



International Organization for Migration (IOM)

The UN Migration Agency

**AN EVALUATION OF IOM'S ENGAGEMENT IN AND
CONTRIBUTION TO THE INTER-STATE CONSULTATION
MECHANISMS ON MIGRATION (ISCMs)**

Annexes

OFFICE OF THE INSPECTOR GENERAL

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Annex 1. Evaluation Terms of Reference

EVALUATION OF IOM'S ENGAGEMENT IN AND CONTRIBUTION TO THE INTER-STATE CONSULTATION MECHANISMS (ISCMs) ON MIGRATION

Terms of Reference

1. Background

Inter-State Consultation Mechanisms on Migration (ISCMs) are usually defined as State-led, ongoing information-sharing and policy dialogues at the regional, inter-regional or global level for States with an interest in promoting cooperation in the field of migration. Among ISCMs, those at the regional level are referred to as *Regional Consultative Processes on Migration (RCPs)*, those connecting two or more regions *Interregional Forums on Migration (IRFs)* and at the global level *Global Processes on Migration*.

ISCMs emerged in the mid-1980s to address specific migration issues within identified regions and contexts. Over time, they have expanded in number and diversified geographically and in focus. While some remain informal and non-binding, some are officially associated with established institutions. ISCMs contribute to shaping migration governance at the national, regional, interregional and global levels, building a solid foundation for international cooperation and global initiatives, such as the 2030 Agenda for Sustainable Development or the Global Compact for Safe, Orderly and Regular Migration.

IOM has been engaged in supporting various ISCMs for over 30 years, providing technical expertise and policy guidance, or serving as secretariat. IOM is also a Member organization of five ISCMs and an observer of 18 of them. Since 2005, IOM has been facilitating the *Global RCP Meeting (GRCP)* to foster synergies and mutual exchanges among ISCMs on various migration topics, thereby contributing to improved policy coherence at the regional, intra-regional and global levels.

IOM has conducted research and publications on such migration processes (the most recent one being under publication), produces an annual newsletter entitled, "ISCM Highlights", and maintains a calendar of ISCM meetings and a repository of ISCM documents. All these research and information products are available on the webpage dedicated to ISCMs <https://www.iom.int/inter-state-consultation-mechanisms-migration>. IOM has also been implementing numerous projects in support of ISCMs.

The International Partnerships Division (IPD) at IOM Headquarters coordinates IOM's participation in the ISCMs according to participating governments' requests and coordinates the GRCP Meetings. It also serves as a global focal point for information and exchange among the various consultative processes and to this end acts as the Secretariat of the GRCPs.

An assessment of the continued relevance and contribution of the ISCMs to migration governance at all levels (national, regional and international) and the synergies and partnerships among ISCMs and with other regional actors is currently underway. The Office of the Inspector General (OIG) has considered this assessment in framing the present evaluation.

2. Objective and focus of the evaluation

The thematic and strategic evaluation of IOM's contribution to the ISCMs was included in the OIG biennial evaluation plan for 2017-2018, following a proposal from the Department of International Cooperation and Partnerships (ICP). The analysis will be based on a process evaluation approach that

will examine the internal dynamics at IOM for supporting the ISCMs, the institutional instruments used in response to requests from States, its service delivery mechanisms and management practices, and the linkages among these.

The main objective of the evaluation is to *assess IOM's overall performance and achievements in its engagement in and contribution to the ISCMs, examining its technical expertise and support provided to these processes, their relevance to IOM's mandate and other institutional frameworks, and the internal synergies and institutional steps taken for an effective and sustained contribution to the ISCMs*. More specifically, the evaluation will focus on the following:

1. a categorization of the different types of engagement in and contributions to the ISCMs and their commonalities;
2. an assessment of the relevance of IOM's engagement with ISCMs to the Organization's mandate and to other frameworks and initiatives such as the IOM's Migration Governance Framework (MiGOF), IOM strategies and positions on various areas on migration as well as IOM's work on treaties, policies or global initiatives addressing migration;
3. an assessment of the effectiveness and global performance of IOM in organizing and providing support to the ISCMs, both technical and administrative;
4. an assessment of resource mobilization and financing of IOM's support to the ISCMs; and,
5. an analysis of the outcome, sustainability and impact of IOM's support to the ISCMs, including through the organization of GRCPs.

The evaluation will also provide recommendations on: 1) IOM's engagement in and contributions to the ISCMs; 2) reporting on and the promotion of its role in these processes; 3) how to address challenges; and 4) the performance criteria for monitoring of its engagement and contributions.

