

OFFICE OF PROGRAMME EVALUATION

**EVALUATION OF THE CANADIAN WARRANT PROGRAM**

April 2000



---

IOM International Organization for Migration

## TABLE OF CONTENTS

---

- 1. EXECUTIVE SUMMARY**
- 2. EVALUATION SCOPE AND METHODOLOGY**
- 3. PROGRAM DESCRIPTION**
- 4. RELEVANCE**
- 5. EFFICIENCY**
  - 5.1 Stated program objectives
  - 5.2 Memorandum of Understanding
  - 5.3 Invoicing
  - 5.4 Operations Memorandum
  - 5.5 Budgeting and accounting
  - 5.6 Unreimbursed costs
  - 5.7 Communication
  - 5.8 Planning
  - 5.9 Program overview and management
  - 5.10 Pre-payment program
- 6. COST-EFFECTIVENESS**
  - 6.1 Airfares
  - 6.2 Service fees
- 7. CHANGES IN INTERNAL OPERATING ENVIRONMENT**
- 8. MEASURING SUCCESS IN THE FUTURE**
- 9. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS**

### ANNEXES

1. Terms of Reference for the Evaluation
2. Schedule of meetings in Canada
3. Memorandum of Understanding with Government of Canada
4. Invoicing Time Lapse
5. Survey of Services Provided (1999)
6. Survey of Services Provided (1995)
7. Overall Analysis of Canadian Warrant Deficits
8. Analysis of Service Fee and Medical Processing Deficits
9. 1999 Survey of IOM Missions – analysis of open-ended questions
10. CIC Planned vs. Actual Movements 1996-1999

- 11.** Calculation of Service Fee for 1998
- 12.** Notes of meetings held in Canada
- 13.** Letter from DG to Missions re. Movement activities
- 14.** Numbers and Percentages of Sponsor Prepaid Movements to Canada
- 15.** 1999 Air Fares Compared to 1999 (Table 1) and Savings (Table 2)
- 16.** *Per capita* costs 1995-1999
- 17.** IOM fares - 1999
- 18.** Analysis of Fares used to Toronto
- 19.** Percentage of Canadian Carriers
- 20.** Indicators as Standards of Service

## **1. EXECUTIVE SUMMARY**

The Canadian Warrant Program, under which IOM provides services such as transport, medical examinations and cultural orientation to the Canadian Government for refugees being accepted for resettlement in Canada, is of long-standing duration in IOM. It is one that IOM considers among the important and traditional services that the Organization has provided to its Member States since its beginning, and has amounted to an average of 2.7% of IOM's operational expenditures over the last five years.

In general, the evaluation — which focussed on the transportation services that IOM provides — has found the Program relevant to the goals of the Organization, the expressed needs of the Government of Canada, and the requirements of the refugees that it assists. The Program is cost-effective, but there is a continuing need to improve that cost-effectiveness.

On the other hand, while the Program is relatively efficient, there are some problems connected with overall planning and use of resources that have led the Program into deficit in most years examined.

Efficiency could be improved by increased planning, both internally and with the Government of Canada, and through the appointment of an individual or unit who would have a global overview of the Program. This global overview, currently lacking, should improve IOM's overall management of the Program and lead to the lowering and elimination of deficits.

Increased communication, particularly direct links between local service providers in Canada and IOM, should also support increased efficiency of service provision by enabling IOM to both address problems at an earlier stage and to analyse more effectively which are isolated problems and which are more general.

Both as a support to increased efficiency and to increase the available information which will support a global overview of the Program, a system of regularly collecting data on certain Program parameters is proposed. Should such a system prove beneficial in this Program, it should be expanded to other, similar programs complementing the existing self-evaluation system for other types of projects..

In reading this report, it must be remembered that IOM will need to discuss some of the recommendations with the Government of Canada and obtain their support in order to implement them.

In conclusion IOM has globally provided efficient and cost-effective services to the Government of Canada under this on-going Program, and that Government has expressed its general satisfaction with those services. If accepted and carried out, the changes recommended throughout the evaluation report should enable IOM to improve services provided, not just on a one-time basis, but continuously.

