

**NINETY-NINTH SESSION**

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**DRAFT REPORT ON THE  
NINETY-NINTH SESSION OF THE COUNCIL**

Geneva  
29 November to 2 December 2010  
Rapporteur: Mr. Khondker Talha (Bangladesh)

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## DRAFT REPORT ON THE NINETY-NINTH SESSION OF THE COUNCIL

### INTRODUCTION

1. Pursuant to Resolution No. 1192 of 26 November 2009, the Council convened for its Ninety-ninth Session on Monday, 29 November 2010, at the Palais des Nations, Geneva. Eight meetings were held.

### ATTENDANCE<sup>1</sup>

2. The following Member States were represented:

Afghanistan	Estonia	New Zealand	Turkey
Albania	Finland	Nicaragua	Uganda
Algeria	France	Niger	Ukraine
Angola	Gabon	Nigeria	United Kingdom
Argentina	Georgia	Norway	United States of
Armenia	Germany	Pakistan	America
Australia	Ghana	Panama	Uruguay
Austria	Greece	Paraguay	Venezuela (Bolivarian
Azerbaijan	Guatemala	Peru	Republic of)
Bangladesh	Haiti	Philippines	Viet Nam
Belarus	Honduras	Poland	Yemen
Belgium	Hungary	Portugal	Zambia
Bolivia (Plurinational State of)	India	Republic of Korea	Zimbabwe
Bosnia and Herzegovina	Iran (Islamic Republic of)	Republic of Moldova	
Botswana <sup>2</sup>	Ireland	Romania	
Brazil	Israel	Rwanda	
Bulgaria	Italy	Senegal	
Burkina Faso	Jamaica	Serbia	
Cameroon	Japan	Slovakia	
Canada	Jordan	Slovenia	
Cape Verde	Kenya	Somalia	
Central African Republic <sup>2</sup>	Kyrgyzstan	South Africa	
Chile	Latvia	Spain	
Colombia	Lesotho <sup>2</sup>	Sri Lanka	
Congo	Libyan Arab Jamahiriya	Sudan	
Costa Rica	Lithuania	Swaziland <sup>2</sup>	
Côte d'Ivoire	Madagascar	Sweden	
Croatia	Mali	Switzerland	
Cyprus	Malta	Tajikistan	
Czech Republic	Mexico	Thailand	
Denmark	Morocco	Timor-Leste <sup>2</sup>	
Dominican Republic	Namibia	Togo	
Egypt	Nepal	Trinidad and Tobago	
El Salvador	Netherlands	Tunisia	

<sup>1</sup> See List of participants (MC/2309).

<sup>2</sup> See paragraph 11.

3. Bahrain, China, Ethiopia, the Holy See, Indonesia, Qatar, the Russian Federation, Saudi Arabia and the former Yugoslav Republic of Macedonia were represented by observers.

4. The Office of the United Nations, the Food and Agricultural Organization of the United Nations, the United Nations Conference on Trade and Development, the Office of the United Nations High Commissioner for Human Rights, the United Nations Research Institute for Social Development, the African Union, the European Union, the African, Caribbean and Pacific Group of States, the International Centre for Migration Policy Development, the International Labour Organization, the Organisation internationale de la Francophonie, the Organization of the Islamic Conference, the United Nations Children's Fund, the World Bank and the World Health Organization were represented by observers.

5. The International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the Sovereign Order of Malta, as well as the following international non-governmental organizations (NGOs), were represented by observers: African Humanitarian Action, Caritas Internationalis, the Center for Migration Studies of New York, the Federation of Christian Organizations for International Volunteer Service,<sup>3</sup> the Friends World Committee for Consultation, the International Catholic Migration Commission, the International Institute of Humanitarian Law,<sup>3</sup> the International Islamic Relief Organization, the Jesuit Refugee Service, the Lutheran World Federation, the Refugee Education Trust and the Scalabrini International Migration Network.<sup>3</sup>

## **OPENING OF THE SESSION, CREDENTIALS OF REPRESENTATIVES AND OBSERVERS**

6. The outgoing Chairperson, Mr. S. Kitajima (Japan), opened the session on Monday, 29 November 2010, at 10.20 a.m.

7. The Council noted that the Director General had examined the credentials of the representatives of the Member States listed in paragraph 2 and found them to be in order, and that he had been advised of the names of the observers for the non-Member States, international governmental organizations and NGOs listed in paragraphs 3 to 5.

## **ELECTION OF OFFICERS**

8. The Council elected the following officers:

Chairperson:	Mr. Idriss Jazaïry (Algeria)
First Vice-Chairperson:	Mr. Christian Strohal (Austria)
Second Vice-Chairperson:	Mrs. Alicia Arango (Colombia)
Rapporteur:	Mr. Khondker Talha (Bangladesh)

9. Assuming the Chair, Mr. Jazaïry said he was honoured to have been elected and congratulated the other members of the Bureau on their election. Since 3 per cent of the world's population were international migrants, migration had become a priority issue on the international agenda. The intensification of international dialogue on migration had resulted in a change in the perception of migration policies: migration was no longer considered from a purely national or

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<sup>3</sup> See paragraph 17.

bilateral perspective, but rather as a global phenomenon, posing challenges and offering development opportunities for countries of origin and destination alike. The mandate and geographic coverage of IOM had broadened considerably since its establishment. On his election, the Director General had set three strategic priorities, intended to invigorate the dynamics of the Organization and enable it to respond to contemporary challenges. In that regard, structural and budget reforms had been launched to respond to the current global economic and financial crisis.

## **ADOPTION OF THE AGENDA**

10. The Council adopted the agenda as set out in document MC/2292/Rev. 2.

## **ADMISSION OF NEW MEMBERS AND OBSERVERS**

### **(a) Applications by the Kingdom of Lesotho, the Central African Republic, the Democratic Republic of Timor-Leste, the Republic of Botswana and the Kingdom of Swaziland for membership of the Organization**

11. The Council adopted by acclamation Resolutions Nos. 1193, 1194, 1195, 1196 and 1197 admitting the Kingdom of Lesotho, the Central African Republic, the Democratic Republic of Timor-Leste, the Republic of Botswana and the Kingdom of Swaziland, respectively, as Members of IOM.

12. The representative of the Kingdom of Lesotho thanked the Members of IOM for having accepted Lesotho's application for membership. The challenges of increasing migration continued to exert considerable pressure on Lesotho. IOM was the most appropriate platform for addressing those challenges at the global, regional and national levels. Lesotho would call on IOM for assistance in capacity-building, policymaking, sharing of experiences and exchanging ideas, and would engage in cooperation with it. Orderly and manageable migration flows centred on sustainable development must be achieved at all levels.

13. The representative of the Central African Republic expressed his delegation's gratitude to IOM for having accepted his country's application for membership. The Central African Republic shared borders with Chad, Cameroon, Sudan, the Democratic Republic of the Congo and the Republic of the Congo, and had always opened its borders to displaced persons in situations of distress. It was committed to seeking effective solutions to global migration problems and to that end wished to establish a close and lasting relationship with IOM.

14. The representative of the Democratic Republic of Timor-Leste thanked IOM for its support for reconstruction efforts in Timor-Leste. In 1999, IOM had played a pivotal role in ensuring the return and reintegration of many Timorese from around the world who had either fled the country or been driven out between 1975 and 1999. Among those returning had been resistance leaders who had played a crucial role in national reconstruction. Timor-Leste particularly appreciated IOM's focus on domestic ownership and reliance on national capacity. The Government would continue to cooperate with IOM to strengthen its domestic migration management system in order to meet the complex migration challenges facing the world.

15. The representative of the Republic of Botswana thanked IOM for having accepted Botswana's application for membership. She congratulated the four other new Members and the three new observers. Botswana was committed to fulfilling its obligations as a Member of IOM and contributing to efforts to meet the Organization's goals and objectives.

16. The representative of the Kingdom of Swaziland said that his country hoped to benefit from membership of the Organization, in particular to meet the challenges of irregular migration in partnership with other Member States. As an active participant in the Migration Dialogue for Southern Africa, it pledged to fully embrace the work of IOM.

**(b) Applications by the International Institute of Humanitarian Law, the Federation of Christian Organizations for International Volunteer Service and the Scalabrini International Migration Network for representation by an observer**

17. The International Institute of Humanitarian Law, the Federation of Christian Organizations for International Volunteer Service and the Scalabrini International Migration Network were granted observer status at meetings of the Council, in accordance with the terms of Resolutions Nos. 1198, 1199 and 1200, respectively.

18. The representative of the International Institute of Humanitarian Law said that the Institute enjoyed a long-standing tradition of cooperation with IOM, the International Committee of the Red Cross, the European Union, the African Union and other regional organizations and that international cooperation should be stepped up to protect migrants' rights. Among other activities, it had provided training courses in 2010 on a host of migration issues, including that of refugees.

19. The Federation of Christian Organizations for International Volunteer Service, dedicated to promoting human rights and social justice and spreading a culture of respect for all, lobbied at the local and national levels, strove to develop a network aimed at fostering development cooperation, worked with diasporas dealing with migrants abroad and cooperated with academia and social institutes on those issues. Its representative thanked the IOM staff in Rome, New York and Geneva for establishing a basis for fruitful cooperation.

20. The representative of the Scalabrini International Migration Network said that the continued surge in migration and refugee movements, coupled with restrictive immigration policies and the rise of xenophobia, posed a daunting challenge to his organization as it sought to promote sound policy formulation and provide services for migrants, refugees and internally displaced persons. The Network, founded in 2006, was a non-profit organization dedicated to promoting the dignity and rights of migrants through scientific research, training programmes, technical assistance and advocacy programmes conducted at centres for migration studies, migrant and refugee welcome centres, schools and orphanages. Its formal recognition as an observer at IOM would improve its relationship and work with the world of migration.

21. The Director General, welcoming the five new Member States and three observers, said that he looked forward to working with them to tackle the challenges of migration.

## REPORT OF THE DIRECTOR GENERAL

22. The Director General gave a slide presentation<sup>4</sup> summing up his report to the Council, which is reproduced as an annex to this report.

## KEYNOTE ADDRESS

23. Ms. Cecilia Malmström, European Commissioner for Home Affairs, delivered a keynote address<sup>5</sup> on the theme of “The future of migration: Building capacities for change”. She said that the world had changed a great deal in the sixty years since IOM’s founding, but it still needed a strong organization to deal with international migration, for at least three reasons.

24. First, more people were moving than ever. An estimated 215 million people were currently living in a country they had not been born in, and over 800 million were internally displaced worldwide, meaning that one billion people were on the move.

25. Second, the globalization of business required the globalization of skills and mobility. Any country wishing to ensure its socio-economic development had to allow for that reality. Globalization had also resulted in greater interdependence, with decisions in one country having a major impact in others. Hence the importance of dialogue and mutual understanding, on the regional level as well. That was one area in which IOM had an important role to play.

26. Third, and perhaps most importantly, IOM reinforced the human face of migration. Migrants were men and women with aspirations for a better life, or children who formed a vulnerable group requiring policy adaptations on the part of governments. That human face was at present all too often lacking in the public’s perception. Migration was not always perceived as positive, and yet the duty of properly functioning societies was to welcome and protect people in need. The media, too, gave forth a steady flow of negative messages on migration. History had shown the tragic consequences when migrants were made to be scapegoats.

27. It was extremely important for IOM, the Member States, other organizations and international players to counter that trend. They had to be much more active in openly acknowledging the social, economic and cultural contributions that migrants made to society. Well-managed migration was a positive phenomenon that had the potential to be truly beneficial for all concerned. Most migrants were real assets to society. Indeed, there was no such thing as an “illegal migrant”. People might have to move by irregular means, for instance when they sought international protection, but no human being was “illegal”.

28. Many parts of the world were affected by demographic change, and the European Union (EU) was no exception. Its active population would soon start falling even as the overall population increased. It faced high unemployment rates but, at the same time, the number of labour market vacancies was growing. By some estimates, by 2015 the EU would have a shortfall of between 400,000 and 700,000 information technology professionals, and by 2020 a shortage of between one and two million health professionals. It had consequently adopted a strategy, Europe 2020, to reduce unemployment and meet the demand for labour. Since some of the skills would have to be found outside its territory on the highly competitive global labour market, the EU had to make its labour markets more attractive and its societies more welcoming.

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<sup>4</sup> The Administration’s presentations are accessible on the IOM website at [www.iom.int](http://www.iom.int).

<sup>5</sup> Ms. Malmström’s complete statement is accessible on the IOM website at [www.iom.int](http://www.iom.int).



