

**MICEM/7/2009**

**THE DIRECTOR GENERAL'S REPORT TO THE COUNCIL**

**Mr. William Lacy Swing**

**Ninety-eighth Session**

**23–26 November 2009**

**Geneva**

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### **THE DIRECTOR GENERAL'S REPORT TO THE COUNCIL**

1. It is an honour to report to the distinguished delegations of IOM Member States and observers at this Ninety-eighth Council Session on the activities, challenges and perspectives of the Organization since my first report to the Council one year ago.

2. Since then, I have tried to keep Member States closely informed through my quarterly reports; the initiation of a series of “information afternoons”; ad hoc meetings with the different Regional Groups; and my visits to several dozen capitals, including participation in various meetings of the Regional Consultative Processes (RCPs), and a global meeting of all the RCPs in Bangkok.

3. I would like to begin my report by expressing on behalf of my colleagues and the staff of the International Organization for Migration our sincere appreciation to our outgoing Chairperson, Ambassador Mundaraín (Bolivarian Republic of Venezuela), for his efficient leadership of the IOM Council Bureau. I should also like to congratulate Ambassador Kitajima (Japan) on his appointment as Chairperson; his First Vice-Chairperson, Ambassador Jazaïry (Algeria); Second Vice-Chairperson, Ambassador Strohal (Austria); and the Rapporteur, Ms. Adriana Mendoza (Colombia), on their election. With all of you, I should also like to welcome on board our new Deputy Director General, Ambassador Laura Thompson, who, in less than three months into her mandate, has travelled widely and whose energy and fresh ideas are already having a positive and beneficial effect on the Organization.

#### **Introduction**

4. This Ninety-eighth Session of the Council has special meaning for the Organization, signalling, as it does, the 25th anniversary of: (i) IOM's move to its current Headquarters building; (ii) the re-designation of the top two officials' titles to Director General and Deputy Director General; and (iii) the initiation of a review of the IOM Constitution, which led, three years later, in 1987, to a series of reforms, including the changing of the Organization's name from the Intergovernmental Committee for Migration to the International Organization for Migration. Delegations engaged in that earlier review recognized the applicability of the Organization's mandate worldwide; they also recognized that the migration challenges of the day required an organization that is dynamic, adaptable and responsive to a changing world.

5. The year 1984 was a watershed moment; it helped prepare the Organization for what was to come – an explosion in global migration throughout the 1980s, 1990s and into the new millennium. The number of migrants continues to increase faster than population growth. In the last 20 years alone, the total number of international migrants rose by more than 60 million to today's 214 million international migrants (Source: United Nations Department of Economic and Social Affairs – UNDESA).

6. IOM has continued to grow in tandem with the migrant population and governments' interest in migration: from 67 Member States in 1997 to 127 Member States today. Moreover, the Organization experienced a commensurate expansion of its projects and programmes (600 to 2,000); staffing (2,000 to 7,700); offices (150 to 450); and overall operating budget (USD 200 million to more than USD 1 billion). At the same time, IOM's activities have both broadened and deepened, to include labour migration; counter-trafficking; refugee resettlement; assisted voluntary returns and reintegration; migrant health; migration and development; technical cooperation and capacity-building; emergency and post-conflict response; disarmament, demobilization and reintegration (DDR); electoral assistance; land and property claims and compensation; migration and environment; policy dialogue and guidance; and research and publications.

7. Notwithstanding, the core budget has not evolved correspondingly to enable IOM to continue to be fully responsive to Member States' and migrants' needs. Rather, the core budget has stagnated, in the face of growth and increased demands. The result is that the Organization is being stretched too thinly and risks missing opportunities to serve Member States' needs and, ultimately, losing the lead in some key activities and perhaps being exposed to risks in other areas.

## **I. THE CURRENT ENVIRONMENT**

### **A. Era of the greatest human mobility**

8. Today, we stand at another watershed. We live in an era of the greatest human mobility in recorded history. In percentage terms, perhaps not, but in sheer numbers there are more people on the move today than ever before. There are 1 billion migrants worldwide; that is 740 million internal migrants (Source: United Nations Development Programme – UNDP) and 214 million international migrants. In other words, one in every six or seven people is in a migratory status today.

