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# **COUNCIL**

## **105th Session**

### **DIRECTOR GENERAL'S REPORT TO THE 105TH SESSION OF THE COUNCIL**

**Mr William Lacy Swing**

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## **DIRECTOR GENERAL'S REPORT TO THE 105TH SESSION OF THE COUNCIL**

1. My report to the Council is presented in three parts, namely Part I: Global migration trends; Part II: The year in review: 2014; and Part III: Towards IOM's 65th anniversary and beyond: 2015–2018.

### **I. GLOBAL MIGRATION TRENDS**

2. In a year that marked the 25th anniversary of the fall of the Berlin Wall – symbolizing the end of the Cold War – and almost 70 years after the end of the Second World War, global events, and indeed the state of world affairs, gave the impression of a world in disarray – one in which no one seemed to be in control, in which international moral authority was eroding, and no unifying solutions were on the horizon.

3. The euphoria that attended the momentous fall of the Berlin Wall in 1989 – when the “end of history”, as one scholar put it, appeared to be a possibility – has since given way to cynical indifference, a re-emergence of nationalism and a preoccupation with national and personal identity. In the field of migration, the way in which these developments have manifested themselves is a cause for concern.

4. The world is currently facing the largest number of simultaneous humanitarian disasters and emergencies in memory – with four Level 3 crises, namely in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic – as well as ongoing instability in Burkina Faso, Libya, Mali, Yemen and elsewhere. These crises cannot be resolved through military action or humanitarian interventions, and, unfortunately, no viable political processes or negotiations are under way to offer the prospect of resolving these conflicts in the near or medium term.

5. In addition, the Mano River Union area – encompassing Guinea, Liberia and Sierra Leone – is faced with an Ebola crisis that poses an enormous public health challenge, with regional and global implications.

6. The result of these disasters has been the largest number of persons forcibly displaced since the Second World War – some 50 million in total, according to our traditional partner, the Office of the United Nations High Commissioner for Refugees (UNHCR). Related to this, in October this year IOM published a 200-page edited volume entitled *Fatal Journeys: Tracking Lives Lost during Migration* – the first global compilation of data on migrant deaths occurring along sea, desert and other migratory routes.

7. The data compiled in *Fatal Journeys* reveal that since 2000 some 40,000 migrants have died along migratory routes around the world, many fleeing conflict, political instability and poverty. This is a global issue: migrants are dying on the journey to Europe, and from Central America to the United States of America through Mexico; drowning on their way from South Asia to Australia; drowning in the Red Sea and the Gulf of Aden trying to reach the Middle East from the Horn of Africa; and dying while attempting to cross the Sahara Desert to North Africa. *Fatal Journeys* discovered that governments – which assiduously document border crossings, deportations and other basic migration data – do not maintain statistics on migrants who lose their lives crossing their sea or land borders. It should be borne

in mind that nearly 50 per cent of today's migrants are women, who are the most vulnerable of all migrants, and that the vast majority of migrants end up in cities. Saving lives has now become *the* priority until comprehensive, interregional policies that will reduce the human costs of migration can be developed and effectively implemented.

8. The reaction of many governments to these crises has been to adopt public positions and policies that would appear to deny today's migration realities – such as demographic, labour and skill mismatches – digital and technological advances, and inexorably increasing global North–South socioeconomic disparities. IOM has made a range of suggestions and recommendations, largely yet to be adopted, on practical measures that, if adopted, could significantly decrease the number of persons who put their lives at great risk and into the hands of criminal gangs of smugglers.

9. IOM's working thesis is that large-scale migration is: (a) inevitable, given demographic and other driving forces such as North–South disparities and disasters; (b) necessary, if skills are to be available, jobs filled and socioeconomic development and growth are to occur; and (c) desirable, if well-governed through the adoption and implementation of sensible, responsible policies.

10. From this approach flows a straightforward threefold policy that would: (a) address the root causes of irregular migration; (b) facilitate regular migration; and (c) protect the rights of all migrants, irrespective of status. A specific focus of our activity at present is, therefore, to mitigate risks and reduce vulnerabilities linked to migration.

11. In light of these global migration trends and concerns, the main challenges we all face are the following:

- (a) Changing the current migration “narrative”, which is essentially negative, to achieve a more balanced discourse – one that more accurately reflects: (i) contemporary migration realities; and (ii) the unquestionable historically positive impact of human mobility on our societies, many of which have been built with the contributions made by migrants;
- (b) Managing the inexorably increasing social, ethnic, religious and cultural diversity of nations in a manner that: (i) promotes tolerance, cohesion and integration; and (ii) enables migrants, as diasporas, to contribute to the development of home and host societies as well as their own human development. Otherwise, there is a real risk that immigration policies will be shaped by fears, stereotypes and misconceptions, rather than evidence, objective debate and a strategic outlook for the future.

12. To meet these two challenges will require vision, leadership and political courage – qualities that are not always self-evident in today's migration debate.

## **II. THE YEAR IN REVIEW: 2014**

13. This year has seen important challenges as well as changes that have strengthened the Organization. An overview of these follows under the rubrics: (a) ongoing policy, operations and programmes; and (b) management and organizational initiatives.

14. One of my first initiatives when I began my mandate was to commit myself to the principle that IOM belongs to you, the Member States; and consequentially, that I would replace the traditional Director General's statement in favour of giving an annual report to the Council – a balance sheet that would provide a frank account to Member States of my stewardship of funds and programmes. The following is my report for this year on behalf of the Administration to cover the work achieved since we last met in a regular session – against the backdrop of the global migration trends that I have just described.

15. At the outset, I should say that, in terms of the global migration governance debate, our current activity finds itself between two policy coherence “bookends”, on the one hand, the United Nations second High-level Dialogue on International Migration and Development that took place in October 2013 – and whose final declaration revealed a remarkable consensus on migration principles – and, on the other hand, the United Nations post-2015 development agenda, which is still in formation. The objective is to develop a consensus on the Sustainable Development Goals, targets and indicators to replace, and follow on from, the Millennium Development Goals – goals that were established in the year 2000 and made no reference to migration. The Organization is taking an active role in advocating with governments – as I do today – for the inclusion of migration in the Sustainable Development Goals.

### **Ongoing policy, operations and programmes**

16. The Administration's policy deliberations continue to focus on coherence with the United Nations and other partners, with the clear objective of strengthening the Organization's performance in carrying out the mandate that you, the Member States – as proprietors of IOM – have given us. I wish to highlight two points: (a) the discussions on IOM–UN relations; and (b) the discussions on the Migration Governance Framework.

