

OFFICE OF PROGRAMME EVALUATION

**EVALUATION OF THE INTERAMERICAN COURSE
ON INTERNATIONAL MIGRATION**

April 2000



IOM International Organization for Migration

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EXECUTIVE SUMMARY

IOM has been participating for nearly twenty years now in the organization of the 'Inter American Course on International Migrations' in the framework of its technical cooperation activities in the Americas. From 1985 to 1998, the initiative was implemented in close cooperation with the OAS and the Government of Argentina. In 1999 and following OAS withdrawal for administrative reasons, IOM decided to continue the organization of the course. At the end of 1999, IOM management requested the Evaluation Unit to conduct a global evaluation of this capacity-building activity. It was also planned to analyze the conditions for a successful replication in other regions of the world, if appropriate.

The evaluation notes that the situation has been evolving in the way the course was administered and organized. The Government of Spain and the OAS organized the first session in 1979 in Spain. The course was part of a broad technical co-operation project that also included a series of studies on migration in Latin America. In 1981, IOM was invited to participate in the training activities and in the elaboration of technical studies, mainly on migration legislation. In 1985, the Government of Spain announced that it would cease its participation. IOM proposed to the OAS and the Government of Argentina to continue with the organization of that activity in Argentina and received a positive answer.

The training as well as the studies remained the two main components of the joint OAS/Government of Argentina/IOM project. However, in 1990, the co-organizers decided to reduce the course's duration initially planned for three months, to 5 weeks. In 1996, it was further reduced to 4 weeks due to financial constraints, and again in 1999 to 10 working days following OAS's withdrawal. The course therefore became solely an IOM initiative. The main impact of these reductions was that the field visits finally had to be cancelled and the practical exercises shortened. In addition, the daily sessions became more intensive. According to the interviews conducted, three weeks would be the ideal timeframe and 10 working days the minimum acceptable.

One important aspect of the organization of the course, and of its constant improvement, is the preparation of yearly evaluations based on the end-of-training evaluations completed by the participants. These EOT evaluations also provide a basis for assessing the needs of the different countries for technical assistance.

Concerning the relevance of the course, the evaluation examined it at three levels: the relevance to IOM mandate, of the target group and of the themes presented. Many references in IOM official documentation exist on the importance of capacity-building in the field of migration. Therefore, it is possible to state that the course is fully relevant to the mandate of the Organization. As for the target groups, the analysis focuses on the clients' needs, a basic condition for successful training. The evaluation concludes that both the course and the selection process of the participants are relevant to the needs of the Governments benefiting from the initiative. Finally, the themes presented are considered appropriate to the objectives of the course and are regularly analyzed and updated when necessary. The evaluation also notes the good academic level of the professors and experts invited to give lectures and prepare practical exercises.

The two objectives of the course are to: a) train professionals in current migration issues in the region and to discuss both theoretical and practical information that can be used to better administer and regulate this phenomenon; b) facilitate exchange of information, experiences and methodologies on the subject of international migration among representatives from different regions of the continent. The evaluation finds clear indications that the course is effective in reaching both objectives.

Concerning the financial aspects, and due to the positive collaboration among the three partners, financial difficulties were generally solved. With the OAS withdrawal in 1999, the problem of financing the course became entirely IOM's responsibility. Due to the efforts of IOM Buenos Aires, Headquarters and the Regional Offices in Latin America, it was possible to continue the course in 1999 and 2000. The evaluation strongly recommends that IOM Buenos Aires, with Headquarters support, explores ways to guarantee funding of the course for a given period. Such a guarantee would avoid the constant adjustments to the duration and content that might be detrimental to IOM's credibility in being able to organize and maintain the course at an appropriate academic level. The basic investment is not high, as it amounts to approximately USD 50,000 for a two weeks period. However, it does not include the costs for new improvements, such as the creation of a web-site.

It should also be mentioned that the organizers have always been managing efficiently the available resources and achieving the objectives of the course at an appropriate cost. Also noteworthy is the active participation of IOM Officials in the preparation of the course and the delivery of lectures. These costs have not been charged to the course budget, and this is an important element to bear in mind in replicating the initiative in other regions. The final costs could be higher if IOM cannot provide the appropriate human resources as it is doing for this course. The participation of IOM Officials also shows that IOM has a comparative advantage in organizing it, especially through its practical experiences that can be shared with the participants.

In looking at the impact of the course, three main conclusions are drawn: 1) the training has a positive impact on the participants; 2) there are real signs that the course also has a positive impact on the technical cooperation with the Latin American Governments in the field of migration; and 3) there is a clear impact on the positive image of IOM in the region as a whole, which also includes the USA, Canada and the Caribbean.

Finally, with regard to future prospects for IOM, as already mentioned above, the evaluation recommends that the possibilities be explored for continuing such an activity. The use of modern tools — such the creation of a web page linked to the IOM web-site — are really worth consideration. In addition to the dissemination of very useful and pertinent information, this web page could also reinforce the informal networks created among the participants and with IOM.

For the replication in other regions, the evaluation recommends that this possibility be given careful analysis. Various Member States have asked IOM to look into the possibility during regional conferences and in order to ensure such replication is successful, it is important to take into account the specific environment of the course that might not be as positive in other regions. Some basic requirements need to be considered (for instance the availability of appropriate human resources in IOM that can guarantee a good level of expertise and maintain the costs at a reasonable level).

