

## **STANDING COMMITTEE ON PROGRAMMES AND FINANCE**

### **Twenty-fourth Session**

#### **STATEMENT BY THE DIRECTOR GENERAL**



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### **Introduction**

1. Good morning and welcome to the Twenty-fourth Session of the Standing Committee on Programmes and Finance. This morning I would like to speak about two things. First, the Annual Report for 2018, for which I am responsible for only 25 per cent. I will leave it to your generosity to identify which quarter of the Organization's impressive achievements should be attributed to me! This said, all the activities described in the Annual Report result from the hard work and dedication of the 12,000 IOM staff around the world.

2. Second, I would like to seize this opportunity to take stock of the strategic planning process that IOM has been undertaking over the past six months, including your own reactions and priorities.

### **The Organization in 2018**

3. In many ways, 2018 was an extraordinary year, culminating in the endorsement by over 150 countries of the Global Compact for Safe, Orderly and Regular Migration, which established a framework for State-led political cooperation in pursuance of stronger migration governance and more positive outcomes for migrants.

4. The establishment of the Global Compact provides the international community with an opportunity to redouble efforts to ensure that migration is well managed and works to benefit individuals, communities and States. This is not an easy endeavour. Many of the challenges facing us in the world today are significant and contentious, but they are also unavoidable. Only together will we be better equipped to respond to these challenges successfully.

5. Now, more than ever, we should be working towards the same goals – establishing clearer and more consistent paths for legal migration, improving outcomes for migrants, whether social, economic or health-related, to ensure the realization of their fundamental rights, and addressing some of the key factors that drive people to move in desperation. At the same time, we will need to be more effective in the fight against the trafficking, exploitation and abuse of migrants, and gender-based violence.

6. These various goals also need to be carefully balanced. For example, States should recognize the challenges of supporting the integration of migrants in host countries and make the necessary investments for success, while also addressing the impacts of migration in countries of origin, by investing in education, vocational training and the infrastructure for economic growth.

7. Next month, ministers from around the world will gather for the High-level Political Forum on Sustainable Development, to discuss – among other things – Sustainable Development Goal 10, which includes target 10.7 to facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. This is not, however, merely a political or rhetorical discussion.

8. On the contrary, in 2018 over 100 IOM offices supported their partner governments in the implementation of the 2030 Agenda for Sustainable Development, including the mainstreaming of migration into new or existing United Nations Sustainable Development Frameworks (formerly known as United Nations Development Assistance Frameworks). For example, IOM supported the Government of Afghanistan in the formulation of an annual joint workplan under the One Programme which includes indicators to measure the implementation of migration-related outputs. It also worked

with both the Republic of Moldova and the Government of Egypt to include migration in their national development strategies. Furthermore, the IOM Migration Governance Indicators – with 16 countries covered in 2018 – assess government capacity to manage migration and can be a valuable tool for governments seeking to close gaps in terms of meeting the commitments of the Sustainable Development Goals and the Global Compact.

9. In addition to safeguarding a space for longer-term reflection, the Organization has retained and expanded its critical role in emergency response. I am proud to report that IOM crisis-related programming reached over 30 million people in more than 100 countries during 2018. IOM activated or maintained its internal Level 3 mechanism for six emergencies, namely two system-wide emergencies in the Syrian Arab Republic and Yemen, and four corporate emergencies in Bangladesh, Iraq, Libya and Nigeria.

10. The number of Venezuelans leaving their country continues to rise, primarily leaving for neighbouring countries in the South American region. IOM established and led, jointly with the Office of the United Nations High Commissioner for Refugees (UNHCR), the Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela, at the request of the United Nations Secretary-General, to manage a situation that continues to be acute.

11. The situation in Libya has worsened in recent months, with the hostilities in and around Tripoli making it increasingly difficult to provide international support to migrants and others. Over 90,000 individuals have been displaced since clashes began and conditions for migrants in detention have become even more intolerable. IOM continues to operate – including within those detention centres to which it has access – offering emergency assistance, and has provided over 1,500 persons with return assistance from Libya since April 2019.

