

STANDING COMMITTEE ON PROGRAMMES AND FINANCE

Twenty-fifth Session

STATEMENT BY THE DIRECTOR GENERAL

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Introduction

1. Good morning and welcome to the Twenty-fifth Session of the Standing Committee on Programmes and Finance. As at the end of November, during the 110th Session of the Council, we will have the opportunity to reflect on IOM's work, I will focus this morning on a few key investments and achievements and offer some remarks on the proposed budget for 2020.

2. First, however, I would like to take a moment to reflect on the terrible and senseless deaths of three of our colleagues in South Sudan last Sunday. Our thoughts are also with the wounded staff and those abducted during the clashes, including a 4-year-old child. Alongside our staff in South Sudan, we grieve for the families of the victims and reiterate that humanitarians and civilians should never be subjected to such heinous acts of violence.

3. I will now give a short overview of some of the key work IOM has undertaken to date in 2019. The Organization continues to grow. Our budget is projected to exceed USD 2 billion for the first time in 2019 and is established at USD 2.045 billion, and our staff now number more than 13,000.

4. IOM continues to respond to large-scale humanitarian crises, including protracted situations in Bangladesh, Libya, Nigeria, South Sudan, the Syrian Arab Republic and Yemen, and to be involved in more recent operations in Southern Africa, the Democratic Republic of the Congo and the Sahel. Providing assistance and support to those Venezuelans who left their country has also remained a high priority for the Organization throughout this year.

5. In March 2019, Malawi, Mozambique and Zimbabwe were hit by two major tropical cyclones – Idai and Kenneth – impacting several coastal areas, bringing a path of destruction and damage that left over 2.6 million people in need of assistance. In response, IOM has provided life-saving multisectoral assistance, including shelter and camp management, displacement tracking, water and sanitation assistance, and health care. The Democratic Republic of the Congo is dealing with the world's second largest outbreak of the Ebola virus disease. Over 3,000 Ebola cases have been reported so far, including over 2,000 deaths among the confirmed cases. In the response to this ongoing Ebola outbreak, IOM is a key actor supporting cross-border coordination and preparedness and response in the country and neighbouring East African countries.

6. Meanwhile, the number of people leaving the Bolivarian Republic of Venezuela continues to grow, the majority moving to Latin American or Caribbean countries. IOM has been providing new arrivals in transit or destination countries with direct emergency assistance and basic services. Earlier this week, IOM, the Office of the United Nations High Commissioner for Refugees and the European Union convened a solidarity conference in Brussels, during which the 2020 Regional Refugee and Migrant Response Plan was launched, calling for sustained financial support by the international community.

7. The provision of effective and swift assistance in situations of crisis, which continue to generate record levels of displacement, remains a key priority for the Organization.

8. In terms of IOM's role within the United Nations system, we continue to contribute constructively to the United Nations reform, including providing support for the elaboration of country-level United Nations Sustainable Development Cooperation Frameworks. Also, a second IOM staff member has been nominated to serve as a Resident Coordinator. In addition, at their request, we

are supporting a number of States with the implementation of the Global Compact for Safe, Orderly and Regular Migration, while the United Nations Network on Migration has begun working at the regional and national levels to develop coordination mechanisms on migration within the United Nations system. To date, there are 50 coordination structures at the national level, and regional networks are being set up in West Africa and the Asia-Pacific region.

Internal Governance Framework

9. Let me now turn to the Internal Governance Framework (IGF). I will set out a few key areas. The long report is available in your files (document S/25/INF/1).

10. As we have highlighted before, governance reform within IOM requires investment. Thus far, IOM has invested significantly from its existing budget to set in train the first phase of the reform. Certain functional areas have been identified as priorities for the initial application of the IGF. To touch upon a couple of key areas of investment:

- **Internal justice.** Two new positions for investigators in the Office of the Inspector General as well as two new legal positions have been included in the proposed budget for 2020 as part of the core structure. A new case management system is being implemented and will be fully functional by January 2020. Furthermore, an increased internal justice budget has been included in the proposed budget to further facilitate investigations. Our work to strengthen internal justice goes hand in hand with our efforts to prevent sexual exploitation and abuse, which I will return to later.
- **Business transformation.** With the IOM enterprise resource planning (ERP) system reaching the end of its functional life in 2025, the Organization is taking this opportunity to embark on a major business and systems transformation to ensure that the next-generation ERP system incorporates new ways of operating; promotes efficiencies and automation where possible; reduces opportunities for fraud; and promotes monitoring, compliance and oversight. The new system will also help enable IOM's engagement with the wider United Nations development system reform and support IOM's ongoing efforts to improve procurement and supply chain management.
- **Change management.** Business transformation requires not only crucial investments to prepare, implement and propel new solutions adapted to IOM needs in the future but, to be successful, a comprehensive change in management initiatives will also have to be put in place to ensure business transformation is adequately planned, designed and understood. Also, the collective buy-in of staff and new processes are needed to drive individual transitions and guarantee the project meets its intended outcomes.
- **Risk.** The complex contexts in which IOM operates require management and field staff to make difficult decisions under uncertain circumstances which, in turn, means weighing opportunities and risks. IOM is currently establishing a more robust process for identifying and managing risks throughout the Organization that enhances transparency, accountability and performance as a foundational component of the IGF.
- **Financial controls.** To address the immediate requirement of streamlining and modernizing financial controls, work is currently under way across four pillars: a financial coordination platform, continuous compliance monitoring, financial control optimization and an enterprise accounts structure review. The strategy to enhance financial management is largely interdependent with the transformation strategy of numerous other IOM functions (e.g. procurement, human resources, operational processes).

