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**DIRECTOR GENERAL'S REPORT TO THE 100TH SESSION
OF THE COUNCIL**

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DIRECTOR GENERAL'S REPORT TO THE 100TH SESSION OF THE COUNCIL

1. At the outset, I would like to convey my own and the Administration's appreciation to our Council Bureau for the organization of this historic session. In particular, we applaud His Excellency Ambassador Idriss Jazaïry for his dedicated and dynamic chairmanship of the Council Bureau during the past 12 months. In bidding farewell to Ambassador Jazaïry, we welcome our new Chairperson, His Excellency Ambassador Christian Strohal.

I. The road travelled

2. This, the 100th Council meeting, happily coincides with the 60th anniversary of your Organization. On this day, 5 December, in 1951, the International Migration Conference was convened in Brussels. The 19 countries that attended decided to found the organization that is today IOM, with the name of the Provisional Intergovernmental Committee for the Movement of Migrants from Europe (PICMME). In doing so, the founding States gave hope to hundreds of thousands of Europeans suffering in the aftermath of the Second World War.

3. IOM's origins were, thus, exceedingly modest and its future most uncertain: PICMME was provisional; it was only a Committee, with a temporary mandate and a scope confined to a single continent.

4. The following year, PICMME became the Intergovernmental Committee for European Migration (ICEM), which was no longer provisional but had a mandate still limited to Europe. Over a quarter of a century later, in 1980, ICEM's Council decided to change the organization's name to the Intergovernmental Committee for Migration (ICM), in recognition of the organization's increasingly global role, in particular in Latin America, Indo-China, the Soviet Union, and the Asian continent. By this time, ICEM had already assisted 3 million migrants and provided services in numerous other areas.

5. In 1989, ICM became the International Organization for Migration (IOM), having expanded still further its reach and programme of services.

6. Over the past six decades, the Organization has undergone near constant metamorphoses, characterized by continuous expansion, flexibility, and adaptation to the changing scope and complexity of migration as it emerged as a major global phenomenon.

7. Today, IOM is a global organization, the premier international organization focused exclusively on migration, with a global footprint and a presence at some 450 locations in nearly 150 countries. Highly operational and Field-orientated, IOM works in close partnership with you, our Member States, the United Nations and other intergovernmental agencies, international and national non-governmental organizations (NGOs), and research and academic institutions worldwide.

8. Since our 50th anniversary in 2001, your Organization has grown from some 90 Member States to 146, with the admission today of 14 new Members. It is important to recognize that today the majority of IOM Member States are developing countries, a far cry from the "club" of industrialized States that IOM was once perceived to be. The IOM budget has increased four-fold, approaching USD 1.5 billion, with a portfolio exceeding

2,000 projects at any one time. The Organization has more than 8,300 staff, 95 per cent of whom are deployed around the globe, while maintaining a minimum staff complement at Headquarters in Geneva.

9. To mark this anniversary, it seemed appropriate to address two questions:

- (a) What is the state of the Organization on its 60th anniversary?
- (b) What are the principal migration trends of which we as an Organization should be aware if we are to maintain our leadership position in helping governments and migrants most effectively and humanely to address the opportunities and challenges of migration in today's mobile world?

10. Today, I will speak to the first of these, and will reserve the second as a more appropriate subject for tomorrow's high-level segment of our Council.

11. Although my remarks concern primarily the past year since we last met, I felt it important that we recall, on the occasion of our 60th anniversary, the Organization's evolution since its founding in 1951.

12. Before I conclude this thumbnail sketch of IOM's history, I would like to mention our special guests who are living witnesses to and actors in that history:

- Mr. James Purcell, who was Director General of IOM from 1988 to 1998;
- Mr. Brunson McKinley, my immediate predecessor, who served as Director General of IOM from 1998 until 2008.

