

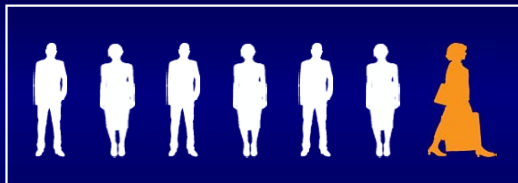
## Report Overview

- I. Milestones 2008 - 2012
- II. Persistent Challenges 2008 onwards
- III. The Way Forward: 2013-2018



## Migration Mega-trend: One in Seven

7 billion Population | 1 billion Migrants



214 million International

740 million Internal

Urbanization: 50% +      Feminization: ca. 50%

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## Population Growth Drives Migration

- 20<sup>th</sup> Century: Population Quadrupled
- 2011: 7 Billion
- 2050: 9 Billion
- 2040: 400 + Million International Migrants

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## Migration Drivers Increase Complexity

1. **DEMOGRAPHY**: North – ageing, South – youthful
2. **DEMAND** labour shortage vs. labour surplus
3. **DISPARITY** increasing: economic, social
4. **DISTANCE** shrinking : budget transportation
5. **DIGITAL REVOLUTION**: instant information
6. **DISASTERS**: natural & human-made, rapid & slow onset
7. **DREAMS**: life with dignity and prosperity.



## International Migrants in Context

### Population: Between 4<sup>th</sup> and 5<sup>th</sup> Largest Countries

<b>Indonesia</b>	4th	237 million
International Migrants		214 million*
<b>Brazil</b>	5th	193 million

### Economic Contribution: Size of Large GDPs

<b>Saudi Arabia</b>	23 rd.	USD 434 billion
Annual Migrant Remittances		USD 400 billion*
<b>Austria</b>	28 th.	USD 379 billion



## Prepare for Increased Mobility

Migration Seen as Threat to Identity

Restrictive, counter-cyclical policies lead to:

- Anti-migrant sentiment, violence
- Imperils lives, promotes trafficking and smuggling
- Ignores historically positive socio-economic impact

Urgent Need for a Global Awareness Campaign to Highlight Migrant Contributions - IOM proposal

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## I. Milestones 2008 - 2012



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## Administration Priorities: Three “P”s



### 1. State Proprietorship



### 2. Strategic Partnerships



### 3. Staff Professionalism



## Three Ps: #1 State Proprietorship

1. Extensive Senior Management – Member State Consultations
2. Periodic Regional/Geographic Group Meetings
3. Regular Council Bureau Meetings
4. Information Afternoons & Thematic De-briefings
5. Increased Internal Control Measures
6. Increase in Member States from 125 to 148 in Four Years.



## New Member States

### Applications at this Council

Republic of the Union of Myanmar

St. Vincent and the Grenadines

### Applications expected

Equatorial Guinea

Fiji

Indonesia

Malawi

Papua New Guinea

Sao Tome and Principe

Solomon Islands

Suriname

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## Three Ps: #2 Strategic Partnerships

- UN Agencies
- European Union
- Every Major Dialogue on Migration
- Regional Consultative Processes (RCPs)
- Civil Society Organizations (CSOs)
- Academia, Media
- Private Sector

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## How IOM Takes Part in the UN

- Inter-Agency Standing Committee (IASC)
- Member of almost all UNCTs
- Participates in all 8 “One UN Pilot Countries”
- Full Cluster Participation; Global CCCM Cluster Lead
- Member of UNDSS Security System
- Member of UNJSPF
- Co-Founder of Global Migration Group
- Peacebuilding Commission Member
- Funding Recipient from All UN Multi-Donor Trust Funds

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## Three Ps: #3 Staff Professionalism

- **Human Resources Reforms**

Rotation, Human Resources Strategy (HRS), Staff Evaluation System (SES), Training, Revised Staff and Financial Regulations, UN Joint Staff Pension Fund

- **Accountability**

Audit Advisory Committee (AAC), Independent Report by Office of the Inspector General (OIG), OIG annual internal audit report to SCPF, New Inspector General in 2013, Ethics Officer and Ethics Coordinating Committee

- **Teamwork**

Global Chiefs of Mission Meeting (GCoMM) – September 2012

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## 17 Years of Growth (1995 → 2012)



**Member States:**

**55 → 148**



**Offices:**

**150 → 440 sites**



**Staff:**

**1,000 → 8,700**



**Projects:**

**1,000 → 2,700**



**Expenditures:**

**\$223 million → \$1.3 bil.**

(2011)



## Three Major Reforms

1. Human Resources
2. Budget
3. Structure





## Three Reforms: # 1- Human Resources

### Excellent New Human Resources Strategy

- Shared at Last SCPF
- Implementation Requires Funding

### New Staff Evaluation System

- Over 85% Compliance in 1<sup>st</sup> Year
- Most companies struggle to reach 70%

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## Three Reforms: #2 - Budget

