

**Special Session Council  
International Organization for Migration**

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Sr. Director General, Sra. Presidente, Excelencias, distinguidos delegados, queridos amigos y colegas,

Quisiera primero que todo agradecerles enormemente el apoyo que me han brindado durante estos cinco años y la confianza que me han acordado hoy para continuar como Directora General Adjunta de la Organización Internacional para las Migraciones durante los próximos cinco años.

Je voudrais féliciter l'Ex République Yougoslave de Macédoine pour son accession à l'Organisation, leur donner la bienvenue à la famille de l'OIM, ainsi que leur offrir dès maintenant tout notre soutien et collaboration pour le future. Comme le Directeur General a souligné avant, nous avons déjà une très bonne collaboration.

Excellences, ladies and gentlemen,

The XXI Century is the century of human mobility and migration. We can no longer think about our economies, societies or cultures without thinking about human mobility. According to all the available information, this human mobility is expected to increase and nearly double in the near future.

The arguments in favour of the facilitation of human mobility are not only human rights-based, but also demographic, social and economic. No one puts in question anymore the impact that ageing populations, low birth rates, longer life expectancy and urbanisation have in the economies and social protection systems of developed and high-middle income countries. The links between migration and development of countries of origin and destination are also much better understood and recognised today, and States are adopting policies and systems that enhance the positive impact of migration into their development and economic growth planning.

Despite the general acceptance that migration is inevitable, necessary and desirable, there is a worrying rise in discrimination, xenophobia, exclusion, and human rights violations of migrants throughout the world. The general public has predominantly negative feelings about migration and migrants, and a sense that governments do not have matters properly under control. This public perception has restricted the ability of politicians to advance the economic arguments in their discourse about migration and develop more realistic and fact-based policy and legislative frameworks.

Migration and human mobility are therefore very present in the political and economic agendas of States, both at the internal and international levels. This new relevance of migration has also impacted on the composition, size, objectives and work of IOM. The exponential growth of IOM continues and is confirmed. Today, IOM is an Intergovernmental Organisation with 156 Member States. The exponential growth of IOM has also been reflected in its field presence, the number of its staff, its budget and its programmes and activities. IOM complements today its traditional operational and logistical support to Member States on movement, resettlement and assisted

voluntary return and reintegration, with the provision of advice, capacity building and technical assistance on policy, legislation and best practices on a variety of fields related to migration governance. These include, among others, humanitarian assistance and response, human rights and migrant assistance, development and labour migration, diaspora, integrated border management, international migration law, migrant's health, and gender. But above all, these changes have impacted the relevance and positioning of IOM in migration governance, its broad recognition as the main actor of the international system on migration, as well as the expectations that Member States and other Governments, International Organisations, the civil society and other stakeholders have of the Organisation.

In addition, the XXI Century is a century of limited financial resources; high demands on performance, effectiveness and efficiency; and a focus on strict financial controls, transparency and accountability. All International Organisations are asked to do more with less. Furthermore, implementing activities as agreed with donors and other counterparts is not sufficient anymore; the performance analysis is based more and more in the ability of Organisations to achieve specific results. On the other hand, tighter financial controls and requests for information, transparency and accountability are putting increasing pressure on the capacity of Organisations to satisfactorily report within available resources and current systems and tools. Therefore, business models and working methods in the public international system are being revised to better respond to these needs and expectations, and IOM is certainly not an exception on this.

Currently, IOM is adapting its structures, systems, procedures, working methods and control mechanisms to better respond to the new realities of the Organisation, but at the same time, to adapt its own advisory capacity, expertise and ability to respond to the new expectations of its membership, of which over a hundred are developing countries.

The consolidation process of the Organisation is progressing. You are all familiar with the structural reform promoted by the Director General, which I had the honour to implement during my first period as Deputy Director General. The structural reform has been the most prominent of a series of administrative readjustments that have been undertaken in the last five or six years in order to adapt the structures, working methods and control mechanisms of IOM to its new size and field presence. These adjustments include, among others, the effective implementation of a staff rotation policy; the introduction of a staff performance evaluation system; the development of a Human Resources Strategy; the establishment of the Accounting and Oversight Advisory Committee (AOAC); the creation of the Ethics Office; and the establishment of the Management Co-ordination Committee and the Policy Formulation Coordination Committee (PFCC) at the global and regional levels. Thanks to the Budget Reform approved last year by all of you, we have also been able to enhance the capacity of the Office of the Inspector General, the Human Resources Division and the Legal Office, three main areas in oversight and control where we had limited capacity due to lack of appropriate resources.

At the internal level, several mechanisms and tools have been developed to identify IOM's principles, policies, experience and best practices in thematic areas, and better enshrine them into our programmes and activities worldwide, as well as to strengthen the coherence and consistency of action of the Organisation worldwide. Examples of these measures are the development of the IOM Handbook on Project Development and Implementation, the development of thematic guidelines, the knowledge management initiative, and the development of an IOM Humanitarian Policy

framework. As part of this process, a series of staff meetings have been organised bringing together IOM staff from Headquarters and the field to discuss specific thematic areas and identify principles, trends, best practices, and strategies for the future.