- **Cash-based interventions (CBIs).** All the investments made within the IGF will have direct impact on our ability to serve migrants and realize the goals of governments. Following the commitments made in the Grand Bargain in 2016, CBIs have been identified as a good operational area to test the application of the IGF at the programmatic level. The goal is to develop more robust governance tools allowing for an efficient and effective implementation of CBIs on a large scale. It is expected that these achievements, once completed, could be used as an example to drive change towards improved processes across IOM in other modalities of assistance.

11. In line with our commitment to this reform, since June we have committed an additional USD 2.8 million to the IGF, including the internal justice system. To date, unearmarked, or softly earmarked, contributions and the 2019 Operational Support Income (OSI) reserve drawdown allocated to the IGF total slightly above USD 11 million. Of this total, information and communications technology upgrading has been allocated USD 3.1 million. I take this opportunity to thank Member States for their dedicated support and encourage donors to engage in multi-year commitments of unearmarked or flexible funding.

12. Further to these initial investments, the full realization of a robust internal governance system will continue to require strong and dedicated contributions from Member States. The total needs for the application of the IGF in 2020 will be approximately USD 14.6 million, largely due to the crucial investments needed for the business transformation project across numerous functions.

13. It is clear for me that, for the operational improvement of the Organization, the IGF has to be closely linked to strengthening IOM's top management.

Strategic Vision

14. Regarding strategic development, the Strategic Vision document has been finalized for presentation at the IOM Council, and work is continuing to transform the ideas of the Strategic Vision into a plan for implementation and broader institutional development.

15. In 2018, IOM received just over USD 30 million of unearmarked contributions, up from USD 14.9 million the year before. So far in 2019, IOM has received USD 26 million of such flexible contributions. An important portion of this total has been allocated towards the development of thematic strategies and concepts, notably on migration and sustainable development, which will be presented to you at a later stage during this meeting.

16. Based on the Strategic Vision, we have developed a number of strategic objectives to form the basis of a set of thematic and regional key performance indicators and to support the development of a second-generation results-based management approach. This will allow offices around the world to respond to the increased reporting requirements and, at the same time, be more efficient in measuring their progress by matching it against a number of internal and external frameworks, notably the IOM Migration Governance Framework, the Sustainable Development Goals and the Global Compact for Safe, Orderly and Regular Migration.

17. At the same time, each regional office is beginning to develop its own five-year strategy with the same 2020–2024 cycle, with a view to starting implementation in early 2020. The offices will draw on the Strategic Vision priorities, but also respond to the specific regional contexts in which IOM works and adapt accordingly.

18. Lastly, a number of strategies are being developed at Headquarters, including on migration and development, environmental change, resettlement and a comprehensive, organization-wide approach to data. This goes hand in hand with a review of the global-level policy guidance and policy positions, to ensure the Organization is promoting a coherent and consistent view of its work in support of Member States.

19. Since October 2018 we have allocated USD 9.3 million of flexible funding to strengthen policy capacity, data research, knowledge management, staff development, training and communication.

20. Flexible funds for the United Nations Network on Migration are indeed needed for 2020. We will allocate USD 1 million from unearmarked and softly earmarked funds to this work, but this effort needs to be further supplemented to ensure stability for the Secretariat and its activities.

Staff diversity

21. As I have said before, IOM is only as strong as its staff. As an institution, we are working hard to address issues of diversity and inclusion.

22. In terms of gender, over the past five years, IOM has made progress in the gender breakdown of its staff, particularly in senior positions. In 2014, the percentage of female staff in positions at the P-4 to D-1 levels was 33 per cent. Today it is 40 per cent. This is an improvement, but clearly still not good enough. Placing women in leadership positions across the Organization is a priority for IOM.

23. Regarding geographical diversity, less progress has been made over the past five years. In 2014, staff from non-member countries of the Organisation for Economic Co-operation and Development (OECD), who made up 87 per cent of the Organization's total workforce, accounted for 36 per cent of staff in positions at the P-4 to D-1 levels. By 2019, despite significant growth in the overall number of IOM staff, the proportion of staff from non-OECD countries at the P-4 to D-1 levels had risen only to 38 per cent.

