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108th Session

DIRECTOR GENERAL'S REPORT TO THE

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INTRODUCTION

1.   Excellencies, distinguished delegates, ladies and gentlemen, it is an honour to welcome you to the 108th Session of the Council. I welcome you on behalf of our 10,000 IOM colleagues who are located in over 440 sites around the world and on all five continents.

2.   Let me begin by expressing our sincere appreciation to the outgoing Chairperson, Ambassador John Paton Quinn (Australia), for his hard work and commitment during the last year. I also wish to welcome the newly elected members of the IOM Council Bureau: the Chairperson, Ambassador Marta Maurás (Chile); the First Vice-Chairperson, Ambassador Negash Kebret Botora (Ethiopia); the Second Vice-Chairperson, Ambassador Carsten Staur (Denmark); and the Rapporteur, Ambassador Evan P. Garcia (Philippines).

3.   This Organization is a Member State-owned body. This being the case, and as the senior elected official, I come before you each year to present my report on how I and the Administration have conducted the business of the Organization on your behalf over the 12 months since the previous regular session of the Council. This report will address the themes of continuity, coherence and change, which are the themes that I announced as priorities for my second mandate upon my re-election in 2013.

4.   My report explores the theme of continuity, in those matters that have stood the Organization in good stead, as contained, in part, in Council Resolution No. 1309 of 24 November 2015; of coherence, with actors on the regional and global stages in arriving at larger understandings and cooperation on migration matters; and of change, where this is merited and feasible. This report provides a more detailed account than the report I made to the Twenty-first Session of the Standing Committee on Programmes and Finance. The report is intended to elicit your views on these three themes which can guide the Organization going forward.

5.   First, however, I feel a responsibility to set the scene from my perspective on developments since we last met and their effect on, and implications for, the Organization and its future areas of work.

SETTING THE SCENE

6.   Since we last met in this forum, a series of global developments have accounted for much of IOM's time and energy, and your resources. Among these are: (a) eight Level 3 system-wide and internal humanitarian emergencies – an all-time record number – some of which were accompanied by a public disease outbreak, such as cholera in Yemen; (b) record-setting natural disasters on almost every continent during which, as with man-made disasters, migrants are often disproportionately affected; (c) an upsurge in identity and "tribal" politics fuelled by populist politicians who espouse fear of "the Other", putting migrants at risk and denying societies the contributions made by migrants and endangering ethnic groups; (d) intensifying anti-migrant, anti-refugee sentiments, which are even playing a significant role in some national elections and post-election coalition-building and spilling over into anti-migrant rhetoric.

7.   On a more positive note, IOM, simultaneously, has been deeply immersed in supporting the United Nations Special Representative of the Secretary-General for International Migration, the two co-facilitators (Mexico and Switzerland) and the President of the General Assembly in the consultation phase designed to lead to negotiations starting in February 2018 on a global compact for safe, orderly and regular migration. This is in fulfilment of the key support role that the New York Declaration for Refugees and Migrants and the "modalities resolution" (General Assembly resolution 71/280 of 6 April 2017) have foreseen for IOM, namely, to jointly service the negotiations with the Secretariat of the United Nations.

8.   In carrying out this support responsibility, IOM was the first United Nations agency to provide staff to the Office of the newly appointed Special Representative of the Secretary-General for International Migration, who will be the Secretary-General of the intergovernmental conference to be held in 2018 to adopt the global compact. IOM also participated in the drafting of papers for the six informal thematic consultations and, with its Country Offices and Regional Offices, has actively supported national, regional and global consultations on the State-led global compact process.

9.   Other IOM support measures include: the engagement of a civil society consultant to ensure a strong civil society voice in the global compact consultations; provision of policy and technical expertise to the United Nations Regional Commissions for their regional consultations; the holding of the seventh Global Meeting of Chairs and Secretariats of Regional Consultative Processes on Migration, which brought together representatives from 22 regional, inter-regional and global processes and focused on the global compact; dedicating both sessions of the 2017 International Dialogue on Migration, held in New York (April) and Geneva (July), to the global compact; and the creation of the Migration Research Leaders Syndicate, bringing together 36 of the world's leading migration researchers to contribute their views to the global compact process.

10.   The transition to being a United Nations agency has gone, generally, smoothly and without surprises. The Organization's transition in its first year as a United Nations agency, as expected, has required some adjustments to our work programme and budget. However, any adjustments have been clearly offset by the great advantages that have ensued. These include, first and foremost, IOM having a "seat at the table". Earlier this month, for example, I attended my first meeting as a member of the United Nations System Chief Executives Board for Coordination (CEB). The Organization also has greater access to needed information and funding and, as the "UN Migration Agency", is much more readily identified by the public and media alike. For example, IOM is more widely respected and cited in and by the media, and is being asked to assume an ever-greater scope and degree of responsibility following its entry into the United Nations system. The branding and positioning of IOM remains a challenge, however, given the complexity of migration today and the toxic atmosphere in which human mobility takes place.

11.   In view of the above, your decision, as Member States, to maintain the two working groups you established – the Working Group on IOM–UN Relations and Related Issues and the Working Group on Budget Reform – has proven to be prudent. The Working Groups have allowed us, on the one hand, to receive your counsel and concerns regularly, and, on the other hand, to keep you closely informed of developments in these two important areas.

