9 282	3 004
2016	45 459 030[c]	4%	112 985 000	1 602 307 000	7.1%	166	10 218	3 305
2017	50 690 324[c]	5.3%	129 354 000	1 606 412 000	8.1%	169	10 978	2 925
2018	50 728 318[c]	ZNG	140 824 000	1 841 572 000	7.6%	172	12 673	3 441
2019	52 240 024	2.9%	149 889 000	2 096 319 000	7.2%	173	14 811	3 523
2020	52 242 614[c]	ZNG	165 311 000	2 053 311 000[d]	8.1%	173[e]	14 800[d]	3 500[d]
2021	52 242 614	ZNG	166 861 000	2 053 861 000[d]	8.1%	173[e]	14 800[d]	3 500[d]

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

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

ZNG – Zero nominal growth.

ANNEX II – FUNDS IN SPECIAL ACCOUNTS

EMERGENCY PREPAREDNESS ACCOUNT

In accordance with IOM General Bulletin No. 1054, the Emergency Preparedness Account was established on 30 August 1993 for use in emergency situations where there is a clear need for immediate assessment and for other operational expenditure, prior to the actual receipt of external funding. Any authorized use of the Account is considered as a loan against the specific operation that it initially supports, and all funds disbursed from the Account are to be fully reimbursed as soon as possible once the operation obtains donor support. The balance of the Emergency Preparedness Account in August 2020 was USD 129,594.

MIGRATION EMERGENCY FUNDING MECHANISM

Through Council Resolution No. 1229 of 5 December 2011, the Migration Emergency Funding Mechanism was established with the purpose of bridging the gap between the start-up of emergency operations and the subsequent receipt of donor funding. The Mechanism, which is intended to have an operating balance of USD 30 million, is funded by voluntary contributions from various sources, including Member States, the private sector and individuals. As of August 2020, total voluntary contributions made to the Mechanism amounted to USD 11,348,155, of which there was a remaining balance of USD 1,833,564.

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

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

A proposal has been presented to Member States to consolidate the Emergency Preparedness Account in the Migration Emergency Funding Mechanism. Any change approved will be reflected in subsequent versions of the Programme and Budget.

RAPID RESPONSE TRANSPORTATION FUND

Building upon the Memorandum of Understanding between IOM and UNHCR of 15 May 1997, the Rapid Response Transportation Fund was established in 2000 to facilitate joint operations between the two organizations. It specifically lays out each organization's responsibilities in the provision of transportation assistance. Over the years, the Fund has enabled IOM to respond rapidly and efficiently to emergency humanitarian transportation requirements in close collaboration with UNHCR. The Fund may be drawn on particularly in emergencies where it is established that there is a clear need for immediate assessment and transportation expenditure prior to receipt of external funding. The Fund is financed by voluntary contributions and aims at maintaining a balance of USD 5 million. The balance of the Fund as of August 2020 was USD 844,599, 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 August 2020 was USD 1,865,816

REFUGEE LOAN FUND

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

It is estimated that 28,000 individuals will be seeking assistance under the Refugee Loan Fund in 2021, and approximately USD 133,400,000 will be expended from the Fund to finance these movements.

The following table estimates the resources available and required for 2021, as well as the anticipated balance at the end of the year.

	2021 Estimates in USD
Resources	
Brought forward from 2020	10 000 000
Contributions from the United States Government	96 500 000
Repayments of promissory notes by refugees	36 800 000
Income from self-payers and other income	100 000
Interest income	10 000
Interest returned to the United States Treasury	(10 000)
	———————
Total resources	143 400 000
	———————
Estimated requirements	133 400 000
	———————
Estimated balance to be carried forward at the end of the year	**10 000 000**

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.

	2021 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	4 000
Allocation of interest income to projects*	(4 000)
Balance at the end of the year	**0**

* Allocation for priority projects   USD 4 000

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 Global Staff Association Committee, in coordination with the Administration, following the criteria outlined below.

Criteria for the activation of the Spühler 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 1,500 per case.

- An amount higher than USD 1,500 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 August 2020 was USD 88,940.

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

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

To date the US dollar has fallen against most other major currencies during 2020, significantly against the Swiss Franc, as USD interest rates were drastically cut in early 2020. The average rate of exchange recorded from January to August 2020 for some of the major currencies used by IOM are shown below:

Swiss franc/US Dollar: 0.9547

Euro/US Dollar: 0.8952 / 1.1180

Pound sterling/US Dollar: 0.7892 / 1.2681

Canadian dollar/US Dollar: 1.3574

Australian dollar/US Dollar: 1.4927

The exchange rate applied to the Administrative Part of the Budget is 0.97 Swiss francs per US dollar. It should be noted that any effects of foreign exchange rate fluctuations on this part of the budget are largely neutralized because the predominant currency of income and expenditure is the same, namely the Swiss franc.

