New Director General’s First Report to Council

“The Road Ahead”

December 2nd, 2008
I. Taking the organization’s pulse

II. IOM’s evolution

III. Economic crisis: impact on migration

IV. The road ahead
10 Weeks On the Job
I. Taking the Organization’s Pulse

Listening to Member States:
- Regular meetings at all levels – various venues;
- Transparent, regular, open dialogue;
- Regional and global consultative mechanisms key.

Listening to Partners:
- UN Secretary General, UN Agency Heads; GMG;
- NGOs, private sector, foundations, civil society.
I. Taking the Organization’s Pulse

Listening to IOM Staff:

- Global meeting with Regional Office Heads (11/08);
- Five Regional Meetings with IOM Chiefs of Missions;
  - Jan. – Apr. ’09
- Staff Satisfaction Survey;
- Organizational Structure Review.

Conclusions and recommendations from the above to be presented to Member States at spring 2009 meetings of IOM Governing Bodies.
I. Taking the Organization’s Pulse

6,800 IOM staff*
- Competent, committed
- 95% in the field
- HQ to support field
- Rotation key

* June 2008
IOM Programmes

- Diverse
- Complex
- Respect Mandates
I. Taking the Organization’s Pulse

Growth: 1998 to 2008

Membership
- 85.75%
- 67 - 125

Total Expenditure
- 412%
- USD 242.2 m USD 1 billion

Projects
- 262%
- 686 - 1,800

Offices
- 336%
- 119 - 400

Staff
- 550%
- 1,100 -> 6,000
- HQ 196 staff
Growth in admin. budget levels vs. growth in membership

112%

12%
I. Taking the Organization's Pulse

Growth is result of:

- Expanding Membership
- Growing awareness of migration as an international issue
- Will of IOM’s Member States
I. Taking the Organization’s Pulse

Strengths

- Fast, Efficient
- Entrepreneurial, Cost-effective
- Light adaptable structure, Unbureaucratic
- Global Presence
I. Taking the Organization’s Pulse

Weaknesses

Core structure not keeping pace with:
- Growth;
- Capacity to implement IOM Member States’ Strategy.

Challenge of ensuring organizational coherence
IOM Ripe For Change

Membership:
- All Governments interested in migration;
- Member States want IOM to become even more effective;
- Migration realities have changed.

Staff:
- Rapid growth requires consolidation;
- Transparency; professional development; discipline

Time for Adjustment and Consolidation
II. IOM’s Evolution

Record of responsive, effective and practical service to the international community

IOM’s activities have evolved in line with:

a. Growth in membership;

b. Changing perspectives on migration;

c. New policy and programme needs.
Intergovernmental Committee on European Migration (ICEM)


- Mass migration of European people displaced by the war
- High unemployment in Western Europe

- Australia, Canada, US, Latin America

- Vast programmes of resettlement for refugees and persons of humanitarian concern
  - Southeast Asia and Central America
  - “Boat People”
II. IOM’s Evolution

Highlights


a. Expanding range of activities

Resettlement
Emergencies
Migration and development
Labour migration
Counter trafficking
Return and reintegration
DDR, SSR, Pre-consular
Migration health
Policy consultation, advice and research
International migration law
II. IOM’s Evolution

90s to 21st Century

b. Experimentation, questioning and diversification

Point of Balance

Migration Facilitation

Migration Control
II. IOM’s Evolution

90s to 21st Century

c. Search for comprehensive approaches: in regional and global consultative processes

14 Regional Consultative Processes (RCPs)

Global Forum on Migration and Development (GFMD)
II. IOM’s Evolution

90s to 21st Century

d. Key finding of the World Migration Report 2008

Labour Mobility
III. The Economic Crisis

Elephant in the Room:

Economic Crisis
Much caution required: very little data available and measuring instruments are blunt;

Circumstances: exceptional;

Environment: uncertain;

Crisis still unfolding;

Some effects seem to originate from (other) longer term developments pre-dating crisis.
III. The Economic Crisis

Its Impact on Migration

Areas of Concern

- Migrant Jobs;
- Remittances;
- Image of Migrants;
- Development aid (ODA).
III. The Economic Crisis

Impact on Migration Flows

- Decrease in migration opportunities?
- Some countries reducing number of immigration programmes and quotas
- Economic sector outlook diverse:
  - Might be affected:
    - Construction
    - Agriculture
    - Tourism
    - Automotive
    - General Services
  - Stable demand:
    - Healthcare,
    - Services to the Aged
- Risk of increase in irregular migration?
After several years of strong growth, remittance flows to developing countries slowed down in Q3 of 2008*

Remittances expected to remain resilient and decline smaller than that of private or official capital flows*

*Dilip Ratha, World Bank, November 2008
Remittance growth will moderate

- Hardship to the poor
  - Probably the most affected

- Macro-economic challenges to governments
  - Particularly those highly dependent on remittances
III. The Economic Crisis

Impact on Migration Flows

Migration not a tap to be turned off and on

But an on-going process
Migration driving and facilitating factors

- Ease of communications and travel
- Persistent economic and demographic disparities
- Historical and cultural ties
- Political instability & recurring conflicts
- Natural disasters & environmental degradation
- Diaspora networks

Economic crisis will have limited effect on these causes
III. The Economic Crisis

Impact on Migration Flows

Counter-measures

- Better integrate economic and migration cycles
- Broader approach to international movement of people
- Bottom-up approach:
  - Experiences, lessons learned
  - Focus on things that work
Central concern of IOM Membership

- Avoiding scapegoating of migrants: essential
- Public education on contribution of migrants
- Focus on respect of human rights of migrants
IV. The Road Ahead

Where do we go from here?

How?
What is migration today?

What are the challenges?

What type of institution should IOM be to deal with these challenges?
IV. The Road Ahead

Challenge facing international community and, more specifically, IOM’s membership:

How to ensure that world is better prepared to manage the human component of globalization constructively.
IV. The Road Ahead

Globalisation Mosaic

Capital

Goods

Missing Link: People
IV. The Road Ahead

Migration management essential:

- Management not a synonym of control;

- Effective governance of the various forms of human mobility in a comprehensive and in a long term perspective.
Governance of Migration

National level capacity-building
- Policies;
- Legislation;
- Administrative structures;
- Properly trained and resourced staff.

Bilateral, regional and global cooperation

Engaging different stakeholders

Coherence between migration and related policy domains: development, trade
IV. The Road Ahead

Three Top Priorities

- **Member State ownership**
  - Transparency, openness, communication;
  - Predictability: planning and strategic thinking.

- **Collaborative partnerships**
  - Coherence of action, strategic alliances, capacity building.

- **Staff professionalism**
  - Worldwide availability, expertise, respect, communication.
IV. The Road Ahead

IOM: What Type of Institution?

- Safeguard IOM’s Comparative Advantage:
  - Operational ethos;
  - Speed of response;
  - Efficiency of effort;
  - Effectiveness of result;

- Support, expand, cross-fertilize RCPs and GFMD

- Maintain and further develop cutting-edge activities and programmes
  - Strong emphasis on migration and development;
  - Labour – especially circular – migration programmes, counter-trafficking, emergency response, DDR;
Engage cooperatively in emerging or expanding fields, e.g.:
- Labour Mobility;
- Migration and Trade;
- Migration and the Environment;
- Migration and Health.

Enhance IOM’s policy services to its membership
- Creating spaces for policy dialogue (IDM, regional dialogue);
- Pool of policy expertise:
  - Data
  - Research and analysis
  - Best practices, lessons learned
IV. The Road Ahead

Responsiveness

Service

Strategic Focus

IOM Strategic Objectives