### ***IOM–UN relations***

17. Ongoing debates in the United Nations regarding the integration of migration within its structures make the discussion on IOM–UN relations particularly timely. With a mandate covering all aspects of migration, a global footprint in 470 sites in more than 150 countries and nearly 65 years of experience in all aspects of migration, it is in the interests of migrants and our 156 Member States that IOM remain the world's migration agency, whether this be within or outside the United Nations system.

### ***Migration Governance Framework***

18. IOM's Migration Governance Framework would define strategic objectives for migration governance which, if achieved, would ensure that migration is humane and orderly and benefits migrants and society.

19. A State supports migration that is humane and orderly and benefits migrants and society when it:

- (a) Adheres to international standards, particularly human rights obligations, and protects vulnerable migrants;
- (b) Formulates policy based on evidence and developed in close collaboration with partners;

- (c) Addresses the socioeconomic needs of migrants, and communities of origin, transit and destination;
- (d) Is responsive and resilient in the face of crises, and mitigates the risks associated with the movement of people;
- (e) Ensures access to available regular migration mechanisms through transparent and effective implementation of migration law.

20. IOM would use the Framework to: anchor a results-based approach to planning and reporting at IOM; frame its work at the global level and measure and communicate its impact; optimize the support it provides and deliver better value for money for Member States, migrants and the broader international community; and respond to requests from Member States for advice on migration governance.

### *Emergency preparedness, response and recovery*

21. During 2014, the Organization – through its comprehensive approach to crises and forced migration – has accomplished a number of key policy and operational activities. These include: (a) responding to an unprecedented number of Level 3 emergencies – Central African Republic, Iraq, South Sudan, Syrian Arab Republic – and the West African Ebola crisis; (b) ongoing work to prevent, manage and recover from crises in key areas such as peacebuilding, community stability, durable solutions, disarmament, demobilization and reintegration, resilience-building, disaster risk reduction and early recovery and livelihoods activities; and (c) work in the areas of land, property and reparations and resettlement, return and evacuations. In 2014, the beneficiaries of IOM resettlement programmes and return programmes totalled approximately 79,000 and 30,000, respectively. The Administration has supported the critical efforts of Field staff through preparing tools and guidelines and conducting crisis research and Displacement Tracking Matrix analysis.

22. These efforts have helped reinforce IOM's reputation as a solid, strategic leader and reliable partner in responding to crises. More importantly, the Organization's work has helped to save and has touched the lives and bolstered the livelihoods of millions of people across the globe, including in Afghanistan, Cameroon, the Central African Republic, Chad, Colombia, the Democratic Republic of the Congo, Ethiopia, Iraq, Myanmar, Niger, the Philippines, Rwanda, Somalia, South Sudan, the Syrian Arab Republic and Yemen, in the Balkans and in the Mano River Union area, encompassing Guinea, Liberia and Sierra Leone. Over the past year, IOM's emergency response capacity has been mobilized on an unprecedented scale, in support of all major humanitarian emergencies to which the international community has responded.

23. **Central African Republic:** IOM's response to the crisis in the Central African Republic – a country in which IOM heretofore had no presence – represented a major operation, with significant efforts deployed to assist in the evacuation of migrant populations directly affected by escalating violence in Bangui and other parts of the country as a result of the widespread ethno-religious violence. This resulted in support for and evacuation of some 13,000 migrants from within the Central African Republic, and operations are ongoing in support of returning and transit migrant populations in Cameroon, Chad and the Congo. The Central African Republic continues to suffer from political instability and recurring ethno-religious violence, which remains a major driver of displacement, both internally and across borders into neighbouring countries, calling for continued IOM engagement in the region.

24. **South Sudan:** IOM's response in South Sudan has become our largest humanitarian operation, grounded in IOM's leadership of the emergency shelter/non-food items and camp coordination and camp management (CCCM) clusters. Throughout 2014, IOM has significantly scaled up its presence in South Sudan, with more than 100 international staff deployed to support its emergency operations on the ground, and the delivery of important assistance throughout the country. As the year comes to a close, the country's prospects are dire, with high levels of food insecurity and famine, and more than 1 million internally displaced persons (IDPs) living in desperate conditions, with more than 100,000 of these living on the United Nations Mission in South Sudan compound. The prospects are bleak as the country enters the dry season, during which violence and insecurity may rise again.

25. **Middle East:** In 2014, the situation in the Middle East continued to draw the attention of the humanitarian community on multiple fronts. Over 10 million individuals are now in protracted displacement owing to the Syria crisis. IOM has maintained a multi-pronged approach, including the provision of assistance to IDPs and refugees. IOM supports refugee assistance operations in neighbouring countries across several sectors, including the transportation of more than 500,000 refugees and assistance in the form of health care, shelter and non-food items. Within the Syrian Arab Republic, over 300 IOM staff reach over 1 million IDPs in all 14 governorates with shelter and core relief item interventions.

26. The expansion of the ISIS group across large parts of the Syrian Arab Republic and Iraq has driven hundreds of thousands from their homes. In Iraq, some 1.5 million individuals were forcibly displaced, a development that required a dedicated humanitarian relief operation. As part of its response, IOM applied its Displacement Tracking Matrix to identify the number of IDPs, analyse the circumstances of their displacement and identify the nature of their humanitarian needs. IOM also expanded its shelter and core relief item distribution in the country despite rising levels of insecurity that have hampered the Organization's ability to reach all areas where there are humanitarian needs.

27. **West Africa:** In Guinea, Liberia and Sierra Leone, IOM has responded to the call by the head of the World Health Organization, the United Nations Secretary-General and many international leaders to join the international response to tackle the Ebola virus disease outbreak by assisting the governments of these countries in their responses to the crisis. In fact, IOM was one of the first to respond, with assessment teams on the ground since late September. IOM responded to this humanitarian imperative, and was asked to draw on its camp management, migrant health and rapid emergency deployment expertise. Consequently, IOM will operate initially three Ebola Treatment Units (ETUs) in Liberia in collaboration with the Ministry of Health and Social Welfare and with funding from the US Government. The first ETU was inaugurated on 10 November and the two others will be operational by the year's end. IOM will be responsible for managing these ETUs and recruiting and training their staff. IOM is also working to support the operation of an Ebola treatment training academy for front-line Ebola response practitioners in Sierra Leone. A proposal for a similar training academy project in Guinea has also been put to IOM, and we expect to respond positively to this request.

28. In activating Level 3 emergency protocols within IOM for four countries, plus in its response to the Ebola crisis, the Organization mobilized its resources rapidly in support of these emergency operations. Multiple simultaneous large-scale and complex emergencies, however, have shown the limitations of the manner in which the humanitarian system as a whole handles relief operations in the context of protracted crises marked by internal strife.