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

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

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

EXPLANATORY NOTE

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

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

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

OPERATIONAL PART OF THE BUDGET

OPERATIONAL PART OF THE BUDGET	2020 – C/110/8 Operational Support Income P	GS	Staff, office and other costs	Project funds P	GS	Staff, office and other costs	Total P	GS	Total costs	2021 estimates Operational Support Income P	GS	Staff, office and other costs	Project funds P	GS	Staff, office and other costs	Total P	GS	Total costs
HEADQUARTERS																		
Office of the Director General			10 000						10 000			10 000						10 000
Office of the Chief of Staff	5	1	1 126 800	2		113 000	7	1	1 239 800	5	1	1 106 000				5	1	1 106 000
Inspector General	9		1 704 000				9		1 704 000	12		2 849 400	2		77 000	14		2 926 400
Legal Affairs	9		1 580 000				9		1 580 000	10		1 514 000	1		80 000	11		1 594 000
Senior Regional Advisers			10 000						10 000			10 000						10 000
Gender Coordination	1		157 000				1		157 000	1		162 000				1		162 000
Ethics and Conduct Office	1		75 000			237 000	1		312 000	1		75 000			248 000	1		323 000
Ombudsperson			75 000						75 000			75 000						75 000
Spokesperson	1		249 000				1		249 000	1		266 000				1		266 000
Policy Hub	4	1	822 000	1		271 000	5	1	1 093 000	4	1	870 000				4	1	870 000
United Nations Network on Migration Secretariat				3	1	674 100	3	1	674 100				8	2	1 774 000	8	2	1 774 000
International Cooperation and Partnerships		1	189 000					1	189 000		1	189 000	1		58 000	1	1	247 000
Governing Bodies	1		140 000				1		140 000	1		145 000				1		145 000
International Partnerships	2		258 000				2		258 000	2		262 000				2		262 000
Meetings Secretariat	1		178 000				1		178 000	1		189 000				1		189 000
Translation Unit	5		848 000				5		848 000	5		867 000				5		867 000
Media and Communications	4	2	1 154 000	2		178 000	6	2	1 332 000	4	2	1 238 000	1	1	153 000	5	3	1 391 000
Donor Relations	4		745 000	1		176 000	5		921 000	4		764 000				4		764 000
Migration Research	2	1	579 000				2	1	579 000	2	1	578 000				2	1	578 000
Multilateral Processes	1		122 000	1		97 000	2		219 000	2		246 000				2		246 000
International Migration Law	3		511 000				3		511 000	3		495 000				3		495 000
Migration Management	1	1	329 200				1	1	329 200	1	1	313 000				1	1	313 000
Migration Health	4		807 000	6		1 046 000	10		1 853 000	4		908 000	2		197 000	6		1 105 000
Immigration and Border Management	4		848 000	13		1 296 400	17		2 144 400	4		971 000	6		823 000	10		1 794 000
Migrant Protection and Assistance	4		750 000	8		960 000	12		1 710 000	4		720 000	10		626 000	14		1 346 000
Labour Mobility and Human Development	5		1 049 000	4		525 400	9		1 574 400	5		1 104 000	6		936 000	11		2 040 000
Migration, Environment and Climate Change	3		399 000				3		399 000	3		407 000	1		73 000	4		480 000
Operations and Emergencies	2	1	539 400	4	1	699 000	6	2	1 238 400	2	1	547 000	2		291 000	4	1	838 000
Preparedness and Response	9		1 824 000	8		1 010 000	17		2 834 000	10		2 192 000	7		448 000	17		2 640 000
Transition and Recovery	5		978 000				5		978 000	5		1 004 000	1		95 000	6		1 099 000
Resettlement and Movement Management	2		453 000	5	3	1 204 000	7	3	1 657 000	3		459 000	5	2	1 032 000	8	2	1 491 000
Land, Property and Reparations	1		184 000				1		184 000									
Resources Management	3		621 000	1	1	291 000	4	1	912 000	2		416 000				2		416 000
Risk Management	2	1	341 000				2	1	341 000	2	1	338 000				2	1	338 000
Headquarters Building	1	1	414 000				1	1	414 000	1	1	449 000				1	1	449 000
Human Resources Management	8	4	2 438 000				8	4	2 438 000	8	4	2 473 000				8	4	2 473 000
Information and Communications Technology	3		878 000	4		902 000	7		1 780 000	6		1 749 500	3	1	603 000	9	1	2 352 500
Accounting and Financial Reporting	3		603 000	2		173 000	5		776 000	4		800 000	1	1	99 000	4	1	899 000
Budget	1		214 000				1		214 000	1		209 000				1		209 000
Treasury	2		358 000				2		358 000	2		364 000	1		49 000	3		413 000
Common Services		6	764 000					6	764 000		9	1 144 000					9	1 144 000
Procurement and Supply	1		252 000				1		252 000	1		230 000	1		119 000	2		349 000
Staff Travel		1	302 000					1	302 000		1	289 000					1	289 000
Emergency Resources Management	1						1			1		265 000				1		265 000
Global Staff Association Committee	1		220 000				1		220 000	1		230 000				1		230 000
Total – Headquarters	**117**	**21**	**26 098 400**	**66**	**6**	**9 852 900**	**183**	**27**	**35 951 300**	**127**	**24**	**29 491 900**	**59**	**7**	**7 781 000**	**185**	**31**	**37 272 900**
ADMINISTRATIVE CENTRES																		
Manila Administrative Centre	24	194	11 568 200	11	93	5 032 600	35	287	16 600 800	20	204	11 372 000	13	104	4 701 400	33	308	16 073 400
Panama Administrative Centre	5	42	3 435 000	1	4	496 100	6	46	3 931 100	5	42	3 490 500				5	42	3 490 500
Total – Administrative centres	**29**	**236**	**15 003 200**	**12**	**98**	**5 528 700**	**41**	**334**	**20 531 900**	**25**	**246**	**14 862 500**	**13**	**104**	**4 701 400**	**38**	**350**	**19 563 900**