3. Scope of the evaluation

The evaluation will analyse IOM's efforts through the OECD/DAC criteria of relevance, effectiveness, efficiency, outcome, impact and sustainability. In line with the objective and focus detailed in the previous section, the evaluation will answer the following questions:

Relevance:

- How are IOM's roles and participation in the ISCMs decided? Are IOM's roles and participation in the ISCMs relevant to IOM's mandate?
- What do the roles assigned to IOM consist of? Is there an institutional approach and criteria for IOM's engagement with the ISCMs?
- How are internal functions related to IOM's roles and participation in the ISCMs assigned?
- Are IOM's contributions and engagements in the ISCMs supportive of IOM as a reference organisation on migration at the political, strategic and operational levels?
- Are the services provided by IOM to the ISCMs in line with its mandate and Member States' expectations?

Effectiveness and sustainability:

- Is IOM effective in prioritizing its participation in the ISCMs and in mobilizing and providing the resources necessary? Is IOM proactively participating in the ISCMs?
- Is IOM effective in monitoring and reporting on its participation and the outcome(s) of its participation in the ISCMs? How does IOM sustain its participation?
- How effective is IOM's collaboration with governments in implementing and managing its roles in the ISCMs?
- To what extent does IOM work with external partners in the framework of its technical and administrative engagement in and contributions to the ISCMs?

- Are collaboration and information-sharing efforts between Headquarters, Regional and Country offices effective for assessing policy and financial needs, and for coordinating IOM's strategic participation in the ISCMs?
- Is IOM effective in providing the requested level of expertise and technical support to the ISCMs?
- Is IOM's organisation of the GRCPs effective?

Efficiency:

- Is IOM's financial management and reporting efficient regarding its engagement in and contribution to the ISCMs?
- Is IOM's communication with governments and donors on accountability and resource mobilisation transparent and comprehensive?
- Is IOM effective in preparing staffing plans for short, medium and long-term support, and in securing financial resources for staff recruitment and office set-up?
- Is IOM's management of human resources efficient in developing clear ToRs and recruiting qualified staff?

Outcome and impact:

- What is the outcome (medium-term) and/or strategic impact (long-term) of IOM's engagement in and contributions to the ISCMs as the United Nations related agency in charge of migration? Does the outcome and/or strategic impact reinforce IOM's role and expertise internationally, for instance as the secretariat of the United Nations Network on Migration or as a policy contributor to the ISCMs, to global initiatives such as the 2030 Agenda or the Global Compact?
- How do IOM Member States, donors and governments perceive IOM's role and impact in the ISCMs?

4. Methodology and timeframe

The evaluation will not analyse the performance and success of the ISCMs as such an assessment is already on-going, and the success/failure of the processes also depend on factors external to IOM and over which it does not have control.

The analysis of IOM's performance and achievements in the ISCMs will rely on an extensive documentation review, including research reports and reviews already conducted, the on-going assessment, and any other documentation that can be considered relevant to the evaluation exercise. Activity and meetings reports, specific technical assessments, official interventions and statements by members of the ISCMs at various fora (including the GRCPs) that mention IOM will also serve as reference.

The evaluation may also use indicators for its analysis such as: creation of a higher profile of the processes following IOM's support; shaping of regional-level policies and approaches; identifying common positions on various migration issues within and across the regions; understanding of migration and migration policies; creation of synergies at the national, regional, interregional and global levels and among various stakeholders; and increased references by Member States about IOM's role and funding of IOM's related project proposals in support of the ISCMs.

A series of interviews with IOM staff will be organized in close coordination with ICP/IPD. A number of processes (both successful and not) will also be selected as case studies, to illustrate IOM's engagement in and contribution to the ISCMs. Interviews and/or surveys with external partners and

with Member States will be discussed with ICP/IPD and may be limited given the focus on internal dynamics and the external assessment that is on-going.

The evaluation is expected to start in January 2019 and a draft report should be made available in April 2019, with a final report available in May 2019. OIG will cover the budget for the evaluation and will be responsible for the overall implementation of the exercise.

Annex 2. List of Documents Reviewed

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IOM, "Puebla Process," accessible at: <https://www.iom.int/puebla-process>.

--. "Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime," accessible at: <https://www.iom.int/bali-process>.

--. "GFMD," accessible at: <https://www.iom.int/global-forum-migration-and-development-gfmd>.

--. "Global processes on Migration," accessible at: <https://www.iom.int/global-processes-migration>.

--. "Global RCP Meetings," accessible at: <https://www.iom.int/global-rcp-meetings>.

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--. "Pan-African Forum on Migration," accessible at: <https://www.iom.int/pan-african-forum-migration>.

--. "Regional Consultative Processes on Migration," accessible at: <https://www.iom.int/regional-consultative-processes-migration>.

--. "South American Conference on Migration (SACM)," accessible at: <https://www.iom.int/south-american-conference-migration-sacm>.

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--. *IOM Glossary on Migration*. 3rd Edition. Geneva: IOM, 2018.

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--. *World Migration Report 2018*. Geneva: IOM, 2017.