Furthermore, parties to these conflicts show little respect for humanitarian values or for the safety of humanitarian workers, and financial resources are diminishing in the absence of visible prospects for solutions to the conflicts. IOM has responded to these challenges by attracting and deploying humanitarian staff for rapid response and surge capacity mechanisms with particular emphasis on CCCM and emergency shelter.

29. A visit to the Philippines was organized for interested Member States by the Donor Relations Division at the beginning of the year allowed participants to obtain first-hand insights into IOM's emergency response to Typhoon Haiyan as well as to become more familiar with the IOM Manila Administrative Centre.

### ***Humanitarian Border Management***

30. In view of crises such as those in the Central African Republic, Libya – and Jordan – and South Sudan, IOM has launched an initiative called Humanitarian Border Management (HBM). I presented the HBM concept to the 22nd International Border Police Conference, held in Warsaw, Poland, on 22 and 23 October of this year. The initiative covers border operations before, during and after humanitarian crises that trigger mass cross-border migration. HBM recognizes the need to ensure that border authorities are prepared to respond appropriately to cross-border movements arising from both natural and man-made disasters, in a way that protects crisis-affected migrants and guarantees their human rights and interests, while respecting national sovereignty and security.

31. HBM differs from traditional border management in that it concentrates on emergency situations or humanitarian crises – situations in which border posts face a high number of extraordinary, protection-sensitive migration movements. People may decide or be forced to flee across the border, and emergencies may threaten to spill over to neighbouring countries. Various types of crises may also result in a sudden influx of relief goods, equipment and personnel. Officials at the border are usually the first to be confronted with such unusual movement dynamics and border security can be affected. Therefore, the predominant focus of HBM is on improving the capacities of border officials to deal with emergency situations to help reduce uncertainty and provide adequate response mechanisms.

32. In crises, the inappropriate management of borders is often part of the problem. The HBM initiative seeks to ensure that border management in crisis situations becomes part of the solution. Well-managed crisis response can help prevent the closure of borders, save lives and assist the international community in responding effectively to migrants' humanitarian needs. I would like to encourage interested governments to liaise with IOM offices in your country to assess how IOM could better support you in your preparedness efforts.

### ***Staff safety and security***

33. Increased involvement in conflict areas has required increased security measures, and the Administration has adapted its staff safety and security strategy and capacity accordingly. In terms of training, the number of in-house UN-certified instructors has increased from 3 to 10. In response to the increased threat of humanitarian aid worker kidnappings, the Organization now has three staff members trained for hostage incident management and negotiation, able to negotiate in Arabic, English and French. The importance of this capacity was highlighted in July this year when one of our colleagues was taken hostage in the course of his duties. The Administration deployed an experienced hostage incident manager and hostage negotiator who secured the release of our staff member.

### ***Assistance for vulnerable migrants***

- *Victims of trafficking*

34. In terms of assistance provided to vulnerable migrants, the Organization assisted approximately 6,500 trafficked persons from more than 90 countries. Over 65 per cent of those assisted had been trafficked for forced labour, and 14 per cent for sexual exploitation. This confirms the growing trend of exploitation for labour purposes, a trend that had already been noticed in previous years.

- *Unaccompanied minors*

35. In 2014, 19 per cent of those assisted were unaccompanied migrant children. The majority of IOM's beneficiaries were located in European countries (with over 1,900 cases), followed by countries in East Asia and the Pacific (with over 1,600 cases), and countries in South and Central Asia (with close to 990 cases).

- *Assisted voluntary return and reintegration*

36. Assisted voluntary return and reintegration (AVRR) remains an important component of IOM's migration management work globally. In response to continually changing reintegration patterns, AVRR programmes have diversified. Some now focus on assisting unaccompanied migrant children, with activities tailored towards their reintegration in their country of origin. Other projects respond to the needs of other vulnerable groups, with tailored and gender-sensitive reintegration packages for families with children, migrants with health-related needs, and victims of trafficking. The successful implementation of AVRR programmes demands coordination and partnerships between the participating countries and local actors (including the private sector, development agencies and civil society) in order to enhance reintegration prospects.

### ***Resettlement***

37. In 2014, IOM completed or is undertaking resettlement, return or evacuation operations out of several locations with high security risks, such as Afghanistan, the Central African Republic, Iraq and the Syrian Arab Republic. IOM supports more than 25 countries in carrying out these emergency and other humanitarian resettlement or relocation initiatives, with significant operations under way in Africa, Asia, Europe, Latin America and the Middle East. Well over 100,000 persons have been moved under these schemes over the course of 2014 so far.

### ***Private-sector partnerships***

38. The Organization's principal partnerships with private-sector companies have strengthened all areas of operations. In emergency preparedness and response, partnerships with SAS Visual Analytics, ESRI and Deloitte have contributed to the Displacement Tracking Matrix and more effective data-gathering for response coordination. In migration management, a number of major multinational corporations have joined the public-private alliance that has generated our International Recruitment Integrity System (IRIS) and are showing strong interest in its operationalization. The Organization's Visa Application Centres in over 50 countries have been established in partnership with VFS Global, and the

Organization looks forward to further partnerships in this important field of providing services that make migration safer.

***International Migrants Day: From desperation migration to saving migrants' lives***

39. The theme of this year's International Migrants Day on 18 December will be "Saving migrants' lives". This is an opportunity to draw the world's attention to the growing problem of migrants dying while trying to reach safety. I am proud that IOM was the first organization to draw international attention to the global nature of these fatal journeys.

40. For last year's International Migrants Day, IOM focused on the theme of "Desperation migration" and we compiled the first global estimates of the numbers of migrants dying on the migratory route, whether at sea or across land. Sadly, the data show that the number of fatalities is increasing, with 2014 being the deadliest year on record. Our final figure, when published in December, will likely surpass 5,000, more than twice the figure we reported last year.

41. We know that migration – and particularly irregular migration – is a controversial topic around the world. Too often the debate focuses on the perceived negative socioeconomic impact of migration in terms of cultures and jobs. We urgently need to change the lens through which people view migration and we need your help in this endeavour.

42. Specifically, we urge the international community to take more responsibility for saving the lives of the thousands of migrants – men, women and children – who undertake perilous journeys across land and sea. It is unacceptable that anyone fleeing for their life be denied safe haven or rescue. Migrants fleeing war, religious extremism and natural disasters deserve our empathy and protection.

43. Migrants contribute greatly both to countries of origin and their host communities. These new diasporas have an important role to play in helping their communities back home. They can offer a credible voice that those contemplating unsafe journeys will listen to. They are a voice of reason in an often tumultuous debate.