OPERATIONAL PART OF THE BUDGET	2020 - C/110/8									2021 estimates								
	Operational Support Income			Project funds			Total			Operational Support Income			Project funds			Total		
	P	GS	Staff, office and other costs	P	GS	Staff, office and other costs	P	GS	Total costs	P	GS	Staff, office and other costs	P	GS	Staff, office and other costs	P	GS	Total costs
FIELD																		
ASIA AND THE PACIFIC																		
Regional Office – Bangkok, Thailand[a]	10	5	3 252 100	4	8	1 169 500	14	13	4 421 600	11	5	3 447 000	7	5	1 315 700	18	10	4 762 700
Afghanistan				8	42	5 667 700	8	42	5 667 700				19	92	10 575 700	19	92	10 575 700
Australia[a]	2	1	615 000	2	29	3 342 500	4	30	3 957 500	2	1	555 400	1	30	4 221 900	3	31	4 777 300
Bangladesh				5	60	2 948 000	5	60	2 948 000				9	87	4 442 900	9	87	4 442 900
Cambodia			102 000	1	23	938 600	1	23	1 040 600			102 000		21	764 500		21	866 500
China, including Hong Kong Special Administrative Region[a]	1	2	821 200		5	592 500	1	7	1 413 700	1	2	811 500	2	8	883 800	3	10	1 695 300
Fiji	1		216 000		2	196 100	1	2	412 100			200 000	1	3	341 900	1	3	541 900
India			150 000	1	4	82 700	1	4	232 700			133 000		4	142 900		4	275 900
Indonesia			20 000	9	208	8 450 500	9	208	8 470 500			20 000	18	260	13 666 900	18	260	13 686 900
Iran (Islamic Republic of)					7	393 000		7	393 000					4	189 800		4	189 800
Japan[b]		2	597 000	1	2	389 200	1	4	986 200	1	2	607 000		2	230 700	1	4	837 700
Lao People's Democratic Republic			200 000	1	3	105 500	1	3	305 500			172 000		2	204 600		2	376 600
Malaysia			15 000	5		2 599 500	5		2 614 500			15 000	3	42	1 982 100	3	42	1 997 100
Maldives			25 000						25 000			25 000		3	136 900		3	161 900
Marshall Islands			5 000		3	68 700		3	73 700			5 000	2	5	300 100	2	5	305 100
Micronesia (Federated States of)			5 000	12	6	468 900	12	6	473 900			5 000	12	7	1 563 000	12	7	1 568 000
Mongolia			27 000		2	32 100		2	59 100			19 000	2	37	1 249 500	2	37	1 268 500
Myanmar			20 000	5	129	3 131 700	5	129	3 151 700			20 000	5	50	2 016 400	5	50	2 036 400
Nauru						70 300			70 300									
Nepal			44 000	3	95	2 710 300	3	95	2 754 300			44 000	1	32	827 800	1	32	871 800
Pakistan				7	130	5 409 200	7	130	5 409 200				5	93	3 392 900	5	93	3 392 900
Palau			5 000						5 000			5 000		3	86 000		3	91 000
Papua New Guinea			60 000	2	20	612 100	2	20	672 100			60 000		1	86 000		1	146 000
Philippines			170 000	2	43	1 440 100	2	43	1 610 100			170 000	3	62	2 120 200	3	62	2 290 200
Republic of Korea		2	385 000		3	189 700		5	574 700	1	1	520 000		1	146 100	1	2	666 100
Solomon Islands			40 000		2	73 800		2	113 800			35 000		1	48 700		1	83 700
Sri Lanka				5	106	2 989 400	5	106	2 989 400				2	53	1 440 400	2	53	1 440 400
Thailand			22 000	19	136	8 674 700	19	136	8 696 700			22 000	20	101	8 378 200	20	101	8 400 200
Timor-Leste			60 000	1	5	155 300	1	5	215 300			60 000	2	10	430 200	2	10	490 200
Tonga			25 000						25 000			25 000		1	34 300		1	59 300
Vanuatu			35 000		1	33 500		1	68 500			35 000	1	2	103 600	1	2	138 600
Viet Nam				9	99	5 421 500	9	99	5 421 500				7	92	4 243 700	7	92	4 243 700
Subtotal	14	12	6 916 300	102	1 173	58 356 600	116	1 185	65 272 900	16	11	7 112 900	124	1 114	65 567 400	140	1 125	72 680 300
EUROPEAN ECONOMIC AREA																		
Regional Office – Brussels, Belgium	10	26	5 258 000	2	22	4 160 200	12	48	9 418 200	10	26	5 220 700	2	27	2 937 000	12	53	8 157 700
Austria			65 000		23	1 535 700		23	1 600 700			65 000		16	1 208 700		16	1 273 700
Belgium					21	2 056 100		21	2 056 100				1	26	2 659 600	1	26	2 659 600
Bulgaria			10 000		30	781 300		30	791 300			10 000		27	693 300		27	703 300
Croatia		1	60 000		5	191 500		6	251 500		1	60 000		1	5 600		2	65 600
Cyprus			31 000		8	334 500		8	365 500			31 000		1	13 200		1	44 200
Czechia			46 000		9	264 300		9	310 300			46 000		7	164 500		7	210 500
Denmark			50 000						50 000			50 000		1	64 500		1	114 500
Estonia			18 000		2	88 000		2	106 000			18 000						18 000
Finland[b]	1	2	317 000		25	1 885 900	1	27	2 202 900	1	2	316 000		21	1 429 400	1	23	1 745 400
France		1	119 000			37 700		1	156 700		1	117 000		8	577 200		9	694 200
Germany[b]	1	2	474 000	3	101	9 503 700	4	103	9 977 700	1	2	561 000	1	140	10 817 000	2	142	11 378 000
Greece		2	94 000	3	196	13 500 000	3	196	13 594 000			94 000	1	51	3 286 400	1	51	3 380 400
Hungary			50 000		2	59 900		2	109 900			50 000		3	66 600		3	116 600
Ireland			23 000		3	335 400		3	358 400			20 100	1	11	1 095 300	1	11	1 115 400