24. As an organization, IOM is better able to represent the needs of migrants worldwide if its staff also represent the global population. We are working to address this challenge. For example, in 2020, to attract talent and increase diversity in leadership roles, IOM will implement its Pathways Pool, which will generate a roster of expert candidates for Chief of Mission positions (grades P-5 and D-1) and Resource Management Officers (grades P-3 and P-4). The Pathways Pool will establish, through a rigorous assessment exercise, a list of qualified candidates able to transform, inspire and deliver high-impact and sustained results in the new migration landscape. Following our first call for candidates, we received more than 850 applications, including over 300 from women, and over half from what we could consider the global South. This includes a number of qualified applicants from Member States currently not represented among IOM staff. We are now undertaking the formidable challenge of shortlisting applicants, with a view to ensuring a strongly diverse pool of expertise.

Prevention of sexual exploitation and abuse

25. Our work to better support the beneficiaries of IOM programmes is also taking shape.

26. With the allocation of unearmarked resources in 2018, IOM was able to launch the "We Are All In" initiative to address underreporting of sexual exploitation and abuse as well as other forms of misconduct at IOM. This flagship platform simplifies misconduct reporting for staff and external stakeholders and offers a single place for learning and awareness-raising. The goal is to increase

knowledge of the IOM Standards of Conduct and the new internal justice system, and to better address and reduce future wrongdoings.

27. The launch of the platform is to be supported by a communication campaign with a revamped training package on prevention of sexual exploitation and abuse (PSEA) tailored to local contexts to communicate more effectively on these sensitive issues with varied stakeholders. This training was rolled out across 10 countries in the Middle East and North Africa for IOM staff and implementing partners working with vulnerable migrants along the Central Mediterranean route.

28. I am also committed to appointing a dedicated PSEA coordinator in the next few weeks, so as to reinforce IOM's approach to this critical issue.

Disability inclusion

29. Disability inclusion has become a priority for the United Nations, with the Secretary-General's endorsement of the United Nations Disability Inclusion Strategy (UNDIS) in June 2019. IOM has embarked on its own journey to ensure that there is greater awareness and engagement on this issue both at Headquarters and in the field. The Organization was involved as a key contributor in drafting UNDIS and the Inter-Agency Standing Committee *Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action*. The latter will be launched in mid-November in New York with IOM as a co-organizer.

30. IOM supports and is committed to the implementation and roll-out of both. Given that in situations of forced displacement and humanitarian crisis, the percentage of the population with a disability is, in most cases, higher than the estimated global average, IOM feels that it has an important role to play in ensuring that its humanitarian responses are more inclusive of persons with disabilities. In practical terms, this has included consultations with persons with disabilities as part of IOM community engagement in humanitarian programmes in Bangladesh and South Sudan; the development of a disability inclusion strategy, based on UNDIS, in Iraq; partnerships with other United Nations agencies to develop disaggregated data on disability; and training on basic disability inclusion for staff at Headquarters and in the field.

Environmental sustainability

31. Environmental concerns are a major challenge of our time, and United Nations agencies are expected to respect environmental sustainability principles while operating and implementing their activities. IOM launched its institutional Environmental Sustainability Programme in 2017 based on the recognition that a healthy environment is inherently linked to the well-being and resilience of migrants and communities alike.

32. An environmental marker system is currently being conceptualized to assess, manage and monitor environmental risks and impacts at the project level. At the same time, IOM has been gradually rolling out environmental inventories (greenhouse gas, water and waste audits) establishing a customized template in line with United Nations standards and contributing to the foundation of a baseline for environmental performance reporting.

33. The Programme's goal for 2020–2021 is to support the establishment of IOM's environmental policy and develop the first environmental sustainability strategy in line with the Strategy for Sustainability Management in the United Nations System, 2020–2030.

Conclusion

34. Distinguished delegates, the Programme and Budget for 2020 has been prepared based on the confirmed funding for activities in consultation with relevant governments and stakeholders. The activities take into consideration current trends and crucial developments touching upon the migration phenomenon in the international arena. The Administrative Part of the Budget for 2020 is presented at CHF 52,242,614. The Operational Part of the Budget is estimated at USD 858.3 million, which is 15 per cent lower than the 2019 budget of USD 1 billion projected at the same time last year. This includes the projected level of OSI which is established at USD 123 million, an increase of 28 per cent compared with the previous year's projection made possible by changes in the budget regulations approved by Member States in 2018. Despite this increase, the OSI level is still inadequate to cover the critical institutional needs of the Organization.

35. IOM's funding model for the core structure has been, as you well know, a challenge over the years. The funding model should ensure predictability of resources channelled to maintain essential functions independently from the level of the operational budget. A comprehensive analysis of the core needs of the Organization is being developed to serve as the basis for a discussion with IOM Member States envisaged to take place in the Working Group on Budget Reform early next year.

36. This will be an opportunity for us to work together to explore longer-term sustainable solutions to ensure that the Organization continues to respond effectively and deliver on its commitments.