12.   In the midst of all this activity, it has become increasingly evident that IOM is coming into its own as an organization. The one characteristic that perhaps most accurately describes the Organization today is that of growth – phenomenal growth in every aspect: number of

projects, staff members and Member States, all of which is reflected in the continued expansion of IOM's budget and global reach. An internal IOM survey shows that, among all United Nations agencies, IOM ranks number five in terms of staff, and number eight in terms of budget. I am also proud that IOM ranks number one in the United Nations system as regards the percentage of staff members in the field, namely, 97 per cent of its 10,000 staff. While, as a growing organization, IOM needs a commensurate growth in its core funding, we are proud of our business model, whereby administrative costs, over the years, have remained consistently at 3 to 4 per cent of the budget.

13.   Also, as we grow, we are, assiduously and with purpose, consolidating the Organization by adding necessary structures and architecture, for example: (a) a quantum leap in training and career development – although still far too little; (b) a series of meetings of thematic specialists in areas such as resettlement, return, media and resources, as well as national staff – gatherings designed to develop "communities of interest" and esprit de corps; (c) regular meetings of the Management and Policy Coordinating Committees, in an effort to keep us on the cutting edge of developments; (d) the rotation programme, which I initiated upon my appointment in 2008 and is widely considered as a career assignment policy that works to the advantage of both the Organization and the individual; and (e) the biennial Chiefs of Missions meetings and senior management retreats, which are held in alternate years.

FRONTIER ISSUES

14.   As we begin to look ahead to the next five years, a number of immediate "frontier issues" strike me as requiring our attention; these are outlined below.

Follow-up to the global compact for safe, orderly and regular migration

15.   Once a global compact for safe, orderly and regular migration has been adopted, its follow-up will come to the fore. One of the questions currently being considered is what type of mechanism will be required to ensure the implementation of the global compact and to guarantee that the shared responsibilities and commitments to which States will have agreed are fulfilled. Another question is who will be responsible for such a follow-up mechanism.

Policy

16.   Although the Organization has produced a fairly large volume of policies on a range of issues, in the minds of many IOM remains a purely operational agency. This hides the reality that our policies arise largely from our experience on the ground – a reality that is not known widely by the public. To counter this, our policy efforts will need to be more substantial, for instance through the establishment of a policy unit within the Office of the Director General, which could become an additional department for policy planning.

Data and trends analysis

17.   In the same vein, as the lead international agency on migration, IOM needs to ensure that it is also a major source for migration data collection and analysis. The establishment, in 2015, of the Global Migration Data Analysis Centre in Berlin, with the assistance of the Government of Germany, was an important first step in that direction, together with the establishment of the Data Steering Group.

Structural reform review

18.   It is almost a decade since IOM underwent its last structural reform, a process that led to the creation of nine adequately resourced Regional Offices, positions for thematic specialists in a range of migration aspects, the Management and Policy Coordinating Committees, and four Headquarters departments. A review of the structure in 2014 indicated that the new structure was working very much as intended. Nonetheless – with the passage of time and the inexorable growth of both the Organization and global interest in migration – a review of the structure in the period 2018–2019 would be in the interests of the Organization and would also serve to reassure you, the Member States, that the adequate structures are in place.

Renewed focus on internally displaced persons

19.   The vast majority of IOM assistance in humanitarian crises is provided to support internally displaced persons – for example, in Iraq, Libya, the Syrian Arab Republic and Yemen. IOM is one of the largest actors in internal displacement globally, and one of the few with an operational presence long before, during and well after a crisis occurs. While much of the next year will remain focused on the two global compacts – on migration and on refugees – 2018 will also mark the 20th anniversary of the Guiding Principles on Internal Displacement; this milestone will lead to a necessary and renewed focus on internally displaced persons. Bolstered by the IOM Framework for Addressing Internal Displacement, launched at the Twentieth Session of the Standing Committee on Programmes and Finance in June this year, and as the only organization whose constitution mentions displaced persons, IOM will give increasing emphasis in the field and in our public outreach to supporting internally displaced persons around the world during the anniversary year and beyond.

CONTINUITY

20.   Continuity efforts have built on gains in areas that have stood the Organization in good stead, including the priorities of my first term in office: (a) Member State proprietorship; (b) partnerships; and (c) staff professionalism. In the past year, efforts were continued in these areas.

Proprietorship

21.   Proprietorship – Member State ownership of the Organization – has been key in ensuring continuity during the recent growth and transition experienced by IOM. The Administration continues to engage Member States through a variety of meetings and consultations, also providing technical and administrative support for Member State-led initiatives.

Growth of IOM

22.   The Organization continues to grow at a significant pace. For 2017, expenditures are projected to reach USD 1.8 billion, which is approximately 10 per cent higher than 2016. Total expenditure is expected to pass the USD 2 billion mark in 2018, managed by almost 11,000 staff members overseeing 3,500 active projects. This is all the more remarkable considering that, in 2009, total IOM operational expenditure was a little under USD 1 billion, with some 7,000 staff members running 2,300 projects – the equivalent of 3.04 staff per project – and that by 2018, with nearly double the expenditure, this ratio will remain at a similar level, with

3.14 staff per project. By almost all measures, the Organization has experienced a major expansion, and is now roughly 10 times larger than it was 20 years ago.