1. BACKGROUND

1.1 Historical Background

At the end of March 2000, the 22nd Inter American Course on International Migrations — attended by 22 representatives of American Countries — came to a close in Mar del Plata¹, Argentina. This yearly training activity started in 1979 on the initiative of the Government of Spain and the Organization of American States (OAS). In addition to the training activities, a series of studies — mainly on migration legislation — were also planned in the framework of technical co-operation between Spain and Latin American countries. In 1981, IOM² was invited to collaborate on the implementation of some of the programme activities. The first courses were of three-month duration and took place in Spain.

In 1985, the Government of Spain decided to cease its participation. In the meantime, and following an IOM proposal, one of the OAS Member States — the Government of Argentina (GoA) — agreed to take a more active role in the organization of the courses and to host them. Both IOM and the OAS agreed to maintain their contribution to the course and to the implementation of technical assistance projects³ on a regular basis. From 1985 to 1987 the training sessions were organized in Buenos Aires, but in 1988 it was decided to change the course venue to a city south of Buenos Aires, Mar del Plata, where the sessions still take place today.

Based on participant evaluations of the course in 1988/89, its duration was reduced in 1990 from three months to five weeks. In 1996, it was further reduced to four weeks and then again in 1999 to 10 working days (one week and a half). In both cases, the reduction was due to financial constraints. It should also be noted that for 1999 and 2000, OAS did not participate in the organization of the course due to an internal restructuring affecting the use of their resources, migration no longer being a main priority for regional training activities.

Since the beginning of the course, between 18 to 23 participants have been invited to each course at the expense of the co-organizers. All South and Central American countries were invited, including Brazil. The authorities of the two Guyanas never sent participants. Caribbean countries were also part of the list of potential participants, with the exception of Cuba as not being an OAS Member State. In 1995, it was decided that, being OAS Member States, candidates from the US and Canadian Governments were also eligible to attend. As a result, since 1996 the US Government has been sending one participant to the course and the Canadian Government also agreed to participate in 1997. Since 1996, two candidates selected among the Latin American Countries which have a Representative in Geneva (GRULAC) are invited too. Today, after 22 years, close to 500 government officials have been trained.

¹ In this report reference will also be made to “Mar del Plata Course”.

² At that time IOM was called “Intergovernmental Committee for European Migration” (ICEM). In order to avoid confusion, only “IOM” will be used in this report.

³ For further reference on studies conducted in Latin America, see also section 1 in “Overview IOM’s global TCM expertise”, October 1999, IOM/TCM.

The two main objectives of the course have always been to:

- a) “train professionals in current migration issues in the region and to discuss both theoretical and practical information that can be used to better administer and regulate this phenomenon
- b) facilitate exchange of information, experiences and methodologies on the subject of international migration among representatives of different areas of the continent”.

In agreement with IOM, OAS prepared — at least as early as 1990 — an information paper dividing the course into six main areas: 1) the experience of the OAS and IOM on international migration matters; 2) defining migration policies; 3) methodology and techniques for measuring migration 4) migration programme and planning 5) legal and administrative instruments; 6) analysis of migration by sub-region and by country. The six areas have been grouped into four main training modules. They will be further described under section 2.3 below.

1.2 Evaluation scope and methodology

As mentioned in the Terms of Reference for the evaluation (see **Annex 1**), the main objective is “to evaluate IOM’s role in the IOM/OAS/GoA joint initiative of the Inter American Course on International Migrations, as well as the potential benefit for IOM in co-organizing it”. The report will also look at the possibilities for replicating such an initiative in other regions of the world and briefly analyze the necessary conditions for successful implementation. However, the evaluation does not cover the second component of the programme⁴, i.e. the technical assistance provided through studies or the recruitment of experts.

The evaluation methodology mainly consisted of a documentation review of the Course, including the end of training (EOT) evaluations completed each year by the participants, as well as on other on-going capacity building or training activities inside and outside IOM. A series of interviews have also been conducted inside and outside IOM, including former participants. More detailed information is contained in **Annex 2**.

It is important to mention that the archives covering the first 11 years (1979-1989) were no longer available and little documentation was still accessible. Interviews therefore remained the main source of information for the period. Analysis of the EOTs was not possible for all sessions and the summary table contained in **Annex 3** therefore only covers the period 1990-1999.

However, this should not affect the results of the analysis as 1990 saw a major change when the course was restructured and reduced from three months to five weeks. The period 1990-1999 is sufficiently broad to validate an overall analysis of the initiative.

⁴ The programme is called “Programa Interamericano de Desarrollo Social y Educación – Proyecto interamericano de Migraciones Internacionales”. It was officially presented on a yearly basis to the OAS for funding by the Argentinean Government as a request for regional technical assistance. For instance, in 1996 the proposal included the Master on International Migrations (PRINPOST) for an amount of USD 154,000, the Mar del Plata course for an amount of USD 39,200 and a technical study for an amount of USD 30,000 (total USD 223,200).

There is also a common agreement among the persons interviewed, or as found in the documentation review, that three months is no longer an appropriate duration for such a course.

This evaluation report is divided into three major sections: first, it presents the different aspects of the administration and organization of the course; secondly, it analyzes the different evaluation concerns applicable to the present case, such as the relevance of the course, its effectiveness, its efficiency, its cost-effectiveness, as well as its impact; thirdly, the report will look at the future prospects either for the continuation of the organization of the course in Mar del Plata or for its replication in other regions of the world.

