

**STANDING COMMITTEE ON PROGRAMMES AND FINANCE**

**Thirty-first Session**

**STATEMENT BY THE DIRECTOR GENERAL**



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1. Good morning to all of you, Madame Chairperson, distinguished representatives of the Member States. Let me start by congratulating you, Ambassador Francisca Méndez Escobar, for your election, and express the willingness of the Administration to closely cooperate with you to make your term as Chairperson of the Council a success.
2. Let me also reiterate my thanks to the former Ambassador of Costa Rica, Ambassador Catalina Devandas Aguilar, for her leadership of the Council during the sensitive budget reform negotiations during our last Standing Committee meeting.
3. Excellencies, I would like to welcome you to the second session of the Standing Committee on Programmes and Finance of 2022.
4. The past year has been one of institutional growth at a time of proliferating crisis. As the world has slowly recovered from the worst impacts of the COVID-19 global pandemic, so new challenges have emerged.
5. We face a level of economic instability and uncertainty that we have not seen in many years; parts of the world are already facing dire poverty, and the humanitarian sector is bracing for worse.
6. IOM has a role to play as a reference point and provider of stability amid chaos, ensuring that the millions facing food insecurity have some recourse and support in their most difficult moments. Now is not the time for division or withdrawal into national concerns, it is a moment to come together to resolve the challenges facing us.
7. At the 113th Session of the IOM Council later this month, we will have the opportunity to speak in greater depth about how IOM is working to meet these new challenges – notably the impacts of climate change and food insecurity on migration and displacement. Today, I wish to touch on a few of our key operational responses during 2022, before turning to the concrete institutional and budgetary developments that will be our focus over the next two days.
8. Since war in Ukraine broke out in February, IOM has supported over 1.1 million Ukrainians and third-country nationals through a variety of interventions – including water, food, cash assistance and health care, both within and outside the country.
9. I visited Ukraine in September. I saw for myself the exceptional work that IOM colleagues have undertaken within the country, often in extremely difficult circumstances, and was pleased to receive President Zelenskiy's appreciation for the concrete support that IOM staff have provided to his fellow citizens.
10. As winter approaches, we must seek to protect as many civilians from harm as possible. More than 6 million persons are still displaced within Ukraine – in addition to those who have sought refuge elsewhere in Europe and elsewhere in the world – and are facing harsh conditions.
11. In Afghanistan, IOM continues to provide support across all 34 provinces. In the year since August 2021, IOM has provided 40 per cent of all shelter assistance provided to Afghan nationals, with direct assistance to more than 64,000 undocumented returnees and internally displaced persons across 11 provinces. We have continued to provide critical health care and support across Afghanistan, while also rapidly deploying mobile teams to respond to the earthquake which hit Paktika and Khost provinces in June.

12. I am particularly proud of the work my colleagues have done to support the resettlement of more than 28,000 Afghan nationals to over 50 countries of destination, and the support to transport more than 58,000 Afghan evacuees in the United States of America to their final destinations.

13. But while our attention is drawn to the situations in Afghanistan and Ukraine, we cannot forget the crises unfolding elsewhere, notably the violence, including gender-based violence, in the Tigray region of Ethiopia, and in Yemen, and the ongoing dangers faced by migrants making dangerous journeys in multiple parts of the world, whether through Central America or across the Mediterranean.

14. IOM has witnessed consistent demand for, and expansion of, its operations, including for training and capacity-building on all aspects of migration management. Indeed, IOM's flagship training programme, the Essentials of Migration Management 2.0 (EMM2.0) is ready for global roll-out, having trained more than 700 government officials in more than 20 countries so far. IOM's staff will increase to around 19,000 by the end of 2022, with projected total expenses nearing USD 3 billion.

15. As the IOM budget has grown in response to the increasing demands for our work, so have our core needs. Thus, it is with deep and sincere gratitude that I thank the membership for agreeing a modest yet essential increase to our core budget. The adoption of Resolution No. 31 on investing in the core structure of IOM at the Thirtieth Session of the Standing Committee on Programmes and Finance in June has set the Organization on the path to sustainable governance, reflected in the budget presented today.

16. Standing Committee Resolution No. 31 reflects, in my view, active Member State engagement throughout a long and challenging negotiation process which dates back more than a decade.