23.   During the 2016 Council sessions, the membership welcomed four new Member States, namely China, the Solomon Islands, Tonga and Tuvalu. Today, we are pleased to welcome our newest Member States, the Cook Islands and Cuba, as well as a new observer State, Kuwait. This brings the number of Member States to 168, and observer States to eight; this is 43 Member States more than in 2008 and brings IOM closer to its goal of universal membership.

Working Group on Budget Reform

24.   The Working Group on Budget Reform was reconvened this year, and its terms of reference were revised and endorsed by the Standing Committee on Programmes and Finance on 22 June. I fully support the work of the Group, and I very much appreciate its efforts to help maintain robust core functions and management at IOM during this period of growth, evolution and change for the Organization.

Working Group on IOM–UN Relations and Related Issues

25.   The Working Group on IOM–UN Relations and Related Issues continues to provide the appropriate venue for discussing matters of importance to Member States which are of direct relevance to our relations with the United Nations. The discussions of the Working Group were instrumental in bringing IOM into the United Nations system and its meetings provide a venue to discuss the status of the process of developing a global compact for safe, orderly and regular migration, which will be crucial in determining how international migration will be governed in the future.

Partnerships

26.   The Organization continued to develop and strengthen partnerships with other international organizations, regional economic organizations and civil society organizations, and to develop new public–private partnerships.

Donor outreach, tools and accountability

27.   IOM offices around the world keep donors informed through donor briefings and visits on the ground. Most offices are able to submit donor reports in a timely manner. Imperatives, such as government clearance, or unpredictable factors, such as internet connectivity in remote areas, can hamper delivery.

Funding

28.   Country Offices have reported that the three most underfunded areas are those relating to counter-trafficking, assistance to vulnerable migrants and migrant health. We are seeking new sources of funding in these sectors; for example, through the development of public–private partnerships to improve the integrity of migrant labour supply chains.

IOM Development Fund

29.   This funding mechanism has allowed many Member States to enhance their capacities in migration management and to launch new initiatives that have proven to be very valuable in

helping beneficiaries (whether they be governments, migrants, diasporas or civil society). During 2017, the Fund approved 53 new projects and had a total operating budget of USD 8.9 million, which also includes costs for the administration of and enhancements to the Project Information and Management Application (PRIMA). I urge Member States to continue to support this funding mechanism and provide direct contributions.

No-cost extensions

30.   Although most projects are completed on time, IOM needs to request no-cost extensions in some cases. The main reasons for no-cost extensions are usually external delays due to bureaucracy beyond the control of IOM, or challenges in accessing remote or difficult areas. In all cases, the requests are coordinated with donors; in most cases, they are warranted and specifically for project improvements, such as saving funds or finalizing activities in complex operating environments.

Visibility and external communication

31.   IOM ensures that migration and migrants remain on the political and social agenda. Powerful and effective communication enables IOM to contribute to a more positive narrative on migrants, in particular during times of large migration flows and tensions that can lead to low levels of cohesion at community level. The Organization is training staff members on media and communication through weekly webinars, one-to-one training for visiting colleagues at Headquarters, duty travel to IOM offices to carry out training, and other types of training. IOM guidelines on corporate identity and the IOM communications strategy are under development.

Professionalism

32.   Professionalism has been further strengthened through innovations relating to staffing and through training to ensure that staff members are aware of and know how to implement the appropriate policies and principles that govern our work.

Staffing

33.   IOM staff members, who are spread throughout the globe, currently total over 10,000, of which only 3 per cent are based at Headquarters. During the past year, IOM has continued its efforts to reach gender parity at the global level. The total staff breakdown is currently 53 per cent men and 47 per cent women. Although some progress has been made, we are still far from reaching parity between the ratio of men and women in higher-level positions. To illustrate, 35 per cent of officials at the P-5 level are women, up by 4 per cent as compared with last year; while women constitute 29 per cent of IOM officials at the D-1 and D-2 levels, up by 5 per cent from last year.

Recruitment

34.   In 2017, IOM has continued to use its new e-recruitment solution, which had been launched in 2016 to simplify procedures and clarify roles and responsibilities, with the overall aim to select and deploy staff rapidly and effectively. From January to June 2017, 77 per cent of internal staff were recruited through vacancy notices or special vacancy notices as international staff. Also, 33 national staff members were promoted to the Professional category.

Staff health and representation

35.   IOM is developing a mental health strategy – a holistic strategy that contains preventive, proactive and reactive elements and is based on the findings of a detailed assessment. The mental health continuum, which ranges from mental well-being to mental illness, will be covered in the strategy, including the need for interventions at the individual, organizational and managerial levels.

36.   The Staff Association Committee promotes the rights and defends the interests of all IOM staff, and serves as a channel of communication with the Administration on staff matters. In 2017, the decision was made to establish the Global Staff Association, which will represent all staff worldwide under the leadership of a full-time chairperson.

Performance management

37.   IOM uses the Staff Evaluation System to assess staff performance. The average field compliance rate is 79 per cent. At Headquarters, the rate is 51 per cent, while the rates in the Regional Offices are as follows: Vienna, 99 per cent; Buenos Aires, 96 per cent; Pretoria, 88 per cent; Bangkok, 86 per cent; Nairobi, 81 per cent; Dakar, 80 per cent; Cairo, 74 per cent; Brussels, 71 per cent; and San José, 60 per cent. The rates of compliance at the Panama Administrative Centre and the Manila Administrative Centre are 79 per cent and 55 per cent, respectively.