2. ADMINISTRATION AND ORGANIZATION

Before embarking on a more detailed analysis of the administrative and organizational aspects of the course, it should be noted that the period when the Spanish Government was a main player and IOM a secondary contributor (1979-1984) is not included. In 1985 IOM started to play a more active role, to the point of becoming the main organizer. Attention is therefore focussed on the period 1985-2000, with OAS, GoA and IOM as the main players. Some conclusions are drawn in Sections 2.1 and 2.2. Concerning Sections 2.3 and 2.4, conclusions are drawn when examining the relevance of the themes developed, efficiency and cost effectiveness.

2.1 The main players

Since the beginning, the OAS has been playing an important role in the administration of the programme. The two components of the programme mentioned previously were managed by the OAS. Each year, the Government of Argentina presented a project that included the organization of the Inter American Course on International Migration as well as some provisions for studies to be performed in the region. Based on the project proposed by the Argentinean Government acting as the official counterpart for the OAS, the basic financial agreement between IOM and the OAS for the organization of the course was renewed each year.

The OAS was in charge of formally informing its Member States of the organization of the Course through its representation in those countries, and to examine the curricula of the participants presented by the Governments. OAS established precise criteria for selection of participants but the final decision was taken by a joint OAS/IOM committee, composed of IOM Officials from the Missions in Buenos Aires and Washington, and from Headquarters. In addition, OAS was also in charge of selecting the papers⁵ prepared by each participant before the course. Finally, OAS was in charge of the module describing the social and demographic situation of migration in Latin America and in this context regularly providing experts.

⁵ As it will be mentioned under 2.2, one of the conditions for participation was to prepare a written and oral presentation on a topic related to migration in their respective country.

The Government of Argentina did not participate in the selection process, or in the delivery of training sessions. However, it was in charge of making an official request to OAS for support of the activity. As well as hosting the course, the GoA also agreed to facilitate its organization and participants' stay in Argentina. Lastly, the GoA organized the closing ceremony and the distribution of diplomas to mark the end of training.

As for IOM, it became the major player in the organization of the course. Through its offices in the region IOM was also tasked to disseminate course information to governments. In addition, IOM took the lead in elaborating the training modules and ultimately covered three-quarters of the sessions (mainly on policies, programmes and instruments). IOM was also in charge of preparing most of the bibliographic and reference material, and of selecting the experts or professors tasked with presenting the different topics under IOM's supervision. IOM also managed all the EOT evaluations prepared each year in order to adjust the course to participant needs. Finally, IOM managed the financial aspects of the course and did the final reporting.

In 1999, the situation changed. Following a restructuring of the fields of intervention in the OAS, regional migration was no longer a priority for funding and OAS ceased its contribution to the organization of the activity. As a result, IOM had to find the financial resources by its own means and had to organize and administer the entire course. IOM's Regional Offices in Latin America issued the invitations. The selection of participants was based on the recommendation of the Chief of Missions in countries where IOM has offices, and of the Heads of the Regional Offices for countries without IOM missions. The lack of funds also meant that the course had to be shortened from 4 weeks to 10 working days.

Conclusion: considering that the course has been taking place for more than 20 years, that the withdrawal of the OAS is due to technical reasons following an internal restructuring of its financial mechanisms, and there being no evidence of any major complaints or disagreement between the partners in the course of the evaluation, it can be concluded that the collaboration between the three main partners has been very positive.

2.2 The participants

Since the beginning of the course, the number of participants benefiting from a scholarship has been fixed at 18. However, the number varied from 18 to 23 depending on the number of participants from the Argentinean Government (the costs were covered by the GoA) and, as has been the case for some years, when some participants have been sponsored under other IOM projects. For some years OAS and IOM received up to 40 requests for participation.

When the course was organized in Spain, it was open to a wider range of participants dealing with migration, including for instance academicians. In 1985, IOM proposed to restrict the participation to Government officials in charge of migration. Therefore, IOM and OAS established new, precise criteria for the selection of participants and

disbursement of the scholarship. In the invitation letter sent to Governments by the OAS, we read⁶:

“ Requirements: a) be a citizen or permanent resident of any of the OAS member countries, with the exception of the country where the course takes place (...); b) certified proof of a professional academic degree (...). Hold a university degree preferably in Sociology, Economics, Political Science, Law or Statistics; c) have at least two years of professional experience in research, administration or formulation of migration policies (...); d) have good knowledge of Spanish (...); e) be physically able to fulfill the course requirements (...); f) attach to fellowship application an essay of approximately 500 words related to the course. In addition, selected candidates must make an oral presentation on their country’s migration dynamics (...)”.

Apart from rare exceptions, no problem was found in the selection of the candidates. Once again, we should stress the importance given to this process through the formal establishment of a joint selection committee convened each year to select participants meeting the established criteria.

Even if IOM proposed to be more precise in the selection of participants as mentioned above, there was series of debates on the attendance of high-ranking versus lower-ranking officials. In the majority of cases, the participants were officials with mid-level responsibility⁷. It should also be noted that the agenda of high-level officials is often of a political nature, and less technical.

Some hypothesis on the higher/lower level of attendance has been advanced sometimes, for instance when the course was reduced from three months to five weeks. The hypothesis was that with a shorter duration, the level of participants might be higher as high level officials cannot leave their functions for a long period of time⁸.

