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THE DIRECTOR GENERAL'S REPORT TO THE COUNCIL

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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 unremittingly for several decades. If the number of international migrants, estimated at 215 million in 2010,¹ 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.

¹ *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 2010² – 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:³

² Ibid., p. x.

³ 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.⁴ 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.

⁴ 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.