Consistent conditions for staff members

38.   The Organization believes that the conditions of service should be consistent for all its staff, and therefore aims to treat all staff members fairly and equally, regardless of their location. To achieve this aim, IOM has continued to roll out the Unified Staff Rules in all countries of operations for staff in the General Service category, which includes National Officers. As of 30 June 2017, 50 per cent of all General Service staff were covered by the Unified Staff Rules.

Standards of conduct

39.   IOM requires a strong commitment from all its staff to the IOM Standards of Conduct; it furthermore requires that all work environments be free of harassment. The Organization also has a zero tolerance policy on the sexual exploitation and abuse of beneficiaries. Using the recently developed e-learning module, 4,000 IOM employees had completed the online ethics and conduct training by 30 June 2017.

Protection from sexual exploitation and abuse

40.   Protection from sexual exploitation and abuse (PSEA) has continued to be a priority for the Organization. Since 2010, I have been the Champion on PSEA of the Inter-Agency Standing Committee (IASC), and I am also a member of a high-level task force convened at the request of the Secretary-General of the United Nations to further improve the United Nations approach to preventing and responding to sexual exploitation and abuse.

41.   During the past year, IOM has pursued its efforts to prevent and respond to sexual exploitation and abuse by aid workers in humanitarian response operations. By the end of June 2017, 32 IOM offices were engaged in an in-country network or task force on PSEA. Twenty-nine offices had also conducted PSEA training for IOM staff and external participants. Eighteen

other offices participated in an inter-agency complaint or feedback mechanism, primarily focused on general accountability or PSEA. Moreover, 58 offices established an internal IOM complaint mechanism. At Headquarters, IOM has launched a project to roll out inter-agency PSEA tools and good practices on behalf of the IASC. From January to June 2017, IOM offered PSEA technical assistance to and conducted in-depth training for six humanitarian country team and United Nations country team PSEA networks in establishing joint complaint and feedback mechanisms. Training deployments will be continued next year.

Monitoring and evaluation

42.   IOM continues its efforts to strengthen monitoring and evaluation within the institution and as a core function of the Organization. As of June 2017, eight of the nine Regional Offices had a monitoring and evaluation officer. The newly established network of monitoring and evaluation practitioners involves 108 staff members who share best practices and provide guidance on monitoring and evaluation. During the first half of 2017, IOM offices reported that 48 new evaluations had been completed. Looking ahead, IOM is formulating monitoring and evaluation guidelines and relevant training for internal monitoring and evaluation practitioners.

COHERENCE

43.   The Organization seeks to achieve coherence in its actions by collaborating with partners at the global and regional levels so as to arrive at mutually beneficial outcomes in migration management. IOM believes that working in concert with others will create greater understanding and cooperation on migration matters. This will be possible only if the individual units within the Organization are themselves working towards common goals and are guided by the same principles.

Inter-institutional coherence

IOM–UN relations

44.   The Organization's new status as a member of the United Nations system has not noticeably affected its operational work or business model – both of which have remained unchanged. This is consistent with IOM Council Resolution No. 1309 of 24 November 2015. The required administrative, legal and policy changes within IOM, and also within the United Nations system more generally, are being implemented to fulfil the Agreement concerning the relationship between the United Nations and the International Organization for Migration, which was signed in 2016. Still, other changes, as well as their associated costs, are only beginning to be identified as IOM's cooperation with the United Nations continues to be enhanced.

45.   IOM is now fully integrated into the United Nations principal coordination bodies, as outlined in the UN–IOM Agreement. This includes full participation as a member of the CEB and its subsidiary bodies (the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group (UNDG)), the IASC and the joint United Nations Strategic Planning Network. It should be noted that the Executive Committee on Humanitarian Affairs, referred to in the UN–IOM Agreement, was abolished in 2017. IOM is now a member of all six Regional UNDG Teams.

46.   In addition, further United Nations entities have applied for observers status with IOM. At this session of the Council, we are pleased to welcome our new observers from the United Nations Framework Convention on Climate Change (UNFCCC), the Joint United Nations Programme on HIV/AIDS, the United Nations Office on Drugs and Crime, the United Nations Office for Disaster Risk Reduction, and the United Nations Economic and Social Commission for Western Asia. IOM now has 32 United Nations organs and organizations as observers.

Partnerships

47.   Concerning new strategic partnerships with other governmental, intergovernmental and non-governmental actors (which enable IOM to access funding and to enhance its footprint at global level), IOM has signed seven new memorandums of understanding. These global agreements were signed with: the CEB Secretariat, through which IOM became party to the Inter-Organization Mobility Agreement; the IATI Secretariat, through which IOM joined the International Aid Transparency Initiative; the Office of the United Nations High Commissioner for Refugees, on the operational aspects of a joint programme entitled Emerging Resettlement Countries Joint Support Mechanism; the Ministry of Foreign Affairs of Japan, on emergency evacuation support services; the United Nations, on administrative arrangements for the United Nations laissez-passer; the World Bank, through which IOM became party to the Financial Management Framework Agreement; and with the United Nations Department of Peacekeeping Operations.