However, it has not been found during the evaluation clear elements that can support the hypothesis. It is important to underline here that the attendance by medium level officials is not a problem per se as needs for capacity building were also clearly expressed by the governments benefiting from the training. A basic principle wants also that the governments send candidates from departments where they identify a need for capacity building and technical support.

Another aspect debated over the years was the participation each year of two IOM Chiefs of Mission. This happened for two consecutive years and was then abandoned. Although the idea was interesting, two major concerns were noted in testing it, which were decisive in deciding not to pursue the practice in subsequent years. Firstly, the content of the course and its duration were not adapted, and remain so, to the work of the Chiefs of Mission. Secondly, it was not appropriate to have a Chief of Mission in a given country sitting together with the national counterpart that he is supposed to

⁶ For 2000, following OAS withdrawal, the criteria for selection proposed by IOM were less restrictive, see Annex 5.

⁷ Usually, “mid-level” refers to a technical level. High-level makes reference to a more political level, including a decision-making power. In Latin America, the latter are usually the Directors of Migration Departments, or of Labor Departments.

⁸ Such an external constraint linked to the duration of the course is also recognized by other institutions for the organization of training activities or seminars.

support technically. This could have been detrimental to IOM's image. In 1999, a proposal for specific training for IOM Chiefs of Mission was presented to Headquarters by IOM Buenos Aires.

Conclusion: The selection of the participants has always been considered an important step in the organization and success of the training, and has therefore been carefully prepared. Precise criteria have been established and the participation level regularly analyzed. Only in some rare cases complaints have been brought to the attention of the OAS/IOM by governments (for instance on the decision not to select a participant, or in not having properly informed them on the organization of the courses).

2.3 Content of the course

As mentioned under 1.1, the course's methodology has been based on four main modules:

- 1) A first module focussing on the general knowledge about the migration phenomenon from the social, political, cultural, institutional standpoints.
- 2) A second module describing the socio-demographic situation of migration in Latin America.
- 3) The third module covering the policies and programmes for international migration. One of the objectives of the third module is to give the participants a practical view on the subject.
- 4) A fourth module explaining the instruments for the development of migration policies. The three basic instruments are: information; legislation and administration; and migration procedures.

For the past six years a new module — covering technical co-operation on migration issues — has been included in the course. This module helps IOM to assess the technical co-operation requirements of the different participating countries. Follow-up on these issues sometimes occurs through IOM technical co-operation projects proposing technical expertise and/or surveys⁹.

Each of the modules described above contains a series of sessions¹⁰ which are updated each year according to two main criteria: 1) the interest (or absence thereof) shown by the participants for a specific course. This is usually established through an analysis of the EOT evaluations; 2) the general interest for a new topic based on the latest development in the migration theories and policies and reality. For instance, this might include trafficking in view of its sensitive nature today in many regions of the world. However, we should keep in mind that migration is a very broad and diversified topic and it will never be possible to cover all its aspects in the framework of such a course. It is also worth underlining that each year a large amount of bibliographic material is distributed to the participants.

⁹ PLACMI is an example of these IOM projects. Direct requests to IOM are also made by governments and funded by them.

¹⁰ For further reference: samples are contained in Annex 4. See also Annex 5 for the themes of the year 2000, Annex 6 for 1996 and Annex 8 for 1999.

Concerning the experts/professors delivering the sessions, most of them are professors in Latin American Universities or are well-known experts in the field of migration. IOM Officials have also been invited to present some sessions¹¹. For many years it has been possible to include professors/experts from different Latin American countries and/or from different organizations, for instance UNHCR. However with the progressive reduction of funds allocated for the organization of the course, such a varied representation of professors has gradually diminished and has been no longer possible in the past three years. This year, following OAS's withdrawal and the consequent reduction of funds, all professors came from Argentina, including the IOM Regional Representative.

Based on the EOT evaluations and on the technical background of the professors, it can be said that the academic profile of the course was and remains of a high level and is supported by a good level of practical experience. However, in one of the EOT evaluations, it was mentioned that a woman could also be invited to give lectures.

2.4 Financial arrangements

Discussion of the financial situation covers the period 1989-1999 and not from 1979 to 1989 when the course was organized for a three-month duration. Based on a review of the annual budgets that IOM prepared for its organization, the average cost of the 5-week course for about 20 participants is USD 70,000. IOM has been providing approximately 80% of the resources (between USD 56,000 and USD 60,000) through Headquarters' financial sources and the OAS covered the remaining 20% in the form of specific disbursements (between USD 10,000-15,000). There was a basic agreement that OAS would cover the ticket costs of the participants, while IOM would cover the organization costs in Argentina, including the participants' stay.

In 1992, IOM requested the OAS to consider increasing its contribution. However, this led to a debate on the costs as reported by IOM. Although the real disbursement of funds by the OAS amounted to an average of USD 12,000, the OAS was also considering other costs — such as for preparatory meetings between OAS officials, travel and remuneration for the OAS representatives officially covering the course and/or presenting some sessions — as part of their contribution. They finally reached an average amount of USD 36,000 which they considered as the OAS contribution.

Had IOM calculated its contribution on the same basis, the costs for the IOM Officials invited from other Missions or Headquarters to present some sessions, the costs of the IOM Chief of Mission in Buenos Aires, the reduced costs obtained for some of the Argentinean professors due to their involvement in other IOM activities, could also have been included, and IOM's contribution could have been increased for reporting purposes.

