STANDING COMMITTEE ON PROGRAMMES AND FINANCE

Twenty-fourth Session

REPORT OF THE

STANDING COMMITTEE ON PROGRAMMES AND FINANCE

ON THE TWENTY-FOURTH SESSION

Geneva
19 and 20 June 2019
Rapporteur: Ms S. Flores Liera (Mexico)

CONTENTS

ACRONYMS

IASC	Inter-Agency Standing Committee
MOPAN	Multilateral Organisation Performance Assessment Network
OCHA	Office for the Coordination of Humanitarian Affairs
OECD DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
OSI	Operational Support Income
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
UNHCR	Office of the United Nations High Commissioner for Refugees
WHO	World Health Organization

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Introduction

1.   The Standing Committee on Programmes and Finance met at the Centre International de Conférences Genève for its Twenty-fourth Session on 19 and 20 June 2019. The Session was chaired by Mr Z.K. Korcho (Ethiopia). Four meetings were held.

2.   The following Member States were represented.[1]

Afghanistan	Czechia	Lesotho	Rwanda
Albania	Denmark	Libya	Senegal
Algeria	Djibouti	Lithuania	Serbia
Angola	Dominican Republic	Luxembourg	Sierra Leone
Argentina	Ecuador	Madagascar	Slovakia
Armenia	Egypt	Malawi	South Africa
Australia	El Salvador	Mali	Spain
Austria	Estonia	Malta	Sri Lanka
Azerbaijan	Ethiopia	Mauritania	Sudan
Bahamas	Fiji	Mauritius	Sweden
Bangladesh	Finland	Mexico	Switzerland
Belarus	France	Mongolia	Tajikistan
Belgium	Gabon	Montenegro	Thailand
Bolivia (Plurinational State of)	Georgia	Morocco	Timor-Leste
	Germany	Mozambique	Togo
Bosnia and Herzegovina	Ghana	Myanmar	Trinidad and Tobago
	Greece	Namibia	Tunisia
Botswana	Guatemala	Nauru	Turkey
Brazil	Guyana	Nepal	Ukraine
Bulgaria	Haiti	Netherlands	United Kingdom
Burkina Faso	Holy See	New Zealand	United Republic of Tanzania
Cambodia	Honduras	Nigeria	
Cameroon	Hungary	North Macedonia	United States of America
Canada	Iran (Islamic Republic of)	Norway	
Chad	Ireland	Pakistan	Uruguay
Chile	Israel	Panama	Uzbekistan
China	Italy	Paraguay	Vanuatu
Comoros	Jamaica	Peru	Venezuela (Bolivarian Republic of)
Congo	Japan	Philippines	
Costa Rica	Jordan	Poland	Viet Nam
Côte d'Ivoire	Kenya	Portugal	Yemen
Croatia	Lao People's Democratic Republic	Republic of Korea	Zimbabwe
Cuba		Republic of Moldova	
Cyprus	Latvia	Romania	

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[1]   The list of participants is contained in document S/24/12. Unless otherwise indicated, all documents and slide presentations are available on the Standing Committee section of the IOM website.

3.	The Member States agreed to a request made by the Permanent Representatives of the Delegation of the European Union and of Romania, on behalf of the European Union rotating presidency, that representatives of the European Union participate as experts in the consideration of the relevant items of the provisional agenda (S/24/1/Rev.1).

**I.	Adoption of the agenda**

4.	The Standing Committee adopted the provisional agenda as contained in document S/24/1/Rev.1.

**II.	Credentials of representatives**

5.	The Standing Committee noted that the Director General had examined the credentials of the representatives of the Member States listed in paragraph 2 and found them to be in order.

**III.	Election of the Chairperson of the Council**

6.	The Standing Committee elected Mr Zenebe Kebede Korcho (Ethiopia) as Chairperson of the Council Bureau, to replace the previous Chairperson who had left Geneva.

**IV.	Institutional overview**

7.	The Director General delivered the statement contained in document S/24/10, which focused on three main points: IOM activities and operations in 2018; the IOM strategic vision for strengthening the Organization over the coming five years; and the implementation of a new internal governance framework, encompassing the essential requirements of a modern and fit-for-purpose internal governance system.

8.	The Director General's statement was supplemented by the additional information contained in the Annual Report for 2018 (C/110/4).

9.	In the ensuing discussion, Member States concentrated their remarks on the three points covered by the Director General in his statement.

**(a)	Annual Report for 2018**

10.	Several representatives paid tribute to IOM staff members at Headquarters and in the field, who worked with dedication to assist migrants and internally displaced people worldwide, often in very difficult circumstances.

11.	Other representatives said that the Annual Report for 2018 attested to IOM's ongoing leadership role and operational capacity in addressing global migration emergencies. It demonstrated that IOM's worldwide activities had helped Member States engage in global migration management long before the adoption of the Global Compact for Safe, Orderly and Regular Migration, thus enhancing the coherence of multilateral efforts to build a more inclusive, resilient and sustainable world. Indeed, thanks to its Migration Governance Framework, IOM was ideally positioned to help Member States, in particular developing countries facing capacity constraints, to implement the Global Compact at national and regional level. In that regard, it was the collective duty of all

Member States to help maintain the Organization's unique nature at a time when it had been given a central role in the Global Compact's implementation and in the United Nations Network on Migration.

12.   Various Member States expressed appreciation for specific operations and programmes: activities during the Rohingya crisis; operations for internally displaced persons and returnees in Ethiopia; IOM humanitarian projects in Yemen; and return and reintegration activities for Afghan refugees returning to their country.

(b)   Strategic vision

13.   The strategic vision garnered widespread support among Member States and regional groups, which commended its emphasis on the protection and dignity of migrants, human trafficking, women and child migrants, the development of pathways for regular migration and the fight against irregular migration, and climate change. They looked forward to receiving the revised version announced by the Director General and more detailed information on its implementation, which would have to involve all countries – of origin, transit and destination – on an equal basis if it was to be successful. It would also be important to work with reliable data, so as to enable the Organization to grasp the complex phenomena opening new migration routes and giving rise to fresh challenges, and to provide a quick response to migrant-related emergencies.

14.   One regional group and one Member State, while agreeing with the priorities identified in the strategic vision – resilience, mobility and governance – said that there was also a need to identify priority regions and communities in terms of vulnerability, namely those affected in particular by crisis, conflict and climate change. It was also important to promote an objective narrative, one that emphasized the positive contribution of migrants, helped combat xenophobia and racism, and thus also ensured the sustainability of multilateral political cooperation. Diaspora communities had a major role to play in that regard.

15.   Several representatives underscored the importance of the migration and development nexus, a key element that tended to be underfunded compared with other sectors. They commended the establishment of the Policy Hub in the Office of the Director General, which would enhance IOM's role in supporting Member States' development of migration policy in accordance with the needs and requests of each State.

16.   The strategic vision was clearly not intended to replace the IOM Strategy or the Migration Governance Framework. It was important to continuously involve the IOM membership in discussion of its contents and implementation, for example through the Working Groups on IOM–UN Relations and Related Issues and on Budget Reform. In that respect, several representatives referred to the need for structural reform of the budget. While they appreciated the flexibility that came with a project-based financing system, the ratio between project funding and core funding would have to be realigned in order to strengthen the Organization's core structure and obtain the core funding that was essential for, and should be used to implement, internal reform. IOM's roles in relation to the Global Compact and the United Nations Network on Migration, while welcome, would require improved knowledge management, policy support capacity and strategic management. A reformed financial framework would, for example, enable IOM to prioritize activities and projects that were in line with those strategic priorities rather than taking on projects in order to obtain funding. It would also be important to ensure coherence between implementation plans, in order to eliminate silos and avoid duplication.

17.   A number of Member States and two regional groups stressed that IOM had to retain its operational flexibility, there being at present no alternative. The strategic vision would have to be implemented in such a way as to allow the Organization to develop and respond to changing realities while staying true to its mandate and its strong and very effective operational role.

18.   One representative asked how IOM planned to lead the conversation so as to further advance international cooperation. Now that IOM was in official relations with the United Nations, how would it engage with other United Nations bodies aside from in the Network on Migration? How did it plan to gauge the success of its own transformation? Which benchmarks would it use to determine whether the right policy capacity had been developed or whether IOM operational expertise had been successfully linked to the Policy Hub or to the United Nations Network on Migration's capacity-building mechanism?