OPERATIONAL PART OF THE BUDGET	2020 - C/110/8									2021 estimates								
	Operational Support Income			Project funds			Total			Operational Support Income			Project funds			Total		
	Staff positions P	Staff positions GS	Staff, office and other costs	Staff positions P	Staff positions GS	Staff, office and other costs	Staff positions P	Staff positions GS	Total costs	Staff positions P	Staff positions GS	Staff, office and other costs	Staff positions P	Staff positions GS	Staff, office and other costs	Staff positions P	Staff positions GS	Total costs
EUROPEAN ECONOMIC AREA (cont'd)																		
Regional Office – Brussels, Belgium (cont'd)																		
Italy[a]	2	2	510 200	1	98	4 497 300	3	100	5 007 500	2	2	538 200		51	2 329 400	2	53	2 867 600
Latvia			10 000		1	77 100		1	87 100			10 000		2	73 500		2	83 500
Lithuania			15 000		8	263 500		8	278 500			15 000						15 000
Malta			38 000		2	85 300		2	123 300			38 000		1	50 000		1	88 000
Netherlands				3	60	6 401 500	3	60	6 401 500				4	67	6 398 100	4	67	6 398 100
Norway				3	17	1 801 900	3	17	1 801 900				4	14	1 860 400	4	14	1 860 400
Poland	1		66 000		3	141 000	1	3	207 000	1		244 000		7	335 400	1	7	579 400
Portugal			25 000		12	489 000		12	514 000			25 000		8	309 200		8	334 200
Romania			10 000		9	290 100		9	300 100			10 000		6	162 700		6	172 700
Slovakia			45 000		18	381 300		18	426 300			45 000		25	704 400		25	749 400
Slovenia			44 000		2	65 900		2	109 900			44 000						44 000
Spain			19 000		4	283 800		4	302 800			19 000		1	74 600		1	93 600
Switzerland				3	17	2 472 900	3	17	2 472 900					1	207 400		1	207 400
United Kingdom			50 000	4	39	3 431 800	4	39	3 481 800			50 000	1	41	2 769 900	1	41	2 819 900
Subtotal	14	34	7 447 200	23	739	55 416 600	37	773	62 863 800	15	34	7 697 000	15	564	40 293 300	30	598	47 990 300
EASTERN AND SOUTH-EASTERN EUROPE AND CENTRAL ASIA																		
Regional Office – Vienna, Austria	11	6	3 062 600		0.19	60 100	11	6	3 122 700	11	6	3 036 400	1		117 600	12	6	3 154 000
Albania			21 000	1	16	516 200	1	16	537 200			21 000		7	211 100		7	232 100
Armenia			33 000		6	156 600		6	189 600			33 000		12	310 600		12	343 600
Azerbaijan			10 000	1	15	668 600	1	15	678 600			10 000	2	20	956 800	2	20	966 800
Belarus			15 000	1	29	1 173 100	1	29	1 188 100			15 000	1	24	973 300	1	24	988 300
Bosnia and Herzegovina			100 000	4	30	1 459 900	4	30	1 559 900			100 000	4	40	1 903 300	4	40	2 003 300
Georgia			52 000	3	25	1 231 000	3	25	1 283 000			49 700	4	33	1 598 600	4	33	1 648 300
Kazakhstan[a]	1	1	291 000			709 400	1	1	1 000 400	1	1	292 000		14	503 000	1	15	795 000
Kyrgyzstan			30 000		9	290 800		9	320 800			30 000		3	98 700		3	128 700
Montenegro			30 000		3	94 200		3	124 200			30 000		1	30 200		1	60 200
North Macedonia			12 000		10	279 000		10	291 000			12 000	1	26	837 700	1	26	849 700
Republic of Moldova			10 000	1	21	679 100	1	21	689 100			10 000		3	167 300		3	177 300
Russian Federation			150 000	1	31	1 983 600	1	31	2 133 600			150 000	1	36	982 600	1	36	1 132 600
Serbia			70 000	1	10	460 900	1	10	530 900			70 000		12	271 700		12	341 700
Tajikistan			74 000	1	17	453 500	1	17	527 500			74 000		5	145 300		5	219 300
Turkey				19	136	7 178 700	19	136	7 178 700				18	132	6 732 200	18	132	6 732 200
Turkmenistan			15 000		2	103 200		2	118 200			15 000		1	15 800		1	30 800
Ukraine				9	97	5 552 100	9	97	5 552 100				14	154	8 178 000	14	154	8 178 000
Uzbekistan			25 000		3	116 900		3	141 900			25 000		1	11 100		1	36 100
Kosovo[c]			50 000	1	13	619 600	1	13	669 600			50 000		17	565 700		17	615 700
Subtotal	12	7	4 050 600	43	472	23 786 500	55	479	27 837 100	12	7	4 023 100	46	541	24 610 600	58	548	28 633 700
SOUTH AMERICA																		
Regional Office – Buenos Aires, Argentina	7	6	1 780 000	1	2	257 600	8	8	2 037 600	7	7	1 915 800				7	7	1 915 800
Argentina			50 000		8	299 000		8	349 000			50 000		16	616 000		16	666 000
Bolivia (Plurinational State of)			65 000		3	107 200		3	172 200			65 000		2	93 400		2	158 400
Brazil	1		363 000		9	204 000	1	9	567 000			140 000		1	26 800		1	166 800
Chile			40 000	1	9	608 100	1	9	648 100			40 000		9	395 400		9	435 400
Colombia				5	134	5 906 600	5	134	5 906 600				4	114	4 291 000	4	114	4 291 000
Ecuador			125 000	1	23	1 601 400	1	23	1 726 400			125 000	1	26	1 439 200	1	26	1 564 200
Office of the Special Envoy to the Venezuelan Situation													2		166 500	2		166 500
Paraguay			60 000		4	125 700		4	185 700			60 000		5	130 700		5	190 700
Peru			30 000		6	451 900		6	481 900			30 000		2	117 300		2	147 300
Uruguay			60 000		3	195 700		3	255 700			60 000		2	155 700		2	215 700
Venezuela (Bolivarian Republic of)			170 000			106 600			276 600			290 500	1	4	392 400	1	4	682 900
Subtotal	8	6	2 743 000	11	200	9 863 800	19	206	12 606 800	7	7	2 776 300	8	181	7 824 400	15	188	10 600 700

