

**MICEM/7/2006**

**STATEMENT BY THE DEPUTY DIRECTOR GENERAL**

**Ms. Ndioro Ndiaye**

**at the Ninety-second Session of the Council**

**28 November – 1 December 2006**

**Geneva**

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Ministers, Ambassadors, Distinguished Delegates,

1. I am pleased to address you during this session of the Council and I welcome your active participation in our debates and dialogue as we seek to address collectively the challenges of managing migration in an increasingly globalized world.
2. I want to extend my warm thanks to Ambassador Khan who has so ably served as Chairman of the Council, and to the other officers of the Bureau for their support and assistance over the past year. I also wish to congratulate the Chairman and the newly elected Bureau. Your leadership and guidance are critical to our success in positioning IOM for the future.
3. I also warmly welcome our two new Member States, Montenegro and Nepal. By joining the Organization, you highlight the importance of IOM and your own attention to migration issues.

Mr. Chairman,

4. 2006 has been a busy year and while I will not detail all of the important work we have been engaged in, I do want to highlight a few key events and activities.
5. In the past year migration and development truly took centre stage as an issue of importance within the international community and among our Member States. The High Level Dialogue on Migration and Development in September was the culmination of a number of regional efforts to address the nexus between migration and development. In Africa, leaders meeting in Algiers, Rabat and finally Banjul, adopted a Common Position on migration for the first time. In Benin, IOM assisted in bringing together a landmark conference on remittances and the positive role they can play in development.
6. With the Government of Belgium, we brought together global practitioners to review the challenges and opportunities for development through migration. And in Rabat, European and African leaders committed themselves to a dialogue to build a basis for tackling migration challenges.
7. Regional consultative processes in Latin America, Asia and Africa have provided further opportunities for governments to discuss the multiple dimensions of modern migration.
8. In New York, for the first time at the United Nations a clear consensus was revealed. States recognized the urgent need to work collectively to tackle migration challenges and all underscored the direct linkages between migration and development. I was also struck by the number of

speakers who chose to focus on the potential positive aspects of migration. This is something that we have continued to press through our migration and development programmes, most notably through the Migration and Development in Africa (MIDA) programme.

9. I am pleased to say that since the High Level Dialogue in September, attention has not waned. Last week's Ministerial of African Union and European Union officials on migration and development which the Director General and I attended reinforced the commitment to continue developing these important linkages. The forthcoming Global Forum to be hosted by Belgium in July 2007 will maintain this momentum.

10. I also want to highlight an area I remain passionate about - gender. Our Working Group on Gender Issues (WGGI) has proven successful at raising awareness of gender issues within IOM, our operations and more broadly. It has moved beyond education to developing its own projects and ensuring that gender issues and sensitivity are mainstreamed throughout the Organization and its operations. In addition, heightened collaboration with UNFPA and OSAGI, to name but two, have contributed to an expanded understanding of migration and gender issues among stakeholders. As ever greater numbers of women migrate, special attention is required to ensure that we always remain vigilant to their needs and opportunities.

Ladies and gentlemen,

11. While this has been a critical year for migration, it has also been an important year for IOM as an organization. After seven years at IOM, I can clearly state that the Organization has reached a crossroads.

12. At the same time that migration has been moving up the priority list in the international community, IOM has grown and expanded the operations in which it is engaged. Some of this reflects a conscious effort to address gaps in activities and to broaden the Organization's relevance. Some of this growth, however, results from the flexibility and responsiveness for which many of you value IOM. In part, it also reflects the growing complexity of migration in a global world. The high profile attention now being given to migration and the efforts to address it in a more coherent manner ensures that demand for IOM services will remain high.