29. The Stockholm Programme adopted by the EU Member States in December 2009 set the EU's priorities for the coming five years. It aimed overall to ensure the safety of EU citizens with full respect for fundamental rights and freedoms; it also reaffirmed the need for labour migration. It was, of course, up to each Member State to decide on the number of workers it wished to admit, but the EU nevertheless needed a common framework to define admission rules and conditions. It needed highly skilled workers, and to that end had adopted the Blue Card Directive (Directive 2009/50/EC on the conditions of entry and residence of third-country nationals for the purposes of highly qualified employment) in May 2009. It also needed low-skilled workers, and was therefore in the process of drafting a similar directive on seasonal workers. The EU had to make it easier for international companies to transfer personnel across its borders, and had therefore put forward a directive on intra-corporate transferees.

30. Those measures were not enough, however. The EU needed an innovative policy that addressed its needs and served the interests of migrants and its partner countries. Such a policy should match skills and labour market needs, and, to that end, the EU would launch a database in 2012 containing updated forecasts of skills supplies and labour market needs. It would have to avoid "brain waste", namely avoid wasting the skills of those already present on EU territory. Her own country, Sweden, had been in desperate need of doctors a few years previously and had been surprised to find many among the migrant taxi and tram drivers and street cleaners already in the country. It had proven less expensive to provide those long-standing migrants with some language or skills training than to "import" more doctors.

31. The EU had to be more transparent about the realities of migration, and about the rules and procedures that applied when migrants arrived in an EU Member State; the European Commission would be launching an immigration portal for that purpose in early 2011.

32. No migration policy was sustainable without integration, and the EU had to make greater efforts in that respect. The European Commission would soon be presenting proposals to reinforce integration that built on local and regional experiences and methods, which was where integration was most appropriate. On the other hand, the EU also had to improve its ability to check who was entering European territory and to combat trafficking in human beings. It had therefore reinforced its external border agency, Frontex; it was also nearing agreement on the European Commission's proposals on anti-trafficking legislation and would soon appoint an anti-trafficking coordinator.

33. The EU had to do more to prevent illegal employment, and had therefore recently adopted rules targeting employers that exploited and profited from irregular migrants. It was also cooperating more closely with partner countries, and in that respect saluted the successful launch in October of the African, Caribbean and Pacific (ACP) States Observatory on Migration.

34. If migration was to be managed for the benefit of all, the EU had to acknowledge that the world was changing and new policies were needed. The European Commission, for its part, was experimenting with what were known as mobility partnerships, which allowed it to deal with various aspects of migration within one coherent framework. Such partnerships had already been formed with Cape Verde, the Republic of Moldova and Georgia, and had been successful enough to merit the development of others. The Commission would also be looking to reinforce its policies in key areas such as the migration-development nexus and the interconnection between climate change and migration.

35. With the entry into force of the Lisbon Treaty one year earlier, the EU had acquired legal personality. This had strengthened its role in foreign relations, which would also be reflected in its future relationship with IOM. The EU was one of IOM's biggest partners and contributors, and it should be able to play a role consistent with its status in terms of policy and finance.

36. Ms. Malmström concluded by stating that a number of issues needed to be addressed as a matter of priority. The first was the "brain drain". While the choice to migrate should be a personal one, the need for skills in some countries should not drain others of competent professionals. The EU had shouldered its responsibility in that field, putting in place development policies to help countries retain skills and support training and educational programmes in labour sectors under strain. It endorsed the World Health Organization Guidelines on Incentives for Health Professionals, and worked hard to help migrants generate income and transfer skills and investment to their countries of origin. More work was needed to facilitate remittances, but that was an issue to be dealt with globally and should be high on the agenda at future IOM discussions.

37. The second priority was to strengthen the evidence base for policy. More facts and figures were needed to ensure proper dialogue and cooperation and to counter negative attitudes. IOM was already contributing in two important ways: with the *World Migration Report* and the Migration Profiles series. The latter were particularly useful in enhancing understanding of the realities of migration and ascertaining whether or not policies were working. It would be very helpful if they could cover the entire world by 2015, and the European Commission would support such an initiative.

38. The IOM Council, which brought together many different countries and organizations, each with its own experience and assessment of migration, was the ideal forum in which to bring forward and share lessons learned. The European Commission stood ready to form partnerships with the Council's members, to underline the human dimension at the heart of migration, and to keep sight of the changing economic trends for labour markets and dynamic societies.

39. In the ensuing discussion, one delegate suggested that IOM's upcoming 60th anniversary was the perfect opportunity to strengthen the relationship between IOM and the European Commission with a view to putting a human face to migration. He also suggested that the Swedish example of balancing the need to make labour markets attractive with the desire to avoid "brain waste" be replicated elsewhere, and that use be made of the skills and professional qualifications of those on the spot rather than encouraging further migration.

40. Ms. Malmström agreed that the 60th anniversary provided a perfect opportunity for cooperation on the human face of migration. In that respect, the European Commission could benefit from IOM's network of Member States and partner organizations.

41. Another delegate asked what the European Commission was doing to open up resettlement space within the EU. Ms. Malmström replied that the EU had decided on a resettlement programme under which the Member States would pool the resources available and, in cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR), resettle the occupants of some refugee camps. The programme would get under way as soon as the few remaining technical matters had been resolved. The EU could contribute to the work being done by IOM, the Member States and UNHCR in various regions of the world by focusing its resources.

42. The Director General, referring to the Migration Profiles series that IOM was publishing with the European Commission's support, said that 19 of a planned 35 volumes had been completed. He had recently committed the Organization to producing further volumes covering most of Africa and the Gulf States, and was pleased it would be able to count on the continued goodwill of the European Commission in that respect. The ACP Observatory, for its part, had started with a pilot programme in 12 countries (four in Africa, four in the Pacific and four in the Caribbean), which would later be expanded. The Migration Profiles series and the ACP Observatory together would serve to collect input for a more comprehensive and reliable statistical database, the lack of which was currently a great planning hindrance for most countries.

## **LAUNCH OF THE WORLD MIGRATION REPORT 2010**

### ***THE FUTURE OF MIGRATION: BUILDING CAPACITIES FOR CHANGE***

43. The Director General presented the *World Migration Report 2010 – The Future of Migration: Building Capacities for Change*. He noted that, from 2010, the report would be published annually and would be available simultaneously in English, French and Spanish. It would be shorter, more policy-oriented and more reader-friendly than in previous years, and background papers would be available online. An external advisory board had been created, and the World Migration Report Seminar Series established.

44. The *World Migration Report 2010* aimed to help States, regional and international organizations, civil society and the private sector prepare for future migration challenges and opportunities. Part A included an inventory of capacities, a working checklist for migration actors, a selective review of existing activities, best practices and gaps, and recommendations. Part B focused on the impact of the economic crisis across regions and featured new illustrative maps. The report's key messages were that migration was expected to increase to 405 million by 2050, that governments needed policies and capacities to manage migration in an orderly and humane way and that those policies had to ensure that migration benefited everyone.

45. In 2010, migrants had sent some USD 440 billion in remittances, USD 325 billion of which to developing countries. The world population was expanding, urbanization was increasing, societies were becoming more diverse as populations in most industrialized countries were ageing and the working population was declining, and the labour surplus in many developing countries was growing. In addition, climate change was affecting migration and there had been a 49 per cent increase in the number of natural disasters in the last decade.

46. The economic crisis had resulted in higher unemployment rates for migrants than for locals, although the decline in remittances had been significantly less than forecast. Likewise, fewer migrants than expected had returned to their countries of origin and irregular migration flows had declined, but remaining migrants had become more vulnerable as anti-migrant sentiment had risen.

47. The report examined how to identify core capacities to manage migration, optimize linkages in global labour demand and supply, strengthen and expand migration management systems and mobilize the necessary resources. It recommended taking a more comprehensive, coherent approach to capacity-building, including conducting regular assessments of current and anticipated capacity-building requirements, assessing the impact of capacity-building

programmes and recognizing that technical expertise and operational skills were as important as financial resources in managing migration.

48. The report concluded that, since global attention to migration was often not matched by capacity, governments were frequently unable to benefit from migration or avoid its negative aspects. Early action was needed to enhance capacities to the level of migration challenges, and stronger partnerships were required between countries of origin, transit and destination.

## **GENERAL DEBATE<sup>6</sup>**

49. Statements were made by the following Member States listed in alphabetical order: Afghanistan, Algeria, Angola, Armenia, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium (on behalf of the European Union), Bolivia (Plurinational State of) Bosnia and Herzegovina, Brazil, Bulgaria, Canada, Chile, Colombia, Congo, Ecuador, France, Germany, Ghana, Honduras, Hungary, India, Iran (Islamic Republic of), Ireland, Italy, Japan, Jordan, Kenya, Malta, Mexico, Morocco, Namibia, Nepal, Netherlands, New Zealand, Norway, Pakistan, Panama, Philippines, Republic of Korea, Rwanda, Serbia, South Africa, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Thailand, Turkey, United Kingdom, United States of America, Uruguay, Zambia and Zimbabwe (on behalf of the African Group).

50. Statements were made or submitted by the following observers: China, Ethiopia, the Holy See, the Russian Federation, the World Health Organization, the African Union, the Sovereign Order of Malta, the Organization of the Islamic Conference and the International Catholic Migration Commission.

51. The participants welcomed the new Member States and observers. They thanked IOM's personnel for their commitment and expressed regret at the deaths of six IOM staff members in the course of their duties in 2010. Several Member States urged the Administration to ensure that all geographical regions were equitably represented among Headquarters staff.

52. The Administration was commended for having held the Administrative Part of the Budget to zero nominal growth, although some Member States expressed concern at the failure to address IOM's real budget needs. Many pledged to work closely within the Working Group on Budget Reform in order to find alternative solutions for core structure funding.

53. Many of the participants looked forward to the commemoration of IOM's 60th anniversary. The occasion could be used to organize a high-level meeting that would reflect on how to tackle new migration challenges and on IOM's role and future, to attract new Member States and establish a comprehensive strategy on funding from the private sector and foundations, and to deepen the dialogue on respect for human rights and migration.

54. Numerous Member States paid tribute to the Organization's work to provide humanitarian assistance in natural and other disasters. The representative of Chile expressed gratitude for IOM's work in the wake of the earthquake in early 2010, and the representative of Pakistan for the strong support given to the Government and people of Pakistan after the recent floods. The Director General's visit at the outset had been most timely and greatly appreciated. The Organization was urged to draw up an internal strategy that included a definition of humanitarian

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<sup>6</sup> Texts of statements, as and if received from the Members and observers, are accessible to Member States on the IOM website at [www.iom.int](http://www.iom.int).

assistance based on fundamental humanitarian principles and lessons learned and that was aligned on the international humanitarian system.

55. Concern was repeatedly expressed at the rise in anti-migrant sentiment and xenophobia in the current climate of budget constraint and austerity, and IOM was urged to step up public awareness campaigns highlighting migrants' positive contributions to economic growth and human development in both developed and developing countries, places of origin and destination. Human rights had to be mainstreamed into the Member States' migration policies. Stigmatizing and vilifying migrants, or developing siege mentalities, did very little to address migration issues. Empowering migrants, upholding their civil, political, social, cultural and economic rights, was the correct approach to address imbalances in the migration cycle.

56. In that respect, the *World Migration Report* was applauded as a useful working tool that clarified major migration trends. The fact that IOM planned to make it an annual publication issued simultaneously in English, French and Spanish was welcomed. The Report contained useful references to strategies and best practices for capacity-building that would help States prepare for change, but could also speak more of families as a whole, rather than focus on categories such as children or women.

57. Frequent reference was made to the regional consultative processes (the Colombo Process, the Bali Process, the South American Conference on Migration), and the significant role played by IOM in supporting them.

58. The Director General urged all governments to ratify the amendments to the Constitution, which he hoped would enter into force for IOM's 60th anniversary.

59. The 60th anniversary would provide an opportunity to reflect – appropriately, substantively and modestly – on IOM's goals for the future and highlight the positive aspects of migration and migrant success stories. The efforts made in that context to counter rising anti-migrant sentiment would be bolstered by the fact that the current chair of the Global Migration Group had focused the entire six-month session on human rights and that discussion of human rights had become an integral part of the Global Forum on Migration and Development. Whether or not the Organization would be able to organize a high-level meeting to commemorate the occasion would depend on what arrangements could be made with UNHCR, which was commemorating its 60th anniversary around the same time.

60. The Administration was pleased to contribute to the deliberations of the Working Group on Budget Reform as needed. It would continue to strive to identify savings and to use IOM's scarce resources wisely, underscoring the Organization's comparative advantages vis-à-vis other agencies while recognizing the advantages of others as well. There were two ways in which the Member States could further those efforts without increasing their assessed contributions. One was to sign agreements with IOM on privileges and immunities for its staff, the other was to help it rent office space at a lower rate or to make such space available.

61. He remained concerned to ensure equitable geographic representation among Headquarters staff, and recalled that one way of doing that was through the Associate Experts Programme. States that could not afford to pay an Associate Expert's salary could explore the possibility of sponsorship by a country belonging to the Organization for Economic Co-operation and Development (OECD).