OPERATIONAL PART OF THE BUDGET

	2020 - C/110/8									2021 estimates								
	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	GS		P	GS		P	GS		P	GS		P	GS		P	GS	
CENTRAL AND NORTH AMERICA AND THE CARIBBEAN																		
Regional Office – San José, Costa Rica	8	10	2 399 600	3	7	1 248 500	11	17	3 648 100	9	10	2 501 300	1	2	1 989 700	10	12	4 491 000
Bahamas															14 500		1	14 500
Belize			47 000		2	151 900		2	198 900			47 000	1	4	348 800	1	4	395 800
Canada					9	760 400		9	760 400					7	725 500		7	725 500
Costa Rica	1		43 000	1	16	803 600	1	16	846 600	2		43 000	2	42	2 090 800	2	42	2 133 800
Cuba		1	41 000		1	30 000		2	71 000		1	45 400					1	45 400
Dominica			95 000		1	30 000		2	125 000			95 000	2	1	82 400	2	1	177 400
Dominican Republic	1		92 000	1	4	316 800	1	4	408 800			92 000	1	14	489 300	1	14	581 300
El Salvador			60 000	6	49	1 954 000	6	49	2 014 000			60 000	10	84	3 916 800	10	84	3 976 800
Guatemala			20 000		14	611 100		14	631 100			20 000		30	1 798 900		30	1 818 900
Guyana[a]	1	1	360 000		3	136 800	1	4	496 800	1	1	371 000		3	108 100	1	4	479 100
Haiti				2	17	741 800	2	17	741 800				4	38	1 237 600	4	38	1 237 600
Honduras			34 000		37	755 800		37	789 800			34 000		31	998 400		31	1 032 400
Jamaica			51 000		16	820 900		16	871 900			51 000		4	173 800		4	224 800
Mexico	1		250 000	2	20	898 600	3	20	1 148 600	1		268 600	1	27	1 218 500	2	27	1 487 100
Nicaragua		1	116 000		5	144 100		6	260 100		1	120 000		13	314 700		14	434 700
Panama														5	864 300		5	864 300
Trinidad and Tobago			65 000			19 600			84 600			65 000						65 000
Washington, D.C., United States of America[b]	3	8	2 663 500	1	2	418 200	4	10	3 081 700	3	8	2 683 400	1	4	723 500	4	12	3 406 900
United States country offices				9	73	11 924 200	9	73	11 924 200				12	101	15 285 900	12	101	15 285 900
Subtotal	**13**	**21**	**6 337 100**	**25**	**274**	**21 766 300**	**38**	**295**	**28 103 400**	**14**	**21**	**6 496 700**	**35**	**411**	**32 381 500**	**49**	**432**	**38 878 200**
MIDDLE EAST AND NORTH AFRICA																		
Regional Office – Cairo, Egypt	13	1	2 172 000	13		104 100	14	1	2 276 100	14	1	2 507 700	5	2	647 100	19	3	3 154 800
Algeria	1		235 000	1	8	460 800	2	8	695 800	1		215 200	2	14	733 500	3	14	948 700
Bahrain			140 000		1	71 900		1	211 900			104 600	4	6	750 500	4	6	855 100
Egypt				5	52	2 126 300	5	52	2 126 300				7	61	3 162 000	7	61	3 162 000
Iraq				17	73	5 802 700	17	73	5 802 700				27	110	8 275 700	27	110	8 275 700
Jordan	1		261 000	27	194	12 644 100	28	194	12 905 100	1		271 000	34	257	15 774 800	35	257	16 045 800
Kuwait				2	9	837 000	2	9	837 000				2	7	761 200	2	7	761 200
Lebanon			7 000	5	56	4 681 000	5	56	4 688 000			5 000	4	46	4 066 900	4	46	4 071 900
Libya				20	29	5 378 400	20	29	5 378 400				17	35	4 331 100	17	35	4 331 100
Morocco			210 000	5	31	1 636 400	5	31	1 846 400			210 000	10	56	3 193 500	10	56	3 403 500
Qatar																		
Saudi Arabia	1		259 400		1	11 400	1	1	270 800	1		244 000		1	14 700	1	1	258 700
Sudan			20 000	3	21	1 359 900	3	21	1 379 900			20 000	12	101	4 496 300	12	101	4 516 300
Syrian Arab Republic					8	283 100		8	283 100					3	42 100		3	42 100
Tunisia			50 000	6	33	1 313 300	6	33	1 363 300			50 000	5	35	1 300 200	5	35	1 350 200
United Arab Emirates				1		245 000	1		245 000				1		312 600	1		312 600
Yemen				9	25	3 867 600	9	25	3 867 600				17	45	6 019 900	17	45	6 019 900
Subtotal	**16**	**1**	**3 354 400**	**103**	**540**	**40 823 000**	**119**	**541**	**44 177 400**	**17**	**1**	**3 627 500**	**147**	**779**	**53 882 100**	**164**	**780**	**57 509 600**
CENTRAL AND WEST AFRICA																		
Regional Office – Dakar, Senegal	12	7	2 832 500	13	9	2 814 500	25	16	5 647 000	13	7	3 068 000	17	7	1 043 100	30	14	4 111 100
Benin					1	59 500		1	59 500			25 000		3	60 500		3	85 500
Burkina Faso			30 000	6	35	1 867 100	6	35	1 897 100			30 000	2	8	477 000	2	8	507 000
Cabo Verde			20 000			100			20 100			20 000		1	31 300		1	51 300
Cameroon				7	49	2 013 900	7	49	2 013 900				6	37	1 578 700	6	37	1 578 700
Central African Republic				16	10	2 937 200	16	10	2 937 200				8	32	2 090 800	8	32	2 090 800
Chad			35 000	5	17	1 141 300	5	17	1 176 300				6	12	1 271 400	6	12	1 271 400
Côte d'Ivoire			40 000	10	45	1 396 000	10	45	1 436 000			40 000	6	26	817 600	6	26	857 600
Gabon			10 000			5 000			15 000			10 000		1	11 800		1	21 800