There has been no formal agreement with the OAS on a different distribution of specific and real costs, but the OAS agreed to slightly increase its contribution on a yearly basis. In 1996, they increased their contribution through a provision of the OAS Office in Buenos Aires to USD 27,200. In 1997 and 1998, it reached respectively USD 26,490

¹¹ For further reference, see Annex 4.

and USD 29,324 always with additional funds coming from their representation in Argentina. In 1996-98, IOM's contribution reached an average level of USD 54,000¹².

For 1999 and 2000, following the OAS's withdrawal and the loss of its contribution, the course was once again shortened, thereby reducing the total cost. However, this did not affect IOM's contribution to any real extent, which in fact remained more or less at the 1996-1998 level. In 1999, USD 57,200 was spent on the course and disbursed from Headquarters sources. For 2000, the total budget amounts to USD 46,900, including contributions from the Sasakawa endowment fund (USD 20,000), the PLACMI project (USD 4,800), the IOM Regional Offices of Buenos-Aires (USD 6,900), Lima (USD 5,700), San-Jose (USD 3,800) and of Washington (USD 5,700)¹³.

3. RELEVANCE

Below are discussed the various aspects of the course's relevance to: IOM's mandate; the target group; and quality of the themes.

As mentioned previously, the evaluation looks at relevance from a global perspective covering the last eleven sessions (1990 - 2000).

3.1 Relevance to IOM's mandate

As mentioned in Section 1, the course was one component of a broader initiative on capacity-building and technical cooperation that also included a series of studies and surveys on migration in Latin America. OAS was mainly concerned with the demographic and political aspects and requested the participation of IOM to cover more technical aspects linked to migration, such as legislation or migration policies.

IOM's role has always been considered as one of providing technical co-operation to countries, particularly its Member States, in line with its Constitution and mandate¹⁴.

The Inter American Course on International Migration, together with the second component of the OAS/IOM/GoA initiative including studies and expertise, is also in line with a Resolution adopted by IOM Council in 1994¹⁵ where reference is made to "institutional strengthening of the governmental agencies responsible for programming and administering migration flows".

In 1995, in the Council document MC/1842 entitled "IOM strategic planning: towards the twenty-first Century", reference is also made to training activities: ... "For many years, technical cooperation has been an essential element of IOM's programmes in Latin America at the request of Member States. There, it has centered largely on policy

¹² See Annex 9 for the financial contributions covering the period 1996-2000.

¹³ See Annex 5.

¹⁴ Constitution of the International Organization for Migration, in particular Art. 1 point e).

¹⁵ MC/EX/558/Corr.1 – Resolution No 87 (LXXXVI) – 13 June 1994, "Elements of a platform of the Latin American Region's aspiration in IOM".

development, revision of national migration legislation and implementing procedures, migration structures and training of migration officials”...

More recently, in MC/INF/240 (October 1999) entitled “Technical Cooperation on Migration, IOM’s contribution towards migration policy-making and strengthened migration governance”, the role of training activities in that field is recalled. In the “Programme and Budget for 2000” document (MC/1977) the course is specifically mentioned in the framework of the technical co-operation and capacity-building activities.

Conclusion: based on the objectives of the course, its content and the criteria for participation, it can be concluded that the activities carried out in Mar del Plata fall under IOM’s technical co-operation activities as described in its Constitution, as well as in different Resolutions adopted by the IOM Council. These activities are fully relevant to IOM’s mandate and to the expectations of its Member States.

3.2 Relevance of the target group

The analysis of the participants’ needs is commonly recognized as the logical basis for proposing training activities. The criteria established by the OAS/IOM are rather precise but also sufficiently general to leave some flexibility for the governments to choose their most suitable candidates.

Latin American governments have recognized the need for training activities in the field of international migration for many years now and it is still the case today. The use of training activities as a tool for “strengthening the capacity of Governments in different regions to manage migration flows [...] and thus to foster cooperation among states towards orderly migration” has also been recognized by the UN General Assembly in its last session, as well as during international conferences, for instance in Cairo in 1994¹⁶.

This means that the preliminary selection is the full responsibility of the government. Having been in existence for 20 years, the Mar del Plata course is well-known by the governments and it is expected that they will nominate a candidate with the appropriate academic level.

After the preliminary selection, the joint IOM/OAS committee makes the final choice based on the previously mentioned criteria as well as on the experience gained with the level of attendance at the course. It has happened that the profile of a candidate proposed by a government did not match the criteria, and when this was the case OAS informed them and another candidate was nominated.

In analyzing the proposals made by the governments, IOM/OAS was also considering one of the main elements of the course; the emphasis on the technical rather than political aspect of international migration. When a choice was necessary, there was a

¹⁶ UN General Assembly, Draft Resolution A/C.2/54/L.11, 29 November 1999. Cairo Conference, Ch X.

tendency to give priority to candidates with a technical profile instead of higher-ranking officials with a political agenda.

As already mentioned under Section 2 above, there have been on-going discussions on the profile of the participants according to their level of responsibility, but it has not been possible to reach definitive conclusions on the subject. In some years, it happened that there was a mix of higher and medium-level officials. There is no evidence — either through the evaluations completed by the participants or through correspondence with governments — that this issue created major problems.

One remark should be made here on the gender balance in the target group, which OAS/IOM did not include as a criteria. If Governments were proposing only male candidates with the right profile, imposing on them a gender balance could have been perceived as interfering with issues outside the scope of the course's administration. The results are however interesting as, for the last ten years, the average of the women was close to half of the total number¹⁷.