9. Let me return for a moment to the 1980s, to recall when, in 1982, representatives from 88 countries gathered here in Geneva during this very week for a seminal meeting on world trade. The globalization discourse that followed in the intervening years has been primarily about the free flow of capital, goods and services – with relatively little attention to the free flow of “people.” Globalization and the communication and transportation revolution undoubtedly contributed to mass human mobility as we know it, but it is current global demographics, labour-market demands, economic trends and North–South disparities, along with the effects of conflict and climate change, that will ensure continuing large-scale flows of people throughout much of the twenty-first century if these trends prevail.

10. It is estimated conservatively that if the number of international migrants continues to grow at the same rate as over the past decade (1.8 per cent according to UNDP), there will be at least 280 million international migrants on the eve of IOM's 75th anniversary in 2025. (IOM will examine the implications of these trends and other expected changes in the pattern of migration over the next two decades in its forthcoming *World Migration Report 2010*, which will focus on the theme “The Future of Migration: Building Capacities for Change”).

11. Without question, there is heightened interest in migration, with increasing recognition that large-scale migration is likely to be a prominent global feature for many years to come.

The establishment of the Global Forum on Migration and Development (GFMD) and the Global Migration Group (GMG) and the active engagement on migration questions by regional organizations, academic and research communities, advocacy groups, non-governmental organizations, civil society, and even the private sector, is further indication that migration is becoming one of the primary geopolitical issues of our time.

12. The real challenge before us is how to manage the migration process most responsibly – in the best interests of countries, communities and people, in particular the migrants themselves – especially in the immediate period of global recession.

### **B. Global economic crisis**

13. The full depth, scope and duration of the economic crisis remain difficult to predict, yet it is possible to identify five areas of impact on migration:

- (i) **Job losses:** In some countries, the economic crisis has become an employment crisis for migrants, with a number of countries reporting higher unemployment rates among the foreign-born population.
- (ii) **Decreased remittances:** Rising unemployment has had a negative effect on the flow of remittances. The World Bank forecasts a decrease in 2009 ranging between 7 per cent and 10 per cent in total global remittances, which had reached USD 328 billion in 2008 (Source: World Bank). While the overall picture is one of remittance decline, some regions have been affected more than others, or are even experiencing an increase in remittance values.
- (iii) **Scaling back of regular migration options:** Several governments have taken action to reduce quotas for the regular admission of migrants to their countries, and some have even taken measures to criminalize irregular entry. While often driven by political expediency, these measures are almost certain to prove counter-productive in the longer term, as regular migration will continue to be needed and indeed can help fuel recovery.
- (iv) **Stereotypes/discrimination:** Calls to reduce migration tend to be based on the false perception that migrants take jobs or compete for welfare benefits, when in fact migrants for the most part generate economic activity and jobs. There is also clear evidence that lower-skilled migrants take on the so-called “3D jobs”, namely dirty, dangerous and difficult jobs that locals are unwilling to perform.
- (v) **Promotion of returns:** There has been a tendency for some governments to experiment with new schemes to promote voluntary return. There is little evidence, however, of a mass return of migrants to countries of origin, although returns to some countries have increased. The resilience of migrants is partly due to factors such as the generosity of the host country’s social protection system, and the fact that conditions at home may be worse than in the destination country, as a result of the global recession.

14. The overall impact in these areas has varied considerably and, generally speaking, has not been as serious as had been feared; however, there is reason to remain concerned and vigilant in all our efforts to limit the negative effects of the global crisis on migrants.

## **II. IOM'S RESPONSE TO THE CURRENT ENVIRONMENT**

### **A. Outreach**

15. For my part, during the first year of my mandate I have sought to ensure that Member States' "voices are heard in all forums", and that Member States have a "seat at every table" where migration is discussed. I am delighted to have our new Deputy Director General, Ambassador Laura Thompson, join me in this effort.