19.   Another representative said that the strategic vision should also reflect considerations of geographical balance among Headquarters staff.

(c)   Internal governance framework

20.   It was generally agreed that the Administration had been right to prioritize reform of the internal justice system and the procurement and supply chain, thereby also addressing recommendations made in the MOPAN report. If fully implemented, those reforms could be transformative. For example, the Office of Legal Affairs, the Office of the Inspector General and the Ethics and Conduct Office had all experienced significant growth following the implementation of budget reforms between 2014 and 2016, but the gaps in terms of both policy and resources remained immense and should be more explicitly articulated and linked to proposed actions identified by IOM to close them, including the associated cost.

21.   Delegates welcomed the steps taken to begin implementing some of the more urgently needed reforms, including the recruitment of additional and specialist investigators and reforms in the field of financial information management and technological modernization. They also stressed the importance of developing robust risk management, monitoring and evaluation, results-based management and knowledge management.

22.   In that respect, the Administration should consult with other United Nations agencies on best practices and lessons learned in functional efficiency, so as to ensure coherence and complementarity in overlapping areas, such as sustainable development, humanitarian assistance and responding to the needs of internally displaced persons. To address the concerns expressed in the MOPAN report regarding the independence of the Office of the Inspector General, additional capacity should be attributed to that Office for all aspects of its work, including investigations, evaluations and funding for travel. The MOPAN findings should also be considered when developing an action plan to address internal review findings, factoring gender considerations into action plans and ensuring specific risks and needs faced by women and other vulnerable groups were incorporated into analysis, planning and delivery.

23.   Several delegates noted that the reform measures would require time and flexible core funding. Two delegates said that, while they were fully aware that being part of the United Nations system had led to additional costs, Member States also expected joint work to result in savings. IOM should seek opportunities to link procurement efforts with partners in the United Nations system and with other humanitarian agencies, in keeping with the Grand Bargain commitments, and to include planning for training at IOM. It should strengthen and standardize key institutional functions using best practices and lessons learned from the field and from United Nations partners.

24.   Responding to comments from the floor, the Director General acknowledged that there was room for improvement in terms of geographical representativity among staff: 40 Member States out of 173 were not represented on the Organization's international staff. He announced that IOM hoped to publish a report on the impact of environmental degradation and climate change on migratory movements, drafted in collaboration with the United Nations High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, at the

meeting of the High-level Political Forum on Sustainable Development to be held in July 2019. In so doing, it hoped to give greater visibility to the subject and to launch a conversation on one issue among several on which there were different perspectives. While he believed that IOM should play a leading role in starting such conversations, it would ultimately be up to the Member States to carry them through.

25.   In the brief period he had spent at IOM so far, he had already realized that the Organization's policy work clearly had to be balanced against its operations. He was committed to ensuring that the Organization continued its operational activities and even improved its service delivery. At the same time, IOM had to prepare to shoulder its responsibilities to provide policy advice to Member States pursuant to its new role within the United Nations system and in respect of the Global Compact and the United Nations Network on Migration. He stressed the term "policy advice" – IOM was not a normative organization – and added that everything the Administration did in that area, such as collecting and compiling data and feedback from the field, also benefited its operational capacity.

26.   In terms of synergies within the United Nations system, one very clear example was the work IOM was doing with UNHCR and OCHA in places like the Bolivarian Republic of Venezuela, which had resulted in many joint activities and avoided duplication.

27.   Last but not least, he confirmed that the Administration was eager to start a discussion, within the Working Group on Budget Reform, on the Organization's overall funding model. Possible topics of discussion included, but were not limited to, assessed contributions and the creation of a specific fund for reform.

28.   The Deputy Director General, addressing the comments on the internal governance framework, said that the framework in its entirety had been developed in the light of what other organizations, in particular United Nations entities, were doing, in order to find synergies and take coordinated action at the country and global levels. The measures outlined in the framework would naturally require funding, a point on which she appreciated the Member States' agreement. Some of the measures could be implemented in the short term; others would require a longer time frame. For example, it was very clear what funds and additional staff would be needed to address the backlog in the internal justice system, whereas it would be much more difficult to forecast a total cost for a process review of procurement and the redesign of the relevant IT system. She agreed that the Working Group on Budget Reform provided a good forum for informal regular discussion of such matters.

29.   The Standing Committee adopted Resolution No. 19 of 19 June 2019 on the Annual Report for 2018.

V.   Financial Report for the year ended 31 December 2018

30.   The Standing Committee had before it the Financial Report for the year ended 31 December 2018 (C/110/3), the related draft resolution (S/24/L/2), the Statement of the External Auditor to the Twenty-fourth Session of the Standing Committee on Programmes and Finance on the financial operations of the International Organization for Migration for the 2018 financial year (S/24/9), and the Report of the External Auditor to the 110th Session of the Council of the International Organization for Migration for the financial year 2018 (S/24/CRP/1).

31.   The Administration observed that the External Auditor had once again issued an unqualified opinion on the Financial Report, which, in his view, gave a fair and true picture of the financial position of the Organization for the year ended 31 December 2018.

32. Drawing the Member States' attention to the main sections of document C/110/3 in a slide presentation, the Administration reported that combined expenditure under the Administrative and Operational Parts of the Budget had reached a record high of over USD 1.8 billion in 2018, a good measure of the Organization's response to migration challenges and assurance that governments continued to have confidence in its service delivery. The Administrative Part of the Budget had ended the year with a deficit of CHF 1 million, mainly owing to the high level of receivables and the ageing out of outstanding assessed contributions. OSI had ended the year with a surplus of USD 24.9 million, which had been allocated to the staff security mechanism, the IOM Development Fund, overspent approved budget lines, unforeseen and unbudgeted project shortfalls and the OSI reserve, in accordance with the Organization's budget procedures. The reserve had ended the year with a balance of USD 41.8 million.

33. The Operational Part of the Budget had ended the year with approximately USD 175 million in outstanding receivables for services already delivered but for which donors had yet to transfer funds. All Member States and donors were encouraged to help the Administration reduce the amount of outstanding receivables.

34. Overall, the Organization had ended the year in a healthy financial position, with enough liquidity to fund its operational requirements and sufficient coverage to meet its obligations in terms of terminal emoluments and after-service health insurance. Two new contingent liabilities had been reported by the Administration, relating to disputed expenditures incurred for a project in the Philippines in the wake of a natural disaster (the matter was currently being addressed by the IOM Country Office in Manila and government officials from the Department of Social Welfare and Development); and the class action brought against the reduction in the post adjustment for all international staff in Geneva.

35. The Auditor-General of Ghana drew attention to a number of salient points in his statement set out in document S/24/9.

36. The representative of the Philippines assured the Standing Committee that a memorandum of agreement would be signed shortly on the disputed expenditures incurred during an operation in his country.

37. One representative, observing that the record expenditure under the Operational Part of the Budget had been accompanied by significant growth in the OSI used to support the core structure, encouraged the Administration to prioritize future OSI funding for operational support activities, including IOM oversight and management functions, which were in acute need of additional resources.

38. The same representative, expressing satisfaction that a record 10 Member States had made unearmarked contributions to IOM and that unearmarked funding had doubled from USD 14.9 million in 2017 to USD 30.1 million in 2018, thanked the Member States having made those contributions. He also encouraged the Administration to make use of the Working Group on Budget Reform, a valuable informal forum enabling Member States to enhance their understanding of the IOM Programme and Budget, and the Administration to identify budget concerns and discuss possible solutions before documents were submitted for formal consideration.

39. Another representative, while understanding the logic underpinning a budgeting process that only took account of income already received, said that using that approach made it harder to predict the Organization's likely financial performance at different points in the year and had resulted in surpluses emerging at the end of the year. She welcomed the reforms introduced in 2018 to the budgeting process for OSI, which should go some way to addressing the issue from 2020 on, and

suggested that the Administration should project full-year and year-end financial results every time the Programme and Budget was updated, based on a realistic estimate of total income for the whole year.