13. We are also privileged to have with us two previous Deputy Directors General of IOM:

- Ms. Narcisa L. Escaler, who served from 1994 until 1999;
- Ms. Ndioro Ndiaye, who was Deputy Director General of IOM from 1999 until 2009, with whom I had the privilege of serving for one year.

14. We applaud their significant and lasting contributions to this Organization. We stand on their shoulders every day, and we thank them for their distinguished public service.

II. Status of Director General's undertakings to Member States and migrants

15. Besides this brief glimpse of the distinguished history of the Organization under the leadership of former Directors General and Deputy Directors General, I have the responsibility to provide you, as I do every year, an account of my own stewardship of IOM over this past year.

16. Since assuming my mandate, and indeed even during my election campaign, I made a number of commitments to you, the Member States, and to migrants. I now owe you a status report on progress in fulfilling these obligations, and identifying areas in which we have fallen short of our objectives and commitments.

Initial priorities: The “three Ps” (proprietorship, partnership, professionalism)

Member State proprietorship

17. The first of my “three Ps” is Member State proprietorship. We have sought to instil a greater sense of ownership among you, the Member States, through a systematic, ongoing series of measures, including the following:

- Engagement with Diplomatic Missions and local regional groups: We have intensified our contact with Diplomatic Missions in Geneva through my regular visits and those of the Deputy Director General, Senior Regional Advisors and other senior managers. We have continued with our regular information briefings throughout the year on our emergency operations and thematic service areas. I have also met with the regional groups regularly, with each at least once a year.
- Visits to Member States: In 2011, I and the Deputy Director General made official visits to more than 50 Member States. Other senior managers have visited several dozen additional Member States.
- Regional and global conferences: Together, I and the Deputy Director General have taken part this year in almost every regional group summit or ministerial meeting to which we have been invited. These include the two African Union summits, the ministerial conferences on migration of the Hungarian and Polish European Union presidencies; the Ibero-American Summit; the Euro-Latin American Parliamentary Assembly; and the various regional consultative processes meetings (Bali, Colombo, Puebla, South American Conference on Migration, Migration Dialogue for Southern Africa, the Intergovernmental Consultations on Migration, Asylum and Refugees).
- “A voice in every conversation, a seat at every table at which migration is the subject...”: This includes, inter alia, participation in the World Economic Forum in Davos and in the United Nations Alliance of Civilizations meetings held in Rio, New York, Paris and Doha. I have also taken part in other significant discussions to ensure that migration-related considerations are included in debates on such diverse matters as the Millennium Development Goals (United Nations informal thematic debate on international migration and development, held in New York) and the development prospects of least developed countries (fourth United Nations Conference on Least Developed Countries, held in Istanbul, Turkey); climate change (Cancun Adaptation Framework and the 17th Conference of the Parties to the United Nations Framework Convention on Climate Change to be held in Durban, South Africa); health (World Conference on Social Determinants of Health, held in Rio de Janeiro, Brazil); and immigration and border management (10th Asia-Europe Meeting Conference of the Directors-General of Immigration and Management of Migratory Flows, held in Ulaanbaatar, Mongolia).

Partnerships

18. IOM’s global mandate and worldwide presence notwithstanding, we continue our active commitment to partnerships with a view both to strengthen older ones and to develop new associations. In this regard, the following has been accomplished.