12. IOM has invested deeply in the prevention of sexual exploitation and abuse: nearly 5,000 IOM staff received face-to-face training last year. And here I would like to flag IOM's ongoing commitment to this issue. Over the past year, we have developed a platform for reporting misconduct – We Are All In – which improves access to information, provides awareness-raising materials in four languages and facilitates the anonymous reporting of abuse. UNHCR and other agencies have expressed interest in utilizing the training materials from this initiative, which demonstrates its wider value within the United Nations system.

13. In 2019, IOM's emergency response has expanded to include new regions and populations of concern. The Organization has been an active partner in the international response to the devastating impact of Cyclones Idai and Kenneth in Malawi, Mozambique and Zimbabwe, particularly with respect to the provision of shelter. More than 2.2 million people remain in need in Mozambique alone, with the possibility that health and food security concerns will persist in the longer term.

14. In Yemen, IOM continues to serve the internally displaced and others in need of humanitarian assistance. Currently, over 24 million – nearly 80 per cent of the population – need humanitarian assistance or protection. We also wish to express our concern at the ongoing detention of approximately 3,000 migrants – predominantly Ethiopian nationals – in makeshift facilities lacking basic services. IOM continues to offer return assistance to this population, which requires the active support of the coalition and the Government of Yemen to ensure that flights depart in a timely manner.

15. Internally displaced persons constitute a significant population in need. In 2018, IOM operations directly benefited 22.9 million internally displaced persons – comprising almost three quarters of IOM's crisis-related beneficiaries – with another 7 million benefiting in host and impacted communities. In recognition of this vulnerable yet complex and diverse population, Norway and Switzerland, along with another 55 United Nations Member States from all regions, have taken the

initiative of proposing the establishment of a high-level panel on internal displacement. IOM is prepared, alongside UNHCR and the Office for the Coordination of Humanitarian Affairs (OCHA), to respond positively to such an initiative. In the meantime, IOM remains committed to the Guiding Principles on Internal Displacement, and the Plan of Action that accompanied the 20th anniversary of these.

16. Collaboration between IOM, UNHCR and OCHA continues to flourish. Last month, I visited Cox's Bazar with the United Nations High Commissioner for Refugees and the Emergency Relief Coordinator – a clear demonstration of One United Nations in action.

17. In addition, IOM works with other agencies to promote different aspects of migration policy. IOM colleagues launched the Global Skills Partnership, in cooperation with the International Labour Organization and the United Nations Educational, Scientific and Cultural Organization, among others, to support the development and recognition of skills among migrant workers, particularly young people and women. In the Democratic Republic of the Congo, IOM is working with the Government and the World Health Organization to screen travellers at critical border crossings and checkpoints to reduce the risk of transmitting the Ebola virus to new areas, particularly across borders. The identification of the first cases of the virus in Uganda last week demonstrate the ongoing importance of this work.

18. The most notable confirmation of IOM's collaboration within the United Nations system was the establishment in January of this year of the United Nations Network on Migration, the Secretariat of which is housed within the Office of the Director General, to ensure greater coherence on migration action. In May, the eight Principals of the Executive Committee of the Network came together to establish the Migration Multi-Partner Trust Fund, a pooled fund intended to support the design and implementation of joint programming that provides a multidimensional response to migration needs. We hope you will respond positively to this initiative.

19. Nevertheless, IOM's partnerships – as well as the work of the Network – go beyond cooperation with States and United Nations agencies. IOM works with more than 2,000 civil society organizations around the world, and they are a key partner in terms of service delivery and engagement in policy debate. These partnerships enhance IOM's ongoing work to improve the well-being of migrants at every stage in the migration journey. For example, IOM staff provided protection and assistance to 7,400 victims of trafficking in 2018, but they also worked with the private sector to address exploitation in business operations. For instance, in the Philippines, IOM has been working with a global electronics company to develop tools and training for suppliers, including on how to conduct worker interviews.

20. Health remains a key element of IOM's work, whether it be promoting access to migrant-sensitive health services – including through policies to advance universal health coverage – developing tools for mental health and psychosocial support, or providing direct assistance to those in need. IOM remains committed to promoting the social, economic and cultural inclusion of migrants more broadly, for example through the establishment of nearly 100 new migrant resource centres, and to working directly with municipalities in Europe to develop intercultural competence.