16. While maintaining our traditional low profile on project delivery in order that any credit be reserved for the host country and donors, I have sought to raise the visibility of the Organization internationally through: (a) meetings with you and your counterparts in 40 visits to capitals during the past year; and (b) participation in all key global forums on every continent where migration is discussed (African Union summits; meetings of many of the fourteen principal RCPs, including the Bangkok Global Meetings of RCPs; European Union Presidency meetings on migration; the Organization of American States Summit of the Americas, a special Organization for Security and Co-operation in Europe Athens forum on migration; the World Economic Forum; the Thirty-sixth Session of the Council of Foreign Ministers of the Organization of the Islamic Conference; and the Arab Labour Organization Ministerial Conference).

### **B. 2009: An avalanche of activity**

17. In responding to global trends and Member States' requests, IOM has undertaken more than 2000 active migration projects around the world in the course of 2009. We have made every effort to maximize the impact of every single dollar received (your tax payer's dollars) through the lowest overhead of any international organization. IOM staff in 450 locations around the world carry out these activities with unrivalled ability to connect with beneficiaries and partners and deliver results.

#### **(i) Refugee resettlement:**

- 120,000 refugees resettled (26 per cent increase over 2008) in partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR);
- USD 120 million spent on one-way airline tickets);
- Refugees resettled to the United States of America (82,000); Canada (12,000); Australia (9,000); Nordic countries (8,000); and other European countries (6,000);
- 2,500 refugees assisted in returning to their respective countries of origin: Africa (1,800); Middle East (400); Latin America and the Caribbean (150); and Europe (150).

#### **(ii) Emergency response:**

- 11 emergencies supported;<sup>1</sup>
- 13 countries in recovery or post-emergency phases<sup>2</sup> supported through Camp Coordination and Camp Management activities and the provision of emergency shelter and non-food items, protection, health care, logistical support and early recovery measures;

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<sup>1</sup> Countries: Afghanistan, Angola, Bangladesh, the Democratic Republic of the Congo, El Salvador, Indonesia, Nicaragua, Pakistan, Philippines, Sri Lanka and Yemen.

<sup>2</sup> Countries: Colombia, Cote d'Ivoire, Ecuador, Ethiopia, Georgia, Haiti, Iraq, Kenya, Myanmar, Nepal, Sudan, Timor-Leste and Zimbabwe.

- 3 new DDR projects in the Democratic Republic of the Congo, Sri Lanka and Sudan (adding to ongoing DDR and related projects in Bosnia and Herzegovina, Colombia, Liberia, Serbia and Uganda);
  - 4 electoral assistance projects implemented in Afghanistan, Lebanon, the Republic of Moldova and Sudan.
- (iii) **Counter-trafficking:**
- 1,100 victims of trafficking assisted in 60 countries;
  - 711 counter-trafficking training sessions for 16,227 participants in more than 50 countries targeting law enforcement officers, consular officials, immigration officers, the judiciary and non-governmental organizations.
- (iv) **Assisted voluntary return and reintegration:**
- 29,000 people assisted in 2009 (activities to support returning migrants include outreach, return mental health and reintegration support).
- (v) **Labour and facilitated migration:**
- 106 labour migration projects in 42 countries;
  - 68 pre-consular/travel assistance projects in 39 countries serving more than 60,000 applicants;
  - 16 migrant training projects in 38 countries benefitting 51,000 participants;
  - 40 migrant integration projects in 17 countries;
  - 105 migration and development projects in 49 countries.
- (vi) **Technical cooperation and capacity-building:**
- 521 training sessions in more than 70 countries benefitting more than 17,000 participants (including government officials from foreign affairs and interior ministries; public security officers; law enforcement and customs officials; and the private sector: recruitment agencies, airport and airline staff and academia);
  - 90 ongoing technical cooperation projects, valued at nearly USD 70 million (including migration and border management assessments; travel documentation inspection and issuance systems – biometrics, visa procedures and border checkpoints).
- (vii) **Migration health:**
- 110,000 health assessments for migrants and refugees in 35 countries during the first six months of 2009 (expected to meet at least the 2008 load of 230,000);
  - 117 health promotion and assistance projects;
  - 5 technical cooperation projects implemented through the 1035 Facility;<sup>3</sup>
  - 43 active health projects to help crisis-affected communities.<sup>4</sup>
- (viii) **1035 Facility:**
- 50 projects in 60 countries in the amount of USD 6,452,556;
  - Projects focused on: counter-trafficking; labour migration; migration and development; migration health; migration management systems; and research and training.