Furthermore, a series of new initiatives have been taken to enhance IOM's capacity to support Governments in better addressing migration related matters, as well as in developing integrated and comprehensive migration policies and legislative frameworks. Meanwhile, a bigger emphasis has been put into the protection of migrants, particularly those in vulnerable conditions and those affected by natural disasters, political crises or unrest, as well as in the importance of promoting a human rights-centred approach in all our activities and programmes. In this context, I refer to initiatives such as the Migration Crisis Operational Framework (MCOF), and the International Recruitment Integrity System (IRIS), whose aims are to protect migrants in different vulnerable conditions.

The objective of all these efforts is to make IOM a stronger Organization, with large capacity of analysis and advice, high performance standards, predictable, reliable and result-oriented. An Organisation that can learn from its own successes and failures and that can incorporate to its work best practices and successful experiences, and correct action when expected results are not achieved. An Organisation that is ready to take up the challenges that migration governance is presenting to all of us, and advice on ways to better respond and address these challenges. An Organisation that can continue serving all of you as a trusted partner and that protects and promotes migrants' rights.

So, what lies ahead of us? First of all, I see all these as processes and not as specific measures or events, and therefore, they need, in my opinion, to be continued, consolidated and strengthened in IOM.

Furthermore, I think we must give priority to the implementation of the Human Resource Strategy, which is intended to enable the Organisation to have the right people, at the right place and at the right time, by creating efficient talent management systems, offering competitive compensation and career development packages and ensuring fair treatment. This should include a wider geographical representation and better female representations in senior positions. Staff in IOM is certainly not only our biggest asset, but also the ones that make IOM shine and that have built with their day-to-day work, the reputation, trust and relevance of this Organisation. I have always been amazed by the commitment IOM staff has with the Organisation, its work and with migrants in general. Allow me to take this opportunity to pay tribute to the women and men working in IOM for their commitment and for the work that they all do around the world in difficult and very often dangerous conditions.

But we, the Administration and Member States, cannot take this commitment for granted. We have to be able to create a working environment for all our staff, national and international, that allow them to do their work in the most efficient and effective way and where they feel comfortable, fairly treated and with credible career opportunities. As part of this, we need to enhance our training capacity, and be able to provide to the staff with all necessary tools to enable them to undertake in a professional manner the responsibilities assigned to them. It is only then, that we will be sure that oversight and control systems can fairly function and be applied and ensure accountability. The wellbeing of our staff is fundamental to continue being an efficient and effective Organization.

Furthermore, during the preparation of the IOM Handbook on Project Development and Implementation, IOM took an initial very important step in building its own capacity to move project development in the Organisation from an output-oriented to an outcome-oriented approach, from a focus on the implementation of agreed activities, to the achievement of specific results. We are still early in this process. We have started to include in a much more systematic way, performance indicators into IOM programmes and activities. However, taking into account the number and variety of programmes and projects that are developed by IOM Offices, I consider of outmost importance to support this process with electronic tools and platforms that facilitate the incorporation and analysis of these performance indicators into our activities in the future and the absorption of the knowledge thereby generated.

In addition, despite all progress made in the last years in HQ and the field in engaging the private sector in IOM's activities progress, that is clearly reflected by the launching of the Public and Private Partnership (PPA) on Ethical recruitment, a bigger emphasis is required in developing policies, guidelines and a worldwide strategy on IOM's engagement with private sector entities. You all have asked for this in the past.

Finally, the support and assistance to Member States by the lead Organisation in the field of Migration should not continue to rely exclusively on the generous voluntarily contributions of some Member States and other donors. IOM would require a bigger capacity to define priorities, respond to assistance and advise requests, and address urgent matters in order to maintain its prominent role in its field and continue to be considered a reliable and relevant partner.

Excellences, ladies and gentlemen,

To conclude, let me say that you too have an important task ahead of you in this consolidation process of your Organisation. You have formed a working group to discuss IOM's 12 point Strategy as well as the relationship of the Organisation with the United Nations System. I want to emphasise that your conclusions on what are the areas on which you want IOM to continue focusing its work and attention as well as in what conditions IOM should be working with the broader international system are fundamental for the future of IOM, its work, and the relevance of the Organisation in the multilateral and humanitarian fields.

Sr. Director General, Excelencias, señores y señoras,

Para mí, estos cinco años han sido una gran experiencia a nivel personal y profesional y les agradezco el apoyo otorgado para continuar liderando esta Organización Internacional con el Embajador Swing durante este nuevo mandato. Asimismo, les agradezco todo el apoyo, la confianza y la colaboración que he recibido de las Misiones Permanentes en Ginebra y de sus Gobiernos en este proceso.

La OIM es una gran Organización en la cual merece la pena invertir. Si el siglo XXI es el siglo de las migraciones y de la movilidad humana, debe ser asimismo el siglo de la OIM y es nuestra responsabilidad conjunta preparar a la Organización y ofrecerle todas las herramientas necesarias para estar en capacidad de enfrentar este gran desafío. Continuemos trabajando juntos para fortalecer la capacidad de la OIM para el bien de los Gobiernos y de los migrantes.

Muchas gracias.