40.   A third representative, noting that 35 of the External Auditor's recommendations agreed by the Administration remained outstanding, asked whether discussions had been held on their prioritization and resources identified for their implementation. Regarding the development of an ethics and conduct charter specifically, she encouraged the Administration to include guidelines on protection from sexual exploitation and abuse, and to align IOM policies and practices with the United Nations Secretary-General's system-wide strategy to that end.

41.   The Administration, responding to comments and questions, said that some of the External Auditor's recommendations would be tackled over the longer term, as they related to policy and systems development; but those that could be dealt without major investments were consistently addressed immediately. Regarding IOM budgeting practices, surpluses had occurred in recent years because of the three-year average formula used to estimate OSI for the year; now that the estimate was based on ongoing trends and activities, the amount budgeted as OSI should correspond more closely to the actual level of expenditure.

42.   The Deputy Director General thanked the Auditor-General of Ghana for his recommendations, which the Administration would also consider in the context of its development of the internal governance framework.

43.   The Standing Committee adopted Resolution No. 20 of 19 June 2019 on the Financial Report for the year ended 31 December 2018.

VI.   Revision of the Programme and Budget for 2019

44.   The Standing Committee had before it the Revision of the Programme and Budget for 2019 (S/24/6) and the related draft resolution (S/24/L/3).

45.   The Administration drew attention in a slide presentation to the key items for decision in respect of the Revision of the Programme and Budget for 2019. The Administrative Part of the Budget had been revised upwards by CHF 10,362, to CHF 52,240,024, as a result of the additional assessed contributions of one Member State, which had joined the Organization in March 2019. The Administration proposed to use the increase for staff development and learning, as that was an area of the budget that was particularly under resourced.

46.   In terms of organizational structure, two units had been established, namely the Policy Hub and the United Nations Network on Migration Secretariat. However, while the Policy Hub was currently covered by core funding, the Secretariat was supported through a combination of sources, including unearmarked contributions from Member States and seconded staff from other United Nations agencies.

47.   The Operational Part of the Budget had increased to about USD 1.7 billion from the initial USD 1 billion. The largest increases were in the following sectors: Movement, Emergency and Post-crisis Migration Management; Regulating Migration; and Migration Health.

48.   The Administration proposed to draw USD 4.8 million from the OSI reserve, thereby bringing the OSI budget up to USD 100.8 million from the initial USD 96 million. The extra funds would be used for: ongoing work relating to PRIMA; costs related to the Headquarters building project; the conversion of the PRISM system to SAP S/4HANA; strengthening the Organization's cybersecurity posture;

enhancing performance management and recruitment systems; strengthening data infrastructure; strengthening procurement and supply chain management and governance; and internal governance reforms.

49.   The amount of OSI in the Programme and Budget was calculated based on assumptions of the level of overhead income that would be generated over a given year. In the present Revision of the Programme and Budget, the shortfall in the projected level of OSI had decreased to USD 7.2 million compared with the USD 42.2 million that had appeared in the Programme and Budget for 2019 (C/109/6/Rev.1), because the number of new projects had increased in the intervening period. Although there had been calls from Member States for more realistic budgeting of OSI, it was important to note that OSI was distributed well in advance of the receipt of all of the income used to fund it. Nevertheless, given recent trends, using different analyses it should be possible to align the amount of OSI generated with the amount proposed in the Programme and Budget each year.

50.   The Deputy Director General explained that, in response to concerns expressed during the informal consultation prior to the meeting, internal discussions had been held with the Office of the Inspector General to identify whether funding from the drawdown could be used to help clear the backlog of investigations. As such, the Administration proposed to draw an additional USD 600,000 from the OSI reserve to cover the costs of hiring a three-person team of consultants to deal with the backlog of cases, carry out the preliminary assessments and help develop a priority ranking system to be used in the new system that would be rolled out in due course. The drawdown would also cover the investigation-related travel costs for the team.

51.   One representative stressed the importance of investment in local capacity through increased engagement with local non-governmental organizations and of giving more consideration to the issue of remittances sent to countries experiencing conflict. Another welcomed the number of projects related to protecting migrants in situations of vulnerability but stressed the need to do more in that area. The same speaker noted that there was a disparity between the Middle East and Africa regions in terms of the amount of funding for movement management.

52.   The proposed uses for the drawdown from the OSI reserve, together with the suggested additional drawdown, were recognized as pertinent and necessary by a number of speakers. Noting that many of the proposed uses were IT-related, one delegate asked whether those uses formed part of a broader IT strategy that could be shared with Member States. Another speaker added that it was likely that there would be a surplus of OSI at the end of the year and that the application of funds from OSI and the drawdown addressed only short-term needs. As such, he welcomed the proposal to discuss the budget structure under the auspices of the Working Group on Budget Reform.

53.   One Member State expressed appreciation for the establishment of the Policy Hub, which would increase the Organization's capacity to harness the knowledge learned from its field activities and develop best practices, for the benefit of staff in the field. Another observed that IOM had much to offer the ongoing United Nations reform process and should play a leading role in some areas; in addition, although the Global Compact had not been signed by all Member States, it was essential that IOM further explain how it would engage in implementation.

54.   A further speaker expressed concern regarding the growing number of activities in the area of migration health, especially since WHO had become increasingly active in emergency situations in recent years. Although it had been explained that IOM and WHO were not encroaching on each other's mandates through their respective activities in that sphere, further discussion on the matter with Member States would be useful and should logically take place in the Working Group on IOM–UN

Relations and Related Issues. It would also be useful to have more information on the activities of the IOM Office to the United Nations in New York, which had been expanded three years previously. Another delegate noted that there had not been a substantial increase in activities in the area of migration and development, despite the importance of that area for the achievement of the Sustainable Development Goals.

55.   The representative of Sweden announced that his Government would make a softly earmarked contribution of approximately USD 10 million in 2019 to be used for the development of policy capacity.

56.   The Deputy Director General, expressing appreciation for the support for the proposed additional drawdown from the OSI reserve, explained that the change would be reflected in the next update to the Programme and Budget and that the following paragraph would be inserted into the draft resolution to reflect the change:

> 3. *Approves* a drawdown from the Operational Support Income reserve of USD 5.4 million, which represents an increase of USD 600,000 to the amount proposed in document S/24/6, in order to cover the backlog of investigations, and requests the Director General to reflect this increase in the next budget revision;

57.   Responding to questions from the floor, she added that the proposed IT activities were part of a broader strategy to upgrade IT systems within the Organization. Those covered by the proposed drawdown from the OSI reserve had to be carried out during 2019 in order for the process to continue. Preparations for the conversion of the current PRISM system to SAP S/4HANA were essential as the current operating system would become obsolete in 2025. The Administration proposed to take that opportunity to transform and modernize the current system, taking into account the needs of the Organization and the experiences of other United Nations organizations. Regarding United Nations reform, she assured Member States that IOM was participating to the fullest extent possible, including by sharing its experiences and lessons learned in different areas. Regarding the question on the Organization's health-related activities, she said that the vast majority of activities were health assessments for migrants, which were mentioned in Article 1 of the Constitution; every effort was made to avoid duplication of activities. Nevertheless, the topic could be proposed as a thematic item for consideration by the Standing Committee in 2020. Likewise, the Administration could provide a detailed update on the work of the IOM Office to the United Nations in New York at a future session of the Standing Committee. She welcomed the financial contribution announced by the representative of Sweden.

58.   Responding to a question regarding the Headquarters building project, the Administration explained that, although document S/24/6 did not contain a specific reference to paragraph 3 of Council Resolution No. 1373 of 27 November 2018 on a plan for the Headquarters building, further information – including such a reference – was contained in document S/24/8 (Plans for the IOM Headquarters building: update 1). There would be regular reporting on the project to Member States and their approval would be sought on major decisions.

59.   Lastly, in terms of the allocation of funding to different areas and regions of activity, the budget allocation procedure was determined by funding received from donors for specific projects; it was not decided by the Administration. Nevertheless, the Administration stood ready to engage with Member States on specific activities.

60.   The Standing Committee adopted Resolution No. 21 of 19 June 2019 on the Revision of the Programme and Budget for 2019, as amended.