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<sup>3</sup> Cambodia, Egypt, Kenya, the Republic of Moldova and Thailand.

<sup>4</sup> Indonesia, Myanmar, the Philippines, Sri Lanka and Zimbabwe.

- (ix) **Reparation programmes:** Expert advice and technical assistance provided to:
- The National Reparation and Reconciliation Commission and the Administrative Reparations Programme in Colombia (230,000 claimants; 20,000 of which addressed);
  - The Commission for the Resolution of Real Property Disputes in Iraq (155,000 claims; half addressed to date);
  - The Comprehensive Recovery, Return and Compensation Programme of the Government of Timor-Leste (15,000 internally displaced persons assisted);
  - The National Reparations Programme in Sierra Leone (20,000 beneficiaries in first year; 35,000 set to benefit next year);
  - Continued assistance to Roma beneficiaries in five south-eastern European countries under the Roma Humanitarian Assistance Programme.
- To date, IOM has provided technical assistance for restitution/compensation and large-scale victims' reparations programmes in ten countries.
- (x) **Visibility, media and communications:**
- 400 press notes and human interest feature stories produced by IOM's modest Media and Communication Unit;
  - 2,500 one-on-one interviews and briefings with the media;
  - 47 per cent increase recorded in visits to the IOM website;
  - 74 per cent increase in web pages viewed;
  - 20 information campaigns (counter-trafficking and smuggling; promotion of regular migration schemes; promotion of migrant contributions to society; focus on migration in crisis and emergency situations);
  - An op-ed by the Director General, "Helping migrants weather the storm," which appeared in *The New York Times* and *International Herald Tribune* on 6 and 7 September 2009, respectively.
- (xi) **New partnerships:** IOM signed the following cooperation and technical agreements and Memorandums of Understanding (MoUs) with international and regional organizations in 2009:
- Cooperation Agreement with the Organization of American States;
  - MoU with the Economic Cooperation Organization;
  - MoU with the Food and Agriculture Organization of the United Nations;
  - Cooperation Agreement with the United Nations Alliance of Civilizations;
  - MoU with the United Nations Institute for Training and Research;
  - Cooperation Agreement with the United Nations Environment Programme;
  - Technical Agreement with the World Food Programme for the Humanitarian Response Depot Network;
  - Memorandum signed with UNHCR and the Government of the Philippines on the establishment of an emergency transit mechanism for addressing emergency resettlement.

*Other notable partnership initiatives:*

- Membership in the United Nations Peacebuilding Commission country-specific configuration on Sierra Leone;
- Inauguration of the Migration Research and Information Centre in Khartoum, a Sudan and IOM initiative (supported by the 1035 Facility);

- Agreement with the Government of the Republic of Korea on the establishment of an IOM Migration Research and Training Centre in the Gyeonggi Province of the Republic of Korea;
- MoU with the Government of the United Republic of Tanzania to establish the African Capacity-Building Centre in Moshi, in the United Republic of Tanzania.

(xii) **Research and policy:**

- Throughout 2009, IOM's modest research and policy team identified emerging migration issues – such as the implications of the current economic crisis on migrants and migration and the relationship between migration, environmental degradation and climate change – and carried out research and policy analysis, and facilitated dialogue, including through the International Dialogue on Migration, and programmatic activities. The objective of IOM's research and policy capacity remains to provide IOM membership with critical information in a timely manner, to assist decision-making on migration issues, and to foster inter-State and broader-based cooperation.

