

MC/INF/287

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NINETY-FOURTH SESSION

IOM STRATEGY

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I. INTRODUCTION

1. The purpose of this document is to provide a user-friendly, definitive version of the IOM Strategy adopted by Member States in June 2007, for the information of the full range of stakeholders. Accompanying the strategy is a brief overview of how it was developed.
2. The last formal stocktaking of IOM's strategic priorities was set out in 1995 in document MC/1842 "IOM Strategic Planning: Toward the Twenty-first Century". This was endorsed by Member States through Council Resolution No. 923 (LXXI) of 29 November 1995 on "Future Activities of IOM".
3. At the Eighty-fourth Session of the Council in December 2002, Member States expressed an interest in a renewed strategic discussion on the future directions and priorities of the Organization. A "Note on IOM Strategy: Current and Future Migration Realities and IOM's Role" was prepared by the Administration and issued as document MC/INF/262 of 13 October 2003. This Note was discussed at the Council in November 2003 and, as a result of these discussions, a revised document, entitled "IOM Strategy: Current and Future Migration Realities and IOM's Role" (MC/INF/274) was submitted to the Council in November 2004, complemented by the additional information contained in Conference Room Paper (CRP) No. 15.
4. On the basis of the Council discussions in November 2004, the then Chairman of the IOM Council, Ambassador L. A. de Alba (Mexico), held consultations during 2005. The result of these consultations was Conference Room Paper (CRP) No. 18 "IOM Strategy Document" presented on the occasion of the Ninetieth regular session of the Council in November 2005. Building upon the efforts of Ambassador de Alba, various consultations were held in the course of 2006 under the auspices of his successor as Chairman of the Council, Ambassador M. Khan (Pakistan), as well as of the then Second Vice-Chairperson of the Council, Ambassador M. Whelan (Ireland), on the three elements of CRP No. 18, namely strategy, institutional framework, and programme and budget. As a result of these consultations, and as reported to the Council in November 2006, there was a clear understanding that all three elements were linked and that whereas agreement might be reached on one element, nothing should be formally adopted by the Council until an agreed text covering all three elements was ready for adoption.
5. The Chairperson of the Ninety-second regular Session of the Council, Ambassador N. Al-Hajjaji (Libyan Arab Jamahiriya), was invited to continue the work undertaken by her predecessors. The Chairperson convened an open-ended Working Group to pursue informal consultations, which resulted in agreement on a strategy document for consideration by the Council at its Ninety-third (Special) Session.
6. On 7 June 2007 the Council adopted Resolution No. 1150 (XCIII) which endorsed the aforementioned text. This Council resolution and its annex constitute the IOM Strategy. They appear *in extenso* in Section II of this document.

II. IOM STRATEGY: COUNCIL RESOLUTION No. 1150 (XCIII) AND ANNEX

RESOLUTION No. 1150 (XCIII)

(Adopted by the Council at its 481st meeting on 7 June 2007)

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The Council,

Recalling its Resolution No. 923 (LXXI) of 29 November 1995 on “Future Activities of IOM” defining the contribution IOM makes to meeting the complex challenges posed by changing trends and needs in the migration field,

Mindful of the advisability of reviewing the strategic priorities of IOM,

Recognizing the growing need for the provision by IOM of global migration services, expertise and policy advice to States and migrants,

Having received and examined the report on IOM Strategy submitted by its Chairperson, H.E. Mrs. Najat Al-Hajjaji (MC/2216 and MC/2216/Corr.1/Rev.1),

Resolves:

1. To thank its Chairperson for her untiring efforts and skilful leadership having led to this successful outcome;
2. To approve the IOM strategy, as contained in the Annex to document MC/2216 and MC/2216/Corr.1/Rev.1 attached hereto;
3. To confirm that the strategy shall be implemented within the legal framework provided by the Constitution and resolutions of IOM Governing Bodies, with due regard given to: the flexibility and project-oriented nature of IOM; the need for a balanced view of priorities; and the financial resources made available;
4. To invite the Director General to report, at the next session of the Council, on the Administration’s plan to implement the activities listed in the strategy;
5. To review the strategy in three years.