VII.   Status report on outstanding contributions to the Administrative Part of the Budget and Member State voting rights

61.   The Administration introduced the document entitled Status report on outstanding contributions to the Administrative Part of the Budget and Member State voting rights (as at 12 June 2019) (C/110/5/Rev.1), which contained updated information on the additional contributions received since the document had first been issued. Total outstanding contributions for 2018 and previous years amounted to CHF 5,763,538, of which CHF 386,381 corresponded to the balance of payment plans. As at 12 June, 8 Member States had lost their voting rights. Payments towards contributions for the current year had since been received from Haiti, Maldives, the Federated States of Micronesia, the Netherlands and the Philippines.

62.   The Standing Committee urged the Member States whose contributions were in arrears to pay their contributions in full or, in consultation with the Administration, to agree to a payment plan and to fully respect the payment conditions.

VIII.   Assessment scale for 2020

63.   The Administration introduced the document entitled Proposed adjustment to the IOM assessment scale for 2020 (S/24/3) and noted that the IOM assessment scale was fully equated to that of the United Nations; however, owing to the timing of the issuance of the United Nations assessment scale, there was a one-year time lag in the application of the new scale at IOM. The United Nations scale for 2019 would therefore be applied at IOM in 2020. The proposed scale for 2020 had been updated with the addition of the new Member States that had joined the Organization in 2018 and to date in 2019.

64.   The Standing Committee approved the IOM assessment scale for 2020, as illustrated in document S/24/3.

IX.   Report on human resources management

65.   The Administration gave a slide presentation illustrating key developments in terms of human resources management in 2018. At 31 December 2018, IOM had had over 12,600 staff members worldwide and approximately 5,000 non-staff, such as consultants and interns, representing an overall workforce increase of 14 per cent since 2017. It had made significant progress in achieving a more diverse global workforce, with 168 nationalities represented. Among international Professional staff, 134 nationalities were represented, split evenly between OECD DAC and non-OECD DAC countries. At the P-4 level and above, however, only 38 per cent of staff came from non-OECD DAC countries.

66.   The growth in the workforce had naturally implied a rise in the number of recruitments, to 831 over the year, 51 per cent of which had resulted in a woman being recruited and 10 per cent of which had seen a national staff member move to an international position.

67.   Gender equality had remained a priority throughout the year, and the Human Resources Management Division had adopted many aspects of the United Nations Secretary-General's System-wide Strategy on Gender Parity. Overall, IOM had achieved a ratio of 48 per cent women to 52 per cent men in the Professional categories, placing it on track to achieve gender parity by 2022.

68.   The Division had continued to roll out the Unified Staff Rules and Regulations, which, at the end of December 2018, had covered 114 countries and 70 per cent of local staff.

69.   The rapidly growing workforce presented the Division with a number of challenges, including but not limited to: strengthening foundational elements such as performance management and e-recruitment; streamlining the policy landscape; ensuring the right checks and balances were in place while maintaining flexibility, agility and value for money; understanding the relevant components of United Nations reform and engaging in collaborative partnerships with other United Nations agencies; and discharging the duty of care towards all IOM personnel. In the face of those challenges, the Division had carried out an ambitious programme of activities that included the following: the first global staff survey, to which almost 7,000 staff members had responded; the establishment of a new succession planning and mobility initiative; the development of new partnerships, in particular with the United Nations Volunteers programme and new sponsors of Junior Professional Officers; and the development and launch of a new leadership programme.

70.   The results of the global staff survey, which had been benchmarked against those of similar surveys conducted by other United Nations entities, had revealed that IOM had a particularly "engaged" and committed workforce, but that it could do more to help staff members manage their workload and related stress and to provide a workplace environment that fostered fairness and the duty of care.

71.   A new people strategy for 2019–2025 would be developed in the light of those results, but not exclusively. It would be predicated on 10 guiding principles that would drive the three overarching goals: to attract and develop a world class workforce to deliver on global migration needs; to build capable leadership for a changing migration landscape; and to create an organizational culture that promoted the duty of care for all IOM personnel. The whole strategy would focus on a high-performance culture, results and value for money, and knowledge management.

72.   Looking ahead, the Division planned to introduce, inter alia, a new succession planning initiative, known as the pathways pool, and changes to the mobility policy. The former was a new mechanism that would enable the Organization to select and prepare Chiefs of Mission and Resource Management Officers while branding itself as an employer of choice. The latter called for a shift from rotation to mobility and the definition of which posts should be subject to rotation.

73.   The Deputy Director General said that all the measures being taken by the Human Resources Management Division would be implemented in the context of the new internal governance framework, with a view to having the right skills in the right place and to "reskilling" staff for the Organization's new responsibilities. The global staff survey had provided useful insights into how staff members felt on a number of issues. The Administration was working on solutions in that respect, that would be presented to staff in the near future.

74.   One delegate commended the Administration for the level of detail contained in the report, which had enabled Member States to obtain a clear picture of human resources management at IOM. He also expressed appreciation for the global staff survey, and encouraged the Administration to conduct similar polls in the future.

75.   One regional group, which was joined by one Member State in commending the Administration's efforts to enhance diversity and thereby elicit greater support and engagement from Member States, suggested a number of ways in which those efforts could be bolstered: Member States with the fewest representatives among staff should be encouraged to sponsor Junior Professional Officers; Member States already sponsoring such officers should bear in mind gender equality when doing so; the e-recruitment process should be designed to combat discrimination; vacancies should be published early and circulated widely; recruitment strategies should cover all candidates, regardless of their socioeconomic backgrounds; local staff should be recruited for international positions with a view to balancing representation across regions, nationalities and in a gender-responsive manner; and all

IOM workers should be given equal opportunities for promotion, training and career progression, regardless of their race, age, gender, disability or sexuality.

76.   The same regional group, noting that implementation on the ground of the Global Compact for Safe, Orderly and Regular Migration required that all international and national staff receive adequate training, suggested that more Professional staff should be posted at IOM offices for that purpose.

77.   The Standing Committee took note of the presentation made by the Administration and of the comments made by Member States.

X.   Statement by the Chairperson of the Global Staff Association Committee

78.   The Chairperson of the Global Staff Association Committee explained that there were three key differences between the Global Staff Association and the previous Staff Association, namely that national staff members were able to join the Association, that the Committee had a full-time Chairperson, and that the Committee was made up of 18 regional representatives from six regions. Since the members of the Committee had taken up their roles, the following had been developed: an annual budget; an annual communications plan; an annual action plan; and a strategy for the period 2019–2021, which focused on policy advocacy, staff empowerment for rights protection and individual staff assistance.

79.   Policy advocacy was the main area of the Committee's work, involving coordination and liaison with the Administration on the development or review of different policies and the collection of feedback from staff members through surveys and webinars. At present, discussions and analysis were under way regarding performance management, unified parental leave and staff development and learning. The Committee was also represented in key internal working groups and boards, such as the Joint Administrative Review Board, the Training Advisory Committee and the Appointments and Postings Board, and liaised regularly with different departments, divisions and units at Headquarters on policy matters.

80.   In terms of staff empowerment, communication was key. The Committee regularly shared relevant information with staff across the Organization through a number of different methods, including policy bites, videos, flash updates and town hall meetings. The national staff associations played a crucial role, providing assistance and contributing to ensuring a respectful workplace. New legal assistance and insurance coverage had been taken out for all members of the Association, although the emphasis was on the informal resolution of issues, using formal processes as a last resort.

81.   Individual and collective assistance had been provided to around 200 staff members since September 2018 on issues ranging from bullying and abuse of authority, to the non-renewal of employment contracts and the imposition of disciplinary measures. A case management system was being developed and efforts would be made to update and automate the related database.

82.   Future areas of work for the Committee would include the development of an internal referral mechanism for staff support services; training for national staff association committee representatives; and the finalization of the Committee's standard operating procedures and related flow charts.

83.   The Director General praised the excellent relationship that existed between the Administration and the Global Staff Association Committee, the establishment of which represented an important step in the right direction, given the high proportion of national staff members and the

wide geographical footprint of the Organization. The Committee was a vital complementary channel of communication for staff members around the globe.

84.   The Standing Committee took note of the statement of the Global Staff Association Committee and of the comments of the Director General.