Privileges and immunities

48.   Major efforts were made this past year to increase the number of States granting IOM privileges and immunities substantively similar to those contained in the 1947 Convention on the Privileges and Immunities of the Specialized Agencies. IOM now has full privileges and immunities in 92 countries, of which 91 are Member States. Fifty-seven countries (of which 51 are Member States) have granted IOM partial privileges and immunities. Thirty-six countries (of which 26 are Member States) offer IOM no privileges and immunities.

Data and evidence

49.   To support data collection, analysis and dissemination, IOM established the internal Data Steering Group to launch the Organization's data governance programme, with the objective of making IOM the global reference for migration data. The Data Steering Group has already produced the Migration Data Governance Policy and the *IOM Data Governance Guidelines*. These documents describe the data governance stakeholders within IOM and outline decision-making processes; together, they make up the data governance framework. The Data Steering Group has also agreed to the establishment of a data governance office to be the custodian of the data governance framework and programme.

Internal coherence

Results-based management

50.   IOM continued to streamline results-based management at an institutional level during the first half of 2017, to ensure robust institutional coherence to guide its programmes and processes. The Organization aims to demonstrate its achievements at the country, regional and global levels through an institutional results reporting methodology.

51.   In 2016, two organization-wide results frameworks were designed: one to identify, track and report on results against the Migration Governance Framework (MiGOF), and another on organizational effectiveness. Both results frameworks have been piloted for one year, helping offices to better connect IOM's strategic vision with the Organization's activities at the global level. The MiGOF results framework will be used as the basis for the development of targeted, impactful and strategic programmes at country, regional and global level. Reporting is used to sustain this results-based approach and is currently carried out through an online institutional questionnaire. IOM is reviewing the two results frameworks and designing an interactive platform which will enhance analysis of results, reflection, and informed decision-making based on the information gathered in the field. This prototype interactive website, which will be used only internally at first, will be made accessible to third parties in a future phase, as part of the Organization's commitment to full transparency. Communication on results-based management has been increased through the use of webinars in all field offices, and through further consultations with the thematic divisions at Headquarters on the content of the institutional questionnaire.

52.   To illustrate the kinds of results that the institutional questionnaire yields, below are some of the elements, compiled using the MiGOF principles and objectives as a basis for the reporting categories, which will be included in the Annual Report for 2017. Unless otherwise specified, the information presented below is based on data from the first half of 2017.

Principle 1: Adherence to international standards and the fulfilment of migrants' rights

- One hundred and sixteen offices have reported that gender equality has either been mainstreamed in their projects or is the main objective of a project within the office, in line with the Gender Equality Policy 2015–2019.

- IOM's humanitarian policy – the Principles for Humanitarian Action – which identifies principles, norms and professional standards that should be incorporated into the Organization's strategy development, decision-making and practice in the area of humanitarian response, is currently used by some 48 offices for advocacy and coordination purposes.

- IOM continues mainstream protection in all of its activities through training and awareness-raising initiatives at field, regional and global level. IOM's commitment and active contribution to the development and roll-out of the Inter-Agency Standing Committee Policy on Protection in Humanitarian Action is increasingly being recognized by external partners.

- Since its launch, IOM's rights-based approach has been widely integrated in the Organization's projects. It provides practical tools to ensure that all rights are adequately mainstreamed in the design and implementation of operations. Seventy-three countries have reported that they are already using the rights-based approach checklist or monitoring tool.

Principle 2: Migration and related policies are best formulated using evidence and whole-of-government approaches

- IOM has started scaling up the use of the migration governance indicators, mainly through the revision and updating of the methodology. During the second phase of the initiative, which was carried out in 2017, country profiles were developed for an additional 14 countries, bringing the total number of countries assessed up to 29. This initiative is being undertaken in partnership with the Economist Intelligence Unit.

- In September 2017, IOM launched the Counter-Trafficking Data Collaborative, an initiative which makes IOM and its partners' data available to researchers, scholars, policymakers and practitioners, while ensuring the anonymity of the victims of trafficking.

- In partnership with the International Labour Organization and Walk Free Foundation, under the banner of Alliance 8.7, IOM contributed to the production of a publication entitled *Global Estimates of Modern Slavery: Forced labour and forced marriage*, which reveals the extent of modern slavery. In 2016, approximately 40 million people around the world were victims of modern slavery. IOM is pursuing this partnership to look at modern slavery in displacement contexts.

- To date in 2017, the IOM Displacement Tracking Matrix has tracked around 15.5 million internally displaced persons using over 200 flow monitoring points in 48 countries, including along Mediterranean migration routes across 15 countries of origin and destination. Notably, the Displacement Tracking Matrix was the second largest source of data on displacement caused by conflict used in the 2017 *Global Report on Internal Displacement*, published by the Internal Displacement Monitoring Centre, and one of the top five sources of data for the Humanitarian Data Exchange platform, which is managed by the United Nations Office for the Coordination of Humanitarian Affairs.

- To supplement the over one hundred publications and reports on environmental migration produced in recent years, in 2016 and 2017 IOM released three new flagship publications, four policy papers, eight policy briefs, six national country profiles and four information sheets on migration, the environment and climate change, and wrote eight articles for external publishers, in order to provide needed evidence for policy.

Principle 3: Good migration governance relies on strong partnerships

- The two sessions of International Dialogue on Migration for 2017 were held in New York and Geneva, in April and July, respectively. The meetings focused on the overarching theme of "Strengthening international cooperation on and governance of migration towards the adoption of a global compact on migration in 2018". Each session was attended by more than 300 representatives of States, international organizations, global processes, civil society organizations and the private sector.