**Management and organizational initiatives**

***Review of the structure reform***

44. A Structural Review Team, consisting of five staff members and supported by a consultant, was established to undertake a review of the structural reform, adopted by the Council in November 2009 and implemented in 2010 and 2011. The review of the effectiveness of the new structure was carried out from April to August 2014, and it found that the structural reform was generally successful with no issues raised that would require major adjustments. The Structural Review Team proposed a number of recommendations following their systematic consultation with all concerned. These were summarized in the report that I presented at the Fifteenth Session of the Standing Committee on Programmes and Finance (SCPF), held in October 2014. I would like to thank the Team for its work, and I also thank those of you who provided feedback and responded to the questionnaire that was sent to all Member States. I welcome the recommendations presented in the report and we intend to implement these as part of our ongoing efforts to enhance organizational effectiveness.

### ***Budget-strengthening plan***

45. At the 103rd Session of the Council, held in November 2013, Member States approved a budget-strengthening plan to be implemented over three years, namely from 2014 to 2016. This plan is enabling us to add substantial resources and posts to our core structure, thereby addressing the chronic issue of the overstretched budget, following more than a decade of zero nominal growth. Capacity is being added in many areas, with critical functions, such as those relating to legal affairs, procurement and human resources management and the activities of the Office of the Inspector General, finally receiving some much-needed attention to respond to their resource needs. Although the three-year plan is only in the first year of implementation, I can assure you that we have already taken actions to strengthen the structure, as outlined in the various budget documents presented to you. I am confident that the additional resources generated by the three-year budget-strengthening plan will allow IOM to improve its oversight, support and management functions, allowing us to better serve you, the Member States, as well as the beneficiary migrants and others.

46. Consistent with my commitment to foster Member State proprietorship and ownership of the Organization, we will continue to work closely with Member States on our financial issues. We will get off to an early start next year in our consultations with you, scheduling a first informal consultation in March 2015. At this meeting, we will provide a comprehensive update on the budget reform process which will include the status of the three-year 2014–2016 budget-strengthening plan. You will have an opportunity to hear from our management team on our various initiatives to build the capacity of our key oversight and support functions. At the same meeting, we will also provide an overview of our foreign currency translation and accounting mechanisms. As IOM works in more than 70 currencies, managing the challenges posed by this multi-currency environment is a key priority.

47. As the Comptroller and Auditor General of India will soon be completing his final three-year term as the IOM External Auditor, we will shortly be consulting with you to start the selection process for the new External Auditor for the term beginning in 2016. We will be soliciting expressions of interest from among the membership.

### ***Member State assessed contributions***

48. I can report that we have made good progress in efforts to reduce the amount of members' assessed contributions that have been long outstanding. Following the recent payment received from Uganda, only 8 of IOM's 156 Member States have lost their right to vote, which is the lowest number since the recent entry into force of the amendments to the Constitution which made the loss of voting rights automatic in certain circumstances. IOM has been active in Geneva and in capitals, working with Member States on long-outstanding arrears, including through the negotiation of payment plans. Despite the progress made, we will continue to work on this matter with the aim of eliminating the arrears entirely and restoring the voting rights of the entire IOM membership.

### ***Notable changes and events***

49. One notable change was made to the IOM governing bodies: following the entry into force of the amendments to the Constitution, the Executive Committee was abolished. This will help streamline governing functions.

50. The Administration established the Ethics and Conduct Office to further strengthen ethical awareness and standards of conduct. The Office plays a critical role in handling allegations of misconduct and also provides staff with advice on involvement in outside activities and issues relating to conflicts of interest.

51. Given the importance of the link between migration and climate change, as well as the growing attention to this thematic area and related management and governance issues, the Administration has decided that it will establish a Migration, Environment and Climate Change Division within the Department of Migration Management, to support policy development and provide guidance throughout the Organization regarding project development and implementation. This function was previously carried out under the Department of International Cooperation and Partnerships.

52. In 2014, the Organization, in line with Member State requests, organized two International Dialogue on Migration workshops on the themes of “South–South migration: partnering strategically for development” (24 and 25 March 2014) and “Migration and families” (7 and 8 October 2014).

53. Regarding internal management meetings, the Senior Management Team Retreat was held in Annecy, France, on 16 and 17 January 2014. At this meeting, senior management came to a consensus on IOM’s approach to migration governance and established other internal targets for the Administration. The Management Coordinating Committee met on 6 and 7 March 2014 and the Policy Formulation and Coordinating Committee met on 18 August 2014.

54. The fourth Global Chiefs of Mission Meeting, held in September this year, brought together 140 Chiefs of Mission and Heads of Office from around the world. The Administration took full advantage of this event to hold a rich exchange of views on all aspects of migration and to launch the first *IOM Chiefs of Mission Handbook*, a valuable tool to clarify best practices and further strengthen performance and coherence in a lean, principled, flexible and effective Organization.

### **III. TOWARDS IOM’S 65TH ANNIVERSARY AND BEYOND: 2015–2018**

55. At the above-mentioned Global Chiefs of Mission Meeting, the Administration also reviewed a range of initiatives to guide our work for the rest of 2014 and for 2015–2018 period – one that covers both the Organization’s 65th anniversary in 2016 and the conclusion of my final mandate in 2018. These initiatives cover policy, operations, programmes and management, and are intended to strengthen our capacity to serve more effectively both IOM Member States and migrants.

#### **Policy, operational and programme initiatives**

##### ***IOM humanitarian policy***

56. As I reported at the SCPF meeting held in June, IOM is engaged in a process of strengthening its humanitarian role by developing its humanitarian policy.

57. Policy development focuses on an ambitious consultative process within the Organization which includes: (a) a stocktaking exercise in six Field locations; and (b) an online knowledge management platform to receive input from Field and Headquarters staff. A Humanitarian Policy Working Group was set up and has already met twice in 2014 (May, October). The Working Group comprises 50 staff members from Country Offices, Regional Offices and Headquarters. These efforts are solidly aimed at ensuring that the policy dovetails with IOM's operational model, at the front line of humanitarian response.

58. A draft policy was developed at the Working Group meeting in October, and it will be further refined during the rest of the year. Field testing and consultations on the policy with key partners will take place in the course of 2015.

### ***IOM protection policy***

59. As part of the humanitarian policy, initiatives have also been launched to integrate protection into the IOM Migration Crisis Operational Framework. These initiatives include the development of operational protection mainstreaming tools. Furthermore, IOM has been able to increase its presence in protection forums at the inter-agency, Field and global levels. For instance, IOM is now a permanent member of the Inter-Agency Standing Committee (IASC) Child Protection Working Group and the Gender-based Violence Area of Responsibility.