The fact that IOM and the OAS have been proposing the course for more than twenty years now, and that the number candidates proposed by governments (40 for some years) has always exceeded the number of places, is certainly proof that the objectives and the content of the course respond to existing needs.

Conclusion: by considering the elements raised in the analysis of the target group and the selection process, and by balancing the choice of candidate with government needs and the objectives of the course — giving more emphasis to the technical aspects — it can be concluded that both the course and the selection process were relevant to the clients' needs; a basic condition for successful training activities.

3.3 Relevance and quality of the themes presented

The analysis of the relevance and quality of the themes developed during the training is closely linked to the needs and expectations of the participants. The EOT evaluations have been the main source of information.

Such an approach is questionable if we consider for instance that the completion of questionnaires distributed is “often reflecting politeness rather than honesty¹⁸”. However, in looking in detail at the evaluations completed since 1990 by the participants, it cannot be concluded that they were reflecting politeness. They were in general well completed and the comments about the content and quality of the course, the quality of the professors were well-developed, and certainly very honest and open¹⁹.

¹⁷ Between 7 and 10 participants were women on a total number varying from 18 to 22.

¹⁸ ILO, “Conditions of work, International Labour Migration”, Evaluations of training activities, pp.11

¹⁹ Extract from the 1996 evaluation. A participant wrote: “Oportuno: los temas tratado estan muy vinculados con la realidad de los paises participantes; amplio ya que abarca los aspectos mas urgentes sin descuidar otros quizàs de menor vigencia pero utiles para su aplicacion en oportunidades futuras; excelente: en cuando a su calidad ya que el mismo es de alto nivel y, visionario: en el sentido de que aporta herramientas no solo para comprender la realidad de hoy sino tambien para afrontar las necesidades del futuro”.

In general, the themes were well appreciated and considered relevant to the needs. There were some complaints from time to time concerning, for instance:

- some specific presentations (about a professor in two cases only),
- the practical exercise on demographic analysis with a lot of data not always properly explained,
- specific interests in certain topics for some participants,
- the need to explore in more depth some presentations and drop others,
- the need to place more emphasis on practical sessions and group more theoretical presentations.

Once grouped and analyzed with the OAS, the comments were taken into account in the preparation of future courses, to the extent feasible and appropriate²⁰. For instance, a presenter was not invited again if the evaluations were too negative, or a practical exercise reflecting a specific interest for many countries was included as a sample. One basic consideration to keep in mind about the themes: it comes as no surprise to learn that not all of the proposed topics were of equal interest to participants.

In addition, the migration theme covers many different aspects and it is not possible to include them all. For instance, there is insufficient time to cover such aspects as migrant remittances, female migration, health and migration, migrant trafficking, etc. A selection based on the objectives of the course is necessary and there will always be some participants who are frustrated at not having learned more about a subject of special interest for them.

It is important to note that the course content is largely determined by its duration. When it was a five-week course, the content and number of themes developed were more important and more time was allotted to practical exercises. For a two-week course, important adjustments have to be made in order to comply with the training objectives.

Conclusion: the themes developed are globally relevant to participant needs and to the objectives of the training sessions, and are regularly analyzed and updated when necessary. It is considered that they are well-presented and are of good quality.

4. EFFECTIVENESS

Under this section, two main components will be developed based on the two objectives of the course: the effectiveness in training professionals — to what extent we can consider that the training was effective, and the effectiveness in facilitating exchange of information, experience and methodologies.

²⁰ A global evaluation report was prepared each year based on the EOT evaluations completed by the participants. See samples in Annex 7 and 8.

4.1 Training professionals in current migration issues

The section will analyze first to what extent the training responds to the needs of the participants through the EOT evaluations. In doing so, certain elements already covered under Section 3 (Relevance) will not be repeated below.

A careful analysis of the EOT evaluations for the period 1990 to 1999 gives a good picture of the situation²¹. Three major issues were considered: 1) the importance of the course for future activities; 2) the way the course was given; and 3) the importance of a given topic for future courses. Three levels were used: high (very satisfactory); medium (satisfactory); low (not satisfactory).

In looking at the low level, only in some exceptional cases did the rating of dissatisfaction reach 15- 20%²² and only in one instance, in 1999, did it reach 33% for two specific topics. Otherwise, the low level was usually below 10%. As for the high and medium levels, it can also be noted that the percentage of the high level is generally higher than the medium level. This means that close to half of the candidates were globally very satisfied, and the remainder satisfied. If we take the medium and high levels combined as a reference point, it can already be concluded that the Mar del Plata Course is effective in reaching its first objective.

Another way of analyzing the effectiveness in training professionals could be by comparing the organization of the Mar del Plata course with other similar training activities in other organizations²³. For instance, if we take the four basic principles used by UNITAR²⁴ as benchmarks for the preparation of its training activities, we can draw some important conclusions on the Mar del Plata course:

- 1) “Transfer of experiences, technology and skills through training must be driven by the needs and demands of partner countries”: this correlation has already been highlighted in section 3 above when examining the relevance of the course. It should be recalled here that the organizers made efforts to adapt the training content to changing needs and environment.
- 2) “Training must be an integral component of capacity-building and human resources development”: looking under Sections 1 and 2 at the selection process and at the constant interest shown by the governments in sending officials, it can be said that both aspects of capacity-building and human resources development are important elements in the decision to send officials for a rather lengthy period.²⁵. In addition, this principle is formally established in the official papers sent to the governments or in the project presented by the GoA to the OAS.