XI.   Update on plans for the IOM Headquarters building

85.   The Administration, introducing document S/24/8, entitled Plans for the IOM Headquarters building: update 1 and highlighting the key points contained therein, announced that the Organization had formally joined the United Nations Inter-Agency Network of Facilities Managers. In addition, it was hoped that the recruitment process for the Project Director and the consultant position would soon be completed. As noted in the document, the next step would be to apply for the project study loan to assess the actual cost of the project. The Administration nevertheless stressed that it would seek Member States' approval for each stage of the process.

86.   Delegates welcomed the update on steps taken to date and looked forward to ongoing updates – if possible between the governing bodies sessions – from the Administration on project progress, including a timeline for key milestones. One welcomed the close collaboration with the Building Foundation for International Organizations, the clear project management structure that was in place and the intended establishment of the coordination and operational groups described in document S/24/8. Three delegates noted the usefulness of the lessons learned from other organizations carrying out similar projects; the emphasis placed on the importance of proper planning was particularly pertinent.

87.   One speaker stressed the importance of ensuring proper access for persons with disabilities, while another observed that some of the responsibilities assigned to the Project Director, such as preparing an analysis of the general operational needs of the Organization and developing a business continuity plan, potentially were better suited to the Administration. Document C/109/10 (Plans for the IOM Headquarters building) had stated that a working group comprising heads of division and subject matter experts would be established for that purpose, and more information on the matter would therefore be welcome. The same representative noted that document C/109/10 also contained a recommendation that a firm experienced in risk management and auditing for building projects should be engaged. Since the Administration had requested the External Auditor to include the project in future external audits, would such a firm still be engaged?

88.   The Deputy Director General said that the Administration was committed to providing regular updates to Member States on the project. During the intersessional periods, such updates could be provided at meetings of the Working Group on Budget Reform, particularly given that the Working Group would be meeting regularly to discuss the budget structure. Responding to questions from the floor, she confirmed the intention to engage an external firm to undertake risk management, as detailed in document C/109/10, and for the project to be included in the audit planning of the External Auditor. In terms of accessibility, provisions for persons with disabilities would be included in the plan; such provisions were part of Swiss regulatory requirements for new buildings.

89.   The Administration added that, regarding the development of a business continuity plan, the Project Director would liaise with functional experts within the Organization on the matter, as detailed in paragraph 4 of document S/24/8.

90.   The Standing Committee took note of document S/24/8.

XII.   Update on institutional efforts for the prevention of sexual exploitation and abuse

91.   The Administration delivered a slide presentation updating the Standing Committee on the Organization's efforts in the area of prevention of sexual exploitation and abuse. An internal assessment had shown that the reasons behind the relatively low number of reports of sexual exploitation and abuse at IOM included: a lack of trust in the reporting system; a perceived lack of transparency when a case was reported; the time-consuming nature of the reporting process and the handling of the case; a perceived fear of retaliation; and confusion as to what should be reported and how and where to submit a report.

92.   In response, IOM had hired a consultant expert in behavioural change and intercultural communication and a communications agency to help rethink and reform how the Organization communicated with staff, partners and beneficiaries on the prevention of sexual exploitation and abuse and relevant reporting mechanisms. A new online reporting platform, entitled "We Are All In", had been developed to streamline the reporting process, enabling users – be they IOM staff members, partners or beneficiaries – to report all types of misconduct in two clicks. The reporting platform also provided useful information, tools and resources on the different types of misconduct, including sexual exploitation and abuse, and detailed the post-reporting steps.

93.   Specifically on the prevention of sexual exploitation and abuse, new training and communications packages had been developed and the new methodology focused on behavioural change and emotional concepts rather than on more theoretical ideas about the topic. Two separate training courses had been developed: one for IOM staff and one for implementing partners. The training course for implementing partners had been shared with a range of United Nations agencies, such as OCHA, UNHCR and the World Food Programme, in order to promote the development of a unified approach across the United Nations system.

94.   The Standing Committee viewed a video on the We Are All In reporting platform.

95.   The Deputy Director General, underscoring the Organization's complete commitment to dealing with cases of sexual exploitation and abuse as efficiently and quickly as possible, taking into account the needs of victims, said that the matter was also linked to the ongoing reform of internal justice processes, particularly in terms of ensuring accountable investigations and enabling the submission of anonymous allegations. The inclusion of implementing partners and collaboration with other United Nations agencies were key steps forward, and the Administration had recently received confirmation from UNHCR that it intended to use IOM's tools developed in that regard.

96.   A number of delegates welcomed the Organization's zero-tolerance approach to sexual exploitation and abuse, the open and frank manner in which it was communicating with Member States on the matter and the newly developed package of tools to address the issue and encourage reporting of cases. Transparency and accountability were key; it was essential to build trust in the system and ensure that victims were able to speak up and that perpetrators were held to account. One speaker particularly welcomed the efforts to strengthen the investigative function as part of internal justice reforms, while a another stressed the need for IOM to have sufficient resources to train staff and investigate allegations of abuse. All Member States should play their part in preventing sexual exploitation and abuse in international aid settings, including by training staff and ensuring that partners had adequate oversight and management accountability systems in place.

97.   Efforts to build a unified approach within the United Nations system and the inclusion of implementing partners in awareness-raising efforts were also highlighted as positive actions that should continue. Nevertheless, it was important to take into account cultural differences in the approach. One speaker asked whether IOM was collaborating with the IASC Task Force on

Accountability to Affected Populations on the new training materials. Another encouraged IOM to make the reporting platform and training materials available in as many languages as possible and called for regular progress reports, with a further speaker asking when it was expected that the platform would be formally launched. A fourth paid tribute to the leadership shown by the Director General and the Deputy Director General on the subject, which gave the issue much needed visibility.

98.   The Administration explained that the roll-out of the platform and training materials was the next challenge for IOM. Training of trainers was currently ongoing in the regional offices to enable them to continue the roll-out process at the country level. IOM had communicated regularly with the IASC Task Force on Accountability to Affected Populations on the development of the training materials and acknowledged the importance of making the materials and reporting platform available in many languages; at present they were being translated into Arabic, French and Spanish and IOM intended to add more languages when possible. The reporting platform would be formally launched at the same time as the internal justice reforms were implemented. The website would have two versions: an external version containing the reporting platform, which would be available to anyone who wished to access it, and an internal version, which – in addition to the reporting platform – would also contain additional information, such as definitions and other tools and resources.

99.   The Deputy Director General added that the Administration had considered it logical to launch the internal justice system reforms and the new reporting platform at the same time, hopefully during the summer months. IOM was committed to enhancing investigative capacity in order to respond to cases of sexual exploitation and abuse quickly; a specific team would be tasked with investigations in that area as different skills and tools were needed to that end.

100.   The Director General, underscoring the importance IOM attached to efforts to prevent sexual exploitation and abuse, said that two key concerns were raising awareness and addressing mistrust in the reporting system. In terms of the latter, simply ensuring more accessible reporting lines was insufficient; it was also important to show that the system was capable of responding to reports. A key challenge for the Organization would be the roll-out of the training materials and reporting platform to staff in the field and among IOM's many implementing partners. Monitoring of progress in that regard was essential. He encouraged Member States to engage with the Organization if they were able to facilitate or contribute to the translation of information, training materials and the reporting platform into other languages.

101.   The Standing Committee took note of the presentation made by the Administration and of the comments made by Member States.

XIII.   IOM partnerships with the private sector

102.   The Administration delivered a slide presentation illustrating that IOM had received USD 15.3 million in cash contributions from companies, foundations and individuals over the previous three years. It had entered into over 600 collaborations and partnerships, divided among four categories: advocacy, innovation, resource mobilization and shared value. While the number of partnerships had increased by 41 per cent since 2017, most of that growth had been in the advocacy category; more should be done to increase partnerships in the categories of innovation and resource mobilization.

103.   Although private sector funding had risen by 43 per cent between 2016 and 2018, that increase had not been linear, unlike at other international organizations. Furthermore, while the majority of other organizations' cash contributions came from individuals, IOM received a greater

proportion from corporations. Efforts to attract donations from individuals, which had totalled just USD 73,203 in 2018, must be stepped up, for example by heightening the visibility of the donation page on the IOM website.