## **Strategic planning**

21. Turning to the future, we have spent recent months consulting intensively on two linked sets of documents: the IOM Strategic Vision and IOM's Strategic Landscape in 2019, which set out ambitions for strengthening the Organization over the next five years, on the one hand; and a review of IOM's internal governance, alongside proposals for key reforms in that area, on the other.

22. In view of these consultations, I wish to reiterate that the Strategic Vision does not replace any of the framing documents that set out the Organization's mandate, principles and objectives. The 12-point IOM Strategy and the Migration Governance Framework remain the core documents guiding IOM's work, complemented by the Sustainable Development Goals and the objectives of the Global Compact. This does not exclude the possibility of reviewing IOM's core frameworks in the future – if that is the wish of Member States. However, at this moment in IOM's development, it is essential that we draw upon the momentum created by shifts within – and outside – the United Nations system to articulate a clear sense of institutional development. In that vein, we intend to provide you with an updated version of the Strategic Vision before the summer break.

23. The Strategic Vision is not intended to signal a change to what IOM does or to how the Organization operates on the ground. IOM is an effective, responsive, decentralized organization, characterized by its proximity to migrants and governments alike, and capable of delivering tailor-made solutions to diverse challenges.

24. Instead, the documents we have put before you are in recognition of three linked challenges. First, we live in a world of increasing instability, as we see in many regions today. Amid this volatility, IOM has been projected to the forefront of both the humanitarian and policymaking spheres. Being quick and responsive remains necessary, but is no longer enough.

25. IOM needs to develop its capacity to provide policy advice, which will complement and inform IOM's operational activities. This will ensure that activities in the field can be implemented consistently across the Organization, and will enable IOM to support Member States by being an honest broker able to find common ground between countries of origin, transit and destination. However, this capacity should also enable IOM to anticipate future needs and invest in relevant areas to meet those needs, whether by increasing prevention and preparedness activities, offering analysis on changing migration dynamics, or setting out new ideas on how to respond to the challenges faced.

26. Second, IOM is experiencing growing pains. In 2018, total expenditure reached USD 1.84 billion, an increase of USD 235 million from 2017. Over the past five years, our overall expenditure has increased by 20 per cent, and yet our core resources remain limited. We have outgrown much of our internal structure, including our funding model. We will need to develop stronger foundations for predictable financing to cover our expenses, ensure a robust accountability framework and realize our full potential.

27. The Organization's business model is guided by needs in the field and is largely project-driven. You appreciate the advantages of this, as do we. But we have also reached the limits of what we can achieve with the current structures to deliver and ensure consistent, high-quality and sustainable outcomes.

28. Third, IOM is now fully assuming its role within the United Nations system, as exemplified by our coordination of the United Nations Network on Migration. The United Nations is itself undergoing significant change and is endeavouring to ensure that its work on the ground is coordinated and collaborative. This change is costly. In addition to other costs, IOM is now paying USD 3.2 million annually – up from USD 1.6 million – and is among the 10 largest contributors to the cost-sharing arrangement of the United Nations Sustainable Development Group in support of the resident coordinator system.

29. While we endeavour to be as active and collaborative as possible, IOM is not currently equipped to participate – or benefit – to the fullest extent possible, even while migration becomes a core preoccupation of United Nations country teams in every region of the world.

30. We have listened to you over the last six months and have heard your calls for a stronger IOM that can deliver in terms of both learning and outcomes. We have also heard your concerns that a stronger IOM can be realized only with a clear sense of identity and vision and more robust leadership, as I had the opportunity to raise during the joint meeting of the Working Group on Budget Reform and the Working Group on IOM–UN Relations and Related Issues held last month. The documents presented are therefore our affirmation of these increasing burdens.

31. As many of you have recognized, the Strategic Vision is a framework document, rather than a detailed plan. With your support, IOM is now moving into a new planning phase, with the development of a series of strategies designed to turn aspirations into reality. Alongside this, we have begun to identify – and set aside funding for – the upfront costs and likely long-term financial needs that accompany this new strategic direction.