OPERATIONAL PART OF THE BUDGET

OPERATIONAL PART OF THE BUDGET	2020 – C/110/8 OSI Staff P	OSI Staff GS	OSI Staff, office and other costs	2020 Project funds Staff P	PF Staff GS	PF Staff, office and other costs	2020 Total Staff P	Total Staff GS	Total costs	2021 OSI Staff P	OSI Staff GS	OSI Staff, office and other costs	2021 Project funds Staff P	PF Staff GS	PF Staff, office and other costs	2021 Total Staff P	Total Staff GS	Total costs
CENTRAL AND WEST AFRICA (cont'd)																		
Regional Office – Dakar, Senegal (cont'd)																		
Gambia				12	39	1 980 500	12	39	1 980 500				3	12	473 400	3	12	473 400
Ghana			50 000	7	50	2 913 100	7	50	2 963 100			50 000	5	48	2 458 400	5	48	2 508 400
Guinea				13	89	3 222 400	13	89	3 222 400				8	56	1 590 000	8	56	1 590 000
Guinea-Bissau			20 000	1	12	285 800	1	12	305 800			20 000		1	25 300		1	45 300
Liberia			50 000		2	10 000		2	60 000			50 000		3	194 800		3	244 800
Mali			40 000	11	68	2 747 200	11	68	2 787 200			40 000	1	7	215 200	1	7	255 200
Mauritania			50 000	7	22	1 192 400	7	22	1 242 400			50 000	1	5	178 500	1	5	228 500
Niger				41	148	7 481 400	41	148	7 481 400				13	55	3 565 600	13	55	3 565 600
Nigeria				41	196	10 863 100	41	196	10 863 100				34	184	6 205 000	34	184	6 205 000
Senegal			25 000	10	43	2 158 800	10	43	2 183 800				5	28	808 500	5	28	808 500
Sierra Leone			40 000	1	12	654 400	1	12	694 400			40 000	3	24	831 600	3	24	871 600
Togo						13 200			13 200					1	34 900		1	34 900
Subtotal	12	7	3 242 500	201	848	45 756 900	213	855	48 999 400	13	7	3 443 000	118	551	23 963 400	131	558	27 406 400
EAST AND HORN OF AFRICA																		
Regional Office – Nairobi, Kenya	9	8	2 543 000	9	11	2 237 300	18	19	4 780 300	9	9	2 780 600	4	3	599 800	13	12	3 380 400
Burundi				17	90	4 123 900	17	90	4 123 900				14	80	4 387 300	14	80	4 387 300
Djibouti				6	30	1 469 900	6	30	1 469 900			179 000	3	11	711 500	3	11	890 500
Eritrea			150 000						150 000			150 000						150 000
Kenya				16	148	9 089 100	16	148	9 089 100				15	153	9 549 600	15	153	9 549 600
Rwanda				6	50	2 053 300	6	50	2 053 300				6	61	2 596 000	6	61	2 596 000
Somalia				18	48	5 498 000	18	48	5 498 000				13	32	4 269 700	13	32	4 269 700
South Sudan				9	39	2 751 800	9	39	2 751 800				9	45	3 783 200	9	45	3 783 200
Uganda				9	94	3 964 800	9	94	3 964 800				6	77	3 131 800	6	77	3 131 800
United Republic of Tanzania			85 000	9	80	4 423 900	9	80	4 508 900			85 000	10	105	5 743 800	10	105	5 828 800
Subtotal	9	8	2 778 000	100	590	35 612 000	109	598	38 390 000	9	9	3 194 600	80	567	34 772 700	89	576	37 967 300
SOUTHERN AFRICA																		
Regional Office – Pretoria, South Africa	8	3	1 820 000	2	3	468 000	10	6	2 288 000	8	3	1 820 000	3	1	490 900	11	4	2 310 900
Angola			54 000		1	47 100		1	101 100			54 000		1	73 900		1	127 900
Botswana			74 000		2	24 600		2	98 600			74 000		1	45 100		1	119 100
Comoros														2	61 400		2	61 400
Democratic Republic of the Congo			155 000	4	28	2 298 500	4	28	2 453 500			155 000	9	40	2 224 800	9	40	2 379 800
Eswatini			70 000	1	1	87 300	1	1	157 300			66 300		1	11 800		1	78 100
Lesotho			66 000	1	2	112 700	1	2	178 700			66 000	1	3	124 500	1	3	190 500
Madagascar			90 000		1	41 700		1	131 700			55 000	1	8	217 000	1	8	272 000
Malawi			25 000	2	19	612 200	2	19	637 200			25 000	1	9	301 300	1	9	326 300
Mauritius			84 600		3	112 300		3	196 900			84 000	1	11	293 600	1	11	377 600
Mozambique				3	8	686 100	3	8	686 100				4	24	1 549 100	4	24	1 549 100
Namibia			40 000		2	23 500		2	63 500			40 000		2	39 700		2	79 700
South Africa			40 000	3	28	1 822 000	3	28	1 862 000			40 000	2	26	1 515 500	2	26	1 555 500
Zambia			100 000	2	11	922 300	2	11	1 022 300			100 000	2	12	801 000	2	12	901 000
Zimbabwe			100 000	2	10	816 900	2	10	916 900			100 000	2	16	944 000	2	16	1 044 000
Subtotal	8	3	2 718 600	21	120	8 075 200	29	123	10 793 800	8	3	2 679 300	25	157	8 693 600	33	160	11 372 900
SPECIAL LIAISON OFFICES																		
Addis Ababa, Ethiopia	1	2	361 000	17	148	6 605 000	18	150	6 966 000	1	3	227 000	39	263	12 267 700	40	266	12 494 700
New York, United States of America	8	2	1 842 000				8	2	1 842 000	6	2	1 706 000			49 800	6	2	1 755 800
Subtotal	9	4	2 203 000	17	148	6 605 000	25	152	8 808 000	7	5	1 933 000	39	263	12 317 500	46	268	14 250 500