- New memorandums of understanding signed with the Secretariat of the African, Caribbean and Pacific Group of States in December 2010; the United Nations Development Programme in May 2011; and the Organization for Security and Co-operation in Europe in September 2011; a cooperation framework signed with the Joint United Nations Programme on HIV/AIDS in January 2011; a framework agreement signed with the European Union in November 2011; and a cooperation agreement signed with the Paris-based Institute for Sustainable Development and International Relations in July 2011.
- Support for the Global Migration Group (GMG): I attended all GMG Principals meetings since we last met, having only just returned from the meeting chaired by the United Nations Educational, Scientific and Cultural Organization held in Paris last month. IOM co-chaired two GMG working groups in 2011 – the first on mainstreaming migration in development planning and the second on data, research and policy coherence. Much remains to be done for the GMG to realize its potential in providing more coherent, system-wide support on migration, however, and Member States are justified in expecting more results from the GMG in this regard. We have expressed our willingness to co-chair the GMG with the Regional Commissions in 2013 to help ensure a constructive and well-prepared United Nations second High-level Dialogue on International Migration and Development.
- International Dialogue on Migration (IDM): Ten years ago, the IOM Member States created the IDM, IOM's main migration policy forum. Since then, IDM sessions and workshops have brought together governments, civil society, migrants and other experts from around the world to share their experiences, ideas and thoughts on the most topical migration issues. This year, representatives from 80 countries participated in workshops on “Climate change, environmental degradation and migration” and “Economic cycles, demographic change and migration”. For 2012, IDM will focus on “Managing migration in crisis situations,” the topic selected by you, our Member States and observers. For the first time, we plan to hold one session of the IDM in New York in 2012.
- Engagement with civil society organizations: Last month, we reinstated our annual formal NGO consultations both here at Headquarters and in key Field locations to listen to NGO concerns and to strengthen the critical and multifaceted partnerships IOM has with civil society around the world and in nearly everything that we do.

Professionalism

19. Turning to the “third P” – professionalism, the Human Resources Management Division (HRM) has had an active year in strengthening the foundational elements of human resources in the Organization. Building on the reactivation of a previously dormant staff rotation system in 2009, HRM introduced, in 2011, the PRISM-based Staff Evaluation System, complemented by a new competency framework and job architecture designed to ensure improved performance and generate robust accountability in the Organization.

20. Similarly, HRM has worked to strengthen the policy framework with the re-writing of the Staff Rules, following the adoption of revised Staff Regulations by the Council last year, and a more proactive Policy for a Respectful Working Environment. HRM has also been

instrumental in supporting the human resources change management aspects of the structural reform in the Field.

21. Looking ahead, HRM commissioned a staff survey to compile important information for the shaping of a human resources strategy for the period 2012–2015. One very interesting metric in that survey was that 87 per cent of respondents were proud to work for IOM. The survey, and subsequent focus groups, highlighted three main pillars on which the strategy is to focus:

- (a) A more comprehensive and integrated approach to “talent management”;
- (b) Strengthening of the enabling environment for staff and managers;
- (c) Greater alignment of internal human resource business processes as well as external activities with the United Nations common system.

22. On this latter point, one of the significant challenges ahead is that of engaging with a number of Member States in which IOM does not have full privileges and immunities (or privileges and immunities commensurate with those of United Nations agencies); this often fundamentally compromises the consistent and fair application of human resources policies.

23. Another important aspect of human resources under the umbrella of “professionalism” is the need to further diversify IOM’s workforce, recognizing that international organizations draw strength from diversity. In this regard, and in close consultation with the Staff Association Committee, I have committed to a 20 per cent increase in the number of women serving as Chiefs of Mission; a larger number of promotions of women to senior positions of P-4 and above; measures to assist in the retention of women; additional recruitment of women through external vacancies; and renewed efforts to identify qualified candidates from under-represented and unrepresented Member States. To achieve this, it is also quite apparent that IOM needs to commit more resources to human resources, which will also enable us to build a stronger IOM and to be a strategic partner within the United Nations common system.

Three reforms: human resources, budget, structure

24. My original three priorities were at the heart of the three reforms that I instituted immediately upon assuming my position as Director General of IOM.

Human resources reform

25. Besides the reform aspects mentioned above, the fundamental reform was that of reviving a dormant rotation policy and ensuring its implementation. Now in its third annual iteration, rotation has become a standard part of a career at IOM, enhancing the global breadth and experience of the staff and management team. All senior positions at Geneva Headquarters are filled by persons recently returned from the Field, and Geneva veterans are occupying senior positions in the Regional Offices, Country Offices and Administrative Centres.