8,700 Staff

Annual Budget  
USD 1 billion +  
each of past 4 years

440 Sites

IOM as Large as Many UN Agencies  
Larger Than Many International NGOs  
Larger Global Footprint than Most IOs

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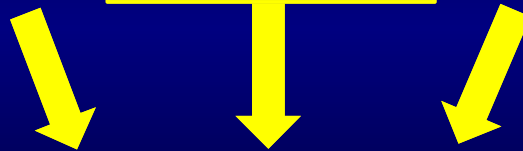


## Three Reforms: #2 - Budget

Rapid  
Organizational  
Growth

More  
Humanitarian  
& Emergency  
Projects

Increase in  
Donor  
Demands for  
Accountability



Overstretched Budget

More Resources Needed to Address  
Trend of Increased Demands

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## 3 Reforms: #2 - Budget

Tools & Options:

- Working Group on Budget Reform
- Add New Members
- Diversify & Prioritize Fund-Raising

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## 3 Reforms: #2 - Budget Reform

Working Group on Budget Reform:

- Adoption of Consolidated Budget Resolution #134
- Revision of Operational Support Income Reserve Mechanism
- On-going Review of Additional Measures
- Meaningful Dialogue with Member States
- Clear Example of Member State Ownership

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## 3 Reforms: #3 - Structural Reform

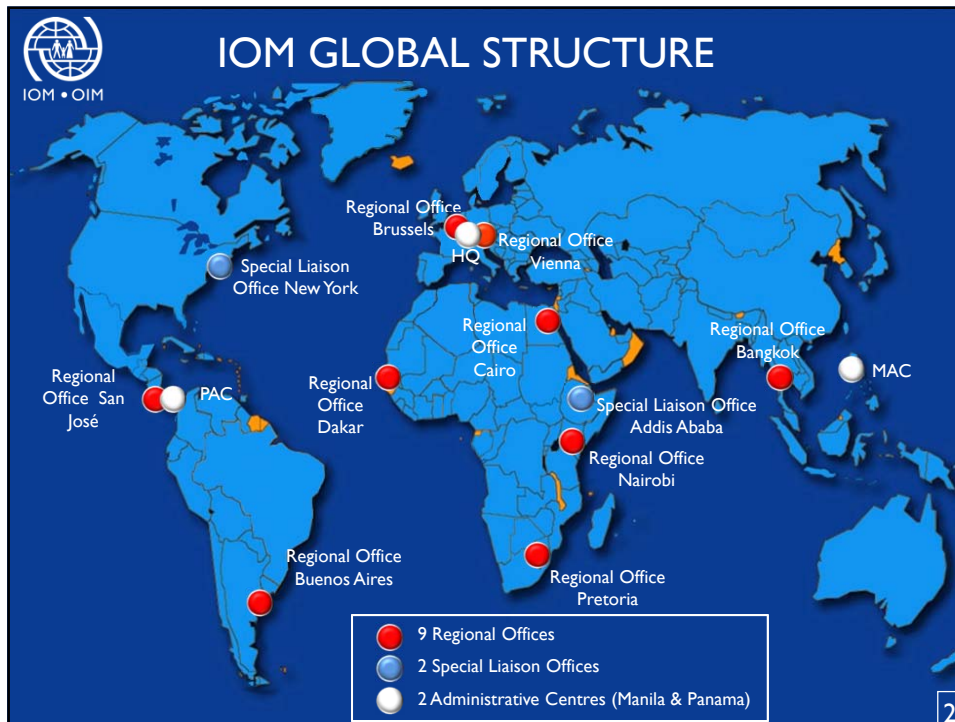
- All Regional Offices (RO) Staffed and Functional
- On Schedule & Within Available Resources
- Annual Regional Director Conference: First in 2013
- Structural Reform Evaluation: 2013-14

Clearer  
Management  
Lines

Stronger  
RO  
Capacity

Better Support  
for Country  
Offices

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**Increased Global Roles and Responsibilities**

- Operations and Emergencies
- Migration Management: Immigration and Border Management (IBM)
- Labour Migration and Human Development
- Vulnerable Migrant Populations
- Migrant Health
- The IOM Development Fund (Former I035)
- Media and Communications
- Research and Publications
- International Dialogue on Migration (IDM)

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## II. Persistent Challenges



### A. Core Structure Funding

Urgent Need to Make Core Structure Funding:

- More Predictable
- Adapted to Member States' Demands & Growth



## B. Outstanding Goals

- Gender, Geographic and Linguistic Equity
- Project Evaluation
- Three A: Arrears, Amendments and Accessions
- Special Funds (IDF, MEFM, HASM, EPA)
- Data and Knowledge Management

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## C. IOM: Leading Migration Agency

- 2013 UNGA HLD on Migration and Development
- Global Migration Group (GMG)
- Global Forum on Migration and Development (GFMD)
- Post-2015 UN Development Agenda
- Durable Solutions for Forced Migrants - MCOF
- Marketing IOM and Branding Migration

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## D. Cost Efficiencies; Expense Deferrals; Increased Risks & Lost Opportunities.