OPERATIONAL PART OF THE BUDGET	2020 - C/110/8									2021 estimates								
	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	GS		P	GS		P	GS		P	GS		P	GS		P	GS	
African Capacity Building Centre (United Republic of Tanzania)	2	2	505 000				2	2	505 000	2	2	529 600				2	2	529 600
Global Migration Data Analysis Centre (Berlin, Germany)	3		816 000			185 400	3		1 001 400	3		791 000				3		791 000
Total – Field	120	105	43 111 700	645	5 104	306 247 300	764	5 209	349 359 000	123	107	44 304 000	637	5 128	304 306 500	760	5 235	348 610 500
GLOBAL ACTIVITIES																		
Junior Professional Officers				31		2 728 200	31		2 728 200				27		2 934 400	27		2 934 400
Course on International Migration Law			20 000						20 000			20 000						20 000
Gender mainstreaming activities			100 000						100 000			100 000						100 000
Information and communications technology			650 000						650 000			441 000						441 000
Maintenance of office premises			500 000						500 000			500 000						500 000
Leadership, diversity and inclusion initiatives			300 000						300 000			300 000						300 000
Private sector outreach			200 000						200 000			200 000						200 000
Publications			255 000						255 000			255 000						255 000
Regional consultative processes on migration			25 000						25 000			25 000						25 000
Special assignments and support				6		1 517 700	6		1 517 700				9		1 378 700	9		1 378 700
Staff development and learning			748 700						748 700			267 600						267 600
Support for consultations with civil society organizations			10 000						10 000			10 000						10 000
Total – Global activities			2 808 700	37		4 245 900	37		7 054 600			2 118 600	36		4 313 100	36		6 431 700
IOM Development Fund – Line 1			1 400 000						1 400 000			1 400 000						1 400 000
IOM Development Fund – Line 2			9 600 000					2	9 600 000			13 600 000					3	13 600 000
Total – IOM Development Fund		2	11 000 000					2	11 000 000		3	15 000 000					3	15 000 000
PROJECTS																		
Centre for Information on Migration in Latin America (CIMAL)			30 000						30 000			30 000						30 000
Humanitarian Assistance for Stranded Migrants			300 000						300 000			300 000						300 000
Annual support for African Union migration policy formulation and dialogues			80 000						80 000			80 000						80 000
Loan funds administration			20 000	1	4	1 079 700	1	4	1 079 700			20 000	1	4	1 288 800	1	4	1 288 800
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 in the Area of Migration (PLACMI), Latin America			63 000						63 000			63 000						63 000
Technical Cooperation Project to Strengthen the Puebla Process			20 000						20 000			20 000						20 000
Total – Projects	1		523 000	1	4	1 079 700	1	4	1 602 700	1	4	523 000	1	4	1 288 800	1	4	1 811 800
Disaster recovery			300 000						300 000			300 000						300 000
Project Information and Management Application (PRIMA)												500 000						500 000
Information Management Competence Centre (PRISM)			2 900 000						2 900 000			2 900 000						2 900 000
Staff security	8	22	17 755 000				8	22	17 755 000	13	25	14 500 000				13	25	14 500 000
Unbudgeted activities and structures			3 500 000						3 500 000			3 500 000						3 500 000
TOTAL	274	386	123 000 000	761	5 212	326 954 500	1 035	5 598	449 954 500	288	405	128 000 000	746	5 243	322 390 800	1 033	5 648	450 390 800

a   Offices hosting coordinating functions.

b   Offices hosting resource mobilization functions.

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

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

ANNEX V – MOVEMENT ESTIMATES

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

Service	Programme/Project	Region of origin	Total	United States	Canada	Australia	New Zealand	Countries/Regions of destination — European Economic Area: Germany	United Kingdom	Sweden	Norway	France	Netherlands	Spain	Portugal	Finland	Italy	Switzerland	Other** (fewer than 500 movements)
	Resettlement Assistance^a	Africa	31 037	5 287	14 840	3 825	225	1 100	1 070	1 760	1 350	795	155	130	162	150	70	118	744
		Middle East	29 757	4 347	7 935	7 720	225	1 000	2 500	1 300	850	861	150	911	50	150	500	514	
		Latin America and the Caribbean	3 042	1 851	331	560	300												
		Asia and Oceania	20 893	12 546	4 052	3 425	750									250			
		Europe	17 019	3 969	3 753	1 470		3 000	900	600		756	1 000	159	653		230	167	342
		Other (undetermined departure countries)	4 774		89		50	400	930	1 340	800	200	195			300		65	65
		Subtotal	106 522	28 000	31 000	17 000	1 550	5 500	5 400	5 000	3 000	2 612	1 500	1 200	865	850	800	799	1 151
	Repatriation Assistance	Africa	21 100																
		Asia and Oceania	785																
		Latin America and the Caribbean	12																
		Subtotal	21 897																
	Humanitarian Assistance to Stranded Migrants	Africa	260																
		Asia and Oceania	24																
		Europe	3																
		Latin America and the Caribbean	25																
		Middle East	5																
		Subtotal	317																
	Emergency Response and Assistance to Displaced Populations	Africa	13 076																
		Europe	1																
		Latin America and the Caribbean	4 259																
		Middle East	5 467																
		Subtotal	22 803																
Movement, Emergency and Post-crisis Programming		**Movement, Emergency and Post-crisis Programming – Total**	151 539	28 000	31 000	17 000	1 550	5 500	5 400	5 000	3 000	2 612	1 500	1 200	865	850	800	799	1 151