26. Although a number of flaws occurred in the process of reinstating this policy, most of which the Staff Association Committee has documented – especially in the first year – these have been largely eliminated. Nonetheless, rotation will never work as routinely or as well at IOM as it does in organizations that are not “projectized” and whose core structure is largely funded from regular or core budgets. Projectization will continue to pose challenges

not only for smooth rotation, but also in respect of other human resources priorities such as staff training and career development; we will continue to work with the Staff Association Committee and Member States in our efforts to work as fairly and wisely as possible in the interests of the Organization's greatest asset, its staff.

Budget reform

27. The prolonged global financial and economic crisis has largely stymied efforts to achieve meaningful budget reform, in other words, to bridge the growing gap in recent years between the Organization's expanding core resource needs and the relatively static funding support offered by the Administrative Part of the Budget.

28. On the other hand, a number of interested Member States, under the chairmanship of Ambassador Idriss Jazaïry – to whom I pay tribute for his leadership – established the Working Group on Budget Reform, whose efforts have resulted in a number of recommendations, which, if approved by the Council, will give the Organization greater scope and flexibility in addressing urgent financial needs.

29. I am pleased with and encouraged by these results and the Working Group's commitment over the past year and to continue its good work in the year ahead. In the meantime, the Administration is continuing its efforts to use its budget wisely and achieve cost-savings wherever possible, including through cost efficiencies, further delocalization and, where possible, purchase deferrals.

30. To be entirely frank, however, I have to express again the increasingly urgent need for further funding for our core structures – at all levels through a combination of measures, with increases in the assessed contributions of Member States not likely to be the principal solution in the present global economic environment.

31. I am acutely sensitive to the stringent economic and financial constraints that all Member States face; on the other hand, there is a serious risk to the Organization brought about by insufficient control, evaluation and administrative and technological support, which noticeably hamper our ability to manage effectively the diverse administrative challenges of a heavily decentralized structure. IOM is your Organization, and it is up to you to decide the level and quality of services that you wish IOM to provide.

Structure reform

32. During 2011, the Organization continued its implementation of the structural reform in the Field, as endorsed by Council Resolution No. 1186 of 26 November 2009. On 1 July 2011, the eight new Regional Offices and two Special Liaison Offices assumed their new roles, and strategically located coordination and resource mobilization functions were assigned to specific Country Offices. Regional Offices were separated, to the extent possible, from their respective co-located Country Office to allow for their primary role of providing advice, support and oversight to the Country Offices in their region. The terms of reference of Regional Offices, Special Liaison Offices, Country Offices and Country Offices with coordination and resource mobilization functions, were updated to reflect the new roles and responsibilities and to clarify reporting lines within the Organization. With this development, the implementation of the structural reform has come to an end within the time frame originally scheduled and limits of resources allocated.

33. Within the new structure, a series of mechanisms have been developed in order to ensure support to the new organizational structure and to promote coherence throughout the Organization. The first is the development of the IOM Project Handbook to support the devolution of project review and endorsement functions to the Regional Offices. The Handbook establishes the standard IOM project cycle, defines roles and responsibilities, and outlines the institutional tools and processes for each phase of the project cycle. The Handbook also incorporates the monitoring of performance indicators that provide a basis for strengthening IOM's capacity for evaluating future projects. The Handbook is complemented by a second mechanism, standard operating procedures and training to ensure worldwide coherence.

34. Lastly, the Administration is developing the Project Information Management System, within the context of a knowledge management system, which will support and facilitate the tools and processes outlined in the IOM Project Handbook. Such a system will allow for the management of IOM projects across the world and throughout their full life cycle, facilitate project comparison, and serve as a tool for the retrieval, capture and analysis of project information and statistical data in order to enhance institutional knowledge and evaluation capacity. As reported by the Deputy Director General at the last session of the Standing Committee on Programmes and Finance (SCPF), we are currently developing a proposal with a view to submitting this to donors for funding.