## Cost Efficiencies: Delocalization

Back Office & Transaction-Intensive Functions Moved :

Manila Administrative Centre  
(MAC)

Started in 2002

200 + staff

Panama Administrative Centre  
(PAC)

Started in 2007

25 + staff

Staff and Office Costs



Annual Savings USD 5 Million



## Cost Efficiencies: IT Systems

PRISM: IOM's Enterprise Resource Planning System

- Facilitates Efficient and Accountable Work
- Based on SAP – used by many agencies and companies
- Replaced & Upgraded Financial, Budget and HR Systems

Other IOs	IOM
- Additional resources	- Within available resources
- Expensive consultants	- In-house development
- High-cost locations	- In cost-effective locations
> USD 75 million	< USD 25 million

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## Cost Efficiencies: Staff Travel

Rigorous Policy for ALL Staff:

- Economy Class Only
- Central Monitoring to Ensure Most Economic Routes
- All Travel Requests Reviewed to Ensure Absolutely Necessary
- Limits on Size of Delegations

IOM Annual Travel Costs: USD 10 million



Savings of Millions of USD to IOM

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## Cost Efficiencies: Local Recruitment

- Much more cost-effective
- No expatriate allowances
- Uses local knowledge, promotes local capacity

Ratio of International to Local Staff:

IOM	Average IO (2010)
1 to 10	1 to 2

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## 2. Expense Deferrals

- A. IT Systems and Software
- B. IT Hardware and Infrastructure
- C. Building Maintenance and Infrastructure
- D. Postponed Staff Reclassification

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### 3. Increased Risks and Opportunities Foregone/Lost

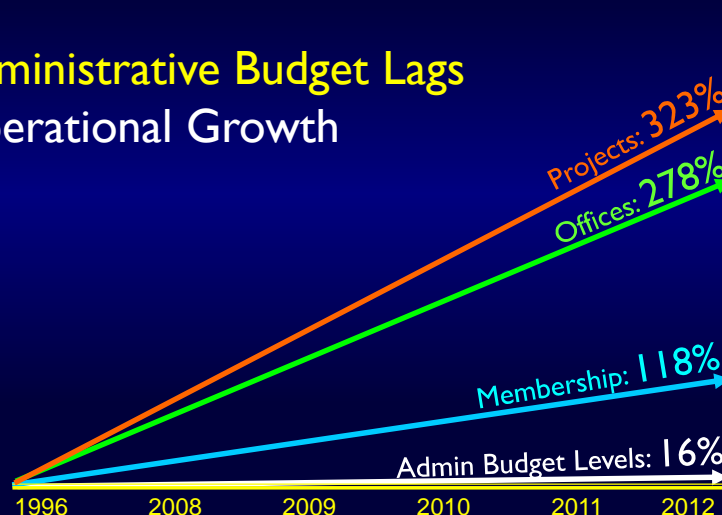
- A. Overstretched Support Functions
- B. Diminished Oversight Capacities
- C. Staff Well-being, Morale and Retention

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### Overstretched Support Functions

Administrative Budget Lags  
Operational Growth



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## Overstretched Support & Oversight

### Proportionally fewer staff

- support more operations
- exercise more oversight functions
- receive less training

### Increased Member State Demand for

- Resource-Intensive Operations
- High-Complexity Programmes
- Migration Knowledge Repository
- Coordination

### Increased Output Requires Increased Support Functions

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## III. The Way Forward: 2013-2018



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## The High Road to 2018

- The Three Ps
  - Core Budget Stability
- Migration Leadership
  - High-road Migration Scenario
- A More Representative IOM
  - Migration Post-2015
- Diaspora Ministers' Conference
  - IOM-UN Relationship Review
- A "Human Mobility" Narrative

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## A High Road Migration Scenario

**Recognize and act on trends: demographic, climate change, etc...**

**Some elements of a high-road scenario might be:**

- **Multiple-entry Visas**
- **Dual Citizenship Laws**
- **Portable Social Security Benefits**
- **De-Criminalization of Irregular Migrants**
- **Multi-Skill Policy for ALL Skill Levels**
- **Integration as an Option for Migrants**
- **Pathway to Legal Status for Those Meeting Criteria**
- **Participation in RCPs and Global Dialogues (GFMD)**

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## Towards IOM's 65<sup>th</sup> Anniversary

- What global migration trends concern you most?
- How should we prepare to respond to these in a humane, responsible way?

## Conclusions: IOM's 65<sup>th</sup> Anniversary

How Can We Promote Greater Global Understanding of the Historically Positive Nature of Migration?

- Inevitable – Demographic Trends & Labour Demand
- Necessary – Economic Growth, Employment, Stability
- Desirable – if Managed Responsibly and Humanely



## Conclusions: IOM's 65<sup>th</sup> Anniversary

What Further Measures Are Needed  
for IOM to Remain

### The Migration Agency

in the Service of its Member States and Migrants?