DIRECTOR GENERAL’S REPORT TO THE
100TH SESSION OF THE COUNCIL
The State of the Organization

Conference Room XVII, Palais des Nations, Geneva
Monday, 5 December 2011

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Outline

I. The Road Travelled
II. Status of Undertakings to Member States and Migrants
III. Organizational Outlook: “IOM at 65”

Conclusion
I. The Road Travelled

A. Institutional Lineage

5 December 1951: Founding of the Provisional Intergovernmental Committee for the Movement of Migrants from Europe (PICMME)

Founding Member States: Australia, Austria, Belgium, Bolivia, Brazil, Canada, Chile, France, Germany (Federal Republic), Greece, Italy, Luxembourg, the Netherlands, Switzerland, Turkey and the United States

Brussels, Belgium, 5 Dec. 1951
1952: PICMME → the Inter-Governmental Committee for European Migration (ICEM)

1980: ICEM → the Inter-Governmental Committee for Migration (ICM) -- 30 Member States; 3 million migrants assisted

1989: ICM → the International Organization for Migration (IOM) -- 39 Member States; 5 million migrants assisted

Mr. Leemans, Belgium, chairs the Second Migration Committee Conference, Geneva, Feb. 1952.

B. Institutional Evolution

1. Post World War II (1951 – 1964)
   - Mass migration of Europeans displaced by WWII.
   - High unemployment in Western Europe

2. Regional & Intra-State Conflicts (1965 – 1989)
   - Refugee resettlement programmes (Africa, Asia, Central America)

   - Resettlement; emergencies, migration and development, labour migration, counter trafficking, return and reintegration, DDR, SSR, migration health, etc.

(Era of the Migration "Megatrend"?)
C. Historic Expansion

Since IOM’s 50th Anniversary in 2001:

- Member States: 90 → 146
- Offices: 150 → 450 locations
- Staff: 2600 → +8300 (95% field-based)
- Projects: 830 → +2000
- Expenditures: USD 286.6 million → USD 1.5 billion

D. Special Guests

JAMES PURCELL  
Director General 1988-1998

BRUNSON MCKINGLEY  
Director General 1998-2008
II.
Status of Undertakings to Member States and Migrants
A. Initial Priorities: Three “P’s”

1. MEMBER STATE PROPRIETORSHIP
   - Engagement with Diplomatic Missions, Regional Groups;
   - Visits to Member States (+50 in 2011);
   - Regional, Global Conferences (RCPs, Ministerial Meetings, et al.);
   - “A voice in every conversation, a seat at every table at which migration is the subject…”

2. PARTNERSHIPS
   - New MOUs with the ACP; UNAIDS; UNDP; OSCE; EC/IOM FAFA; et al.;
   - Support to the Global Migration Group (GMG) and Global Forum on Migration and Development (GFMD);
   - International Dialogue on Migration (IDM);
   - Engagement with Civil Society Organizations.

Brussels, 8 November 2011
3. PROFESSIONALISM

- PRISM-based Staff Evaluation System introduced in 2011;
- Revised Staff Rules; New Policy for “Respectful Working Environment”;
- Prevention of Sexual Exploitation and Abuse (PSEA)
- Human Resources Strategy 2012-2015;
- Commitment to 20% increase in women Chiefs of Mission;
- Renewed efforts to recruit candidates from under represented Member States.

B. Three Initial Reforms

1. HUMAN RESOURCES REFORMS

- Reviving, implementing dormant rotation policy;
- Now in third iteration (145 staff rotated since 2009);
- All senior positions at HQ filled by new staff, or those from the field;
- “Projectization” a challenge to rotation process, career development;
- Full commitment to continuing working with SAC, Member States.
2. BUDGET REFORM

- Impact of global financial and economic crisis;
- Budget Reform Working Group recommendations provide some flexibility;
- Savings through cost efficiencies, decentralization, and where possible, purchase deferrals;
- Core structure remains underfunded.

3. STRUCTURE REFORM

- New Field Structure operational 1 Jul. 2011 -- concluding Structure Reform implementation;
- New Tools: (a) IOM Project Handbook – *Electronic English Version Available to Member States* (b) Training; and (c) Project Informational Management System.
C. Three “A’s”

1. ACCESSION (MEMBERSHIP)
   - 14 new Member States;
   - Two-fold objective of membership drive:
     (a) To enlarge, enrich regional and international migration dialogue;
     (b) To ensure IOM remains leading migration agency.

2. AMENDMENTS
   - Four amendments to Constitution pending since Nov. 1998;
   - Administration’s goal 2012: amendments ratified, entered into force;
   - Ratifications by 12 more Member States needed.

3. ARREARS
   - Despite active efforts, the Administration has not made major headway clearing arrears.
   - Administration’s goal 2012: All arrears cleared.
D. Other Commitments

1. GREATER ACCOUNTABILITY, TRANSPARENCY, STRONGER INTERNAL CONTROLS
   (a) Audit Advisory Committee;
   (b) Greater Access to Audit/Evaluation Reports;
   (c) Increased Risk Assessments;
   (d) Oversight and Evaluation:

2. STRENGTHENED INSTITUTIONAL CAPACITIES
   (a) Expanding Migration Management Support to Member States e.g. integrated border management solutions, labour migration;
   (b) Strengthening Emergency Response;
   (c) Greater Visibility of Resettlement Programme.
1035 Facility 2001-2011

- 360 projects benefiting 112 countries.
- ‘Seed funding’ for urgent, unfunded projects;
- Funding increased annually from USD $1.3M to USD 6.6M over 10 years.
- Number of eligible Member States increasing.
- 2012 Goal: USD 10 million

1035 Facility Renamed

IOM Development Fund

Developing Capacities in Migration Management
III. Organizational Outlook: “IOM at 65”

A. Three Strategic Objectives

1. Leadership Objective
   Maintain IOM as the leading migration agency
   - Stay on the policy cutting edge without becoming normative;
   - Cultivate sound and valid strategic partnerships.

Implementing Steps 2012:
- Expansion of *Migration Profiles*;
- Global Chiefs of Mission meeting;
- Coordinated actions with key partners e.g. IOM-UNHCR Libya
2. Operational Objective
Strengthen capacity to serve migrants and Member States

- Increase emergency and humanitarian response capacity;
- Manage growing Organization with shrinking core resources;
- Instil staff professionalism, transparency, accountability, performance;

**Implementing Steps 2012:**
(a) Strengthen CCCM cluster leadership;
(b) Augment 1035 Facility;
(c) Improve geographical and gender representation of staff;
(d) Develop knowledge management system.

3. Advocacy Objective
Increase government and public recognition of the contribution of migrants and migration

- Increase Member States, Observers, MOUs with relevant organizations;
- Enhance regional consultative processes;
- Advance states’ migration management capacities.

**Implementing Steps 2012:**
(a) Reach 160 Member States by December 2012;
(b) Support establishment of two new RCPs: the Caribbean, Central Africa;
(c) Strengthen field-level communications, public information.
B. IOM in a Multilateral World

Preparing for the 2nd High-level Dialogue on International Migration and Development

- Migration linked to development, human rights, the environment, health, security, et. al;
- Greater inter-State cooperation to realize migration’s development potential;
- 2nd HLD opportunity to reflect further on “state of migration”;
- IOM committed to playing a constructive role, supporting national and regional actors;
- IOM role in any outcome for Member States to determine.

Conclusion

PART II

THE STATE OF MIGRATION: CURRENT REALITIES, FUTURE FRONTIERS

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