104.   Implementation of the Private Sector Partnership Strategy 2016–2020 had been made possible by funding from the Government of the Republic of Korea and had seen the launch of an online training tool for IOM staff, the development of communication materials and the organization of a field visit to Cox's Bazar, Bangladesh, which had involved 13 companies and led to several collaborations. IOM had also participated in the Sustainable Impact Hub at the annual meeting of the World Economic Forum in Davos, Switzerland, and launched its first fundraising campaign in late 2018 to support its response to the situation in the Bolivarian Republic of Venezuela.

105.   The midterm evaluation of the Strategy had produced a range of findings. Funding was insufficient and had decreased in recent years; partnerships should therefore be prioritized to make best use of the few resources available. The role of the Donor Relations Division and the allocation of contributions must be better defined and the necessary due diligence undertaken before entering into any agreement with private sector entities. More should be done in terms of branding and the potential of USA for IOM must be harnessed fully.

106.   Looking to the future, in addition to capacity-building for IOM, the Administration planned to organize three round tables with the private sector and more private sector field visits. To increase the efficiency of the Strategy's implementation, it would conduct research into potential sources of contributions, particularly the Islamic zakat system. It would also deploy a customer relationship management tool to coordinate IOM's private sector engagement and facilitate knowledge management; draw up the workplan for the Strategy's second stage; and start work on the strategy for 2021–2025. It would also map private sector donors to identify corporations that had expressed their commitment to the Sustainable Development Goals that came under IOM's mandate. Three corporate fundraising campaigns planned for 2019 were in the process of being produced in-house at very little cost.

107.   The Standing Committee viewed a short video on the recent corporate fundraising campaign launched during Ramadan.

108.   The Deputy Director General said that it was important to raise awareness of the benefits of human mobility for the private sector. IOM's partnerships with the private sector had been improved despite the scant resources available, and she called on Member States to increase funding.

109.   Member States praised IOM's commitment to developing partnerships with the private sector. One speaker said that meaningful ties with the private sector could be formed only by fostering a culture of mutual learning and called upon Member States to encourage businesses and private sector stakeholders to work with IOM. Another speaker encouraged IOM to review its resource mobilization strategy to adopt innovative solutions, advocate for funding via companies' corporate social responsibility spending, appoint champions for specific issues and expand its private sector partnerships in line with its commitments under the Global Compact for Safe, Orderly and Regular Migration and other instruments. One speaker asked whether individual donation campaigns could be carried out jointly with other international organizations.

110.   The Administration, responding to a question from a Member State, said that, while the significant decrease in individual donations was difficult to explain, it was likely linked to negative perceptions of migration and a lack of information campaigns. IOM must increase the visibility of its calls for donations.

111.   The Director General said that IOM must strengthen its corporate image, sharpen its focus and follow the example of other organizations that had successfully partnered with the private sector. Significant investment would be required. Donations from individuals were hindered by a lack of understanding of IOM's work; a wide-reaching communication campaign was therefore needed.

112.   The Standing Committee took note of the presentation and of the comments by Member States.

XIV.   IOM global initiatives funding status

113.   The Administration briefed the Standing Committee on the funding status of IOM global initiatives in a slide presentation. Overall, IOM had received USD 30 million in voluntary unearmarked contributions in 2018, far below the amount received by other international organizations. Nevertheless, the number of donors to the Migration Resource Allocation Committee had increased from two in 2017 to seven in 2018, with contributions rising from USD 11.4 million to USD 26.5 million. Two Member States had signed multi-year agreements with IOM; they would provide predictability in operational planning, and other Member States should consider doing the same. Unearmarked contributions were expected to total USD 22 million in 2019. The Administration planned to prepare and make public an annual report on the Committee's funding decisions so as to ensure full transparency on the use of unearmarked funds by the Organization, undertake annual consultations with donors of unearmarked funding, and encourage donors to provide unearmarked contributions through multi-year agreements.

114.   In terms of IOM funding mechanisms, the situation was as follows:

- The Migration Emergency Funding Mechanism had been used to fund responses to a volcanic eruption in Guatemala, large-scale migration in Latin America, the Ebola virus outbreak in the Democratic Republic of the Congo, and Cyclone Idai. The Mechanism had a balance of USD 2.9 million, while its target balance was USD 30 million.

- During 2018, the Global Assistance Fund had provided personalized support to 462 persons from Burundi, Liberia, Madagascar, Togo and the Bolivarian Republic of Venezuela. The Fund's balance was USD 550,000, while its target balance was USD 2 million.

- Around USD 350,000 had been disbursed from the Rapid Response Transportation Fund to help 1,214 Burundian refugees return home from the United Republic of Tanzania. With a target balance of USD 5 million, the Fund had a balance of USD 830,000.

115.   The Director General said that the consultations with donors on the funding allocations would increase transparency. The funding mechanisms must be well financed and their rules reviewed to ensure that they could respond to crises efficiently and effectively.

116.   One speaker welcomed the significant increase in voluntary unearmarked contributions, which were vital.

117.   Responding to questions raised by Member States, the Deputy Director General said that Migration Resource Allocation Committee funding comprised unearmarked funds and funds that were softly earmarked, either thematically or geographically. The Committee allocated those funds to specific activities as part of emergency responses or other operations. The possibility of consolidating the various funding mechanisms had never been analysed, but would be examined under the internal governance review.

118.   The Standing Committee took note of the presentation given by the Administration and of the comments by Member States.

XV.   Report on the IOM Development Fund

119.   The Administration introduced document S/24/7 (IOM Development Fund – Final report: 1 January to 31 December 2018) and supplemented the information contained therein with a slide presentation. In 2018, the IOM Development Fund had benefited from voluntary unearmarked contributions to OSI made by Belgium and the United States of America. In addition, Austria, Sweden and the United States had contributed USD 39,600, USD 574,713 and USD 57,566, respectively, directly to the Fund and Japan had provided funding for a part-time Junior Professional Officer position in the IOM Development Fund Unit. Moreover, the United States had recently contributed an additional USD 345,938 to the Fund, which had been carried forward to support project applications in 2019.

120.   The IOM Development Fund Unit strove to maintain an appropriate regional balance in the allocation of funding and to prioritize new Member States, regularly coordinating with the World Bank to ensure that the list of eligible Member States was up to date. During the year it had reviewed all projects related to the development of migration profiles and migration policies, focusing on project performance and sustainability. Further reviews had been carried out of all capacity-building projects in Central and South-East Asia and the Pacific during the period 2013–2017. Ex-post evaluations had also been carried out where required, an activity that had been particularly welcomed by the MOPAN review of IOM activities. The Office of the Inspector General was conducting an evaluation of the Fund as a whole and the report would be available in due course. Lastly, the Administration was keen to repeat the sustainability review based on OECD DAC criteria – details of which could be found in document S/24/7 – every three years.

121.   With the aim of showcasing the value of the IOM Development Fund, the Administration outlined a project implemented in Cameroon to strengthen the management of remittances through a survey to understand the expenditures and investments of households receiving remittances; raise the awareness of such households on the sustainable and effective management of remittances; deliver training to government officials and representatives from the banking industry; and develop a communications plan to mobilize the Cameroonian diaspora and capitalize on the contribution of remittances to sustainable development.

122.   The Standing Committee viewed a short video in which stakeholders and beneficiaries in Cameroon gave feedback on the project described by the Administration.

123.   The representative of Cameroon said that the project in question had enabled collaboration on remittances between institutional, government and private sector entities and families themselves. The data collected would contribute to the development of further programmes in that area that met both development needs and the needs of households receiving remittances.

124.   One regional group expressed appreciation for Member States' contributions to the IOM Development Fund and the transparent administration of the Fund and reiterated that the Administration should continue to regularly provide information to Member States on the Fund's activities at the sessions of the Standing Committee. One speaker, noting that the focus of the IOM Development Fund was on capacity-building projects, observed that the purpose of the Start-up Fund for Safe, Orderly and Regular Migration was also related to that area and asked whether any collaboration with that Fund was foreseen to avoid the duplication of work and maximize the use of available funds. Two speakers welcomed the commitment of IOM to review the sustainability of

projects funded through the IOM Development Fund; such analyses could be used as a model by other parts of the Organization.

125.   The Administration assured the Standing Committee that the IOM Development Fund was collaborating closely with the Start-up Fund to avoid duplication and to create synergies between the two. The IOM Development Fund provided seed funding, which involved limited budgets, whereas the Start-up Fund would allocate larger amounts.