- In addition to the United Nations entities already mentioned, this session of the Council has also welcomed two new intergovernmental organizations as observers, namely the Latin American and Caribbean Parliament, and Partners in Population and Development. Reciprocal observer status was also granted to IOM in 2017 by the World Bank Group, the International Monetary Fund, and the Conference on Interaction and Confidence-building Measures in Asia.

- Continuing its partnerships with non-governmental organizations whose aims and purposes are in conformity with the spirit and purposes of the IOM Constitution, the Organization has also welcomed AMEL Association International (Lebanese Association for Popular Action) as an observer at this session of the Council.

- During 2017, IOM has continued its efforts to support good migration governance and implementation of the Sustainable Development Goals at local and city level, for example, with tools such as the Toolkit of Migration-related Elements for the City Resilience Strategy. IOM is a partner in the Mayoral Forum on Human Mobility, Migration and Development, the last meeting of which was held in Berlin in June 2017.

- In 2017, IOM also organized the seventh Global Meeting of Chairs and Secretariats of Regional Consultative Processes on Migration, which brought together representatives from 22 regional, inter-regional and global processes and from United Nations regional commissions and regional economic organizations to explore the theme of "Inter-State consultation mechanisms on migration and the global compact for safe, orderly and regular migration".

- The Organization has continued its work to integrate migration in the global climate negotiations under the UNFCCC, working in partnership with the UNFCCC Secretariat. IOM has been included in the Task Force on Displacement, established under the Paris Agreement, and is spearheading activities under the 2017–2018 workplan in areas related to national, regional and international policy and practice and to data and assessment.

- As a standing invitee on the Steering Group of the Platform on Disaster Displacement, IOM is providing key support for implementation of the Platform's 2016–2019 workplan, which seeks to address the protection needs of persons displaced across borders in the context of disasters and climate change.

- In the first half of 2017, 119 policymakers in four countries (Ghana, Madagascar, Mozambique and Namibia) benefited from IOM's capacity-building programme on migration, environment and climate change. The programme uses the *Migration, Environment and Climate Change: Training Manual (Facilitator's Guide)*, which is available in five languages (Azerbaijani, English, French, Russian and Spanish).

Objective 1: Good migration governance and policy should seek to enhance the socioeconomic well-being of migrants and society

- 34,486 migrants benefited from IOM training courses for migrants.

- 21,300 migrant job seekers directly benefited from IOM services related to labour migration frameworks.

- To date in 2017, 14,146 victims of human trafficking and other vulnerable migrants have been directly assisted by IOM.

- So far in 2017, IOM has trained around 25,000 government officials and staff from non-governmental organizations on preventing, detecting, prosecuting and responding to trafficking.

- 127 vulnerable migrants received assistance through the IOM Global Assistance Fund.

Objective 2: Good migration governance is based on effective responses to the mobility dimension of crises

- The Migration Crisis Operational Framework (MCOF) continues to guide the Organization's comprehensive approach to emergency operations. In the first half of 2017, 36 offices developed or revised a crisis response strategy based on the MCOF strategic planning approach.

- During 2017, IOM has responded to eight Level 3 emergencies. Three of these are ongoing system-wide emergencies in Iraq, the Syrian Arab Republic and Yemen, with a new system-wide Level 3 emergency also being declared in the Democratic Republic of the Congo in the second half of the year. The remainder comprised three ongoing internal Level 3 emergencies, in Libya, Nigeria and South Sudan, and one new internal Level 3 emergency in Bangladesh. The Level 3 emergency in South Sudan was deactivated in the second half of the year.

- In this regard, IOM has actively participated in more than 90 per cent of the 27 joint response plans and joint needs analyses.

- All responses to Level 3 emergencies include an integrated or dedicated IOM protection component, largely to mitigate or respond to gender-based violence, find alternatives to arbitrary detention, provide mental health and psychosocial support, and ensure protection from sexual exploitation and abuse and the provision of child protection measures.

- Throughout the year, IOM has also taken on new lead responsibilities following camp coordination and camp management cluster activations in Peru (April, due to flooding) and Somalia (May, due to drought), and has undertaken new shelter and non-food items programmes in response to disasters in Madagascar, Mozambique and Sri Lanka.

- Part of a growing portfolio of water, sanitation and hygiene programmes worldwide, IOM continues to lead the inter-agency Global Solar and Water Initiative, which promotes the use of solar energy solutions in emergency water supply projects.

- The Organization's transition and recovery work continued to play a critical role in more than 52 countries during the first half of 2017, contributing to the prevention or resolution of crisis-induced displacement, and responding to unstable conditions during crisis situations by restoring critical services, rebuilding community capacities and supporting social cohesion as an integral part of crisis response. Large-scale community stabilization projects continued in Burundi, the Central African Republic, Iraq, Niger, Pakistan, Sudan, Turkey, and Ukraine, while new programmes were launched in Kenya, Lebanon, Myanmar and Turkey. Programmes supporting durable solutions for displaced persons were present in 18 countries across seven different regions.

- IOM's peacebuilding portfolio continued to grow, with large new programmes on disarmament, demobilization, and reintegration; conflict management; and conflict prevention starting in Bosnia and Herzegovina, the Central African Republic, Mauritania, Nigeria and Somalia, and in the Lake Chad basin region.