35. I should like to pay tribute to the Deputy Director General for her leadership, which has led to the successful completion of the first major structure reform of the Organization in more than a decade.

The “three As” (accession, amendments, arrears)

36. Although I did not explicitly make a commitment to you on three additional areas – increasing the number of IOM Member States; achieving the entry into force of the four constitutional amendments; and clearing all Member State arrears – I have a very strong sense of obligation to you to make progress on all three. Regrettably, I have very little progress to report on the latter two matters, amendments and arrears.

Accession (membership)

37. With regard to membership, I am honoured and delighted to welcome today 14 new Member States. The Administration's drive to promote the accession of new Member States has a two-fold objective:

- (a) To enlarge and enrich the regional and international dialogue on one of the major phenomena of our century, that of large-scale population movements;
- (b) To help ensure that IOM remains at the forefront of migration policy and operations leadership, with relatively universal membership being one element thereof.

Amendments

38. It is important to obtain the additional formal acceptances (e.g. parliamentary ratification) of the four amendments to the Constitution, which have been pending for 13 years. Not only is good management at stake, but, more importantly, ratification would

realize economic savings for Member States and make the Organization more efficient and effective.

39. New Member States automatically accept the amendments when they apply for membership, which in itself is helpful; however, I appeal again to those Member States that have not yet ratified these amendments to the IOM Constitution to do so without further delay, in both your and the Administration's interests. The Administration's goal is for these amendments to be ratified and to enter into force prior to next year's Council; for this, we will need your active support.

Arrears

40. Despite my own active efforts, supported by the Director of the Department of Resources Management and Chiefs of Mission, to date we have not been able to make major headway concerning Member States that are in arrears with their assessed contributions. Although a number have paid their outstanding assessments this year, others have fallen behind with their payments during this same period. Once more, I appeal to all Member States in arrears and subject to Article 4 of the Constitution to make a concerted effort to pay these arrears, or sign up for a longer-term repayment plan, immediately. Again, as I told the SCPF last month, our goal is to clear all arrears during 2012.

Other commitments

41. In the course of the last three years, I have also committed myself to several other goals, as described below.

Greater accountability, transparency, stronger internal controls; and zero tolerance for frauds, mismanagement and waste

- Audit Advisory Committee: To promote greater accountability, transparency and stronger internal controls, we established the Audit Advisory Committee, which met for the first time in 2011 and will hold its third meeting immediately after our Council meeting, on 8 and 9 December. The Audit Advisory Committee assists me in fulfilling my oversight responsibilities with respect to the Organization's operations. The Committee's establishment demonstrates IOM's commitment to strong governance structures and accountability.
- Publication of audit and evaluation reports: Upon public request, IOM makes available its internal and external evaluation reports, which are listed on the Evaluation web page of the IOM website. In order to promote further transparency and disclosure in the overall management of the Organization, I am presently examining to which extent it would be possible for Member States and donors to also have full access to IOM audit reports.
- Increased risk assessments: The Office of the Inspector General is conducting a risk assessment of IOM's information technology and communications activities, and will be assuming a broad advisory role in the development of an enterprise risk management process in 2012. This process will help IOM to focus on higher risk areas and further develop risk mitigation strategies.

- Oversight and evaluation: This is an area of interest to Member States that was discussed for the second time in two years at the May Session of the SCPF at the request of Member States, together with that of the performance management of projects. It is becoming increasingly evident that Member States and donors would like more evaluations of IOM projects and programmes, including on the impact they have on beneficiaries, as well as on policy and practice. This could contribute to a better understanding of migration trends and dynamics and of pragmatic and effective approaches to the management of migration, with a view to creating better outcomes of migration for individuals and societies.