62. The Organization would take steps to define its role in providing humanitarian assistance. In that connection, he recalled his ongoing effort to pursue the possibility of establishing a contingency roll-over fund that IOM could draw on in humanitarian emergencies. Such a fund would allow the Organization to be operational much more quickly in the event of an emergency. New funds would not be required; financing would come from existing funds, and any amounts withdrawn would be reimbursed as soon as project money started coming in.

63. Sustainability was another vital issue when it came to humanitarian assistance. The international community tended to react with open hearts and pocketbooks in the immediate aftermath of a disaster, but then did not demonstrate the capacity to see the job through. Recent examples were Haiti, which was now beset by a cholera outbreak, and Pakistan, where the absence of a long-term recovery effort would imply failure.

64. He encouraged all the Member States to come forth with any aspect of IOM operations or migration challenges and trends that they would like to discuss with the Organization in the course of information afternoons. With regard to the regional consultative processes, he stressed that they required some regularity to be effective.

65. The Deputy Director General confirmed that IOM was pursuing its efforts to promote the regional consultative processes. She thanked Colombia for having recently ratified the amendments to the Constitution and urged all Member States to do so as soon as possible. While the Administration hoped to publish the *World Migration Reports* annually and in the three working languages, adequate funding would be required to achieve that goal.

66. The Chairperson underscored a point made by several speakers, namely that the industrialized countries currently faced a shortfall in the working-age population, of which the developing countries had a surplus. The best way to address that challenge and to combat irregular migration was to reinforce the channels of legal migration.

67. The Organization had been asked to reconcile its strategic objectives with its core functions, taking into account the need for greater predictability. The costs of that core structure relative to IOM's project work had to be kept to a minimum, and that required a certain volume of project delivery. Projects were negotiated with the donors, and different donors had different priorities. As the Director General had said, it was also up to the Member States to respect the priorities set out in the Strategy.

68. The Organization had a comparative advantage from working close to the ground in the Field; it should use this to advocate in favour of migrants and promote activities in their support. The membership should address the brain-drain issue and support IOM's endeavours to promote migration in a broader human rights and humanitarian approach that included effective interagency cooperation.

69. Reflecting on several points relating to finance, the Chairperson concluded by appealing to donors to provide adequate funding to enable the Organization to reconcile strategic objectives with its core functions. In addition, to improve its response to emergency situations, as requested by the membership, it should be given the necessary means to set up a contingency fund. Lastly, he suggested that fund-raising events organized by IOM Country Offices worldwide should be considered as an innovative, useful and additional source of funding.

## **IOM GOVERNANCE**

### **(a) Draft report on the Ninety-eighth Session of the Council**

70. The Council adopted Resolution No. 1201 of 30 November 2010 approving the report on its Ninety-eighth Session (MC/2290).

### **(b) Report on the Hundred and seventh Session of the Executive Committee**

71. The Council adopted Resolution No. 1202 of 30 November 2010 taking note, with appreciation, of the Report on the Hundred and seventh Session of the Executive Committee (MC/2295).

### **(c) Summary update on the Programme and Budget for 2010**

72. The Rapporteur of the Standing Committee on Programmes and Finance stated that the Administrative Part of the Budget remained unchanged since its adoption by the Council in 2009, whereas the Operational Part of the Budget had risen from USD 896 million to USD 1.2 billion, reflecting increases in the cost of delivering humanitarian assistance to the Governments of Colombia, Haiti, Pakistan and Sudan and of providing technical and administrative assistance to that of Peru. Additional funding received would help the Administration reach the Discretionary Income target of USD 41 million. The Standing Committee had recommended that the Council take note of the document entitled Summary update on the Programme and Budget for 2010 (MC/2296).

73. The Council took note of document MC/2296.

### **(d) Programme and Budget for 2011**

74. The Standing Committee Rapporteur said that the Administration had highlighted that the Programme and Budget for 2011 (MC/2297) had been prepared in line with the new structure endorsed by the Member States. The Administrative Part of the Budget had been held to zero nominal growth and remained unchanged at CHF 39,388,000, thanks to efficiency measures and structural adjustments aimed at absorbing yearly statutory increases. The Operational Part of the Budget, estimated at USD 619,027,700, would be updated throughout the year to reflect the level of activity undertaken by the Administration. Discretionary Income, calculated on the basis of a three-year average as agreed by Member States, was estimated at USD 43.7 million, with additional funding needed to reach that amount. The Standing Committee had taken note of the Programme and Budget for 2011 and recommended that the Council approve the Administrative and Operational Parts of the Budget (CHF 39,388,000 and USD 619,027,700, respectively).

75. The Council adopted Resolution No. 1203 of 30 November 2010 approving the Programme and Budget for 2011.

**(e) Status report on outstanding contributions to the Administrative Part of the Budget**

76. The Standing Committee Rapporteur said that, according to document SCPF/50 on the status of Member States' contributions to the Administrative Part of the Budget, some Member States had made payments towards their arrears, but a significant number remained subject to Article 4 of the Constitution.

77. The Standing Committee had taken note of the situation and the efforts made by some Member States to pay their outstanding contributions and urged them all to do their utmost to pay as soon as possible or to negotiate a repayment plan with the Administration.

78. The Administration said that since document SCPF/50 had been issued, the total amount owed had fallen slightly, from CHF 5,256,832 to CHF 5,179,795, thanks to payments made by the Governments of Algeria, the Plurinational State of Bolivia, Kazakhstan and the Republic of Korea. It urged Member States to make their payments in a timely manner.

79. The Director General said that he attached great importance to the issue of arrears and was striving to bring all Member States up to date in their payment of assessed contributions. He had met with the ambassadors of several countries in arrears to discuss payment options and had asked IOM Country Offices to take similar steps. At his request, the previous Chairperson of the Council had also written a letter to those concerned. He urged countries in arrears to negotiate a repayment plan with IOM. Such plans presented many advantages: they ran for 5, 10 or even 15 years, could be drawn up in local currency and gave access to Line 2 of the 1035 Facility.

80. The Council endorsed the Standing Committee's recommendation.

**(f) IOM Strategy review**

81. The Standing Committee Rapporteur said that the Standing Committee had engaged in an exhaustive discussion of document MC/INF/302 (Review of the IOM Strategy). The Chairperson had suggested that the outcome of the discussion be reflected in a draft resolution to be approved by the Council. A draft resolution had been circulated at the Standing Committee session, and the Chairperson had subsequently distributed an amended version incorporating the Member States' views. The Standing Committee had taken note of document MC/INF/302 and decided to report on its discussions of the Strategy to the Council.

82. The Chairperson added that further consultations on the draft resolution had been held on 18 November.

83. The Council adopted Resolution No. 1204 of 1 December 2010 on the review of the IOM Strategy.

**(g) Revision of Staff Regulations**

84. The Standing Committee Rapporteur said that the Staff Regulations, as revised jointly by the Administration and the Staff Association, brought the regulations applicable to employees in line with those applicable to international staff. The revised Staff Regulations were part of the overall plan to improve IOM administrative procedures and structures; in addition, obsolete



provisions had been eliminated, the document's internal structure improved, the terminology harmonized and the most important clauses brought into focus. The Standing Committee had taken note of the proposed revised Staff Regulations as set out in document MC/2300 (Revision of Staff Regulations) and recommended that they be endorsed by the Council.

85. The representative of one Member State asked about the financial impact of the revised Staff Regulations. He also recalled that the staff satisfaction survey conducted in February 2009 had revealed that 60 per cent of IOM staff were not satisfied with the manner in which human resources were managed, and wondered whether the explanation did not lie with the provisions of the current regulations.

86. The Legal Adviser replied that, as indicated in paragraph 15 of document MC/2300, any financial repercussions would be absorbed by the Administrative Part of the Budget approved for 2011. They might be negative or positive but would in any case have no material impact. They related to areas such as annual or maternity leave entitlements, which had previously varied from country to country but had now been unified.

87. The Director General said that the staff dissatisfaction revealed by the February 2009 survey related to a range of issues, including the relatively low career security IOM offered, in part, because of its project-based nature, and the lack of career development training. Together with the Deputy Director General and the Director of the Human Resources Management Division, he intended to look into the challenge of career development training in the coming period. In addition, the Administration was currently working with the Staff Association Committee to conduct another survey so as to gauge what impact the measures adopted in 2010 had had on staff satisfaction.

88. The Council adopted Resolution No. 1205 of 1 December 2010 on the revised Staff Regulations.

**(h) Other items arising from the Report of the Standing Committee on Programmes and Finance**

89. The Standing Committee Rapporteur reported on a number of other items discussed by the Committee at its Seventh Session.

- **Exchange of views on capacity-building in migration management**

90. The Administration had described capacity-building as a process by which the elements necessary for comprehensive migration management were established in support of government bodies and of broader national policies and objectives. IOM conducted capacity-building activities at the request of and in cooperation with the Member States, its other strategic partners (United Nations agencies working in fields such as health, counter-trafficking and labour migration) and civil society organizations. The Standing Committee had taken note of the relevant background document (SCPF/52, Capacity-building in migration management).

91. The representative of one Member State pointed out that IOM was better placed than many other organizations to identify capacity-building needs in specific countries. Since those needs varied from one country to another, appropriate capacity-building policy was essential. Further, beneficiary States should be able to enjoy ownership of a sound capacity-building

support policy. How did IOM involve Member States in that endeavour? Had it evaluated its current capacity-building policy and, if so, was it satisfied with it? He added that the *World Migration Report* should not be limited to facts and figures, but should offer a cogent analysis of migration in the world today and effective solutions to migration management that were tailored to current needs.

92. The Legal Adviser replied that no formal evaluation had been conducted of IOM's capacity-building activities. It was up to the Member States more than the Administration to assess whether or not they were satisfactory.

93. The Director General said that capacity-building was the most sought-after area within IOM. The Organization could be proud of its offerings to date – seminars, workshops, training sessions in capacity-building centres such as the one in Moshi, United Republic of Tanzania, and the option of sending trainers to specific locations. In 2011, however, IOM would need to focus more on best practices and lessons learned. As labour migration represented the lion's share of migration movements, it might be worthwhile to hold an information session in early 2011 for Member States describing IOM's capacity-building activities around the world.

- **Statement by a representative of the Staff Association Committee**

94. The Chairperson of the Staff Association Committee had thanked the Administration for working more closely with the Staff Association and for allocating additional funds to provide legal advice to staff in cases insufficiently covered by the legal insurance. The Director General had also expressed appreciation for the effective rapport between the Committee and the Administration. The representative of France had reported that the Director General and the French Ambassador had signed a tax exemption agreement covering IOM staff residing in France, whether they worked in France or at Headquarters. The Standing Committee had taken note of the statement by the Staff Association Committee Chairperson.

- **Report on human resources**

95. The Administration had introduced the document entitled Report on human resources (MC/INF/301), which explained that the rotation process, which was entering its third consecutive cycle, had already brought about some of the changes planned and that policies and guidelines for staff contracts had been improved. One Member State had urged developed countries to consider funding Associate Experts from developing countries. The Standing Committee had taken note of document MC/INF/301.

- **Progress report of the Working Group on Budget Reform**

96. The Standing Committee Chairperson, introducing the document entitled Working Group on Budget Reform – Progress report (SCPF/53), had reported that the Working Group's terms of reference had been agreed and that the Working Group had planned further meetings. He had been thanked for conducting the budget reform process in a transparent and consultative manner. The Member States were committed to the process and hoped the discussions would lead to the adoption of feasible recommendations. The Standing Committee had taken note of document SCPF/53.

97. The previous Chairperson informed the Council that the Working Group had met again on 18 November to discuss the definition of the core structure and key functions, and to review

alternative sources of funding for the core structure. The Member States had also discussed how to advance the Working Group's deliberations. Some had stressed the importance of first reaching a common understanding on the definition of the core structure. Others preferred to first look at the means of properly funding the Organization's essential functions, given the obvious shortfall. The Member States were also divided on whether the time was right to discuss the critical needs identified by the Administration, such as staff security, PRISM, IOM's cluster responsibilities and the statutory increases that had to be absorbed in the Administrative Part of the Budget. One Member State had listed 11 possible key functions, and interest had been expressed by others in scrutinizing their cost one by one. While the Member States had shown little appetite for discussing alternative sources of funding at that stage, some had urged that unearmarked contributions be made to the Organization and one had stated that an increase in assessed contributions should be a solution of last resort.

- **IOM's 60th anniversary**

98. The Director General had reported on the planning committee set up to prepare a meaningful and appropriate commemoration of the anniversary. A slogan and theme, "Migration for the benefit of all", and a special logo had been adopted. The Director General had said that he wished to mark the event with some form of special Council session at the end of the year and was counting on the Member States' support for that purpose.

- **Staff Pension Committee**

99. The Administration had recalled that, as a member of the United Nations Joint Staff Pension Fund, the Organization had to establish a staff pension committee comprising one member appointed by its governing body, namely the Council, and others appointed by the Director General and staff representatives. The Standing Committee had recommended that the Council should appoint its Rapporteur to the Staff Pension Committee.