17. The process has been underpinned by a consistent – and I would say gratifying – appreciation for IOM's programming. It has laid bare the relevance and value of IOM's work for Member States, partners, and beneficiaries alike, and recognized the growth of the Organization not just in terms of budget and staffing, but also in terms of capability and confidence and in its voice as the leading United Nations agency on migration.

18. IOM's core role in securing a successful first International Migration Review Forum in May is testament to the changing nature of the Organization, bringing our field experience to New York. And as one of the few agencies working across the humanitarian, development and peace nexus, IOM provides essential reliability and stability at times of turmoil.

19. Resolution No. 31 provides a more sustainable funding model for the core structure which includes an increase in commitments from Member States and the diversification of funding sources, including financial support to leverage private sector funding. In practical terms, Member States recognize that IOM requires an additional USD 75 million in sustainable and adequate funding annually for its core structure.

20. As a result of the modalities approved by the Member States, IOM will embark on a phased implementation, beginning in 2023. This approach includes an increase in the Administrative Part of the Budget through assessed contributions from Member States by USD 12 million per year over a period of five years. By 2027, this should total an additional USD 60 million per year.

21. Critically, Resolution No. 31 expands the definition of the core structure to encompass Chiefs of Mission and Resource Management Officers, a change that is crucial to both strengthening operational delivery and oversight, while ensuring that IOM can advance its position on issues related

to migration and internal displacement in key United Nations system-wide planning processes and coordination at national level.

22. In this first year of implementation, the additional budget capacity will be used to build stronger oversight and accountability through increased support to critical functions that manage and oversee risk and ensure compliance, including monitoring, evaluation and results-based management. This will take place at all levels of the Organization, while the Office of the Inspector General will continue to be strengthened, as well as in-house prevention of sexual exploitation and abuse and sexual harassment capacity across the Organization.

23. We will progressively incorporate Chiefs of Mission and Resource Management Officers into the core structure, to maintain a strong global footprint. IOM will first prioritize missions in selected least developed countries, primarily in Africa, based on those most in need of immediate financial support to secure short-term sustainability, while also scaling up capacity to deliver. During the first year, this means 28 least developed country missions funded at 50 per cent, while Chiefs of Mission and Resource Management Officers in the remaining missions will continue to rely fully on project funding.

24. We will move to align and standardize structures across regions, including to pursue more effective policy engagement and data management for more consistent, high-quality outcomes. This includes strengthening resource management capacity in key regions.

25. We will implement a stronger reporting framework and strategic planning capabilities to keep pace with institutional changes stemming from the growing programmes and operations, furthering the ambitions of the IOM Strategic Vision 2019–2023 and the Internal Governance Framework. This will include specific investments in gender and environmental sustainability – key cross-cutting areas for the future. This will also lay the foundations for IOM to move towards performance budgeting (results-based budgeting) in the future.

26. During the first year, more than 50 per cent of the core budget increase will go to delivery at mission level. Just over 30 per cent will go to oversight, both at Headquarters and at the regional level. The remainder will be invested in advancement, including in IOM's engagement with the United Nations.

27. We have deliberated carefully to make the best strategic use of the additional funds. But I must warn against complacency on two grounds.

28. First, despite these extensive reforms, IOM will continue to be highly projectized. Ninety-four per cent of the budget will come from projects. This means that IOM will retain key, prized characteristics, including its organizational flexibility and agility. Over time, IOM will move towards embedding critical core functions within its Administrative Part of the Budget, gradually reducing its extensive reliance on Operational Support Income (OSI) funds, and creating more stability, predictability and budgetary foresight. But change will take time.

29. Second, to reach the annual target of additional USD 75 million, IOM will still need to fill a partial, yet persistent funding gap through voluntary contributions from Member States and partnership with the private sector. While we will endeavour to bridge the gap, we will continue to have unfunded positions in key areas of oversight, delivery and advancement. Our work is not yet done.

30. In the short term, for 2023, I propose that OSI supplement the coverage of urgent priorities not funded under budget reform funding in the first year, and other institutional priorities and requests

regarding delivery, sound oversight and advancement. These will be determined according to the priorities set by the Policy Coordination Committee and enshrined in the workplans of Headquarters departments and the regional offices.

31. Primary among these is investment in legal hubs; human resources management; staff development and learning; and staff security. Other areas include enhancing IOM's operational capacity in humanitarian preparedness and response, climate change adaptation and peace and security, and further investment in data, knowledge management and research.