60. Furthermore, IOM has established the Protection Policy Working Group to review the Organization's policy on protection. Using the last institution-wide IOM document on this subject as a basis (IC/2007/3), the Working Group will take into account new internal and external standards and policies developed since 2007 in order to set out IOM's core institutional principles on protection and develop a structure to mainstream them into IOM activities. The Working Group includes representatives from the Headquarters departments and representatives from the Field. It is chaired by the Legal Counsel, supported by the International Migration Law Unit.

61. A widespread external perception exists that IOM is not mandated or able to contribute to protection through its work. A lack of clear internal principles and procedures makes it difficult for IOM to act in a unified way on protection, a topic that has increasing international relevance in the context of the work IOM does.

62. Since the 2007 document was drafted and presented to Member States, both IOM and the context in which it operates have evolved substantially. External standard-setting is also evolving and the 2013 High-level Dialogue on International Migration and Development adopted a clear stance on the protection of migrants and protection gaps. IOM's advocacy role, and how it can best be fulfilled, is closely linked to this field. It has now become essential for IOM to review its policies in this regard and bring them in line with such evolved standards and circumstances.

### ***Major conferences and consultative forums***

- *United Nations post-2015 development agenda*

63. In its Resolution No. 1270 of 29 November 2013, the Council requested IOM to continue to engage in the ongoing consultations of the United Nations post-2015 development agenda process.

64. Our work in this process has been through three main channels: (a) IOM's active role in the United Nations System Task Team on the Post-2015 United Nations Development Agenda, which provides crucial inputs to the Open Working Group on Sustainable Development Goals; (b) IOM collaboration within the Global Forum on Migration and Development (GFMD) and the Global Migration Group (GMG); and (c) specific IOM activities such as meetings, publications, using social media, lobbying and piloting projects.

65. While the post-2015 development agenda has not yet been adopted, the report of the Open Working Group on Sustainable Development Goals presented to the United Nations General Assembly in September explicitly refers to migration and related issues in several areas such as education, gender equality, employment, inequalities, peaceful societies and global partnerships. Unfortunately, a target to address the issue of migrants caught in countries in crisis has been dropped from the latest Open Working Group draft, and urgent efforts should be made with the aim of having it reinserted.

- *World Conference on Disaster Risk Reduction (Sendai, Japan, March 2015)*

66. In view of the statements of many of our Member States throughout the regional consultation processes on disaster risk reduction and at the sessions of the Preparatory Committee of the World Conference on Disaster Risk Reduction, we are hopeful that the World Conference outcome document will make strong references to migration and mobility, and we urge Member States to press for this. I look forward to participating in the Conference in Japan in March 2015.

- *Eighth Global Forum on Migration and Development (Istanbul, Turkey, 2015)*

67. In 2014, IOM continued to support the GFMD by: (a) hosting the support unit; (b) supporting the GFMD's Chair, Sweden, as appropriate and requested, and providing similar support to the troika of the previous, present and next Chairs through preparatory work on central themes; and (c) collaborating with the current Chair and the United Nations Special Representative of the Secretary-General for International Migration and Development to work towards a coherent and effective joint approach to migration and development.

68. IOM is already closely collaborating with the new Turkish Chair to provide support, as appropriate and requested, in the lead-up to the Eighth GFMD Summit Meeting, to take place in Istanbul in October 2015.

- *World Humanitarian Summit (Istanbul, Turkey, 2016)*

69. The World Humanitarian Summit in 2016 will address the growing need for coordination and a possible new "humanitarian architecture" in the face of new humanitarian realities and unprecedented humanitarian emergencies. Against this backdrop, more middle-income countries are coming to IOM for assistance, but also as donors; there are more private-sector and non-governmental organization (NGO) players on the ground; and new technology is creating more accountability as, for example, beneficiaries air their needs and grievances on Facebook.

70. It is important for IOM now to prepare for, and engage with, the Summit. In addition to the Organization's defined humanitarian work, IOM will focus on priority areas with

activities relating, among others, to border management, diasporas, cities and the prevention of sexual abuse and exploitation.

71. I have instructed Regional Offices and Country Offices to help secure a prominent role for IOM in the Summit by:

- (a) Actively participating in the regional steering committees that will be feeding into the agenda;
- (b) Bringing migrant voices into the discussions;
- (c) Interacting through the global online consultations.

72. We also are working to ensure that migration is included in the United Nations Secretary-General's report for the Summit and to produce analytical work on the subject.

- *Global Migration Group*

73. As the lead migration agency, IOM closely collaborates with United Nations agencies through the GMG. I handed the Chairmanship over to the Director General of the International Labour Organization (ILO) at the beginning of 2014.

74. IOM directly contributes to GMG activities by co-chairing four out of the five GMG working groups and task forces. IOM also contributes by providing the only full-time staff member in the GMG support team.

75. We look forward to working with the incoming Chair, the World Bank, which will take over the Chairmanship of the Group starting in January 2015.

- *Regional Consultative Processes on Migration*

76. Planning for the fifth Global Meeting of Chairs and Secretariats of Regional Consultative Processes on Migration (RCPs) got under way following confirmation by the League of Arab States (LAS) of its willingness to host the meeting in October 2015 in Cairo, Egypt. The LAS also confirmed that this meeting would likely usher in a new RCP that brings together LAS countries to deliberate on migration issues of common concern.

77. Upon the request of the IOM membership, the Fifteenth Session of the SCPF discussed RCPs and reviewed their impact on global migration governance. Notwithstanding the limitations inherent in the non-binding character of RCPs, Member States acknowledged the critical role RCPs are playing in their respective regions, with tangible outcomes. They further underlined the need for stronger linkages between regional level migration discussions (RCPs and interregional forums) and global level ones (GFMD and the High-level Dialogue) as a means of enhancing their impact on global migration governance, as well as greater interaction between RCPs in different regions.

78. IOM will continue its support to nascent RCPs and encourage the formalization of recently established RCPs such as MIDCAS (Migration Dialogue for Central African States) and COMESA-RCP (Common Market for Eastern and Southern Africa-RCP). In view of the critical and growing importance of labour migration, IOM remains strongly engaged in its support function for the Colombo Process, and continues to work closely with the Abu Dhabi Dialogue.

79. In recognition of the important role that RCPs play in the absence of a universally agreed approach to migration, IOM will continue to prioritize its engagement with and support for the 16 principal RCPs, in collaboration with partners such as UNHCR, the ILO and the International Centre for Migration Policy Development.

80. An RCP in the Caribbean would give States in this particular region a unique opportunity to come together to address their common migration issues. A State-led forum for informal and non-binding exchanges of views would foster collaborative approaches through which to address the very fluid movement of people in that region, including the significant transit movements of non-Caribbean migrants. A Caribbean RCP would also provide States with a forum through which to deliberate on issues relating to human trafficking, brain drain, diasporas, environmental migration and mass outflows of migrants which characterize migratory movements in the Caribbean.