- **Support for Developing Member States and Member States with economy in transition – 1035 Facility**

100. The Administration had presented a status report covering the period between 1 January and 30 September 2010 (SCPF/51), during which 93 per cent of the funds made available to the 1035 Facility had been allocated to 24 national projects and 9 regional projects. The remaining 7 per cent had been provisionally allocated pending finalization of project documents. The IOM Office of the Inspector General was planning to conduct a third evaluation of the 1035 Facility, focusing on funding, the criteria and guidelines for project approval under Line 2 and the Facility's performance, outcome and impact.

101. One delegate praised the Administration for its efforts to maintain and strengthen the 1035 Facility, even though allocations for 2011 were below those of 2010. He thanked the donors that had made unearmarked contributions and encouraged all Member States to consider making such contributions, however modest. It was regrettable that project funds under the Facility had not been fully allocated in 2010. The Organization should be more involved through the Regional Offices and deliver expertise to those Member States in need. The speaker wished to know whether a position had been created for the management of the 1035 Facility, as requested by several Member States; if so, how had it affected capacity-building activities?

102. The Administration said that it responded to requests for 1035 Facility funding as they were received. Some projects were still pending, but the remaining funds would be allocated by year's end. As to the management of the 1035 Facility, one person from the Department of Migration Management dealt with administrative matters and the department head supervised its operation. With regard to project development, Regional Offices were encouraged to be proactive; national projects were afforded support as they were submitted.

103. The Director General thanked Member States for their voluntary contributions to the 1035 Facility, which now boasted USD 6 million. Since more project allocation requests were being received than could be handled and the Facility was the only means of responding to urgent requests for micro-projects, he called on Member States to find a way to provide additional funding.

104. The Chairperson called on all Member States in a position to do so to contribute to the 1035 Facility.

- **Update on the structure reform implementation**

105. The Administration had presented a progress report on the structure reform implementation, highlighting that restructuring had been completed at Headquarters in August 2010 and that the plan to establish a new Field structure would soon be implemented. The Project Endorsement Working Group had been set up to ensure the production of quality project documents and to standardize procedures within IOM and the new Regional Offices, to which responsibility for project endorsement would gradually be shifted. The Standing Committee had taken note of the document entitled Executive summary of the structure reform implementation (SCPF/54).

106. The Deputy Director General stressed that the Administration would continue having informal consultations with the Member States regarding the structure reform implementation. Furthermore, the Administration intended to perform an evaluation of the new structure as soon as it had been set up and given time to prove itself.

107. The Council took note of the documents under consideration, endorsed the recommendations of the Standing Committee's Seventh Session and appointed the Rapporteur to represent the Council on the Staff Pension Committee.

- (i) **Date and place of the next session**

108. The Council adopted Resolution No. 1206 of 1 December 2010 concerning its next regular session and inviting the Executive Committee to meet in June 2011. The tentative dates were: 29 November to 2 December 2011 for the Council and 29 June 2011 for the Executive Committee. Provisional dates for the Eighth and Ninth Sessions of the Standing Committee on Programmes and Finance were 10 and 11 May 2011 and 1 and 2 November 2011, respectively.

109. The Council took note of the dates of the above-mentioned meetings and adopted Resolution No. 1206.

## GLOBAL MIGRATION GROUP

110. The Director General, acting as moderator, recalled that the Global Migration Group had recently been joined by the World Health Organization (WHO) and the United Nations Development Fund for Women (UNIFEM) and now comprised 15 United Nations agencies, funds and programmes, as well as IOM. The Group wished to inform Member States about its activities and seek guidance on the future direction of its work. He drew attention to the publication of *Mainstreaming Migration into Development Planning: A Handbook for Policy-makers and Practitioners*, which had been launched at the Global Forum on Migration and Development in Puerto Vallarta, Mexico, in November. He introduced the representatives of the Global Migration Group:

- **Kyung-Wha Kang**, Deputy High Commissioner, Office of the United Nations High Commissioner for Human Rights (OHCHR), the Group's current Chair
- **Jocelyn Fenard**, Chief of Partnerships and Resource Mobilization, United Nations Institute for Training and Research (UNITAR)
- **Elizabeth Longworth**, Deputy Assistant Director-General – Director for Social and Human Sciences, United Nations Educational, Scientific and Cultural Organization (UNESCO)
- **Mina Mashayekhi**, Officer in Charge, Division on International Trade in Goods and Services and Commodities, United Nations Conference on Trade and Development (UNCTAD)
- **Jean D'Cunha**, Global Advisor on Gender and Migration, UNIFEM
- **Daniel López Acuña**, Director, Department of Strategy, Policy and Resource Management, Health Action in Crises, WHO
- **Patrick Taran**, Senior Migration Specialist, International Migration Programmes, International Labour Organization (ILO)
- **Volker Türk**, Director, International Protection, UNHCR
- **Martha Santos**, Programme Manager, Regional Office for Central and Eastern Europe and Commonwealth of Independent States (CEE/CIS), United Nations Children's Fund (UNICEF)

111. Ms. Kyung-Wha Kang, speaking on behalf of the United Nations High Commissioner for Human Rights, said that migration was an important, complex and multidimensional issue. The Global Migration Group sought to promote the implementation of all relevant legal instruments and improve coherence in the international response to migration. The High Commissioner had assumed the Chair on 1 July 2010, with a responsibility for ensuring the promotion and protection of the human rights of migrants. Migration affected all countries, and migrants contributed to economic growth and human development in countries of origin and destination alike. The plight of migrants was one of the most critical contemporary human rights challenges: migrants, whether regular or irregular, should enjoy the same fundamental human rights as anyone else. Irregular migrants were most likely to face discrimination, exclusion, exploitation and abuse at all

stages of the migration process, and often faced prolonged detention, ill-treatment and in some cases enslavement, rape or even murder. Child migrants were particularly vulnerable, since they were often denied education and other fundamental rights, and girls faced multiple discriminations.

112. Human rights protection and social development could be achieved by ending the criminalization of irregular migration. While border controls were legitimate, no migration policy should be above the rights of individuals. Although advocacy on behalf of settled migrant communities had made great progress, defence of the rights of irregular, undocumented migrants must be more visible. All States that had not yet done so should ratify the Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. The international community must work together to address the root causes of irregular migration, eliminate trafficking, combat discrimination and develop practical and forward-looking migration policies.

113. One delegate called on all States to ratify the Convention on Migrant Workers and to eliminate discriminatory migration policies. Another asked what impact discussions held in intergovernmental forums such as the Global Forum on Migration and Development had on the work of the Group's member organizations, and several asked what value the member organizations considered the Group added to their work, and how the Group foresaw its future participation in the Global Forum.

114. Mr. Taran said that the Group had been established as a platform for informal inter-agency discussion on migration issues, in order to share experiences and best practices and work together to find a common approach to migration management. Its composition reflected the cross-sectoral nature of migration, which was relevant to many international agencies whose efforts must complement, rather than compete with, each other. The Group had helped to mainstream certain migration issues, in particular the human rights dimension of migration. Particular attention should be paid to the growing anti-migrant sentiment being felt around the world and the criminalization of irregular migrants, since those issues were giving rise to uncontrollable violence and conflict. Almost half of the world's international migrants were economically active, and were therefore contributing to the economic fabric of society in countries of destination and origin. The Group must continue to focus on human rights, as it had begun to do under the OHCHR chairmanship.

115. Ms. Longworth said that the Group was an example of how coordination with others could bring strength to an individual agency's work. It gave particular value to the work of its members, since it fostered cooperation and coordination on migration issues, while still allowing agencies to address those issues from their own unique perspective. UNESCO, for example, focused on the importance of cultural diversity as a means of promoting tolerance and emphasized the need to overcome discrimination, racism and xenophobia. It would assume the Chair in the second half of 2011, and would use its chairmanship to promote the social inclusion of migrants and to consider the impact of environmental change on migration.

116. Ms. Kyung-Wha Kang added that the discussions held at the Global Forum for Migration and Development were State-driven and therefore depended heavily on the political will of the governments involved. The outcome of those discussions was taken into consideration in the work of the Group's member agencies.

117. Ms. D'Cunha said that UNIFEM had a specific interest in the Group's work, since women accounted for 49.6 per cent of the world's migrant workforce. UNIFEM especially welcomed the gender focus of the recent Global Forum. A number of initiatives had been taken by States to review their labour and migration laws to afford better protection to women migrants. She drew particular attention to initiatives in the United States of America and Spain to protect women migrants against gender-based violence.

118. Ms. Mashayekhi agreed that the Group was a platform for inter-agency cooperation which helped to ensure a coherent and complementary approach was taken to migration and to share research and data. Many agencies had benefited significantly from having that platform available for regular meetings and sharing information. UNCTAD had worked with UNESCO on recognizing qualifications and on cultural diversity, with ILO on its migration instruments and on questions of trade, development and employment, and with WHO on services in the health sector and their impact on the "brain drain". While chairing the Group, UNCTAD had organized an expert meeting on the contributions of migrants to development trade investment and development linkages, in cooperation with IOM, highlighting the advantages of migration for countries of origin and host countries, and the questions of recruitment, remittances and return. She hoped that members of the Group would participate in a high-level panel at the meeting of experts UNCTAD was organizing in February 2011, which aimed to maximize the development impact of remittances. UNCTAD attached great importance to multilateral and regional agreements that could facilitate the movement of temporary labour, and bilateral agreements that could complement them.

119. Mr. López Acuña said that, while it had joined the Group only in September 2010, WHO had cooperated with both IOM and ILO on migrant health, which had been the subject of a 2008 World Health Assembly resolution highlighting the importance of an inter-agency and intersectoral approach to the issue. He agreed that the Group was a platform that added considerable value to the individual work of each of its members. It provided the opportunity to compare notes, exchange views, conduct joint research and advocacy and complement each other's work in order to improve migrants' well-being. The Group should not become an operational body since each agency had its own operational structure in place, but rather it should remain a platform for coordination and cohesiveness. WHO had appreciated the focus the fourth Global Forum on Migration and Development in Puerto Vallarta had placed on dialogue between Member States and the United Nations agencies, which had given the agencies the opportunity to contribute to a more cohesive mechanism, with a less piecemeal approach taken towards each of them.

120. Mr. Türk said that the Group's focus on human rights in the migration debate and its statement on irregular migration had been clear indications of its added value. The statement had been useful in the area of refugee protection, since the expansion of regular migration channels would enable some people, who used asylum as a last resort, to migrate legally. Joint action to combat xenophobia and racism directed against foreigners and migrants was also of benefit to refugees and asylum-seekers. Many members of the Group had been studying the trend towards urbanization and mobile populations. Much more work was needed in that area, which clearly influenced refugee protection. UNHCR was starting a dialogue on mobility and migratory trends, with a view to finding solutions to displacement. Given that return was not always the best outcome for refugees and asylum-seekers, UNHCR would welcome the Group's input on migration and mobility. In addition, it was clear that there were many child migrants, only a fraction of whom succeeded in accessing asylum procedures. The protection of child migrants was a complex issue that required the expertise of all the agencies in the Group.

121. Mr. Fenard said that, in 2009, UNITAR had signed a memorandum of understanding with IOM on areas of cooperation such as relief provision to displaced persons and strengthening governance through the platform of migration and policy debate at United Nations Headquarters. It had begun to formalize its partnerships with United Nations agencies and other relevant organizations in order to develop cutting-edge capacity-building courses, learning tools and interactive learning platforms for government officials and other stakeholders worldwide, in areas such as climate change and peace-keeping. UNITAR intended to broaden its capacity-building work in the migration field, offering more comprehensive services to IOM Member States, and hoped to expand its collaboration with other members of the Group in that endeavour. It was considering the development of knowledge tools on current challenges, including migration processes and outcomes and a toolkit on implementing the handbook entitled *Mainstreaming Migration into Development Planning*. It was also expanding its capacity-building projects, offering migration training for municipal and regional authorities through its existing network of affiliated training centres. In addition, UNITAR would continue to foster dialogue and policy debate on migration and development, raising awareness among governments, civil society, United Nations staff and other migration stakeholders about international migration from the legal, political and institutional perspectives. It would establish a migration capacity development portal for all Group members, offering comprehensive online courses and knowledge tools, with a focus on diaspora contributions, protecting unaccompanied minors and updating migration profiles.

122. Ms. Santos said that UNICEF was preparing its chairmanship of the Group from January 2011 by consulting the other members on their priorities. It would examine the contribution the Group could make to the United Nations General Assembly informal thematic debate on international migration and development, to be held in 2011. It was also exploring the possibility of hosting a practitioners' symposium among United Nations agencies, with IOM, prior to that debate. As Chair of the Group, UNICEF would continue to highlight key human rights issues and take a practical approach to mainstreaming migration in development, focusing on several countries, with support from Group members. The main elements of that endeavour would include strengthening capacity and developing relevant tools for the main institutions, in cooperation with government stakeholders. During its chairmanship, UNICEF was proposing to focus on adolescents and youth in the migration context, paying specific attention to human rights, gender, health, education, employment and the contribution of young migrants to human development in countries of origin, transit and destination. South-South perspectives would also be taken into consideration by the Group in 2011.