Annex to Council Resolution No. 1150 (XCIII)

IOM STRATEGY DOCUMENT

Part I: Strategy

The primary goal of IOM is to facilitate the orderly and humane management of international migration. Building on its expertise and experience, and respecting the mandates of and coordinating with other international organizations, IOM should continue its role as a leading global organization focusing on migration management. The Organization will continue to address the migratory phenomenon from an integral and holistic perspective, including links to development, in order to maximize its benefits and minimize its negative effects. To achieve that goal, IOM will focus on the following activities, acting at the request of or in agreement with Member States:

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.
4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.
7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.
8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection¹.
10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.
11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.
12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

Part II: Institutional Framework: Governing Bodies

The Council remains the principal governing body for policy, strategy and governance discussions and decisions. The Executive Committee should not be reinforced or enlarged pending its ultimate disappearance once the 1998 Amendments to the Constitution enter into force, upon ratification by two-thirds of the membership. A streamlined governance structure should be in place until such time as the aforementioned amendments enter into force. Any such governance structure should preserve the Organization's flexibility and responsiveness. Informal consultations have their place in such an institutional framework, as a useful way to facilitate dialogue and understanding. They complement formal governing bodies, which is where formal decisions should be taken.

In order to achieve the objective outlined above, Member States agreed:

1. To set up immediately a Standing Committee on Programmes and Finance (SCPF), by way of Council resolution, which would negate Resolution No. 998. The SCPF would be open to all Member States, would normally meet twice each year, and otherwise as required, to fulfil its responsibilities.
2. To abolish the Subcommittee on Budget and Finance.
3. Terms of reference for the said Standing Committee:
 - (a) to examine and review the policies, programmes and activities of the Organization, the annual reports of the Director General and any special reports;
 - (b) to examine and review any administrative, financial and budgetary questions;

¹ Although IOM has no legal protection mandate, the fact remains that its activities contribute to protecting human rights, having the effect, or consequence, of protecting persons involved in migration.

- (c) to consider any matter specifically referred to it by the Council, and to take such action as may be deemed necessary thereon;
 - (d) to advise the Director General on any matters which he or she may refer to it;
 - (e) to present advice or proposals to the Council or to the Director General on its own initiative;
 - (f) to review regularly methods of consultation, feedback, and oversight, with a view to enhancing responsiveness, transparency, and inclusiveness;
 - (g) to consider any other matter falling within its terms of reference;
 - (h) to transmit reports and/or recommendations to the Council on the matters dealt with.
4. The Standing Committee should establish its Rules of Procedure, which shall be subject to approval by Council.

Part III: Programme and Budget

In order to achieve the objective of allocating additional funding to support projects in developing Member States, the following conclusions were agreed:

- 25 per cent of Discretionary Income (excluding security) in excess of the 2007 Programme and Budget Discretionary Income of USD 20.5 million will be allocated to an expanded 1035 Facility starting in 2008.
- The total amount available for the expanded 1035 Facility (excluding direct voluntary contributions) cannot exceed total miscellaneous income (unearmarked contributions and interest income).
- The provisions of Resolution No. 1110 (LXXXVIII) of 3 December 2004, on the “Use of project-related overhead income to cover staff positions and support costs of administrative nature”, should be fully applied in relation to the use of overhead income.
- Member States should consider direct voluntary contributions to the 1035 Facility as well as increased fundraising initiatives.
- The 1035 Facility will have two separate funding lines: (i) the original funding of USD 1.4 million (Line 1) and (ii) a new budget (Line 2) to be established under the Facility with the following criteria:
 - 1. Access to funding under Line 2 will be linked to outstanding contributions and Member States subject to Article 4 will not be eligible for funding.
 - 2. Ceiling for funding of national projects will be USD 200,000 under Line 2.

3. Ceiling for funding of regional projects will be USD 300,000 under Line 2.
4. A follow-up project to a previously funded project under the 1035 Facility (Line 1) will be admissible under Line 2.
5. Distinct tracking and accounting of the two funding lines will be established.