#### *Creative alliances with parliaments, city councils and mayors*

81. Mayors are becoming more active and visible in the debate on migration and wish to be involved in policymaking and in formulating practical solutions for migrant integration. The 2015 Conference on Migrants and Cities will be the launch pad for our outreach to mayors and city councils. My participation in the Mayoral Forum on Migration, held in Barcelona in June in partnership with the United Nations Institute for Training and Research, and in another major mayoral meeting in Amsterdam this year, gave me the impression that mayors are often more in touch with the realities of migration than national leaders.

82. Likewise, at Headquarters, we are intensifying our contact and relations with the Inter-Parliamentary Union, which, like IOM, is an intergovernmental organization and could act as a conduit between IOM and national parliaments.

#### *Global ministerial conferences: Diaspora Ministerial Conference (2013) and Conference on Migrants and Cities (2015)*

83. In 2014, IOM began preparing its 2015 World Migration Report, which will focus on the topic of migrants and cities. Several regional and thematic background papers have been commissioned and a first meeting of the World Migration Report advisory board was held in September 2014. A World Migration Report workshop was organized in June 2014 where researchers from Maastricht University presented the findings of a study focusing on eight cities around the world.

84. Building on the success of the 2013 Diaspora Ministerial Conference and responding to demand, the Organization will hold the Conference on Migrants and Cities in October 2015. The topic of migrants and cities has proven to be a very timely and interesting one. New angles and partnerships are emerging from preparations for the Conference and from continuing work on the World Migration Report.

#### *Migration research, training and capacity-building*

85. IOM aims to expand its research and training capacity through opening a new centre in the Middle East and one in Latin America to augment the training capacity of our two other centres, namely the African Capacity Building Centre, in the United Republic of Tanzania, and the Migration Research and Training Centre, in the Republic of Korea.

### ***Migration Data Analysis Unit***

86. In early 2015, the Administration will establish the Migration Data Analysis Unit at the Manila Administrative Centre which will be dedicated to improving IOM's capacity to collect and analyse data on international migration. The Unit will develop partnerships with key data providers and experts such as Gallup, the Economist Intelligence Unit, GMG and academic institutions. One of the first tasks of the Migration Data Analysis Unit will be to prepare a first IOM annual report on migration statistics. The Unit will also contribute to the next edition of our new annual report on migrant deaths along sea, desert and other migratory routes, *Fatal Journeys*.

### ***International Recruitment Integrity System***

87. In 2014, IOM further promoted ethical recruitment, launching the Public-Private Alliance for Fair and Ethical Recruitment and developing IRIS.

88. At the multilateral level, IOM has also raised awareness of this issue during discussions at the GFMD and supported the Colombo Process in prioritizing this topic during overarching discussions related to the management of labour migration for countries of origin in South Asia.

89. With regard to IRIS, IOM continues to advance its collaboration with the private sector and civil society in creating operational solutions for the protection of migrant labour rights, and works with companies to identify the negative impacts of unethical recruitment, including labour exploitation and human trafficking, in their supply chains. In one example, IOM delivered a two-day training workshop on labour exploitation concerns in the palm oil industry to social auditors from The Forest Trust and sustainability managers from Wilmar International – a leader in the palm oil industry. The Forest Trust is a Geneva-based NGO and committed partner in the IRIS initiative. Discussions are currently under way with several large private-sector corporations that have a strong interest in the IRIS initiative.

### ***Migrants in Countries in Crisis***

90. IOM continues to appeal for greater attention to be devoted to the situation of migrants caught in crisis, and to the inadequacy of existing humanitarian assistance and coordination mechanisms to properly account for and support these often vulnerable and invisible groups. Efforts have focused on outreach towards partner organizations within the IASC and IOM Member States, as well as on the inclusion of such issues within the agenda of the World Humanitarian Summit process, in which IOM has taken an early and leading role.

91. Following the 2013 High-level Dialogue on International Migration and Development, the Migrants in Countries in Crisis (MICIC) Initiative was formally launched at the GFMD Summit Meeting held in May 2014 and is jointly led by the Governments of the Philippines and the United States of America. With financial support from the United States, IOM set up a secretariat to support the MICIC Working Group. The Secretariat is headed by a Director and additionally supported by a Policy Officer. In addition to the co-leads, the following members make up the MICIC Working Group: Australia, Bangladesh, Costa Rica, Ethiopia, and the European Commission in partnership with Ms Susan Martin, from Georgetown University, Mr Peter Sutherland, the United Nations Special Representative of the Secretary-General for International Migration and Development, and UNHCR.

92. In 2015, regional consultations will identify best practices to improve the ability of States and other relevant stakeholders to prepare for and respond to crises so as to alleviate suffering and protect the dignity and rights of migrants caught in countries in situations of acute crisis. IOM will also start the implementation of an innovative pilot project with funding from the United States to identify best practices and innovative tools to support States and other actors in addressing the needs of migrants caught in crisis situations, including through preparedness for emergency consular services. Findings will feed into the MICIC Initiative.

### ***Visa Application Centres***

93. In 2012, IOM entered into a public–private partnership with VFS Global – its largest such partnership in more than a decade. Under this partnership, IOM has established 46 Visa Application Centres for the Government of Canada and operates these Centres alongside VFS Global.

94. All of these 46 Visa Application Centres are fully operational and deal with a combined total of around 100,000 applicants per year. IOM offers administrative visa application services, including the collection of biometrics in the local language, and has eliminated the requirement for applicants to travel abroad to submit a visa application. Visa processing times are also being reduced through this initiative.

95. IOM has now opened an additional nine Visa Application Centres for the United Kingdom under a similar arrangement with VFS Global and hopes to announce in the near future a second partnership with another commercial partner for a new large government contract.

### ***Reducing the costs of remittance transfers***

96. As I reported to the IOM Council last year, the international community needs to increase its efforts to lower remittance transfer costs. Despite many global initiatives in recent years to achieve this goal, there are still numerous obstacles, including difficulties in making international transfers, a heavy banking and regulatory environment and a lack of low-cost, reliable money transfer operators. IOM has formed an internal task force to review the issue and examine potential partnerships with other agencies and institutions to promote solutions to the problem.

97. One positive development is that IOM will be partnering with the Universal Postal Union (UPU) on a project that will combine the capacities of both organizations to help resolve the remittance issue by lowering the transfer costs for certain migration corridors. The project will combine the capacity of UPU to make international fund transfers by utilizing post offices with IOM's expertise in the field of migration to introduce new options for low-cost fund transfers in countries where such costs have traditionally been prohibitively high.