123. The Director General highlighted the main points that had been raised, including the human rights of migrants – particularly irregular migrants – and the need to address the discrimination and stereotyping of migrants and the criminalization of many irregular migrants. States had been urged to ratify the United Nations Convention on Migrant Workers. While there had been support for the inter-agency approach adopted by the Group, and concern about any attempts to make it a decision-making body, some members had advocated that it should focus more on standard-setting. The sub-groupings between and among agencies and the international community that were not part of the Group, yet which addressed migration issues such as health and gender, had been highlighted, as had the need for transparency in recognizing them. There had been several resounding responses to the question of the value added the Group provided, including the need for partnership to tackle migration, which was too complex and global an issue to be addressed by any one agency. Members had also highlighted the positive effects of sharing data and knowledge, cooperating on issues such as urbanization and child migrants, and



conducting joint training. The Group had stressed that migration was an opportunity as well as a challenge, a position for which members could better advocate in partnership than alone.

## INTERNATIONAL DIALOGUE ON MIGRATION

### Migration and social change

124. The Administration introduced the document entitled International Dialogue on Migration 2010 - Migration and social change: Approaches and options for policymakers (MC/INF/303) and said that while economic aspects featured prominently in discussions about migration, migration also had a considerable social impact on countries of origin and countries of destination alike. Consideration must be given to how to manage the social change that inevitably resulted from migration.

125. The topic for the 2010 International Dialogue on Migration had been chosen by the membership following an extensive consultation process. Two intersessional workshops had been held: the first on migration and transnationalism and the opportunities and challenges related thereto; and the second on societies and identities, and the multifaceted impact of migration. Further information on the workshops could be found on the IOM website.

126. A number of key lessons had been learned at the workshops: migration was one of the many drivers of social change in countries of origin and destination; transnational dynamics were a key characteristic of contemporary migration; migrants were both the agents and subjects of social change; migration affected non-migrants in countries of origin and destination alike; maintaining cohesive societies in the face of greater mobility and diversity was fundamental; managing perceptions of migrants and migration was crucial for social cohesion; and the concept of integration must be revisited in the light of changing migration dynamics.

127. Those lessons could be implemented by: minimizing misperceptions of migrants and migration through public awareness-raising campaigns and objective media reporting; promoting initiatives to increase migrants' social participation, particularly at the grassroots level, with a focus on building a sense of social inclusion of migrants, supporting local leadership and increasing interaction between migrants and their communities of origin; institutionalizing mechanisms to enhance the political participation of migrants in their home and host countries; adopting policies to support different migrant groups through education programmes on rights and responsibilities, pre-departure orientation in countries of origin and improved accessibility of services in different languages in countries of destination; expanding cooperation to ensure policy coherence and effectiveness at every level, in particular through partnerships with non-governmental actors and activities for sharing information and best practices; and taking measures to minimize the negative impacts of migration on families in countries of origin and destination.

128. The panellists were:

- **Sandrine Salerno**, Mayor of the City of Geneva, Switzerland
- **Sakir Fakili**, Director of Consular Affairs, Directorate of Consular Affairs, Ministry of Foreign Affairs, Turkey

- **Alfredo Camelo**, Pluriels – Psychotherapy and Cross-Cultural Studies Centre for Migrants, Geneva, Switzerland

129. The Chairperson acted as moderator.

130. Ms. Salerno said that it was unusual for a city to allow a person of foreign origin, such as herself, to become its mayor. Geneva, a cosmopolitan city at the centre of the international community and with a history of providing refuge to foreigners, had done just that. Geneva had long been an international city, and many other cities around the world were moving in the same direction, owing to rampant urbanization and mass displacement during conflicts, epidemics, natural disasters, exploitation and unemployment, as well as the movement of populations attracted by hopes of a better, richer, more promising life. Migration was a driving force behind social modernization. Cities must respond to the needs of migrants, including problems of housing, health care, education, social and cultural infrastructure, and integration. They must cooperate to share experiences and best practices, and assume an important role in global migration management.

131. Mr. Fakili said that Turkey had been at the crossroads of migration flows for centuries, and migrants had made a considerable contribution to Turkey's social development. Turkey made particular efforts to ensure the smooth integration of foreign migrants and also provided support for its own nationals living abroad, encouraging them to learn the local language and participate in the social and cultural life of the host community, while maintaining ties with their home country. All migrants should enjoy the same economic, social, cultural, political and civil rights as nationals of the host country. Like many countries, Turkey faced the multiple challenges of being a country of origin, transit and destination, and therefore paid special attention to ensuring the human rights and dignity of all migrants when implementing migration management policies. International dialogue on development should take account of the social aspects of migration.

132. Mr. Camelo said that as a Colombian immigrant in Switzerland he had co-founded Pluriels, a psychology and consultation centre specializing in mental health care for migrants. The centre was staffed by volunteer physicians, psychologists and psychotherapists, many of whom were migrants themselves. Many migrants suffered from culture shock and faced integration and adaptation problems on arrival in their host country; they also suffered from stress, having left their families, in particular children or elderly parents, in their country of origin, and tended to group together into communities of their own nationality and live in isolation from the local population. Many women migrants came to Geneva, often without work permits, and were employed in childcare and domestic work. Pluriels focused on promoting integration through language-learning and training in catering, cleaning and other areas to improve employability; it also raised awareness of the needs of migrants among the host population and the authorities of the country of origin, in order to promote a broad-based, holistic approach to integration.

133. The Chairperson noted that the panellists, in their discussion of how to promote positive social change and avoid tension at a time of economic crisis, had called for civil society and the media to be more aware of and involved in the effort to promote a culture of tolerance. Given the number of traditional countries of origin that had become countries of destination and vice versa, tolerance was a common challenge to be addressed, not by opposing groups of countries with conflicting interests, but rather by likeminded groups with similar and converging interests. At a time of mounting xenophobia and intolerance, a spirit of solidarity had to prevail, and those who worked to protect migrants were to be saluted. The panellists had also highlighted that integration did not signify loss of identity but rather participation in the society and social life of the country

of destination. The diplomatic community had not always been sufficiently sensitive to the plight of migrants and should make a greater effort to respond to the concerns of nationals who encountered difficulties when they were transplanted to another society.

134. The Council debated a number of points. With regard to the perception of migrants, one representative said that immigrants' contributions did not receive sufficient recognition at the highest political level. Unfortunately, politicians tended to feed off the fears of the electorate rather than underscore what migrants did for both sending and receiving countries. Social integration and appreciation were predicated on social discourse, but for that discourse to be meaningful, governments should engage at the grassroots level and establish legal frameworks ensuring respect for migrant rights and obligations.

135. Another speaker agreed, noting that in recent years, societies in which host and migrant communities had long co-existed peacefully had developed a siege mentality. Governments should facilitate the flow of dialogue between the host and migrant communities. He also wondered what impact technology had had in fostering misperceptions about migrants: people's perceptions were shaped by the media and the Internet, which were independent forces not subject to checks and balances. Another speaker said that the Member States should establish a mechanism to encourage private and public enterprises to generate positive messages on migrants that facilitated their integration and highlighted the value of their work.

136. One observer considered that civil society, States and international organizations should develop a strategy aimed at dispelling the hatred felt in some segments of society towards migrants and convincing the media not to drive that hate. Such a strategy would have to directly engage the highest levels of media, not only through the relevant channels of communication but in direct meetings with media leaders. More than social cohesion, the social order in each country was at stake.

137. Another issue discussed was the "trust deficit" that emerged when the representatives of a country whose leaders threatened specific groups of migrants with deportation on purely political grounds spoke of the human rights of migrants. One representative said that selectivity and double standards did not appear to be the best means of fostering trust among agents of migration or a discourse on perceptions and misperceptions. What contribution could international cooperation and dialogue make to building trust?

138. One delegate mentioned the information being provided to migrants. Governments were not doing a good job in that respect: their information was complicated and hard to find, and they took no account of technological developments and changes in the way information was handled. They persisted in handing out information in a manner that brooked no questions, yet young people now were "consumers" of information: they did not want to hunt for answers to frequently asked questions, they wanted replies to their specific concerns. Those concerns varied depending on the migrant's culture and tradition, but related to matters such as the status of incoming workers (what rights did they have and what benefits were they entitled to? would they be paid the same minimum wage as nationals?) and the consequences of illegal entry.

139. On the subject of information, the representative of Colombia reported that her country, working with the United Nations Office on Drugs and Crime (UNODC), had decided to launch preventive information campaigns aimed specifically at ill-informed sectors of the population – young people, women and the elderly – who were easy prey for organized crime and ended up working as "mules" or being trafficked or smuggled. The campaigns had used modern

information and communication technologies – videos, web pages – and more traditional posters and banners at major cultural and sports events. Other campaigns, in which Colombia worked closely with IOM, had been devised to counsel workers who had migrated under the country's programmes with nations such as Spain. Another speaker also expressed concern about the criminal organizations that took advantage of people's aspirations for a better life, and said that such organizations had to be tackled internationally.

140. The labels used to discuss migration – “sending country”, “culture of origin”, etc. – were also discussed. As one delegate stated, young people no longer thought in such terms: they were informed but not defined by their ancestry. Here, too, technology had played a role, in that it allowed people to see themselves more fluidly. In putting together information for migrants, governments had to understand that young people had an unprecedented ability to negotiate their identities and navigate cultural spaces.

141. In a related point, one speaker noted that many migrants came from rich civilizations and cultures. Their negative reception in the country of destination made it difficult to adapt psychologically and led them to withdraw among themselves into what then became ghettos. Host societies had a duty to ensure diversity; forced integration had resulted in ‘acculturation’ and ‘deculturation’, and yet the preservation of migrants’ original identity was in no way incompatible with their status as immigrants, so long as the mutually agreed rules of life in society were respected.

142. Another speaker underscored the usefulness to national integration efforts of IOM's Migration Profiles series, which helped countries adjust social policies to the nature, characteristics and needs of the migrant groups they received.

143. The representative of UNIFEM raised two points. First, the proportion of women migrant workers had increased substantially worldwide. While some, particularly the poor and minimally skilled, were abused at different stages of the migration process, others, equally poor and unskilled, benefited in terms of social mobility, greater self-esteem and economic independence. Whether or not this led to higher status back home depended on several factors: more liberal attitudes towards migrants in communities of origin and destination, more gender-sensitive cultural, policy and institutional environments, and the existence of catalysing agents in the countries of origin who could help ensure the changed gender roles were embedded in local communities. It was important for governments and civil society to address the concerns of women migrant workers more robustly if migration was to be a positive experience for women; if half the population was excluded from the benefits of migration, the development impact of migration was unlikely to be sustained.

144. Second, a large mass of women had joined the global care economy (at least 100 million women, if not more). This called for reflection on the link between the care economy and development, the need for legal standards for domestic and care workers, and the importance of better skills and training so that the women concerned could also experience upward mobility. Governments and civil society should support the ILO proposal to draft a convention on domestic workers and, more importantly, should work for the convention's implementation.

145. One representative asked about the role of labour markets in integration, and what was being done to address the plight of the families migrants left behind.

146. The Administration noted that the economic and social impact of migration seemed to remain compartmentalized in two separate discussions. Greater progress might be made if the two issues were debated within an integrated framework. Certainly the contribution migrants made to society had to be flagged and debated at all levels, but so did their responsibilities, to their host countries and their countries of origin. The “trust deficit” mentioned by several delegates merited further attention and dialogue; most importantly, it required a political commitment to a more harmonious society. The subject of families left at home also merited attention.

147. The labour market played an extremely important role in integration, as evidenced by the fact that 105 million of the world’s 215 million migrants were economically engaged.

148. When it came to information, the Administration agreed that a major shift was needed, and suggested that it should extend to the private sector as well, and to the constructive role it could play in terms of codes of conduct. Consideration should also be given to the availability of information and its distribution. The process leading to the decision to migrate was more complex than the mere sharing of information: society played a role, as did the family and the general context.

149. Any discussion of migration had to encompass its human and cultural dimensions; tolerance was another issue that increasingly entered into the migration discourse.

150. Mr. Camelo noted that receiving countries currently seemed to navigate between two extremes: a policy of either integration or exclusion. For most migrants, the decision to leave their countries of origin was a matter of choice. It involved a cognitive process as well, with future migrants endeavouring to distance themselves from home and idealizing the country of destination. If those migrants then arrived in a country with a reception policy comprising orientation and information, they would complete the process of adaptation and integration more quickly. If the opposite was true, many would soon display the symptoms of a variety of pathologies.