(xiii) **Publications:**

- In 2009, 60 reports were published, including two major books on migration and climate change that will be presented at the United Nations Climate Change Conference to be held in Copenhagen in December 2009. A new series of country reports was also launched, which examines migration trends and policy developments in different regions of the world. Migration Profiles on more than 30 countries have been prepared in close cooperation with national authorities.
- The IOM flagship document, the *World Migration Report*, demonstrates the intellectual leadership that IOM is providing to help shape global debates as well as provide top-notch technical assistance to partners on the ground. Insufficient budgetary support to this activity, however, has meant that we have been delayed in publishing the French and Spanish versions of the Report. In 2010, we will seek to engage foundations and other sources of funding to publish the *World Migration Report* annually, and to expand the Migration Profile series to cover all countries and to place these Profiles on a secure financial footing so that revisions will occur on a timely basis.

18. Global migration trends and the exponential expansion of IOM's project activities present the Administration and IOM's membership with the question of how best to prepare the Organization for these new challenges and opportunities, in particular to determine what kind of migration agency we all want. In very practical terms, the most immediate and urgent matter is your decision on the Organization's proposed budget and structure reforms.

### III. EQUIPPING IOM FOR THE NEW ERA

19. In my report to the Council one year ago, I emphasized the need to reform our structures and processes in order to strengthen IOM's administrative capacity; to consolidate our growth and expansion; and to set the course for the next five years.



## A. In-house reforms

20. Since then, and throughout 2009, we have undertaken a series of in-house management and administration reforms, including: (i) new financial regulations; (ii) a new whistleblower policy; (iii) revised staff regulations and rules; (iv) a code of conduct policy; (v) complete roll-out of the PRISM system – on time and within budget; and (vi) adapting IOM to the International Public Sector Accounting Standards (IPSAS).

21. In our efforts to achieve gender balance in staffing, Human Resources Management and the Gender Coordination Unit have continued to sensitize staff to the need to strengthen the participation of women in all field missions. Currently, among our 40 largest missions, over half report that their staff comprise 40 per cent women. Some 3,502 of the 7,735 personnel working for IOM worldwide are women; however, in the upper-middle and senior levels, women are still under-represented. During 2009, IOM endorsed the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel.

## B. Major reforms

22. We acknowledge that we have placed a heavy burden on the shoulders of Member States with our three main reforms: (i) staff rotation; (ii) structure review; and (iii) budget reform – during a period of global recession.

- (i) **Staff rotation:** One of the major reforms undertaken in 2009 was the introduction of annual rotation for all professional staff under the age of 58. In January 2009, the Rotation Board met together with the Director and staff of Human Resources Management to decide on a selection system and to prepare the first rotation list of 123 staff members for the Director General's approval. Of the 123 staff members eligible for rotation, 65 were submitted for approval, of whom 45 have already taken part in the rotation process in 2009. The remaining 20 will be subject to rotation in 2010.
- (ii) **Structure review:** Launched in April 2009, the objective of the structure review is to ensure the best use of our human and financial resources through the consolidation of structures in the Field and greater coherence at Headquarters. The proposed structure focuses on: (a) establishing clearer reporting lines; (b) greater uniformity of structures; and (c) improved oversight of activities at Headquarters and in the Field. Member States have been kept abreast of progress through my quarterly reports, briefings to regional groups, a dedicated "information afternoon" at IOM Headquarters, and detailed discussion in the Standing Committee on Programmes and Finance.
- (iii) **Budget reform:** We have sought to replace the traditional annual discussion and negotiation with regard to "zero nominal growth versus zero real growth" with a medium-term budget reform package that discusses transparently the Organization's fixed costs and the actual needs of the Organization. In doing so, Member States were provided with two scenarios: Scenario 1: CHF 39,794,000 (2.55 per cent increase to include statutory increases related to the United Nations common system that are beyond our control); and Scenario 2: CHF 48,794,000 (25.74 per cent increase to include: (a) statutory costs; (b) staff security; (c) Cluster responsibilities; and (d) PRISM maintenance. A series of informal and formal information sessions and

briefings have been convened over the past year to engage the membership in the budget reform process; and we have been pleased with the constructive exchanges at these meetings.