- IOM provided electoral assistance and supported election observation missions in Algeria, Honduras and Liberia.

- The complexity of IOM's movement operations continues to increase, with large-scale operations in high-risk countries such as Afghanistan, Iraq, Libya, the Syrian Arab Republic and Yemen. Between January and June 2017, IOM supported the resettlement of 79,337 persons to 36 different countries of destination and relocated 7,469 migrants from Libya to 10 countries in West Africa and the Horn of Africa.

Objective 3: Migration should take place in a safe, orderly and dignified manner

- Upwards of 88,000 persons have taken advantage of IOM's visa processing services for temporary migrants and permanent residents.

- Approximately 126,000 individuals received assistance through the family assistance programme for Syrians, which provides support to the programme on reunification of vulnerable families in Germany.

- Some 440,600 health assessments have been carried out in more than 80 countries around the world for both refugees in the resettlement pipeline and migrants applying for various categories of immigration visas.

- During the first half of 2017, 78 offices worked on border management, including through capacity-building activities. Of those offices, 26 made use of the Migration Information and Data Analysis System (MIDAS), IOM's border management information system.

Sustainable Development Goals

53.   IOM has developed an internal strategy on how to help governments implement the migration-related aspects of the Goals. The thematic divisions at Headquarters, such as the Migration Health Division, have drafted materials detailing how their portfolio relates to Sustainable Development Goals. IOM and the United Nations Department of Economic and Social Affairs have continued to work on the key migration indicator 10.7.2 (number of countries that have implemented well-managed migration policies). Additionally, IOM issued a publication entitled *Migration in the 2030 Agenda*, a collection of thematic articles articulating how migration is relevant to the different Goals. An internal training course on MiGOF has also been developed. Moreover, IOM conducted a number of briefings for national governments on the migration aspects of the Sustainable Development Goals.

Effective risk assessment and risk management

54.   Sound risk management is critical to IOM preparedness. The aim of IOM's risk management policy and framework is to identify, assess and manage effectively the uncertainties faced by the Organization in achieving its objectives. During the first half of 2017, all Regional Offices adopted the IOM risk management policy. Senior management at Headquarters also participated in a headline risk assessment to bring the risk register up to date to reflect significant changes in the IOM context, and risk management workshops were held recently in offices in Afghanistan, Iraq, Libya and Turkey to help systematize our approach to risk management, particularly in challenging locations.

Knowledge management

55.   The period covered by the Strategic Framework on Knowledge Management (2013–2017) will soon come to an end. In line with IOM's efforts to move towards a results-based approach in which knowledge management is a key instrument, IOM will carry out an evaluation of the current Framework in early 2018. A number of tools are already in place or under development to enable IOM to become a real "learning organization", such as PRIMA, new online platforms, and knowledge portals for the different thematic IOM divisions, which capture and share results in the field and at Headquarters.

CHANGE

56.   IOM is committed to innovating, bringing fresh thinking, and remaining at the cutting edge of migration-related policy. The Organization remains attentive to the changing needs of migrants – a competency acquired from many years of experience – and stands ready to adjust and adapt in order to serve migrants and Member States responsibly and respond to their most crucial needs.

Global compact for safe, orderly and regular migration

57.   On 19 September 2016, the United Nations convened a summit to address the large movements of refugees and migrants. The outcome document, the New York Declaration for Refugees and Migrants, set in motion a process of intergovernmental consultations and negotiations led by States to produce an agreement intended to detail actionable commitments to enhance global cooperation on migration – the global compact for safe, orderly and regular migration.

58.   The global compact process is the first attempt at this scale to establish common ground on the principles of migration governance. It has the potential to bring lasting change to the way migration is managed by governments, for the benefit of both their societies and migrants. IOM fully respects the State-led nature of the discussions and negotiations on the global compact. IOM has been called upon by Member States to jointly service this global process with the Secretariat of the United Nations by providing technical and policy expertise, and has treated this task as a high priority.

59.   During the consultation phase that has just been concluded, IOM provided support in a wide range of areas to the Special Representative of the Secretary-General for International Migration, the President of the General Assembly, and the co-facilitators of the global compact process. IOM assisted in the organization of six thematic consultations, providing support in areas such as speaker selection, and the drafting of the six issue briefs. Through its global presence, IOM has also assisted in the organization of regional consultations on the global compact at the United Nations Regional Commissions and of numerous national and subregional multi-stakeholder consultations convened by States.

60.   IOM has also facilitated the engagement of civil society at multiple levels and, through its Migration Leaders Research Syndicate, enabled migration researchers from around the world with varied geographic and substantive expertise to contribute their inputs and analyses. IOM's key objective has been to mobilize Member States and other relevant stakeholders to participate in the process, with a view to ensuring that the greatest number and variety of stakeholders will have a voice in this effort, one that could set the global migration agenda for years to come. IOM will continue to provide support throughout the rest of the global compact development process, as stipulated in General Assembly resolution 71/280.

61.   In February 2018, the Mexican and Swiss co-facilitators are expected to present to Member States a "zero draft" of the global compact for safe, orderly and regular migration. This draft will serve as a basis for the negotiations, which are scheduled to last until July 2018. A critical aspect of the negotiations for Member States will be the framework for follow-up and review following the adoption of the global compact. IOM's views on the nature and aspects of this framework are set out in its submission to the report of the United Nations Secretary-General on the matter.