126.   The Standing Committee took note of document S/24/7 and of the comments made by Member States.

XVI.   Exchange of views on items proposed by the membership

(a)   Update on policies and practices related to migration, the environment and climate change and IOM's Environmental Sustainability Programme

127.   The Administration introduced the document entitled Update on policies and practices related to migration, the environment and climate change and IOM's Environmental Sustainability Programme (S/24/5) in a slide presentation. The history of the approach to the environment and climate change in the migration field could be broken down into five phases. During the first phase, corresponding to almost the entire history of migration policy, the issue had been absent. Several turning points, including the first report of the Intergovernmental Panel on Climate Change and the response to Hurricane Mitch, had led to a significant increase in studies on the issue in recent years.

128.   During the second – awareness – phase, attempts had been made to isolate and frame the issues, with a focus on the social dimensions of climate change. It had been during that phase that IOM had identified its three objectives regarding environmental migration, which continued to guide its work. The third – anchorage – phase, had seen migration embedded in policy processes through work with the United Nations system, civil society and academics, for example through the Paris Agreement. During the current – agreement – phase, environmental issues were being integrated into more general migration efforts and policies, both within governments and across the United Nations system.

129.   Although the agreement phase was ongoing, the final phase, action, was also beginning, propelled by the forthcoming United Nations Climate Action Summit 2019, which would present an opportunity to integrate migration into discussions surrounding climate change. Of the nine thematic areas to be explored at the Summit, migration could be integrated into two in particular: social and political drivers, and resilience and adaptation. To date, IOM's specific contributions to the preparations for the forthcoming Summit had taken different forms. It had worked closely with many other United Nations agencies to incorporate migration and displacement into the global response to climate change. At a high-level event to be hosted by the Governments of Fiji and Portugal, it would highlight the importance of regional approaches to migration, the environment and climate change. IOM was working on two major projects, one funded by the United Nations Trust Fund for Human Security and the other by the European Union, that aimed to enhance regional action addressing migration issues in small island developing States. IOM would provide support to States on policy and technical matters upon request and would undertake work on visibility and communication.

130.   Beyond the Summit, IOM was working to connect its research, operations and policy work to increase Member State engagement in thematic areas, including environmental migration. It was also endeavouring to mainstream environmental and climate change factors into its traditional areas of work. Those efforts had been supported by capacity-building for almost 500 policymakers from 58 countries. Lastly, an environmental policy for IOM itself was being developed, and an analysis of its greenhouse gas emissions had been undertaken as part of the United Nations system-wide Greening

the Blue strategy. Given the significance of the environmental issues that threatened the planet, IOM stood ready to engage with Members States so that it could better support them, communities and migrants in rising to the challenge.

131.   Regional groups and Member States commended IOM's work in the area of environmental migration. Several drew attention to the shared global responsibility to address the issue, including through the work of IOM, the Platform on Disaster Displacement and UNHCR. The ethical dimension of environmental migration, namely that the most vulnerable were the most affected, must be included in policies, plans and decision-making processes.

132.   One regional group and two Member States highlighted the importance of implementing the Paris Agreement, which prioritized adaptation to the adverse effects of climate change. The forthcoming Climate Action Summit 2019 presented an opportunity to mobilize political will. Several Member States made reference to the Platform on Disaster Displacement, whose commendable work was directly developed and supported by IOM and should be supported by all Member States. One Member State had recently allocated EUR 500,000 to the Platform. Implementation of the Global Compact for Safe, Orderly and Regular Migration, which stated the need for Member States to share information on the adverse effects of natural disasters and recognized that climate change and natural disasters were permanent drivers of migration, must address the root causes of environment migration at all levels.

133.   Turning to the idea of establishing a working group on climate displacement, one Member State said that care must be taken to avoid duplicating the work of the Platform on Disaster Displacement, while another requested information on the progress made towards its establishment. Requests were also made for information on the implementation of the recommendations made by the Task Force on Displacement, on the integration of human mobility into the United Nations Framework Convention on Climate Change, on IOM's work on climate change adaptation, particularly with regard to slow-onset issues that exacerbated migration, and on its work on the migration and water nexus.

134.   One regional group urged IOM to: step up its support for countries in developing tools and capacities to implement migration policies and adaptation and mitigation plans; mobilize additional resources and access climate-related funding to address the mobility dimension of climate change; and scale up its projects on environmental migration. IOM should also strengthen its partnerships with the Platform on Disaster Displacement, the United Nations Framework Convention on Climate Change and others to support African countries in implementing the Paris Agreement and the Warsaw International Mechanism for Loss and Damage Associated with Climate Change Impacts.

135.   Environmental migration must be addressed by disaster risk reduction policies and adaptation and mitigation strategies, with support for building the resilience of vulnerable communities in Africa of particular importance. One Member State drew attention to the need for consistent and coherent engagement on environmental migration, including strategies that built the resilience of at-risk communities and helped States respond to natural disasters, and hoped that IOM's presence in the United Nations Environment Management Group would result in the mainstreaming of environmental sustainability principles into its policies and programmes. Another highlighted that new strategies must respect State sovereignty, while a third stressed that they should not prejudice decisions made by other competent forums. One Member State expressed its interest in projects relating to disaster displacement and the United Nations Network on Migration, and another acknowledged the difficulty of proving a definitive link between migration and climate change.

136.   Another regional group stressed the need for climate action and international instruments to be mutually reinforcing and for greater convergence between the Sustainable Development Goals

and climate agendas. Member States highlighted that a greater understanding of environmental migration would allow it to be more effectively addressed, and that the impact of the environment on migration, and vice versa, must be recognized and reflected in policy, while risks must be better anticipated and adaptation measures adopted.

137.   The Administration, responding to the points raised by the Member States, said that the Migration, Environment and Climate Change Division worked with all IOM departments, at all levels, in particular the Department of Operations and Emergencies. IOM had contributed significantly to the development of the recommendations referenced in paragraph 12 of document S/24/5. Preparations for the next session of the Conference of the Parties to the United Nations Framework Convention on Climate Change were under way, in cooperation with the United Nations system and other stakeholders. IOM worked in close cooperation with the Platform on Disaster Displacement, in particular at regional level, and appreciated Member States' repeated references to its importance.

138.   Referring to the complex nature of slow-onset environmental drivers of migration, the Administration said that IOM worked on a range of such issues, including ocean change and coastal erosion, desertification, water scarcity and extreme heat. The definition of environmental migration was the subject of significant debate, and the one used in the document was not a legal definition. There was a drive to integrate existing migration legislation, tools, policy and practice into the response before developing specific initiatives. There must also be coherence between the instruments that dealt with environmental migration. The issue's important ethical dimension was discussed regularly with Member States, along with its cultural dimensions.

(b)   Developing policies and practices on sustainable reintegration

139.   The Administration introduced the document entitled Developing policies and practices on sustainable reintegration (S/24/4) in a slide presentation. Although there were many different contexts for return and reintegration, the presentation and document focused on migrants unable or unwilling to remain in their host countries and returning to their countries of origin. Achieving sustainable reintegration required a holistic and needs-based approach that took into account economic, social and psychosocial dimensions at the individual, community and structural levels. Return and reintegration was a responsibility shared by host countries, transit countries and countries of origin, and required a whole-of-government approach.

140.   As outlined in the document, the European Union and IOM were undertaking several joint programmes – known as the European Union–IOM Actions – to provide comprehensive reintegration support, across the economic, social and psychosocial dimensions, and at individual, community and structural levels. Knowledge management was a key aspect of the Actions, and a knowledge management hub had been established to foster exchanges and share lessons learned and good practices. Capacity-building was also essential for the success of reintegration activities, particularly in terms of the promotion of ownership of reintegration initiatives, the creation of structures and processes to ensure continuity of activities beyond the end of projects and ensuring that reintegration activities were part of local and national policies and were aligned with national development plans.

141.   In terms of next steps, it was important to increase the level of support provided to returnees; strengthen the links between pre-departure assistance and reintegration needs; further explore the psychosocial dimension of reintegration; and strengthen institutional dialogue and partnerships in that area.

142.   The Standing Committee viewed a short video on the reintegration handbook that had been developed as part of the "Operationalizing an Integrated Approach to Reintegration" (ORION) project, which was funded by the United Kingdom Department for International Development.