**C. Areas requiring further attention**

- (i) **Oversight and monitoring:** In a small number of cases, principally involving field missions in challenging operating environments, the Administration has assumed an unacceptable degree of risk where it has been unable to provide a sufficient level of monitoring and oversight activity. In such cases, a special task force has been assembled to examine each and every case with utmost diligence to resolve and address any perceived or actual wrongdoing.
- (ii) **Viability and sustainment of IOM offices:** In some cases, we have not been successful in revitalizing resource-starved country offices in particular regions, either through resource mobilization efforts or by rationalizing expenditures. The Administration intends to re-institute a “mission watch list” along with a series of incremental measures, including the possibility of establishing Project Offices to ensure a more solid financial footing.
- (iii) **Simultaneous reform processes:** The imperfect meshing of three different, but tightly linked, reform processes, though inevitable, requires further attention, particularly with regard to human resources management. If staff are assigned to posts that change their status, or even downsized due to re-structuring – should the Council approve – the implications of such unavoidable changes for staff will be addressed, with utmost care, in the implementation phase.
- (iv) **Internal communication:** Internal communication remains a challenge, due in large measure to the decentralized nature of the Organization. Monthly “town hall” meetings with Headquarters’ staff and Field staff participating via video link, along with the sharing of daily Senior Management Team meeting records with Chiefs of Mission and IOM Headquarters staff, have contributed to addressing, in part, this particular challenge, but additional efforts will be required.

**IV. PERSPECTIVE: 2010–2013**

**A. Ongoing priorities**

23. I will continue to accentuate the original three priorities I announced when I began my mandate: Member State ownership, partnerships and staff development, in addition to enhancing the value added component of Headquarters’ support to our far-flung regional and country missions in this quintessentially field Organization – in which some 98 per cent of all IOM personnel are based in the Field. We also look forward to planning a series of initiatives to mark IOM’s 60th anniversary in the year 2011.

- (i) **Member State ownership:** As in my first year, I will continue to meet with the various Regional Groups as regularly as each of these would find useful; and ensure greater coverage of each geographical region by a carefully planned travel programme

for all members of the IOM Senior Management Team, including participation at all regional summits to which the Organization is invited.

- Our Regional Advisers will: (a) assume greater authority and play a more active role in travelling to the countries in their particular region; (b) assist Regional Offices to develop regional strategies, including further expansion of RCPs to areas of the world currently not covered by an RCP; and (c) maintain close, regular contact with the Permanent Missions in Geneva.
- The “information afternoon” series will continue, with solicitation from Permanent Missions of themes for presentation and discussion.
- We will continue our efforts to clear outstanding membership arrears, as we seek simultaneously to expand IOM’s membership commensurately with expanding worldwide interest in migration and its priority on most government agendas.
- The Administration will continue to clarify policies on particular migration activities in the interest of Member States, and ensure consistent and coherent adherence to these policies by all IOM field missions and officials.
- In particular, we will keep the membership closely informed about budget and structure reforms should the Council approve these.

(ii) **Partnerships:** While maintaining its independence, IOM will continue efforts to enhance the “status quo” with the United Nations, as instructed by the Council in its documents MC/INF/263 of 10 November 2003 and MC/2126 of 8 January 2004.

- IOM now takes part in all United Nations country teams where it is present, in seven of the eight “One United Nations” missions, and participates actively in the United Nations security system, the United Nations Joint Staff Pension Fund, the Inter-Agency Standing Committee, the GMG, the United Nations Peacebuilding Commission, the United Nations Alliance of Civilizations and the GFMD.
- Through a senior-level retreat, and regular exchanges with High Commissioner António Guterres, UNHCR and IOM have put relations on a new footing during the past year.
- IOM is a recipient of project funding from all major United Nations pooled funds, such as the Central Emergency Response Fund, the United Nations Development Assistance Framework, and the United Nations Peacebuilding Fund.
- Given the relevancy of migration to the work of the United Nations, linking as it does issues of trade, development, security, health, human rights and humanitarian assistance, we will continue to join collaborative forums, or, in some cases, lead in the creation of new initiatives, such as the Climate Change, Environment and Migration Alliance.