151. With regard to the media, he recalled that, three years previously, a municipal police chief in Switzerland had observed in the *Revue suisse de l’intégration et de la migration*, a Swiss federal publication, that certain media made a point of identifying foreign lawbreakers by their nationality, as though that nationality were part of the crime. Moreover, a 2008 University of Zurich study had demonstrated that it was three times more difficult to find a job in Switzerland, all other things being equal, for people named Ahmed than for those named Walther. In short, in the past 20 years Switzerland had moved from considering migration as a functional relationship between workers and employers to viewing it as a dilemma in which migrants posed potential problems of integration in the long term. Thankfully, this had not been the case in Geneva, where his association had benefitted from the growing understanding and real cooperation of the authorities since 1993.

152. The Director General observed that the Member States had chosen two themes for the 2011 International Dialogue on Migration: migration and climate change, and the demographic aspects of migration. He suggested that they inform the Administration of any other topics they wished to address in their policy discussions with IOM at the regional or global level. Topics that had emerged from the current discussion included: the contribution and responsibilities of migrants, the implications of technological developments for governments and migration management efforts, and the issue of multiculturalism.

## Migration highlights – Key developments

153. The panellists were:

- **Elia George Kaiyamo**, Deputy Minister for Home Affairs and Immigration, Ministry of Home Affairs and Immigration, Namibia, speaking on the Migration Dialogue for Southern Africa (MIDSA)
- **Dong-hyeon Seok**, Commissioner, Korea Immigration Service, Ministry of Justice, Republic of Korea, speaking on the Migration Research and Training Centre in Goyang, Gyeonggi province
- **Juan José Gómez Camacho**, Permanent Representative of Mexico to the Office of the United Nations in Geneva and other International Organizations having their Headquarters in Switzerland, speaking on the Global Forum on Migration and Development

154. The moderator was Peter Schatzer, IOM Chief of Staff.

155. Mr. Kaiyamo said that Namibia's history was marked by migration. It was host to some 8,000 refugees and many undocumented immigrants. He expressed appreciation to IOM for its cooperation in various areas since Namibia had joined the Organization in 2009: law enforcement training, immigration border management assessment and publications.

156. Namibia had co-hosted the first MIDSA Ministerial Conference in the SADC (Southern Africa Development Community) region in Windhoek in November 2010 under the theme "Managing migration through regional cooperation". Discussions had focused on the need to strengthen the MIDSA process, standardize data and migration law, collect real-time immigration data to help formulate policies and engage all stakeholders, including nationals, members of the diaspora and the public. The online MIDSA Ministerial Conference platform could help promote policy research and formulation. It was necessary to protect migrants' human rights, regularize their status, bring domestic framework legislation in line with international instruments to protect refugees and harmonize training in capacity-building throughout the region.

157. It was important that MIDSA States take ownership of the Dialogue. Their interests, however, could best be served by joining the SADC Secretariat, enabling the SADC leadership in the region to be apprised of the MIDSA process. SADC Member States should ratify the Draft Protocol on the Facilitation of Movement of Persons (2005). To be met, however, all the above-mentioned needs required political will, peace and stability in the region.

158. The moderator said that it was heartening to see that IOM's capacity-building instruments were being put to good use in Namibia and that the activities described were fully in line with the IOM Strategy.

159. The Director General commended the Government of Namibia for holding the Ministerial Conference, allowing IOM to put it on its regular meeting schedule – once a year at the technical level and every two years at the ministerial level. The initiative to join forces with the SADC by bringing MIDSA under the SADC umbrella was a wise one and an excellent example of what States could do to strengthen regional dialogue in one of the most active migration corridors of Africa.

160. Mr. Seok briefed the Council on the founding, mission and future plans of the IOM Migration Research and Training Centre in Goyang. The Centre had been established in response to a number of national challenges: a low birth rate and an ageing population, a sharp rise in the number of foreign residents (documented and undocumented), an increase in the number of international marriages and the consequent trend towards a multicultural society and enhanced public awareness of social integration as an important aspect of national policy, and the need to attract foreign skills, a skilled workforce being key to economic growth and greater competitiveness.

161. In the face of those challenges, the Government had started work on a migration policy, but found that it lacked information on and understanding of countries of origin and best practices elsewhere in the world. It had therefore adopted two core strategies. First, it had established a powerful and multifunctional migration agency to serve as a “control tower” for cooperation between various government agencies. To that end, it had upgraded the Immigration Bureau, now the Immigration Service, and expanded its area of authority from border control to migration policymaking. Second, in recognition of the need for an institute dedicated to studying migration policy, reflecting the findings in practice, providing training and developing cooperation with partners, it had decided to found the Migration Research and Training Centre.

162. The Centre had been established as a partnership between the Government and IOM, with IOM providing analyses of migration issues in the country and in Asia, setting up training programmes and building networks, and the Government providing funding. It was an independent legal entity, not a branch of government or a part of the IOM Country Office in the Republic of Korea; the Director was appointed by IOM.

163. As an independent research and training institute, the Centre was committed to informing and improving migration policymaking and management practices for the mutual benefit of governments, local communities, migrants and their families. It hoped to become a valued and trusted partner for all relevant stakeholders in the Republic of Korea, the Asia-Pacific region and around the world by engaging in professional research, conducting systematic training and cooperation projects, and expanding networks.

164. To achieve its objectives, the Centre planned to concentrate on three priority areas: expanding the research base for understanding Asian migration, training migration policy experts so as to facilitate mutual understanding between sending and receiving countries, and enhancing the network of cooperation between Asian countries by sharing data on migration policy with their research and training institutes and establishing an international advisory group along the lines of the ACP Observatory.

165. In this, the Centre faced a number of challenges. These included funding, its relative newness on the international scene, which meant that it had yet to build a strong network, and the need to produce visible research outcomes and maintain its independence from the Government by diversifying its funding sources.

166. There were a number of questions from the floor. What challenges had the Centre had to overcome within the Government and society in general in the course of its inception? Given that it intended to develop customized training programmes for other countries, how did the Centre plan to coordinate with the many Asian countries that already had training programmes, and did it intend to expand those services to countries beyond Asia? Had the Centre already been invited to dispatch experts to neighbouring countries in Asia or invited trainees from the region to attend

courses? Lastly, was the fact that the number of foreign residents in the country had doubled between 2000 and 2007 due to the country's desire to narrow the gap between demand and supply in the labour market?

167. Mr. Seok replied that the Immigration Service had faced a number of unspecified problems that had made it difficult to draw up long-term plans for the Centre. The country was obliged to take in immigrants because of labour shortages in some sectors, but could not admit an unlimited number.

168. The Centre's Director said that it was eager to cooperate with all its Asian partners, and to that end was in the process of making contact with the various programmes existing in the region. It was in a position to make available its excellent facilities and highly qualified, multilingual senior research staff. It was also exploring possible linkages with key institutions in Europe, some of which had expressed the need for a partner in Asia able to exchange research fellows and for a point of entry into the Republic of Korea's well-established network of migration think tanks. An initial allocation had been made in the provisional budget for 2011 for visiting scholar or research programmes.

169. The Director General applauded the initiative taken by the Immigration Service and the Government of the Republic of Korea to found the Centre in response to the country's immediate needs, but also to open it to the Asia region and beyond.

170. Mr. Gómez Camacho said that the Global Forum meeting his Government had chaired in Puerto Vallarta had successfully moved the Forum from a spirit of confrontation to one in which differing opinions could be shared constructively. Until then, the members of the Forum had been unable to reconcile their differences. Some had been convinced that they should address migration holistically, in a formal setting within the United Nations. Others had held the equally valid view that migration should be tackled in an informal manner, outside the United Nations, with different countries' migration authorities exchanging views and good practice. The first three meetings of the Global Forum had made important achievements, but had failed to overcome that polarization.

171. As a country of origin, transit and destination, it had been natural for Mexico to take on the role of building bridges during its chairing of the Global Forum, as it understood the different facets of migration and the responsibilities each one brought. Faced with an environment often based on stereotypes and stigmatization, Mexico had been aware of the need to try to shape a new conceptual framework for dialogue on migration. States needed to be able to focus on complex, politically delicate issues to which many people had an emotional response, while representing their national interests and those of their communities. In addition, migration was not a temporary phenomenon; it had always existed and would become increasingly complex in the twenty-first century, judging from demographic trends, macroeconomics and global labour markets. A new conceptual framework was required to reconcile that reality with the political differences each country faced and to enable all concerned to discuss migration in a constructive manner.

172. Mexico's chairmanship had been based on several key concepts, including human development as the backbone for the discussion on migration, sharing the benefits and responsibility for managing migration between developed and developing countries and between countries of origin and destination, and establishing partnerships for migration. The meeting at Puerto Vallarta had thus focused on human security in migration, and had addressed issues such



as irregular migration, gender and climate change, enabling participants to establish a constructive conceptual framework to discuss migration in the twenty-first century.

173. Another major achievement at Puerto Vallarta had been the creation of the Common Space in which governments and civil society had been able to discuss migration constructively, openly and frankly. Until then, there had been a division between Global Forum members who wished to allow civil society to participate actively in its work and those who had feared that such a move would render the Forum less effective.

174. The Mexican chairmanship had also proposed to change the function and mandate of the Friends of the Forum group, making it more of a follow-up body which would promote the development and implementation of new partnerships to manage migration.

175. At the Puerto Vallarta meeting, progress had been made in establishing the terms of an assessment of progress made by the Global Forum thus far, and the future direction it should take, with particular reference to the 2013 United Nations High-level Dialogue on International Migration and Development.

176. The Global Migration Group had managed to move away from the tendency to view migration from within the individual mandate of the different members' agencies and to bring to light the common thread running between them. That had communicated a more coherent and constructive approach to migration to Member States, which, in turn, had made them more receptive to considering migration from within the structure of the United Nations. While there were still issues to be resolved, the groundwork had been established for the next Chair of the Forum, Switzerland, to hold constructive discussions on the relationship between the Global Forum and the United Nations and the role of the Global Migration Group.

177. One Member said that, at Puerto Vallarta, his delegation had particularly welcomed the creation of the Common Space and the opportunity to have an informal dialogue with representatives of international civil society organizations. That had given his government a better idea of civil society's view of the issues surrounding migration, feedback on how government policy was being implemented and an opportunity to identify possible areas for cooperation. He hoped that the Swiss chairmanship would continue to focus on partnership with civil society.

178. Another Member said that the creation of the Common Space and the focus on anti-migrant sentiment, irregular migration, climate change and human development had all been important developments at Puerto Vallarta. His delegation had particularly welcomed the opportunity to express the point of view of the South American Conference on Migration.

179. A third Member said that his delegation had welcomed the inclusive, consultative nature of the preparations for the Puerto Vallarta meeting. The constructive spirit established at the meeting had enabled several taboos to be lifted. He hoped that future meetings would maintain the focus on partnerships, particularly with a view to establishing a real link between migration and development.

180. The representative of Switzerland said that the 2011 work programme would focus on the initiatives that had been taken under the previous four chairmanships, particularly the ad hoc working groups, the Platform for Partnerships and partnerships with civil society. It would also initiate and oversee the Global Forum assessment exercise.

181. The Director General commended Mexico for its excellent chairmanship of the Global Forum, during which it had demonstrated its ability to bridge the developing and the developed worlds. He welcomed the creation of the Common Space for governments to work with civil society and the focus on human rights, gender, climate change and human development.

#### **CLOSURE OF THE SESSION**

182. The Chairperson declared the Ninety-ninth Session of the Council closed on Thursday, 2 December 2010, at 5.30 p.m.

Annex

**THE DIRECTOR GENERAL'S REPORT TO THE COUNCIL**

**I. INTRODUCTION**

1. This, the Ninety-ninth Session of the Council, ushers in our Organization's 60th anniversary year, 2011. This week's session comes in the wake of the successful fourth Global Forum on Migration and Development (GFMD), held in Mexico earlier this month.

2. In this, my third report to Council since assuming my current mandate, I have the responsibility and privilege to offer you, in very broad-brush form, an overview of the state of migration at present and of the state of our Organization as we, together, review how we might most effectively address today's migratory challenges and opportunities. In this latter regard, I would like to share with you IOM's preliminary outlook for the five-year period before us – a period during which migration, characterized by the mass movement of people, will inexorably continue to gather prominence as a feature of the global landscape, thus providing a most appropriate backdrop to the United Nations General Assembly's second High-level Dialogue on International Migration and Development in 2013.

**II. THE STATE OF MIGRATION**

**A. Global migration trends**

3. Migration is destined to be a “mega-trend” in the twenty-first century. The drivers of this are, inter alia: (a) demographic trends marked by negative population replacement rates in the industrialized world; (b) resulting labour market deficits in the North that cannot be met locally and high unemployment in developing countries; and (c) a continuous widening of North–South economic and social disparities. All of this is exacerbated by natural and man-made, as well as slow-onset, disasters – most notably climate change – which are likely to result in additional migration flows.