--. *IOM Assessment of ISCMs*. Geneva: IOM, 2019.

RCM. *Regional Conference on Migration 20 Years: Fostering and strengthening regional dialogue and cooperation*. San José: RCM Technical Secretariat, 2016.

United Nations General Assembly. "Resolution adopted by the General Assembly on 19 December 2018. 73/195. Global Compact for Safe, Orderly and Regular Migration." *A/RES/73/195* (11 January 2019).

von Koppenfels, Amanda Klekowski. "The Role of Regional Consultative Processes in Managing International Migration." *IOM Migration Research Series*, No. 3 (2001).

Wall, Patrick. *In a constructive, informal and pragmatic spirit: Thirty years of the Intergovernmental Consultations on Migration, Asylum and Refugees – The world's first regional consultative process on migration*. Geneva: IGC, 2018.

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- . *Fourth Global Meeting of Chairs and Secretariats of Regional Consultative Processes on Migration (RCPs): "Defining the Place of RCPs in a Changing International Migration Landscape" Lima, Peru 22–23 May 2013. Summary Report.* IOM: Geneva, 2013.
- . *Fifth Global Meeting of Chairs and Secretariats of Regional Consultative Processes on Migration (RCPs): Exploring Contemporary Migration Challenges: Reflecting on the Outcomes of the 2013 High-level Dialogue on International Migration and Development and the Post-2015 Development Agenda, 21–22 October 2015, Cairo, Egypt. Summary Report.* Geneva: IOM, 2015.
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Annex 3. List of Interviewees

Name	Title	Division/Department
Adrian Kitimbo	Research Consultant	ICP / RES
Alba Goycochea	Technical Secretarial Coordinator	RO Buenos Aires / SACM
Alberto Brenes	Chief of Budget	DRM/BUD
Alejandro Guidi	Senior Regional Advisor for the Americas	ODG
Alessia Castelfranco	IDF Administrator	DMM/IDF
Alexandra Bonnie	Project Manager – WH Program	IOM RO San Jose / RCM
Alina Narusova	Senior Policy Officer	Policy Hub / ODG
Amala Mujagic	Back-office Support Officer	IOM RSO / Bali Process
Bernardo Mariano	Former Head of PAFoM Secretariat / Former SRA	Previously PAFoM
Clarissa Azkoul	Deputy Chief of Staff	ODG
Claudia Natali	Regional Labor Migration Thematic Specialist	IOM RO Dakar / MIDWA
Dana Graber	Chief of Mission	IOM Thailand / Bali Process
David John	Head of Operations	IOM Thailand / Bali Process
Dina Ionesco	Head of Division	MECC/DMM
Estrella Lajom	Head of Support Unit	GFMD
Eugenio Ambrosi	Chief of Staff	ODG
Ezequiel Texido	Regional Policy and Liaison Officer	RO Buenos Aires / SACM
Florian Forster	Head, Immigration and Border Management	DMM/IBM
Frantz Celestin	Deputy Chief of Mission	IOM Abuja / MIDWA
Hassan Abdel Moneim Mostafa	Senior Regional Adviser for North Africa, the Middle East	ODG
Jacqueline Weekers	Director	MHD
Jill Helke	Director	ICP
Kristina Galstyan	Migration Policy Officer	ICP/IPD
Luis Alonso Serrano	Coordiantor Technical Secretariat	Technical Secretariat / RCM
Mailan Thai	Associate Migration Policy Officer	ODG/Global Compact on Migration
Manfred Profrazi	Senior Regional Adviser for Europe and Central Asia	ODG
Marcelo Pisani	Regional Director	IOM RO San Jose / RCM
Marie Mcauliffe	Head of Support Unit	ICP/RES
Mariko Tomiyama	Senior RLPO	IOM RO Bangkpk / Bali Process
Marina Manke	Head of Labour Mobility and Human Development Division	DMM/LHD
Mathieu Luciano	OiC / Senior Specialist AVM	MPA
Maurizio Busatti	Head of Multilateral Processes Division	MPD
Michele Klein-Solomon	Director	ODG/ Global Compact on Migration

Nenette Motus	Regional Director	IOM RO Bangkok / Bali Process
Nicoletta Giordano	Head IPD	ICP / IPD
Ozlem Kural	Seconded	DMM/IBM
Pär Liljert	Chief of Mission	IOM Canberra / Bali Process
Paula Benea	Policy Officer	Governing Bodies Division /I CP
Rosilyne Borland	Regional Thematic Specialist, Migrant Protection and Assistance	IOM RO San Jose / RCM
Stephen Rogers	Senior Programme Manager	IOM Canberra / Bali Process
Wen Li	Senior Regional Adviser for Asia and Pacific	ODG

Annex 4. Active ISCMs and IOM's Roles

Please refer to the separate Excel file.