98. A first pilot project will be implemented in Burundi, starting in 2015. This joint IOM–UPU initiative aims to reduce the cost of remittances, enhance financial inclusion and literacy of migrants and their families, particularly in rural areas, and improve access to international markets for small, local producers. UPU and IOM envisage establishing and rolling out similar initiatives in other countries that face the same challenges.

99. IOM views the lowering of remittance transfer costs as a priority since these costs penalize migrants and their families financially; it was also recognized as a priority concern during the 2013 High-level Dialogue on International Migration and Development. Increasingly, IOM is incorporating a financial literacy component into its pre-departure orientation for migrant workers. It provides information on the availability of various transfer channels and on the tools and resources designed to help migrants make informed decisions about money management. By having an enhanced awareness of the issues, migrant workers are able to make informed decisions about remittances and savings.

100. In this regard, IOM has also combined its knowledge of migration and remittances with the expertise of other specialized agencies such as the International Telecommunication Union in the area of mobile technologies. Increased access to mobile telephony, including smartphones, has opened new prospects for lowering remittance costs worldwide, as has the availability of more services facilitating the transfer of money within and across borders without passing through bank accounts.

101. It is my sincere hope that all of these efforts will soon lead to a concrete contribution to lowering remittance costs globally.

### ***Migration Crisis Operational Framework***

102. In 2014, and building on the activities presented in the Migration Crisis Operational Framework report covering the first year of implementation (2012–2013) – launched at the SCPF in June 2014 – new initiatives have been launched to continue with the implementation of the Framework in IOM's response to the migration dimensions of crisis situations and to provide IOM Member States with tools to better prepare for the migration consequences of disasters.

103. In line with the Framework, IOM continues to expand migration management support to Member States to reduce impediments to the movement of people across borders in order to take full advantage of the opportunities that globalization presents, and to address human mobility risks and challenges in crises.

104. IOM works with States to harmonize, streamline and simplify migration management processes and to harness modern technology to facilitate migration and border management. We are also now working to anticipate the effect that migration crises can have on States' abilities to manage migration effectively and are developing methodologies to provide capacity-building assistance to prepare for such crises and post-crisis assistance.

### ***Global information campaign***

105. In 2013, at the 103rd Session of the Council, IOM launched its worldwide campaign on the positive contributions made by migrants to host and home societies. The campaign is proving crucial in countering misinformation by presenting evidence in readily understandable ways. Providing better evidence, data and evaluations of the impact of migration policies and programmes is key to countering misconceptions about the real scale and impact of migration. Success stories are also important. The campaign has been rolled out with limited funding by IOM offices in Germany, the United States and Belgium and was also showcased at the GFMD Summit Meeting in May 2014. Discussions are well under way with

the Council of Europe for an extensive roll-out under its Diversity in the Economy and Local Integration project, starting with the London Borough of Lewisham. The campaign is also working with government and civil society partners in Switzerland, the Netherlands and Finland and requests have been made for local funding through adapted projects in the Czech Republic and Slovenia. Similar initiatives are being taken in other countries, such as South Africa.

### ***Countering migrant smuggling***

106. Migrant smuggling is a challenge to the integrity of international borders and national management systems. It is also a process that threatens the lives and well-being of migrants. IOM has a long history of working with States and partners to combat migrant smuggling. Given the recent upsurge in migrant smuggling in many parts of the world, such as in the Mediterranean basin, IOM is committed to strengthening its activities in this sector, by: (a) further enhancing States' capacities to effectively prevent and combat migrant smuggling, including through criminalization and prosecution of smugglers and strengthened cooperation between origin, transit, and destination countries; and (b) protecting smuggled migrants, who often require special attention as they are vulnerable to multiple risks, including those related to having contacts with criminal organizations, and threats to their safety, health, dignity and legal and human rights.

107. IOM will also continue to work with its partners to promote opportunities to migrate in a safe and dignified manner, to address the root causes of "desperation migration", to raise migrants' awareness about the risks of embarking on smuggling routes, as well as well to support evidence-based advocacy, policy development and programming.

### **Management and organizational initiatives**

#### ***Universal membership***

108. With 156 Member States, IOM is approaching universal membership. The objective of increasing IOM membership is threefold. First, a larger membership enriches and expands the dialogue on migration by adding new views to the chorus of voices already participating in discussions. Second, universal membership would help ensure that IOM remains the leading global agency for migration at a time when there is increased interest from partner agencies and organizations to expand into the field of migration. Third, should Member States decide to explore the possibility of a more formal relationship with the United Nations, in whatever manner, a larger membership would help ensure that IOM could discuss this from a position of strength.

#### ***IOM observership for all United Nations agencies and other partners***

109. For years, IOM has worked with many, if not most, United Nations agencies and other partners; however, we have not always formalized these relationships by inviting these partners to become IOM observers. I am pleased to see that some dozen agencies and organizations have become IOM observers at this Session of the Council.

#### ***Application of full privileges and immunities***

110. Since the adoption of Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States, five new agreements meeting

the criteria contained in the resolution have entered into force between IOM and Austria, the Central African Republic, Cyprus, Madagascar and Yemen. Negotiations with one more State have been finalized and an agreement is expected to be signed shortly. Negotiations with a number of States, either without existing agreements or with existing agreements that do not meet the criteria contained in the resolution, are ongoing.

111. This means that IOM has privileges and immunities meeting the criteria contained in the resolution in only 83 of the 177 countries where it has activities. All these countries are Member States, meaning that 83 of its 156 Member States have concluded agreements with IOM that meet the required criteria.

112. IOM has such privileges and immunities in only five of the nine countries where its Regional Offices are based, namely in Austria, Belgium, Egypt, Kenya and South Africa.

### ***Single audit principle***

113. Frequent donor-initiated project audits continue to place a heavy burden on IOM's core structure. Owing to a lack of understanding of IOM's policies, these audits may assess penalties for failure to comply with national standards – which differ from IOM regulations – and substantial time must be devoted to duplicative procedures and audit findings. As these procedures overstretch IOM's lean structures, this process could be streamlined through the use of a single audit or auditor, as practised in other agencies. In addition to promoting cost-efficiencies in IOM, this would benefit donors by reducing the costs they incur when carrying out their own project audits.

114. Our strengthened internal audit mechanism now includes the External Auditor, elected by the Member States, the IOM Inspector General and the independent Audit and Oversight Advisory Committee. Their reporting will be regular and include information on audit findings and risks. With these strengthened functions, it is my hope that Member States will increasingly rely on IOM's audit mechanism, eliminating the need for their own audits of IOM projects.