Strengthened institutional capacities

- Expanding migration management support for Member States to reduce impediments to the movement of people across borders in order to take full advantage of the opportunities presented by globalization: With countries looking to achieve greater efficiencies at their borders to facilitate higher levels of trade and human mobility, we are increasingly working with States to address inefficient border-processing systems and poorly conceived visa rules and issuing processes through the harmonization, streamlining and simplification of migration management and border systems and processes. Recent examples include the national deployment of the IOM Border Management Information System in more than 10 Member States and the expansion of our visa application support services to Member States looking to rationalize their migration and visa application systems.
- Support for developing Member States and Member States with economy in transition – the 1035 Facility: This year, the 1035 Facility is celebrating its 10th anniversary and continues to fund joint Member State–IOM projects to enhance government capacities to manage migration in specific areas. In the past 10 years, the Facility has allocated USD 32 million through 360 projects benefitting 112 countries. In 2011, the Facility allocated USD 6.6 million to projects worldwide. The growth in the number of Member States of the Organization has also increased the demands on the Facility. I have therefore made it a goal to increase the funding of the Facility to USD 10 million so that the Organization can better respond to requests from Member States – especially new Member States – that face serious migration challenges which otherwise cannot be met by the donor community.
- Reversing the atrophy of IOM’s emergency response capacity: The recurrence and magnitude of humanitarian crises in the past several years have put to severe test IOM’s response capacity in humanitarian and transitional settings. Following a number of external evaluations and internal reflection processes, IOM’s Department of Operations and Emergencies adopted a new structure early in 2011. That structure builds on increased coordination and cooperation with United Nations agencies, NGOs, and other key partners; stronger liaison with donor representatives both at Headquarters and in the Field; and a renewed commitment towards the best protocol, standards and practices to serve migrants in crisis situations.

Moreover, we have strengthened our mechanism for calling forward stand-by technical experts offered by States, and we are currently finalizing two additional stand-by partner agreements (the Register of Engineers for Disaster Relief and Irish Aid), adding to our existing six arrangements (the Swedish International Development

Cooperation Agency, CANADEM, the Center for International Peace Operations, the Norwegian Refugee Council, the UK Department for International Development and the Danish Refugee Council). We have also strengthened Regional Offices with six emergency and post-crisis experts to support government efforts to prepare and respond to disasters.

As the lead agency for camp coordination and camp management (CCCM) in natural disasters, this year IOM has delivered 12 capacity-building sessions involving governments, NGOs and United Nations partners. In November, the SCPF recommended that the draft resolution on the establishment of a migration emergency funding mechanism be submitted to the Council for approval. If approved, this mechanism will give us extra ability to deliver critical services when needed, and where needed. I am confident that, with such a mechanism, IOM will be even better prepared to serve in emergency and post-crisis situations when warranted.

- Greater visibility of the resettlement programme: Recognizing the fundamental importance of resettlement and movement programmes to migrants, Member States and the Organization itself, we deemed it necessary to establish the Resettlement and Movement Management Division within the Department of Operations and Emergencies at Headquarters. The Division provides strategic direction, guidance and support to the Organization's extensive Field operations. A primary objective of the Division is to ensure that IOM support and services to resettlement operations are useful, relevant and coherent, and delivered to a consistently high standard. Towards these ends, in 2011, IOM convened its first global meeting on resettlement to take stock of what we are currently doing and to consider how IOM might improve and expand its work in this critical area. Furthermore, IOM strengthened the supervision and management of the support it provides to the US Refugee Admissions Program by updating operational guidance in light of the new IOM organizational structure.

III. Organizational outlook: IOM at 65

Three strategic objectives (2010–2015)

42. At their annual retreat in October, IOM senior managers reaffirmed our commitment to the pursuit of the three strategic objectives identified at last year's retreat for the five-year period 2010–2015, which are outlined below.

Leadership objective: Maintain IOM as the leading migration agency

- (a) Stay on the policy cutting edge without becoming normative;
- (b) Ensure an "IOM voice in every conversation/seat at every table";
- (c) Cultivate sound and valid strategic partnerships.