32. In line with Resolution No. 31, IOM is also developing a private sector strategy, which will lay the foundations for realizing a minimum level of funding by 2030, and will also explore new means to work with the private sector to realize IOM's core objectives.

33. Addressing the sustainability and predictability of the IOM financial model remains an ongoing effort. Aware of these challenges, I trust that you, the Member States, will approve the Programme and Budget for 2023 as proposed. I hope we can – collectively – move forward swiftly, so the benefits of these changes can be felt by our colleagues on the ground, and by governments, migrants and displaced communities around the world

34. At the same time, IOM has embraced and grown with its new leadership structure, allowing IOM to manage its integration and leadership in the United Nations system, while furthering internal governance.

35. Thanks to our Internal Governance Framework reforms, the systems and approaches employed by IOM have become increasingly innovative, efficient and fit for purpose, delivering greater value for money to IOM beneficiaries and Member States. We estimate that more than 75 per cent of the workplan has been completed to date. Highlights include:

- IOM is working with Oracle Consulting to implement the new enterprise resource planning solution and familiarize key staff with the new platform, which is critical for the digitization of a number of operations. The new system is on course to be realized throughout 2023, with final review and adjustment in 2024.
- We are continuing to embed risk management practices and processes throughout the Organization using a dynamic and integrated approach. IOM's risk management framework has been aligned with emerging risks, keeping pace with their growing impact on our activities across the world. This has led to the successful conclusion of risk assessments in all our regional offices, as well as building the capacities of our missions in IOM's most complex operations, including in Afghanistan, Greece, Iraq, Nigeria and Ukraine.
- We have acted upon the recommendations of the 2019 assessment of the Multilateral Organisation Performance Assessment Network (MOPAN), and the United Nations Evaluation Group/Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) peer review of IOM's evaluation function. The evaluation function will now be fully funded by IOM core resources rather than relying on unearmarked donor funding. This will not only ensure greater stability, but will also allow IOM to participate more actively in United Nations joint initiatives, including the Inter-Agency Humanitarian Evaluations Steering Group.
- Additionally, IOM's monitoring function has now been moved to the Results-based Management Unit; the renamed Central Evaluation Unit will now focus squarely on evaluation, guided by a charter that will guarantee the independence of the Unit.

- We are in the final stages of developing the organizational effectiveness framework, which will supplement our Strategic Results Framework, and which will allow IOM to track its growing capacities in a range of areas, from institutional identity to people and culture. As requested, we will share this framework with you in the coming months.

36. As many of you joined us for the MOPAN inception meeting in September, I would like to note that the assessors have begun their work, and we are excited to showcase our progress over the past four years, and learn where we might prioritize future institutional development, based on their report due in 2023.

37. One area I would like to highlight is our ongoing effort to strengthen IOM's leadership, increasing gender balance at senior levels, while broadening the diversity of our senior management. IOM's 2021 report card under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) – as you know, an independent assessment undertaken by UN-Women – notes that there has been a significant increase in the representation of women at the P-4, P-5, D-1 and D-2 levels over the past decade. And, as of September 2022, women represented 40 per cent of staff at these levels, a modest 1 per cent increase on 2021, and a cumulative increase of 9 per cent since 2018.

38. At the lower professional category grades – between P-2 and P-4 levels – we have achieved, on aggregate, parity. Thus, it is clear we have a strong cadre of women ready to form the next generation of leadership; and, as I have told you before, my goal is to remove the barriers for women to achieve their career objectives. As we look to the next round of senior appointments, we must consider all aspects of diversity, and ensure that non-OECD, female staff have every opportunity to advance.

39. But as IOM's staff increases, so must our work to create the workforce of the future. Budget reform will go some way to address the stability of key positions, and – in the longer term – allow our field leadership to strengthen stability throughout their teams. But this will not happen unless we also invest in our leadership capabilities.

40. In January, I created a dedicated unit on gender and diversity, recognizing that, while appointments of senior positions are critical for change, we must work more deeply across the Organization to address our broader institutional culture and fully recognize the contributions of our staff, irrespective of gender, race or nationality. In this regard, the senior leadership endorsed a race equity strategy and action plan earlier this year, which is now being rolled out.