### ***Office property acquisition plan***

115. In order to use our limited resources more cost-effectively and to provide greater benefits to IOM's Member States and beneficiaries, I have initiated a policy to explore ways and means of acquiring office property in various capitals around the world to replace our traditional, more costly lease arrangements. The initiative is designed to make Member States' contributions go further and to build up financial equity for the Organization. Currently, IOM owns its Headquarters building in Geneva and several other premises on various continents. To take this initiative forward, I have requested Regional Directors and Chiefs of Mission to assess the feasibility of acquiring property in their respective countries. Member State support, as appropriate, would be especially welcome and helpful.

### ***Civil society organization and academic network expansion***

116. IOM continues to hold annual consultations at our Geneva Headquarters with civil society organizations (CSOs) – now a well-established opportunity to share experiences and exchange views on how IOM and CSOs can work better in the service of migrants and society at large. During several events abroad, senior colleagues and I met with CSO representatives.

The growing number and diversity of civil society actors present new opportunities for partnership and cooperation for IOM – opportunities that IOM is keen to harness. Expanding joint initiatives, networks and partnerships will continue to be an important initiative.

117. At the same time, the Organization provides a unique space for consultation between researchers and policymakers to jointly analyse IOM's rich data on migration.

#### ***Securing new funding sources***

118. Through Council Resolution No. 1265 of 26 November 2013 on funding the core structure, you approved a budget increase in the Administrative Part of the Budget to address the central issue of the overstretched core structure, particularly to strengthen the Organization's legal, human resources management and internal audit, evaluation and investigation functions.

119. The Administration is making proactive efforts to continue to explore alternative funding sources and to implement further cost-saving measures. One of the means for achieving this is to increase the percentage of IOM's funding which comes from the private sector to 5 per cent by 2016.

#### ***Private-sector partnerships***

120. I am pleased to report that IOM is continuing to strengthen its partnerships with the private sector on research and data, as I mentioned in reference to the Migration Data Analysis Unit. Partnerships with the private sector are the core of the IRIS approach, as mentioned, but also strengthen emergency response and assistance delivery (e.g. with SAS Visual Analytics, Deloitte, ESRI). The Deputy Director General is developing an institutional strategy and guidelines to strengthen and expand IOM's private-sector engagement. In this regard, a team on private-sector partnerships has been formed to elaborate a plan of action. Member States will be kept informed of progress in this regard.

#### ***Migration Policy Advisory Board***

121. This initiative has been under discussion for some time. The group comprises migration experts from various sectors, including universities, think tanks, governments, civil society and the private sector. The Board's first meeting is likely to take place in early 2015.

#### ***Priority for staff well-being***

122. I have made staff safety and well-being my number one priority. In this regard, I will ensure that all staff are covered by the appropriate health insurance plan and, where applicable, benefit from social security coverage. I will also ensure that all staff participate in staff security training and briefings. Furthermore, I will make sure that all IOM staff members receive training in preventing sexual exploitation and abuse and gender-based violence, which will also increase understanding of the impact of sexual exploitation and abuse.

#### ***Unified Staff Rules implementation***

123. A major management achievement this year, after much delay, was the finalization of the new Unified Staff Rules to accompany the already published Staff Regulations. This

process was carried out in close coordination with the Staff Association Committee. Implementation of the new Rules will start before the end of the year for international staff members worldwide, and will be gradually extended to local staff in all IOM offices in a phased manner.

124. The roll-out will take time, as application of the new Rules to local staff members will require careful analysis of the particular circumstances of each of some 150 Country Offices. The Panama Administrative Centre, which is responsible for human resources management for national staff globally, will provide critical support in this effort. As IOM's privileges and immunities differ from country to country, it will not be possible to apply fully the new Rules and IOM's social security system to local staff members in every country. In countries in which privileges and immunities are absent or insufficient, IOM must acquire expertise on, and navigate diverse requirements of, local labour systems. Country-specific appendices to the new Rules must be developed, setting out any necessary deviations or transitional measures for local staff.

125. This is another example of the high transactional costs for the Organization of insufficient privileges and immunities. I plan, however, to re-allocate the resources necessary to meet the goal of having the new Rules in place for all staff members by the end of 2016, with the majority of staff covered by the end of 2015. Meanwhile, I appeal, once again, to those Member States that have granted IOM no privileges and immunities or only partial ones, to accord IOM full privileges and immunities as soon as possible.

#### ***Marketing and branding IOM to strengthen coherence and support***

126. The IOM "brand" is relatively strong among those who count most – our beneficiaries, donors and partners. Branding is an extension of our media and communications work as it builds coherence in the public eye, as well as internal coherence.

127. At critical moments such as during humanitarian emergencies, the IOM logo on tents, T-shirts, vests and banners shows our presence on the ground, reassuring our donors of the Organization's effectiveness. Soon a new IOM web platform will be launched to ensure a common design and coherence across our multiple websites. Offices will adopt the new standards, taking the lead from the design team in the Manila Administrative Centre which is working on guidelines for visibility, newsletters and other outlets. This approach will project a powerful, contemporary image of IOM across digital platforms and in other media, ensuring that the work of the whole Organization is well known and understood.

#### ***Social media***

128. The media are undergoing tumultuous change and the challenge we face in our endeavour to remain visible, understood and appreciated as "the migration agency" is that the very medium through which the new media communicate is rapidly changing. Like so many entities, IOM is a communications hub, with our area of expertise being migration. However, as a highly decentralized Organization, we have a light footprint at Headquarters. Good use of social media allows each office to convey a message that is tailored to the particular circumstances of a region or country.

129. In 2014, we encouraged IOM offices to use social media with our #MigrationMeans campaign on Twitter and Facebook. For 2015, IOM is launching the #MyMigrantHero

campaign. As part of this campaign, IOM offices and the public will be encouraged to identify those who have made a significant contribution to society after migrating abroad. Selected winners will be invited to participate on the migrant voices panel of the IOM Council in 2015. This will enable IOM to continue to give a human face to the migration narrative and show how migrants contribute positively to the cities and countries where they live across the globe.

### ***Knowledge management***

130. Lastly, drawing from its more than 60 years of experience in implementing projects in all parts of the world, IOM is rich in migration-related information. To harness this experience, IOM is implementing the knowledge management initiative – an institutionalized approach focused on consolidating current knowledge systems and mechanisms and leveraging opportunities offered by employing a systematic and streamlined method.

## **IV. CONCLUSION**

131. To conclude my report, I wish to thank all IOM staff at Headquarters and in the Field for their hard work and commitment to the mandate of the Organization often in difficult and dangerous environments. Their unwavering support and service are more critical than ever before to ensure migrant well-being and support to Member States.

132. I would also like to express my sincere appreciation to all Member States that unflinchingly support the work of the Organization. I look forward to even greater collaboration in the years ahead and rely on your continued support and guidance in the many areas of your Organization's work.