²¹ A summary table is contained in Annex 3.

²² Of a total of 20 participants, which is used as the average for attendance, the 20% represents therefore 4 participants.

²³ It should be noted that Mar del Plata is the only course of this type in IOM organized on a yearly basis.

²⁴ United Nations Institute for Training and Research – UNITAR, “The UNITAR vision”, in UNITAR website.

²⁵ 1999 is the first year with a reduction of the duration from 4 weeks to 2 weeks.

- 3) “Training must aim to provide individuals with the skills, knowledge and tools which they need to effectively carry out their tasks and responsibilities”. Based on the information contained in the EOT evaluations (especially the rating for the importance for future activities and for the quality of the bibliographic material distributed) and interviews conducted, the majority of the participants stated that it was useful for future activities or brought them useful additional knowledge on the migration phenomenon.
- 4) “Training must contribute to national strategy development and policy making”: this level is more difficult to assess here. However, some evidence of this can be found. Firstly, during the Cairo Conference in 1994, it was reported in interviews with IOM officials that they were enthusiastically approached by at least 20 representatives of Latin American countries with knowledge of IOM because of their participation in the Mar del Plata course. According to some rough estimates made during these interviews, of a total of 500 persons trained, 300 are still working at the government level, some of them with increased responsibility. Another estimate mentioned that about one hundred officials trained are still in contact with IOM on a professional basis (for instance when discussing provision of technical assistance). This can also be interpreted as an indication of how the training contributed to the development of a common understanding of the migration phenomenon. Another anecdote worth reporting is the unexpected encounter in Mar del Plata of two officials from Central American countries each in charge of a sensitive issue on migration between the two countries. Neither was aware before the course that their counterpart in charge of this dossier would be attending, and it was in fact the first time that they had an opportunity to meet and discuss the subject in depth. They maintained contact after Mar del Plata. Two other aspects, which can support the principle, will be developed in following sections. They are the informal links created among the participants and the complementary activities carried out by the OAS/IOM programme through the different studies. Both aspects tend to confirm that the training contributed to a certain extent to national strategy development and policy-making. It has also been mentioned during the interviews that there is a tendency to consider that the Mar del Plata initiative also played a role in understanding of migration management changes that have occurred in Latin America over the last twenty years.

In examining the effectiveness in training professionals by analyzing it through some basic principles for capacity building training activities, there are clear indications that lead to a positive conclusion.

Finally, an important element supporting the positive conclusions above: the organization of the Mar del Plata course, the preparation of the modules, the preparation of the EOT evaluations and their analysis, the updating of the content of the course and of the themes have for many years been under the responsibility of the Head of the IOM Regional Office in Buenos Aires²⁶. He is also Professor at the University of Buenos Aires, regularly lecturing in sociology and migration, has published widely on sociology and migration, and is a well-known IOM expert in Latin America. He is also the Director of the Master’s of Migration, a co-sponsored initiative of

²⁶ It is also worth noting that the IOM Head of Regional Office in Buenos Aires has always received positive support for the organization of the course from the Officials who were in charge of Latin American Region at Headquarters.

IOM/GoA/OAS/University of Buenos Aires. When necessary during preparation, he also receives the assistance of migration experts, some of whom are University professors too. It can therefore be said that the person responsible of organizing and updating the course is sufficiently up-to-date with training activities and new trends in the field of migration, in particular in the region covered by the course. The high academic background and the professionalism of the Head of the IOM Regional Office has also been pointed up during the interviews with former participants.

Conclusion: in looking at the first objective of the programme – “To train professionals in current migrations issues in the region and to discuss both theoretical and practical information that can be used to better administer and regulate this phenomenon”, it can be concluded that the Inter American Course on International Migration is effective in achieving this objective.

4.2 Facilitating exchange of information, experiences and methodologies

This objective is commonly recognized as an obvious benefit of any well-structured training activity. Informal discussions among participants are also a key aspect of the gathering. This was substantiated during the interviews or in the EOT evaluations when participants recognized having benefited from the exchange of information and experiences with others.

More formally, the course is structured in such a way that, for the selection process, the participants must prepare a paper and an oral presentation on an aspect of migration in their country. This facilitates the exchange of experiences and methodologies on the subject of international migration, especially as it has been found that some of the documents prepared were of excellent quality. The practical exercises organized during the training also contribute to these exchanges and participants have also recognized them as important elements of the course²⁷.

Since 1996, there has been much discussion on the creation of a formal network of former Mar del Plata participants. This initiative has not been implemented as it was not considered as an important and necessary element of the course by most of the participants. During the evaluation it was found that specific contacts were in fact maintained among participants when needed, or for instance between participants of neighboring countries. An informal network is therefore *de facto in place*, as also shown in the samples mentioned under point 4, Section 4.1.

Another element worth underlining here is the fact that there is a strong component of technical cooperation on migration in Latin and Central America that also creates synergy among the governments of the region. Many contacts have continued among the participants through this important cooperation (for instance through the studies conducted or through regional bodies such OCAM, grouping the Directors of Migration from Central American Countries). In the same perspective, the estimate made under Section 4.1 that 100 former participants are still in contact with IOM reinforces the perception of Mar del Plata course as a capacity-building tool that is integrated into a broader approach of technical cooperation.