4. These population movements – still representing only 3 per cent of the world's population, but, numerically, the largest in recorded history – are spurred on by the information, communications and transport revolutions, and can be expected to continue unrelentingly for several decades. If the number of international migrants, estimated at 215 million in 2010,<sup>1</sup> continues to grow at the same pace as during the last 20 years, this number could reach 405 million by 2050 – essentially doubling in the next forty years. Should this occur, many States may become characterized by an evolving multiculturalism.

5. One of the reasons for this anticipated sharp rise in large numbers of people on the move will be the significant growth in the labour force in developing countries, from an estimated 2.4 billion in 2005 to a projected 3.6 billion in 2040, highlighting the global divergence between labour supply and demand.

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<sup>1</sup> *Migration and Remittances Factbook 2011*, The World Bank, Washington, D.C., p. ix.

6. New migration patterns are already in evidence. For example, in addition to developed economies in the Middle East, emerging economies of Africa, Asia and Latin America are becoming ever more important countries of destination for labour migrants; this development reflects increasing South–South migration, the totality of which is considerably greater than the flow of migrants from developing States to countries belonging to the Organisation for Economic Co-operation and Development.

7. Migration is now an integral part of the global economic landscape, with labour migration firmly embedded into the fabric of global economic activity.

## **B. Effects of the financial crisis on migrants**

8. In addition to these longer-term trends, the current global financial crisis has had a significant impact on migratory activity – these effects are addressed in considerable detail in the second part of this year’s *World Migration Report*. Overall, this latter Report and other recent studies highlight the economic resilience of migration even during periods of hardship. The evidence suggests that there has been – in the European Union for example – a decline in migrant inflows and a reduction in irregular migration flows, but relatively little impact on returns and remittances.

9. High overall unemployment rates, coupled with large fiscal adjustments, and public and private sector job losses in migrant destination countries are contributing to rising anti-immigration sentiment and more restrictive immigration policies. Meanwhile, unemployment rates among migrants as a result of the global financial crisis are generally higher than for nationals.

10. The extent to which migrants who have lost their jobs have moved into the “grey” or “hidden” economy is less clear. It is likely that, even if in overall terms fewer migrants are trying to enter countries illegally, the number of migrants who are working in an irregular situation may have increased as unemployment has risen, given that relatively few third-country migrants have returned home.

## **C. Resilient remittances**

11. Remittances received by developing countries are estimated at USD 325 billion in 2010<sup>2</sup> – far exceeding the volume of official aid flows and representing more than 10 per cent of gross domestic product in many developing countries, and as high as 30 per cent in selected cases. Migrant remittance flows proved more resilient during the recent global financial crisis than forecast – remittances fell only 5.5 per cent in 2009 compared with earlier World Bank projections in the range of 9 per cent. This is particularly noteworthy when compared with declines of 40 per cent in foreign direct investment flows and 46 per cent in private debt and portfolio equity flows in 2009. (Recorded remittances in 2009 were nearly three times the amount of official aid and almost as large as direct foreign investment flows to developing countries.) The World Bank attributes the resilience of remittances in the face of the economic crisis to several factors:<sup>3</sup>

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<sup>2</sup> Ibid., p. x.

<sup>3</sup> Ibid., p.17.

- (i) Remittances are sent by the cumulated flows of migrants over the years, not only by the new migrants;
- (ii) Remittances are a small part of migrants' incomes;
- (iii) Because of a rise in anti-migrant public sentiment and tighter border controls, the duration of migration appears to have increased;
- (iv) If migrants do return, they are likely to take back accumulated savings to their countries of origin.

#### **D. Anti-migrant public sentiment**

12. In my report to you last year, I highlighted my concerns about the negative impact of the financial crisis on migration, which I discussed earlier. Today, a year later, my concern has shifted to a far more urgent issue, namely, a growing anti-migrant sentiment. I would like to underline the need for concerted action against such anti-migrant sentiment – this negative attitude toward foreigners that is reflected in a variety of ways, such as political campaigns; sensationalist media programming; new national laws that build walls; tightened, restrictive visa regimes that push even more migrants into the hands of human traffickers and smugglers; and abusive, menacing public behaviour towards migrants. As a result, governments and all actors involved in migration management face a difficult task of managing potentially volatile situations involving heated social tensions among their constituencies.

13. Critical questions such as the human rights of migrants and their integration into host societies are likely to become even more acute. Greater investment and planning in the future of migration will be required of us all, therefore, to help improve public perceptions of migrants and lessen political pressure on governments to devise hasty, short-term political responses to migration.

#### **E. Building migration management capacities for change**

14. As demonstrated in the 2010 edition of IOM's flagship *World Migration Report (The Future of Migration: Building Capacities for Change)*, IOM is committed to working with its membership to help you to develop core capacities to manage migration effectively. As an example of this commitment, in 2010, IOM's African Capacity-building Centre, in Moshi, United Republic of Tanzania, trained more than 400 government officials from 31 African countries in immigration, border management, migration health, counter-trafficking, and migration and development.

15. Besides building technical capacities, we need, together, to dispel popular myths about migration and migrants. A new narrative is needed – one based on factual accounts of migrant contributions to society and the global economy. This can be achieved through trade, investment and development linkages, including the role of migrants as a channel for development finance in the form of remittances, the transfer of skills and ideas, and the establishment of commercial and cultural networks.

16. Successful migrant integration requires a process that begins in the country of origin, continues in the country of transit and then in the country of reception or resettlement. Increasing migrants' knowledge of the host country, while concurrently raising awareness in

receiving communities, improves the prospects for successful migrant integration and multiculturalism.

17. As the membership knows, IOM has facilitated the safe and organized transfer of persons for resettlement, return, family reunification and both permanent and temporary labour schemes for 60 years – a service provided to Member States of which we are very proud, and which we will honour at celebrations currently being planned for the Organization's 60th anniversary in 2011. During the first 10 months of 2010 alone, IOM resettled more than 86,000 persons through major operations in Ethiopia, Iraq, Jordan, Kenya, Malaysia, Nepal, the Syrian Arab Republic, Thailand and Turkey and smaller programmes in another 85 countries. Furthermore, year in and year out, the Organization spends more than USD 100 million in one-way airline tickets to assist and protect persons in their move from vulnerable situations to security and a new life.

18. In the first six months of this year, more than 22,000 of these migrants – including refugees, internally displaced persons, labour migrants, live-in care providers and temporary workers – participated in IOM migrant training programmes in 43 countries, on four continents, to prepare them for their new lives abroad. In the same period, more than 127,000 refugees and migrants underwent IOM health assessments to identify and address, prior to departure, individual health needs in order to help facilitate integration into new host communities.

#### **F. Humanitarian assistance for migrants in crisis**

19. Forced displacements following conflicts and natural disasters in 2010 kept pace with 2009, which saw the impact of 328 natural disasters in 111 countries on 113 million people.<sup>4</sup> In 2010, the world witnessed unprecedented devastation caused by the earthquake in Haiti and the floods in Pakistan, the latter being described as a “silent tsunami.” In 15 major emergencies around the globe this year, including those in Haiti and Pakistan, IOM played a role assisting and thus stabilizing displaced populations by providing life-saving shelter, non-food assistance, psychosocial assistance and health care, and camp management.

20. As a standing invitee on the Inter-Agency Standing Committee, I strive to ensure that IOM's response to humanitarian and migration crises is commensurate with our cluster obligations and in support of humanitarian reform principles. In this respect, tomorrow I will be joining the United Nations Office for the Coordination of Humanitarian Affairs Under-Secretary-General and Emergency Relief Coordinator, Valerie Amos, with whom I am in frequent contact, for the launch of the Humanitarian Appeal 2011 (Consolidated Appeals Process). On that occasion, I will reiterate IOM's commitment to increasing and strengthening efforts to provide sustainable support to those who find themselves displaced by conflict and natural disasters. In 22 countries in recovery, IOM provides communities with support to receive and integrate displaced persons, support land restitution initiatives and reintegrate ex-combatants.

21. This leads me to the next part of my Report which addresses the state of the Organization, as we, together, review how we might most effectively address today's migratory challenges and opportunities.

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<sup>4</sup> According to the Centre for Research on the Epidemiology of Disasters.

### **III. THE STATE OF THE ORGANIZATION**

#### **A. Original priorities: proprietorship, partnerships and professionalism**

##### **Member States proprietorship**

22. The Administration remains actively committed to creating opportunities for you, the Member States, to exercise your proprietorship of this, your Organization. Our efforts to support your stewardship of IOM take a variety of forms, including: these governing body sessions; periodic “information afternoons” on issues of mutual interest; special briefings, such as those on the natural disasters in Haiti and Pakistan following my visits there and on IOM’s support of the historic referendum process in Sudan; regular briefings of the regional groups in Geneva; and Headquarters senior staff visits to capitals, meetings with visiting Member State delegations and calls on Permanent Missions in Geneva. We have upgraded the function and role of our Senior Regional Advisers, transferring them to the Office of the Director General and giving them new responsibilities to support your ownership of the Organization.

23. You, the Member States, have taken your own initiatives to exercise your ownership of the Organization – for example, the signing of cooperation agreements with the Administration regarding the legal status of IOM and its staff members in your countries; the French-initiated formula for calculating Discretionary Income; and the Working Group on Budget Reform, so ably led by our Chairperson while in office, Ambassador Shinichi Kitajima of Japan, to name a few of the more recent initiatives.

24. A further opportunity to express proprietorship over the Organization is, for example, through ratification of amendments to the IOM Constitution. To date, 67 out of our now 132 Member States have done so, including the newest members of our IOM family – Botswana, the Central African Republic, Lesotho, Swaziland and Timor-Leste – to all of whom we extend a warm welcome.

25. I continue to be impressed and encouraged by your active interest and engagement in IOM, and I am convinced that our Organization will continue to be strong because of your commitment.

##### **Collaborative partnerships**

26. IOM is the only intergovernmental organization with global reach whose mandate is exclusively migration; nevertheless, IOM cannot manage migration alone. We rely on strategic partnerships with you, the Member States, our sister agencies in the United Nations system, regional and subregional organizations, non-governmental organizations, civil society, universities and research institutions, and an array of other migration actors.

27. Our partnership with the Office of the United Nations High Commissioner for Refugees continues to deepen and widen, as we explore, together, innovative ways to address complex migratory challenges, particularly “mixed flows,” from the perspectives of our respective mandates. Last week, we jointly organized workshops in Manila within the Bali Process to find a framework to address refugees, asylum-seekers and irregular movement in Asia.

28. In the area of migration health, for example, we have worked with the Office of the United Nations High Commissioner for Human Rights, the World Health Organization (WHO), and others, to promote migrants' right to health access; and again with WHO to develop the Global Code of Practice on the International Recruitment of Health Personnel, which was adopted at the World Health Assembly last May. Shortly, I will sign an updated cooperation framework with UNAIDS which reflects our shared commitment to addressing HIV/AIDS and population mobility.

29. Below are a few selected examples that demonstrate the breadth of IOM's partnership initiatives in the geographical regions during 2010:

- (i) In Africa, as every year, I participated in the 15th African Union Summit, held in Kampala, Uganda, last July. Earlier this month, I keynoted the Migration Dialogue for Southern Africa Ministerial Conference, held in Windhoek, Namibia. During the past year, IOM has engaged the East African Community, the Southern African Development Community, the Economic Community of West African States and the Economic Community of Central African States to encourage the inclusion of human mobility in regional integration and cooperation strategies and to promote the benefits of IOM observer status.
- (ii) In Asia, I attended the 16th Greater Mekong Subregion Ministerial Conference, held in Viet Nam, and we continued our support to regional consultative processes (RCPs), namely the Bali Process (on human trafficking) and the Colombo Process (on labour migration); and worked with the Association of Southeast Asian Nations and the South Asian Association for Regional Cooperation to advance migrant protection measures. The IOM-Republic of Korea Migration Research and Training Centre got off to a promising start during its first year of operation, and will be a major force in enhancing migration management in the region.
- (iii) In Latin America, the Deputy Director General represented IOM at the Puebla Process annual meeting (North and Central America), the South American Migration Conference and the Ibero-American Forum on Migration and Development, all of which we support through the provision of technical and administrative assistance. IOM continues to work in close partnership with the Organization of American States, the Andean Community, the Central American Integration System and the Caribbean Community to address the migration challenges at the hemispheric and subregional levels. One of our main objectives in the Americas will be to continue to enhance IOM membership in the Caribbean and to support the creation of an RCP there.
- (iv) In Europe, I was delighted to participate in last month's launch of the African, Caribbean and Pacific States (ACP) Observatory on Migration, a European Commission initiative administered by IOM. Next month, I will sign a memorandum of understanding (MOU) with the ACP Secretary-General, Dr. Chambas. In September, in Saint Petersburg, the Russian Federation, I signed an MOU with the Executive Committee of the Commonwealth of Independent States (CIS) on cooperation to fight human trafficking and organized crime in the 11 Member States of the CIS. Furthermore, with the Organization for Security and Co-operation in Europe, IOM has just this month launched the impressive joint Training Modules on Labour Migration Management – Trainers' Manual, designed to improve the management of labour migration programmes in countries of origin, transit and destination.