43. Under this strategic objective, senior managers identified practical implementing steps to be achieved during the course of 2012, in the areas of research and policy (e.g. climate-induced population displacement, expansion of Migration Profiles); institutional innovations (e.g. global Chiefs of Mission meeting, regional migration strategies); and cooperation and partnership (e.g. IOM staff participation in the 2012 Resident Coordinator/Humanitarian Coordinator Assessment Centre and Pools, coordinated actions undertaken with key partners).

Operational objective: Strengthen capacity to serve migrants and Member States

- (a) Increase emergency and humanitarian response capacity;
- (b) Take the lead in addressing new and emerging migration issues and themes;
- (c) Manage growing administrative needs within limited/shrinking core resources;
- (d) Deliver what we promise – continue the drive to instil staff professionalism, transparency, accountability and performance;
- (e) Strengthen relations with civil society.

44. Under this strategic objective, senior managers identified practical implementing steps that include: emergency capacity (e.g. strengthening of CCCM cluster leadership); migration management (e.g. enhanced cooperation with technical partners, renaming and augmenting the 1035 Facility); human resources (e.g. improving geographical and gender representation of staff); and administration (e.g. development of a knowledge management system).

Advocacy objective: Increase government and public recognition of the contribution of migrants and migration

- (a) Strategically expand the number of Member States/Observer States/memorandums of understanding with relevant organizations;
- (b) Increase and strengthen regional consultative processes;
- (c) Advance States' capacity to manage migration effectively and efficiently.

45. Under this strategic objective, senior managers identified practical implementing steps that include: dialogue and outreach (e.g. continued expansion of IOM's membership, support to regional consultative processes); and communication (e.g. developing regional websites, strengthened communications and public information capacities in the Field).

IOM in a multilateral world: Preparing for the second High-level Dialogue on International Migration and Development

46. It is clear today that all countries are affected by migration as countries of origin, transit or destination, or, increasingly, all three simultaneously; that migration is linked integrally to progress in related fields such as development, human rights, the environment, health and security, to mention but a few; and that greater inter-State cooperation is needed to help realize the positive human and societal development potential of migration and to minimize possible negative impacts.

47. It is only relatively recently that genuine dialogue and cooperation on migration at the regional and global levels have emerged. IOM has worked diligently to support and foster constructive exchange, as has been demonstrated by IOM's support to more than a dozen regional consultative processes on migration around the world, including by convening, together with the Government of Botswana, the recent Global Consultation of Chairs and Secretariats of Regional Consultative Processes on Migration, held in Gaborone. Similarly, IOM has supported the State-led, informal Global Forum on Migration and Development, through the seconding of a senior staff member, providing substantive and administrative support to each of the chairing governments since its inception in 2007, and by developing research and pilot projects to test and give effect to the ideas generated by the participating States and other stakeholders.

48. In 2013 the international community will have an important opportunity to reflect on where it is, and the direction it wishes to take, in addressing migration at the global level through the convening by the United Nations General Assembly of the second High-level Dialogue on International Migration and Development. IOM is committed to helping ensure that the debate is as constructive and positive as possible, and one that solidifies the positive progress that has been made in recent years. We are prepared to work with you at the national and regional levels, and through the IOM governance mechanisms should you wish, to help ensure solid preparation and a well-informed, balanced and comprehensive debate. The role played by IOM in any outcomes of the debate will be for you, the custodians of IOM, to determine.

IV. Conclusion

49. This is my report on the current state of your Organization. With this to set the scene, at tomorrow's high-level segment I will offer our views on the "state of migration", reviewing the trends that I and my colleagues see developing over the period of our five-year planning perspective and their implications for IOM and you.

50. We are eagerly looking forward to a fruitful exchange both on the status of the Organization and likely migration scenarios in the period ahead.