143.   The representatives of two regional groups and a number of Member States expressed appreciation for IOM's efforts to address dignified return and sustainable reintegration and to develop tools and guidelines in that regard and commended the European Union–IOM Actions. IOM should seek to broaden its partnerships with key actors to ensure that sustainable reintegration policies were adequately funded, particularly in migration corridors that received less attention from donors.

144.   Successful return and reintegration activities were predicated on a multi-stakeholder approach, including capacity-building activities and the involvement of government authorities at both the national and local levels, and on dialogue to enable the sharing of lessons learned. One regional group also stressed the importance of addressing both short- and long-term economic and social factors through cross-sectoral actions and the strengthening of the links between humanitarian and development interventions. Most Member States agreed that close collaboration between host countries, transit countries and countries of origin on reintegration issues and activities was needed, although one speaker argued that reintegration was primarily the responsibility of countries of origin, inasmuch as all national governments had basic responsibilities towards their own citizens. The same speaker considered that reintegration programmes, although essential in many cases, should not be a prerequisite for countries to admit nationals denied entry to another country, as such admissions were an obligation under international law. Nevertheless, the same speaker acknowledged that in some cases it was pertinent for host countries, transit countries and countries of origin to contribute to return and reintegration efforts. One delegate stressed the need to address policies that encouraged return without sustainable reintegration plans in place, which often enabled mass expulsions that contradicted international human rights law.

145.   The representative of one regional group and two speakers observed that it was essential to address the root causes of irregular migration and open new legal pathways for migration. More also needed to be done to educate prospective migrants on the dangers of irregular migration; the mentoring approach referred to in document S/24/4 could be expanded to include such activities. A number of delegates stressed that return and reintegration activities should be conducted in a dignified and cooperative manner with the full understanding and consent of the migrants involved. Greater focus should also be given to the psychosocial dimension of return, as many migrants felt shame at returning to their countries and communities of origin without having achieved their goals.

146.   The Administration acknowledged that reintegration was a complex issue and that cooperation and partnership were paramount. IOM noted the request for further support on capacity-building and knowledge management. IOM stood ready to cooperate and continue discussions with Member States on the matter. In terms of shared responsibility, if return and reintegration went hand in hand and were linked to development, then all stakeholders stood to gain from those activities, while respecting State sovereignty.

147.   The Standing Committee took note of documents S/24/5 (Update on policies and practices related to migration, the environment and climate change and IOM's Environmental Sustainability Programme) and S/24/4 (Developing policies and practices on sustainable reintegration), and of the comments made by Member States.

XVII.   Report on IOM response to migration crises

148.   The Administration reported on the IOM response to migration crises in a slide presentation. Thanks to Member States, the crisis and post-crisis programming budget had reached over USD 1 billion in 2018 for the first time. Most beneficiaries had been internally displaced persons. The number of displaced persons was likely to increase owing to disasters, and the lack of durable solutions, among others. In 2018, IOM had piloted its new, innovative policy on accountability to

affected populations in Nigeria, South Sudan and Turkey. IOM had also explored innovative approaches to challenging contexts and had launched the *Institutional Framework for Addressing Gender-based Violence in Crises*. The Migration Crisis Operational Framework had been evaluated, and it would be reviewed in the light of contextual and institutional changes since its approval in 2012. While IOM's operations had reached 30 million people across 100 countries in 2018, there was a persistent funding gap, and flexible and multi-year funding remained a requirement.

149.   IOM had responded to Level 3 emergencies in Bangladesh, where there had been an influx of nearly one million Rohingya refugees; Nigeria, where it had provided camp management and other services and supported the Government in its efforts to disarm, demobilize and reintegrate former fighters; Mozambique, in the aftermath of Cyclones Idai and Kenneth; the Syrian Arab Republic and neighbouring countries; and Yemen, where it had provided assistance to internally displaced persons and assisted in the voluntary return of over 1,000 vulnerable migrants. A Level 3 emergency had recently been declared in the Democratic Republic of the Congo, where, in addition to the Ebola virus outbreaks, people continued to be displaced by conflict. IOM was providing a multi-country response to halt the spread of the disease.

150.   The often underfunded transition and recovery operations contributed to addressing drivers of, and providing durable solutions to, displacement and crisis, along with interventions on land, property and reparations. In 2018, IOM's robust resettlement and movement programmes had focused mainly on refugee resettlement, relocation within Europe and voluntary humanitarian returns from Libya, and supported 30 States in conducting resettlement and humanitarian admissions for almost 95,000 refugees and other vulnerable persons. The Humanitarian Evacuation Cell continued to facilitate large-scale evacuations of migrants from Libya, Yemen and other countries experiencing crisis. The Migration Emergency Funding Mechanism, established following events in Libya in 2011, had been used for several emergencies, but was no longer fit for purpose. The Administration therefore wished to work with Member States to make it more effective.

151.   One Member State, highlighting the importance of national and regional solutions to migration, said that IOM should strengthen its Country Office in Khartoum. Rising xenophobia and intolerance, particularly towards migrants and refugees, was cause for concern; a firm stance must be adopted that communicated the positive contributions made by migrants. Another commended IOM's work in Yemen in recent years, highlighting the importance of cash-based programming, which should be scaled up. IOM's projects targeting internally displaced persons were also commendable, and greater attention must be paid to protection in the camps where they were housed. Lastly, a further Member State welcomed further discussion of funding for the Migration Emergency Funding Mechanism.

152.   Responding to the comments made by Member States, the Administration said that significant capacity-building had taken place in Yemen, and that IOM worked closely with the Government there.

153.   The Standing Committee took note with appreciation of the Administration's report and of the comments by Member States.

XVIII.   Update on youth and migration

154.   The Administration explained that addressing the needs of young migrants through evidence-based policymaking and good migration governance was a key priority for the Organization. Youth development and youth engagement were among the core cross-cutting issues in many recently adopted international frameworks. Young people should be active participants in policy development, planning and implementation processes at all levels, and effective migration governance was essential

to enable young migrants to realize their full potential and contribute to their countries and communities of origin and destination. Being a young migrant came with specific challenges, which needed to be recognized in migration policies at all levels.

155.   IOM was promoting youth engagement in its annual events; indeed, the two sessions of the International Dialogue on Migration for 2019 were focusing on youth and migration. The first, held in February, had considered the theme "Youth and migration: Engaging youth as key partners in migration governance". The second session would be held on 15 and 16 October, under the title "Unlocking the potential of youth to respond to the new challenges and opportunities of migration".

156.   IOM was fully engaged with United Nations activities and networks on youth, such as the Inter-Agency Network on Youth Development. It was also currently the chair of the Unaccompanied and Separated Children Task Force and cooperated closely with the Office of the Secretary-General's Envoy on Youth, including on the development of the United Nations Youth Strategy. In addition, it had drafted an initial action plan focusing on the five priority areas of the Strategy, and the Deputy Director General was a member of the High-level Steering Committee established to provide strategic guidance on the implementation of the Strategy. The Administration hoped to be able to provide a more detailed update on the topic at a future session of the Standing Committee.

157.   The African Group stressed that young people made up a large proportion of the population in its region and had specific needs that should be addressed. They had a vital role to play in all spheres and their voices should not be ignored. Youth migration was an area that deserved greater focus, especially given the poor working conditions to which young migrants were often subjected. Greater efforts were needed to improve the living conditions of young migrants and to address policy gaps. Lastly, more should be done to enhance available and legal pathways for migration.

158.   The Standing Committee took note of the update by the Administration and of the comments by Member States.

XIX.   Information concerning the election of the Deputy Director General

159.   The Legal Counsel drew attention to the document entitled Note on rules and procedures for the election of the Director General and Deputy Director General (C/108/INF/1) and supplemented the information contained therein with a slide presentation detailing the voting procedure.

160.   The Chairperson explained that the Bureau had agreed that the tellers would be designated by Denmark and Mexico, the Member States currently holding the positions of First Vice-Chairperson and Rapporteur, respectively.

XX.   Closure of the session

161.   The Chairperson declared the Twenty-fourth Session of the Standing Committee on Programmes and Finance closed on Thursday, 20 June 2019, at 5.55 p.m.