- (v) In the Middle East – from where I returned yesterday after having participated in a regional workshop on labour mobility, held in Sana'a, Yemen, organized by the Arab Labour Organization (ALO) – IOM is engaging governments and regional organizations such as the ALO to promote migration management, reinforce the work of RCPs, including the “Western Mediterranean” and the “Abu Dhabi” Dialogues, and encourage greater membership representation in the Organization. Next month, at the invitation of the First Lady of Egypt, the Deputy Director General will participate in a meeting on counter-trafficking to be held in Luxor.

### **Staff professionalism**

30. Staff professionalism remains a core priority for the Organization. Our objective is to provide a sharper focus on career and professional development and to provide enhanced career opportunities to a new generation of IOM professionals within the limitations of a projectized organization. I am also personally committed to achieving greater gender and geographically balanced staffing at all levels. In this regard, I am not satisfied with our results to date and will, therefore, seek to work more purposefully towards this goal in the coming year.

31. During the course of 2010, four important steps were taken to strengthen the human resources architecture in IOM, and to provide the membership, and IOM staff alike, with a stronger, more professional Organization:

- (i) The mandatory rotation process, which moved 99 staff to 62 duty stations in 2010, including an all new Senior Management Team at IOM Headquarters. The 16 new members of the Team represent 14 countries from Africa, Asia, Europe, Middle East, North, South and Central America, and Oceania.
- (ii) Important innovations were incorporated into the Chiefs of Mission training course as part of a total overhaul of the training and development programme for senior staff. With these changes, and others to follow, we aim to ensure that IOM managers receive regular refresher training in management skills, and are up to date on the substantive changes in the field of migration management.
- (iii) We initiated a process to change the staff Performance Appraisal System. Although the current system is still maintained and more widely used than in previous years, it is no longer adequate for capturing performance metrics in an organization of the size of IOM. Hence, I have approved the introduction of a new staff evaluation system which will be PRISM-based and will allow for more systematic analysis and monitoring of staff performance.
- (iv) The unification of the IOM Staff Regulations was completed, which removes major differences between employment categories and harmonizes conditions of service. Linked to this, we have re-issued the Standards of Conduct in the three official languages, highlighting the rules of ethics that all staff members must follow.

**B. Gender representation**

32. With respect to gender distribution, of the 7,700 staff in IOM as of June 2010, 46 per cent are men and 56 per cent are women. As a snapshot of the 816 IOM international officials, 42 per cent are women and 58 per cent are men, which, for a Field-based organization working in many non-family duty stations, is considered quite acceptable. What requires attention, however, is the number of women serving in the “traction” positions of P-4, P-5 and D-1, where the proportion of women drops to 30 per cent. While this is not inconsistent with the record of other Field-based agencies and programmes, it does require attention through targeted human resources initiatives in the coming years.

**C. Staff safety and security**

33. I accord top priority to the safety and security of our more than 7,000 IOM staff working around the globe in 450 locations – and have a standing order with all Chiefs of Mission to alert me personally of any instances involving staff well-being. Tragically, six IOM staff members lost their lives in 2010 during the course of their duties. To their families and loved ones, we extend our sincerest condolences. The United Nations Department of Safety and Security remains our key partner in global safety and security management, a vital service that cost the Organization USD 6.4 million in 2010, vital expenditures that are not currently covered in our core administrative budget.

**D. Ethics and internal controls**

34. During the past year, I have placed particular emphasis on promoting an ethical work environment with great respect for internal controls. We maintain a zero tolerance approach to fraud, corruption and unethical behaviour of any kind, and continue to enhance transparency through the issuance of guidelines and regulations. Over the past year, in addition to adopting the Policy on Reporting Irregular Practices, Wrongdoing and Misconduct (issued in April 2009), the Administration circulated a policy prohibiting the recruitment of close relatives, namely the Instruction on Close Relatives in the Workplace.

35. With respect to financial controls, the Instruction on Internal Controls Related to Payroll Processing was issued in February this year; and the *IOM Procurement Manual: Procurement of Goods, Works and Services* in May. Payroll and procurement remain significant exposure areas, and we are committed to maintaining a transparent and fair payment process in both instances. During the year, firm action was taken in cases of staff not abiding by these and other guidelines and regulations, including contract termination in a few cases. Following the endorsement of the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel, I have appointed a task force, led by my Office, to oversee the strengthening of IOM’s capacity at Headquarters and in the Field to prevent, and address effectively, any instances of sexual exploitation and abuse. In view of this, we have re-issued the Standards of Conduct in the three official languages, highlighting the rules of ethics to be followed by all staff members.

## **E. Status of organizational reforms**

### **Structural reform**

36. Following the adoption of Council Resolution No. 1186 (26 November 2009) endorsing IOM's new organizational structure, IOM's new structure was launched on schedule in late August 2010, complete with redefined terms of reference for all Headquarters units; articulated divisions of labour; and re-assignment of office space.

37. Planning for the reconfiguration of structures in the Field is under way with the clarification of terms of reference and reporting lines. The next steps include the validation of Regional Office profiles and planning for staff movements. Work on the devolution of project review and endorsement to Regional Offices has started with the drafting of the IOM Field Guide to Project Management, to be finalized by early 2011. The Field Guide will provide the basis for training relevant staff in preparation for the transfer of these responsibilities to the Field. Changes to the Field structures are planned to be completed by the end of 2011.

38. The Administration will continue its practice of keeping the membership, IOM staff and its Staff Association fully abreast of progress through reports and informal consultations.

### **Budget reform**

39. IOM's exponential growth over the past 10 to 12 years has not been matched by an increase in the core structure. At the same time, Member States are taking stringent austerity measures in response to the global economic situation. This has resulted in a delay in addressing the Organization's financial requirements, which, in turn, limits IOM's ability to address today's migration challenges and opportunities.

40. Despite an ongoing core budget shortfall (that varies between USD 10 and 12 million) in a growing organization, the Administration took a conscious decision not to appeal for a budget based on zero real growth this year in view of the financial stringencies that Member States face. At the same time, as has been done every year under my stewardship of the Organization, we have kept before the Member States a detailed list of our uncovered needs in the interest of full disclosure and transparency. In this regard, we welcome and support, as appropriate and required, the work of the membership's Working Group on Budget Reform and its efforts to reach a sustainable and pragmatic solution.

41. The Administration is acutely aware of Member State governments' financial crisis-induced austerity measures, often drastic in nature and scope. IOM has made conscious efforts itself to share the pain out of both solidarity and necessity. Several types of measures have been adopted:

- (i) Eliminating unnecessary expenditures (e.g., prohibition of business class travel in favour of a strictly implemented economy class travel policy; reduced daily subsistence rates for administrative travel; transfer of back office functions, including payroll and personnel, to Manila and Panama; maintaining a high proportion of local staff in relation to international staff compared with other agencies).

- (ii) Deferral of expenditures, where this could be accomplished without having an impact on the efficiency and effectiveness of IOM services to Member States and migrants (e.g., postponement of Headquarters refurbishments and maintenance, and vehicle, office equipment and systems replacements; delayed filling of vacant posts).
- (iii) Drawing on our own in-house resources (e.g., including on occasion recent retirees, for PRISM system maintenance and expansion; space allocation planning; retreat and meeting facilitation; and Field assessment missions), rather than calling upon the services of more costly outside consultants.

42. These steps are admittedly modest; however, they illustrate that we clearly can and must continue to be vigilant in identifying areas in which we can make savings and reduce, for you the Member States, the cost of doing business.

#### **F. Global “governance” debate: Implications for IOM**

43. As we look to the future, it would be prudent for you, the Member States, to keep under constant review how you want IOM to position itself in regard to the various discussions taking place, or scheduled, on the question of global “governance” of migration (e.g., 2011 United Nations General Assembly thematic session on migration and development; 2012 fifth GFMD; 2013 United Nations General Assembly’s second High-level Dialogue on International Migration and Development).

44. International migration is becoming a more complex global issue, with ever more actors on the scene. Our impression, from discussions with Member States, is that unilateral approaches to migration management do not produce an adequate response to today’s challenges and opportunities in the field of migration, and that there is a clear and pressing need to address migration management at the regional and international levels.

45. On the part of the Administration, our sights are set on establishing and maintaining IOM as a leading global migration agency, irrespective of institutional or organizational affiliation. We will continue to strengthen the Organization in accordance with the 12-point Strategy that you, the membership, provided us with in 2007, offering broad, flexible and innovative space to assist Member States in their migration management initiatives. It will be up to you, IOM’s membership, to determine whether, and, if so, when and how, such discussions and considerations should be shaped; IOM’s Administration will continue to provide you with the information you need to make informed decisions in this regard.

#### **IV. FIVE-YEAR OUTLOOK: MATCHING CAPACITIES TO CHALLENGES AND OPPORTUNITIES**

46. IOM’s future role in regard to Member States’ and migrants’ needs was the focus of much of the debate at the first annual Senior Management Team retreat, held in Annecy, France, this October. During the retreat, the new Headquarters Team began to sketch-out a perspective and action plan for the Organization centred around three strategic objectives:

- Establish and maintain IOM as a leading migration agency;
- Strengthen IOM’s capacity to serve migrants and Member States;
- Increase public recognition of migration’s contribution to humanity.

**A. Establish and maintain IOM as a leading migration agency**

47. Establishing and maintaining IOM as a leading intergovernmental migration agency will require us to build on the initial priorities that we set for the Organization, namely the three “Ps” – proprietorship, partnership and professionalism – and to continue to build greater credibility and consensus among you, our chief constituency. Four immediate goals support this strategic objective:

- (i) Staying on the policy cutting edge without becoming normative, including developing a clear position on each of our core activities; improving our knowledge management to engage in critical analysis; and replicating, adapting and sharing more widely with the Member States our expertise, good and best practices, and lessons learned.
- (ii) Ensuring IOM a voice in every conversation and a seat at every table on key migration debates, so that your interests are represented and your issues addressed.
- (iii) Establishing sound, strategic partnerships in each of our core service areas to generate combined effort in advancing our mandate.
- (iv) Managing the Organization’s growing administrative needs and finding ways to fund our leadership capacity.

**B. Strengthen IOM’s capacity to serve migrants and Member States**

48. If IOM is to establish and maintain itself as a leading intergovernmental migration agency, then our second strategic objective must be to strengthen the Organization’s capacity to serve migrants and Member States, respond to new challenges, address emerging trends, capitalize on opportunities, influence the migration debate, and ensure that we deliver what we promise. Three immediate goals support this objective:

- (i) Increasing emergency and humanitarian response capacity to address natural and human catastrophes, through improved human and financial surge capacity mechanisms, expanded monitoring and evaluation capacities, and pre-positioning of humanitarian assets in strategic locations.
- (ii) Recognizing and reacting to new and emerging areas for engagement, including climate change and migration; unaccompanied minors; large-scale migrant integration; migration and security; migration and trade (responding to trade migration and demographic changes); and health and migration.
- (iii) Delivering on what we promise, that is, professionally assessing the delivery and quality of our programmes through strengthened audit capacity and risk assessment to identify high risk areas, which could impede the Organization in achieving its objectives.

**C. Increase public recognition of migration’s contribution to humanity**

49. Lastly, success in achieving the first two overarching strategic objectives will depend, to a significant degree, on the accomplishment of a third strategic objective, which I have addressed earlier, namely, raising public awareness about the realities of migration and the

immense contribution migrants make to all facets of social, economic, cultural and political life. The achievement of even the most well-conceived and well-intentioned policies depends significantly upon our ability, and that of all our partners in the Field, to overcome hardened attitudes, stereotypes and misconceptions on the part of the public and some governments. This strategic objective is supported by three immediate goals:

- (i) Advancing States' capacity to manage migration, drawing upon the entire range of options (circular migration, mobility partnerships, and so on) to meet the increasing labour migration demands in the world, including integration of migrants into their new societies.
- (ii) Increasing and strengthening RCPs, in a supportive manner to encourage regional cooperation on migration management.
- (iii) Expanding IOM's membership, including members and observers, to broaden the consensus of this constituency on the most vital migration matters.

## **V. CONCLUSION**

50. The challenge today is, working together, to find a humane, orderly and equitable arrangement that: (a) on the one hand, acknowledges and respects national sovereignty – part of the very bedrock of the nation state – with regard to population movements and the expectation that migrants will respect the host country's culture and jurisprudence; and (b) on the other hand, respects people's age-old desire to migrate to improve their lives – humankind's oldest "poverty reduction strategy" – and expectation that their rights will be respected. Such a workable compromise is best accomplished through dialogue and ensuing partnerships between and among States of origin, transit and destination. IOM – your Organization – is continuously seeking to ensure that it is able to support you in this noble enterprise.