13. But at the same time, the structure of the organization and its governance has not changed at the same pace. The stresses from this are evident. We struggle to manage effectively and efficiently a global organization with over 5,000 employees, almost 300 offices and an operational budget of over USD 750 million with the same basic structure with which IOM was endowed over 50 years ago. While we have adopted some modern tools and technology, the core approaches have changed little. Even as the Organization has more than doubled in size – in membership and operations over the past 8 years – the basic management structure has only been added to through delocalization and an increase in regional and liaison offices. Today, IOM growth relies on a continuous effort to find and fund new projects and programmes, as well as IOM speed at implementing large scale emergency operations.

14. I believe it is time for us all, but most importantly you, our Member States to reflect on and address the future of the Organization: Is IOM to be the pre-eminent intergovernmental organization in the migration field? Is IOM to be the primary repository for knowledge and experience in meeting migration challenges? Is IOM to be the leading operational responder in

assisting migrants? Is IOM to advance its efforts in assisting countries in capacity building in migration? Is IOM to be at the cutting edge of integrating migration into the full range of security, development, economic and social policy questions we face in the 21<sup>st</sup> century?

15. I pose these questions not to divide us, but to challenge you to envisage and build today the foundation for the Organization that you want IOM to be for the rest of this century. The challenges we face and the services we provide today are very different from those that IOM was set up to address. I believe it is now time to look at providing IOM with the structures and tools to meet those challenges.

16. None of this comes as news to those of you who have closely followed the Organization. Indeed in my work with the Subcommittee on Budget and Finance, this has become a recurring theme. We do not always address it as such but it lies at the centre of our ongoing discussions about strategy and mandate, governance structures and budget levels. I want to take a moment here to acknowledge the work done by Ambassador de Alba, Ambassador Whelan and continued by Ambassador Khan over the past few years to bring the membership to consensus on IOM's strategy and mandate. I know that this is continuing with a goal to make real progress in the coming months and I encourage you in this effort.

Ladies and Gentlemen,

17. While the differing views on these issues have been clearly stated, it is now time to find common ground and purpose.

18. Colleagues, the future of the Organization and how it serves its Members demands that we tackle these issues with extra resolve. The Administration, with the support of Member States has made a number of adjustments over the past eight years to accommodate this growth in scope and breadth of activities. In addition to delocalization to do more with less, we have also sought to give more responsibility and discretion to officers in the Field. Headquarters has become leaner with more support functions provided from Manila and elsewhere.

19. As many of you are aware, the Organization is increasingly funded from Discretionary Income and project financing and less and less from assessed contributions to the Administrative Budget. In part due to the focus on financial stringency, the management structures have not expanded to reflect the growth in the Organization. Indeed in some respects as resources are stretched, management functions have been pared back even further.

20. While I think we should all applaud IOM's efforts and commitment to financial prudence, I think we also need to recognize the costs and risks it has placed on the Organization. Internal controls, staff resources and morale, operational efficiency, and focus are all under tremendous pressure. Issues of coordination, coherence of approach, and transparent decision-making across a widespread Organization also add to the challenges staff face. Financial resources are part of the answer, but more importantly, to be well placed in the future, the Organization needs a clear and strong mandate from Member States. The institutional and governance reforms to allow IOM to fulfil this mandate should be considered a similar priority.

21. As a number of Member States have made clear in the discussions on budget and strategy, these are linked issues and include governance as well. Yes, we must examine them sequentially, but I challenge you collectively that the first step is to define a vision or goal for what you want IOM to be in the coming years.

22. In my view, IOM needs to be more than a collection of the projects that we design and/or implement. At the core of the Organization is our vast experience in flexibly assisting Member States to manage migration challenges in a wide variety of areas. At the same time, we have built up a depth in migration policy unparalleled in other intergovernmental organizations. But the challenges we face in the 21<sup>st</sup> century will call for even greater focus in order to remain relevant.

23. Now is the time to firmly address these issues and set a course for IOM in the future. In a few years, both the Director General and I will likely have moved on to other challenges. It behoves us, and you the Member States, to leave the Organization clearly positioned to assume its role as a leader in migration for the benefit of all for the next 55 years.