- For 2010–2013, we will seek to increase programmatic activities with the United Nations, and our many other partners, to incorporate a programmatic emphasis to our traditional and predominant project portfolio.
- (iii) **Staff development:** In addition to expanding staff development initiatives undertaken in 2009, we are looking at the following new set of activities:
- Further steps to establish IOM as a career organization, including enhanced training and development of middle and upper managers; the re-introduction of an improved staff performance development system; and an improved human resources database.
  - Increased emphasis on staff well-being. In this context, and mindful of the gender-related implications of the rotation exercise for staff, IOM will join the Dual Career and Staff Mobility Programme supported by the United Nations system to better accommodate the needs of dual-career families.
  - Incorporating the lessons learned from the rotation process, we expect rotation to become a regular annual event, with fewer numbers to ensure: fair distribution of the burden of various duty stations; improved opportunities for staff members to gain broader knowledge and experience; and the best possible utilization of institutional knowledge and improved integration of Field and Headquarters decision-making.
  - Continuing to develop a retiree roster according to skill sets for possible short-term deployments when emergency assistance or surge capacity is needed; and initiating our annual “Retiree Day” in early 2010.
  - Staff safety and security is a first order priority. During this past year, IOM staff have been in close proximity to several terrorists bombings, have come under fire, and have been subjected to captivity, assault, threats and robbery. IOM evacuated, or relocated, staff and their dependants from several missions, including in Afghanistan, Pakistan and Sudan. Our ability to remain engaged and to assess and quantify acceptable risk will continue to present a challenge to the Administration, our security partners in the United Nations Department of Safety and Security, and IOM Members States.

## **B. Reform process 2010–2013**

- (i) **Structure review:** Should the Council endorse the proposed structure review, we will move forward with its implementation in 2010, starting with Headquarters, including, inter alia: (a) a reconfiguration of Headquarters’ administrative units into four new departments; (b) a strengthened role for Senior Regional Advisers; (c) the establishment of new Policy and Management Coordinating Committees; and (d) a plan for de-centralizing project approval from Headquarters to Regional Offices, with commensurate training. The reconfiguration of field structures and devolution of project and review functions is not envisaged before 2011, and is not likely to be fully implemented until 2013. The membership will be provided with regular progress reports on implementation.

- (ii) **Budget reform:** Member States' approval of the Programme and Budget for 2010, to include an appropriate level of the Administrative Part of the Budget, as proposed in the two scenarios, will permit us to institute the proposed structure review, designed to make the best use of our human and financial resources, thereby safeguarding IOM's attributes of being highly responsive, nimble, cost-efficient, low profile and accountable to its membership. We will seek Member States' support for phased implementation over the next two to three years.

## CONCLUSION

24. The year 2009 brought its share of unexpected challenges to the global migration agenda, from devastating natural disasters in at least a dozen countries to the impact of the financial and economic crisis. Throughout, IOM played an indispensable role assisting hundreds of thousands of migrants and demonstrating, beyond a doubt, that it is a "can do," "can think", "can lead" organization.

25. There have been lessons learned from this first year. For my part, I have tried, and remain determined, to strengthen support to our colleagues in the Field and at Headquarters, who richly merit acknowledgement for work well done. I am also grateful to the membership for the confidence and support that you have extended to me during this first year of my mandate, and to the Deputy Director General since she began her mandate on 1 September 2009.

26. In closing, let me recall that twenty-five years ago, one of my predecessors, James Carlin, stood before Council and declared that he was "firmly convinced that a specialized migration organization is probably more necessary today than ever before." Having spent the last year working with the wonderful staff of this Organization on a range of issues that go to the heart of economic and social development, in developed and developing countries alike, I wholeheartedly agree with this statement.