32. The implementation of a new internal governance framework – which outlines the essential requirements for a modern and fit-for-purpose internal governance system – will be accelerated across the Organization, together with the strengthening of IOM’s internal justice processes, all of which will be facilitated by a dedicated coordination team.

33. As a demonstration of our commitment to reform, a number of improvements are already being partially funded through existing organizational resources. Since October 2018, we have allocated more than USD 3.5 million of unearmarked contributions to the reform of internal governance. We also propose to allocate part of the proposed drawdown from the Operational Support Income reserve in 2019 to optimize internal systems and to ensure stronger outcomes. We have also strengthened the Office of the Inspector General, with the creation of two new positions this year, and the start of the recruitment process for several vacant investigator and internal auditor posts. We hope we can count on your support to finalize this process through the creation of additional positions for investigators and legal officers as part of the reform of the internal justice system.

34. These developments have been possible due to an increase in the commitment of unearmarked voluntary contributions from key Member States. I would like to thank Member States for the support shown thus far for the internal governance framework and the Strategic Vision.

35. However, the full realization of these actions requires additional resources in the form of dedicated contributions from Member States. In this regard, we look forward to your input and support. The estimated additional investment needed in 2019 is USD 3.1 million, which would be used to strengthen our risk management and change management capacities, enhance our financial risk compliance tools and oversight capacity, improve procurement and supply chain management and governance and address internal justice and business transformation. Meanwhile, our analysis of the one-time costs of additional system improvements is under way.

36. With respect to the Strategic Vision, we are drafting an implementation plan which will bring together the various strategies needed for institutional development and to deliver organization-wide coherence. However, we are already moving forward in those areas that we deem of greatest importance. Thus far, we have allocated nearly USD 6 million of flexible funding to key areas, such as policy capacity, data and research, knowledge management, staff development, training and communications. In addition, USD 2.2 million of flexible funds from specific Member States has been assigned to ensure that the United Nations Network on Migration enjoys the strongest possible start.

37. The Policy Hub – formally established in the Office of the Director General on 1 April 2019 – is a central driver of much of this work. The Hub is working with different departments at Headquarters and the regional and country offices to develop a comprehensive data strategy for IOM and to pilot

new methods of knowledge management across the Organization designed to meet the needs of all IOM offices. Once gathered, this knowledge will also be shared with Member States.

38. We are not starting from scratch. IOM produces valuable data on a daily basis, and there are a number of existing initiatives to bring IOM's knowledge together. Nevertheless, there is a strong need to systematize these initiatives, entrench the habit of exchange and ensure that outcomes are consistent across the Organization. The Project Information and Management Application – known as PRIMA – is currently being rolled out across the Organization and will help IOM to keep track of its achievements and outcomes. This links closely to efforts to strengthen risk management and develop a comprehensive approach to results-based management.

39. The Organization is also developing its thinking in key thematic areas requiring investment, such as the role of migration in the achievement of the 2030 Agenda, and the concrete actions that States can take to reduce the negative impacts of environmental change on populations in the most affected parts of the world, particularly small island developing States. In terms of the latter issue, IOM will be actively engaged in the United Nations Climate Action Summit 2019, which will be hosted in New York by the Secretary-General of the United Nations in September.

40. As you can see, change requires sustained investment. I hope I have been sufficiently emphatic to illustrate that, without strong engagement from you in the revitalization of internal governance, efforts to further strengthen the Organization will be put at risk. We may need to revisit collectively the issue of structural reform of the budget which stems beyond the current phase of the internal governance framework. In doing so, we would be investing in IOM as a model for a twenty-first century United Nations system that can be both nimble and consistently effective. This is a debate that could take place under the auspices of the Working Group on Budget Reform in the coming months.

41. We hope you appreciate our vision and the ideas encapsulated within it. But no vision for IOM can be realized without your active support and a change in the way the Organization is resourced. The world is in need of leadership. I believe IOM can, and should, be a driving force in this quest for orientation, guidance and solutions in the field of migration. We need to deliver for 2019, and beyond.