62.   In our view, the follow-up to the global compact should be Member State-led and should involve meaningful participation by relevant United Nations agencies and regional partners, civil society, the private sector, scholars, migrants and diasporas, and other relevant actors. Any follow-up mechanism should be clearly linked with the implementation and review of the 2030 Agenda for Sustainable Development, as implementation of the global compact and the migration-related Sustainable Development Goals will be mutually reinforcing. Such a mechanism should also be built around the following key elements:

- Benchmarks to be used for the regular review of progress in implementing the actionable commitments in order to identify achievements, barriers and priorities for action;

- Capacity-building measures in line with identified priorities;

- Ongoing broad-based dialogue to continue forging consensus on outstanding issues and address emerging challenges.

63.   The Organization remains highly committed to representing the needs of migrants and governments, in partnership with the private sector and civil society, in the lead-up to the adoption of the global compact and beyond.

Institutional changes

Policy at IOM

64.   As a result of the Organization's exponential growth, and its entry into the United Nations system, Member States have expressed their desire for IOM to become more involved in global and regional policy processes. The cross-cutting nature of migration is reflected in its inclusion in numerous multilateral frameworks, such as the 2030 Agenda for Sustainable Development; the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Paris Agreement; the Sendai Framework for Disaster Risk Reduction 2015–2030; and the New Urban Agenda. As the lead agency on migration within the United Nations system, IOM is increasingly expected to demonstrate its policy capacity. IOM is already providing its support and expertise to governments on the development of migration management policies through counsel drawn from IOM's wealth of best practices and lessons learned. It has also contributed more to global migration governance than any other existing institution could. Moreover, the Organization serves as the secretariat to many of the regional consultative processes on migration. IOM's operational effectiveness, efficiency and flexibility will only be strengthened by its increased policy capacity.

Transparency and accountability

65.   Transparency and accountability are fundamental characteristics required for IOM to be able to carry out its mandate worldwide. With this in mind, in March 2017 IOM became a member of the International Aid Transparency Initiative, which brings together donor and recipient countries, civil society organizations, and other experts in aid information who are committed to working together to increase the transparency and openness of aid. In line with its commitments under the Grand Bargain and as part of its continued striving for transparency, IOM is committed to publishing its data using the IATI Standard, and intends to publish its first pilot data set in early 2018.

Environmental sustainability

66.   IOM has launched an institutional programme of work on environmental sustainability with the objective of mainstreaming environmental sustainability principles into the Organization's policies, operations and programmes. The long-term goal is to ensure that activities are environmentally sustainable and climate neutral. The objective is that, by 2030, IOM will be recognized for leading the way on environmental sustainability efforts in migration management, in line with the Organization's more significant commitment to the 2030 Agenda for Sustainable Development. The current target for IOM is to establish an institutional

environmental policy for 2018, the principal aims of which will be to align IOM actions with global environmental standards and improve the environmental sustainability, resource efficiency and quality of IOM outcomes.

67.   Other targets include creating a performance monitoring system and engaging with private sector partners, leading academic institutions and non-governmental organizations. To date, four significant partnerships have been established with the following entities to facilitate the deployment of environmentally sustainable practices: the United Nations Environmental Management Group; the United Nations Institute for Training and Research (on renewable energy solutions); the European Union Energy Initiative Partnership Dialogue Facility; and Coordination of Assessments for Environment in Humanitarian Action (a joint initiative of the United States Agency for International Development, the Joint Environment Unit of the United Nations Environment Programme and the United Nations Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Refugees, the Swedish Civil Contingencies Agency and the World Wide Fund for Nature). Moreover, an environmental inventory has been undertaken at Headquarters in line with United Nations requirements.

Information and communications technology

68.   IOM is in the process of upgrading its IT systems to address the security risks posed by advances in cybertechnology. The Organization is committed to addressing this issue and is investing globally to ensure its systems and databases are safe and secure. We intend to move quickly on this project in the near future.

69.   IOM is also taking advantage of new technology to make progress in the area of mobile and online applications. To date, more than 8,000 users worldwide have been activated to use an online platform provided by a multinational IT company which allows access to Internet-enabled services and applications. In June 2017, a new ticket management and customer relationship management tool was launched for the IT Helpdesks in Geneva and the Manila and Panama Administrative Centres. This cloud-based system is intended to be a single portal capable of collecting and managing all tickets and requests across the Organization. IOM is also developing MigApp, an application that provides migration-related services and information to migrants. Lastly, the PRIMA project management system will be instrumental for efficient and transparent management of IOM's projects as of 2018.

CONCLUSION

70.   It has been just over a year since IOM joined the United Nations family. A year of continuity, coherence and change, but equally a year of growth.

71.   I believe that it is fair to report that, over that year, IOM has demonstrated its willingness and ability to strengthen its cooperation with its United Nations partner organizations while maintaining its essential qualities of responsiveness, efficiency, cost-effectiveness and independence.

72.   As a result of change and opportunities in terms of growth, more challenges lie ahead as the international migration community works to develop a global compact for safe, orderly and regular migration. Working together, I have no doubt that we will succeed in ensuring that the outcomes of that process will be to the benefit of migrants and IOM Member States.