Service	Programme/Project	Region of origin	CRISP[b]						Countries/Regions of destination (continued)															
			Argentina	Brazil	Chile	Japan	Republic of Korea	Brazil	Burundi	Ethiopia	Mali	Myanmar	Niger	Nigeria	Somalia	Sudan	Bangladesh	Chad	Côte d'Ivoire	Gambia	Ghana	Pakistan	Other (fewer than 100 movements)
Movement, Emergency and Post-crisis Programming (cont'd)	Resettlement Assistance[a]	Africa																					
		Middle East																					
		Latin America and the Caribbean																					
		Asia and Oceania				60	60																
		Europe		75	50																		
		Others (undetermined departure countries)	50																				
		Subtotal	**50**	**75**	**50**	**60**	**60**																
	Repatriation Assistance	Africa							20 932						69			39					60
		Asia and Oceania										785											
		Latin America and the Caribbean								2														10
		Subtotal							**20 932**	**2**		**785**			**69**			**39**					**70**
	Humanitarian Assistance to Stranded Migrants	Africa								176				2					5				63
		Asia and Oceania												9					1		6	8	13
		Europe																				1	3
		Latin America and the Caribbean												9									16
		Middle East																					5
		Subtotal								**176**				**20**					**6**		**6**	**9**	**100**
	Emergency Response and Assistance to Displaced Populations	Africa								3 357	1 301		1 644	3 710	163	1 212	463	163	202	111	103	85	562
		Europe																					1
		Latin America and the Caribbean						4 258															1
		Middle East								3 751					1 682		6					16	12
		Subtotal						**4 258**		**7 108**	**1 301**		**1 644**	**3 710**	**1 845**	**1 212**	**469**	**163**	**202**	**111**	**103**	**101**	**576**
	Movement, Emergency and Post-crisis Programming – Total		**50**	**75**	**50**	**60**	**60**	**4 258**	**20 932**	**7 286**	**1 301**	**785**	**1 644**	**3 730**	**1 914**	**1 212**	**469**	**202**	**208**	**111**	**109**	**110**	**746**

[a] Movements under Resettlement Assistance relate mainly to the transportation of refugees from countries of first asylum to countries offering resettlement.
[b] CRISP - Sustainable Resettlement and Complementary Pathways Initiative.

Table 1 — Facilitating Migration

Service	Programme/Project	Region of origin	Total	United Kingdom	Australia	Chile	Canada	United States	Germany	Spain	France	Belgium	Finland	Other countries in: Africa	Middle East	Latin America and the Caribbean	North America	Asia and Oceania	Europe
Facilitating Migration	Immigration and Visas[a]	Africa	3 227	962	494	1	548	319	70		66	42	250		1			127	347
		Asia and Oceania	2 573	664	1 212	87	54	126	1			221	7			95	1	40	65
		Latin America and the Caribbean	1 745	257	494	21	44	179	75	288	76	13	5		5	84		63	143
		Europe	1 386	76	11	536	125	8	124	1	146		2	8	14	82	8	8	246
		Middle East	626	435	115			3	20			4	1					5	43
		North America	163		8	148	1									5		1	
		Facilitating Migration - Total	9 720	2 394	2 334	794	772	635	289	289	287	280	266	9	20	266	9	243	844

[a] 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.

Table 2 — Regulating Migration (Countries/Regions of destination[b])

Service	Programme/Project	Region of origin[a]	Total	Niger	Germany	Djibouti	Greece	Netherlands	Austria	Turkey	Mexico	Belgium	Mali	Other countries in: Africa	Middle East	Latin America and the Caribbean	North America	Asia and Oceania	Europe
Regulating Migration	Protection and Assistance for Migrants in Situations of Vulnerability and Counter-trafficking	Africa	465		1			1					300	83	47				33
		Middle East	15		4			1											10
		Latin America and the Caribbean	61					3			23	2			2	12	1		20
		North America	4								2					2			
		Asia and Oceania	72							60								5	5
		Europe	168					5				8				2			145
		Subtotal	785		15	15		10		60	25	10	300	83	49	14	1	5	213
	Return Assistance for Migrants and Governments	Africa	22 534	11 500	806	2 900	389	154	137		27	124	950	2 496	2 269				783
		Middle East	2 966		1 384		821	106	198		23	106				12			322
		Latin America and the Caribbean	2 451		150			195	44		1 432	412				66	2		150
		North America	149					5	1		138	3				2			
		Asia and Oceania	6 464		1 463		969	318	435	1 602		156	50					802	669
		Europe	10 586		5 297		521	1 322	1 165	48		699				5			1 529
		Subtotal	45 150	11 500	9 100	2 900	2 700	2 100	1 980	1 700	1 570	1 500	1 000	2 496	2 269	73	2	802	3 453
		Regulating Migration - Total	45 935	11 500	9 115	2 900	2 700	2 110	1 980	1 760	1 595	1 510	1 300	2 579	2 318	86	4	813	3 665

[a] Region of origin refers to the point of departure of the migrant. This is usually his/her country of origin, to where IOM assists him/her to return.

[b] Countries/Regions of destination refer to the countries/regions from where a migrant requests return and reintegration assistance and from where he/she is assisted to return.