41. IOM has taken great steps to expand its work on disability inclusion, in line with the United Nations Disability Inclusion Strategy and the commitments made in 2022 during the Global Disability Summit. IOM has expanded its field activities on disability inclusion, with dedicated resources in countries such as Bangladesh, Fiji, Iraq, Mozambique, Nigeria, the Republic of Moldova, South Sudan, Türkiye, Ukraine and the Bolivarian Republic of Venezuela, among others. IOM is an active member of the Disability Reference Group and the United Kingdom Foreign, Commonwealth and Development Office Single Business Case on Disability Data, leading a number of initiatives to improve data on persons with disabilities.

42. IOM continues to expand its outreach on the prevention of sexual exploitation and abuse. Despite limited resources, over 17,000 personnel and partners across 164 countries have been trained in the prevention of sexual exploitation and abuse and sexual harassment in four languages (Arabic, English, French and Spanish). A total of 50 dedicated staff across 39 countries will be in place by the

end of 2022, to scale up prevention and response efforts in highly operational contexts; the countries they cover have been prioritized based on a set of risk indicators.

43. Communication and outreach remain priorities. As such, IOM, the World Food Programme, and Translators Without Borders have partnered to develop the “Together We Say No” campaign to target front-line workers with simple messaging. This communications package on the prevention of sexual exploitation and abuse was launched last week in 22 languages from Dari to Swahili. Country level roll-out will take place in Colombia, Senegal and South Sudan over the coming months.

44. These types of partnerships are increasingly common across IOM, as we deepen our participation within the United Nations system.

45. An internal review of the integration of migration and displacement within all United Nations Sustainable Development Cooperation Frameworks found that – increasingly – these documents are accounting for mobility trends in-country, with reference to the needs and role of migrants and displaced persons. However, there is still work to do to translate these issues into programming under the United Nations Sustainable Development Cooperation Frameworks themselves.

46. IOM is partnering with agencies on specific issues. For example, it is working with the World Food Programme to assess food insecurity and human mobility and with other agencies, particularly the Food and Agriculture Organization of the United Nations, to improve the mainstreaming of migration into rural development programming. And in a landmark development, IOM and Office of the United Nations High Commissioner for Refugees have established a framework agreement – signed by myself and the High Commissioner Grandi – to work more closely on key issues, notably mixed movements, durable solutions for internally displaced persons, and data collection and analysis.

47. Much of this cooperation has been facilitated by IOM’s role as Coordinator of the United Nations Network on Migration, and national-level networks have supported whole-of-system working on migration.

48. Indeed, this was one of the key findings of the recent mid-term review of the IOM Strategic Vision 2019–2023. This review has been illuminating, and I look forward to sharing it with you in the coming weeks.

49. IOM’s efforts to grow as an institution, through the development of a five-year vision and investment in strategic planning, have been roundly welcomed by colleagues across the Organization. While, of course, priority-setting remains difficult for an organization so deeply projectized, we have carved out space to invest in programming we think most important: on climate, on data, on legal identity, and on contributing fully to United Nations country planning, in order to realize the Sustainable Development Goals of the 2030 Agenda for Sustainable Development and the implementation of the Global Compact for Safe, Orderly and Regular Migration. A particular triumph given the unforeseen disruptions to all our work over the past two years – starting with the COVID-19 pandemic and followed by war in Europe – demonstrating IOM’s own resilience to shocks.

50. But the review also revealed that we are at a delicate moment; that many of the key reforms that have been put in place – in terms of both governance and strategic institutional development – will take time to fully embed and bear fruit. There is a call from across the Organization for consolidation, to align our investments with our ambitions more closely, and to further invest in IOM’s staff and the institutional structure of the Organization to meet our – and your – needs and expectations.

51. In this regard, the budget reforms could not be timelier.



52. I would like to express once more my sincere appreciation to all Member States for their unconditional support for the work of the Organization during the fourth year of my tenure as Director General. I want to thank you for your trust and confidence on behalf of the entire Organization, but particularly, on behalf of my colleagues in Ukraine, who are running against the clock to prepare Ukrainians for the winter while they are being shelled; on behalf of my colleagues in Haiti, even while their relatives are kidnapped by gangs; on behalf of my colleagues helping people combat the devastating impacts of drought in Somalia and floods in Pakistan; on behalf of my colleagues in the Sahel that have spent days in a bunker being attacked by non-State armed groups.

53. This is where IOM really makes a difference. This is the blood, the heart and the soul of IOM.

54. Thank you.