²⁷ See samples of practical exercises in Annex 8, 1999 activity and evaluation report.

Some proposals will be made in the Section 7 on ways to improve these exchanges among participants and other officials by using the tools available today, such as the creation of a web-site.

Conclusion: there are clear signs that lead to the conclusion that the course was effective in facilitating the exchange of information, experiences and methodologies on the subject of international migration among representatives of different areas of the Continent, even if no formal system has been specifically put in place to measure such an outcome.

5. EFFICIENCY AND COST-EFFECTIVENESS

Efficiency will be measured by looking at how well resources are used in general to undertake activities and achieve the objectives. Cost-effectiveness will examine whether the objectives of the training programme could be accomplished at a lower cost.

5.1. Efficiency

The analysis of efficiency will not cover the period when the course lasted three months. Therefore, the period 1990 to 1998 will be analyzed, keeping 1999 separate as being the first year that IOM is organizing it alone with 10 days of effective training.

By taking the average figures presented in Section 2, and taking only into account the money spent without including, for instance, the hidden costs of the IOM Chief of Mission in Buenos Aires or the costs of the IOM Officials who were invited to present a session, the average cost for IOM for each participant amounts to USD 100 per day for a four to five weeks' duration. This cost includes food and lodging, material, field visits, professors' costs, and other miscellaneous costs such as the printing of material or the diplomas, the opening and closing ceremonies. If both OAS and IOM contributions are taken into account, the average amounts to USD 135, which also includes travel costs and some professors' costs. As a comparison only, the average cost per day (for a one week period) for a participant who attended the seminar organized in the framework of the International Migration Policy Programme in Bangkok amounts to USD 360²⁸.

For 1999, the situation is different mainly because IOM had to adjust the organization following OAS's withdrawal and to bear all the organizational costs. It has not been possible, for instance, to benefit from the financial and in-kind contribution of the OAS and the average cost per participant per day is therefore higher than the preceding years and amounts to USD 215, even with the reduction of the duration in order to make some

²⁸ It should not be interpreted that the cost of the IMP programme organized by IOM/UNFPA/UNITAR/ILO is excessive. Such a correlation would be hazardous and require further and deeper analysis, which is not the purpose of this evaluation. It is important to underline too that the two initiatives have different scopes, target groups and methodology.

savings on accommodation. For 2000, it is anticipated that USD 200 per day per participant is spent.

Another way of looking at efficiency is the costs for board and lodging that are usually one of the main components of the training budget. It was noted during the evaluation that the cost per day per participant amounts to USD 50 for full board and lodging. In addition, participants receive only a small amount for pocket money: in 1996, it was equivalent to USD 16 per day per participant. This means a total of USD 66 per day per participant. If we compare again with the costs of the seminar organized in Bangkok, the total cost per day per participant amounts to USD 80. The comparison should be balanced with the cost-of-living in both countries, by looking for instance at the UN DSA rate. Mar del Plata is at USD 155 and Bangkok USD 111, which tends to confirm the low cost paid for the organization of the course in Mar del Plata.

Conclusion: considering that the course has been effective in reaching its objectives, as underlined in the evaluation, and by looking at the cost per day per participant, the organizational expenditures are in line with the costs expected for a more or less similar activity, and even lower. It can be considered therefore that the course has been organized efficiently. However, it is important to mention that some sessions are covered by IOM and OAS officials in Mar del Plata, and these costs are not included in the analysis. The costs would certainly increase if external professors had to be paid to give these lectures.

5.2 Cost-effectiveness

Based on the statements above, it can already be said that the training has been organized in a cost-effective manner and that the benefits justify these costs. In addition, in looking at the overall period, there has been a constant analysis of the costs and corrective action undertaken when necessary. Such an analysis was also necessary because of budgetary constraints impacting the organization of the training, as was the case in 1985, 1988, 1996 and more recently 1999.

Following Spain's withdrawal as a main organizer in 1985, it was decided to move the course to South America in order to make savings on travel costs. In 1988 — following some negative and expensive experiences in Buenos Aires — it was decided to move the organization to one location in Mar del Plata in order to have all the participants together and to significantly reduce hotel costs. In 1996, due to budgetary constraints, the duration was reduced to 4 weeks, field visits unfortunately had to be canceled and professors coming from countries other than Argentina were recruited only exceptionally, thereby achieving some savings on travel and accommodation.

It has been noted that, as far as possible, the professors were either IOM Officials/OAS Officials, migration experts, or external experts working on a regular basis with IOM or OAS and with whom it was possible to negotiate lower fees.

Conclusion: 1) considering the conclusions drawn when analyzing the efficiency and the constant monitoring of the costs of the programme, with the regular adjustments to the budget, it can be concluded that the objectives of the course have been achieved at an appropriate cost.

2) By using its own human resources to prepare the course, deliver lectures and provide practical examples on migration management, since IOM is not an academic institution, it can also be concluded that IOM has a comparative advantage in organizing national, regional, or international courses on international migration. However, such a conclusion can only be drawn when IOM has the human resources capacity in the regions where such a course could be implemented.

6. IMPACT OF THE COURSE

Analysis of the course's impact can partly be achieved by analysing its relevance and effectiveness. Looking at the conclusions already drawn, it could be said that the course had a positive immediate impact on the participants. Letters sent by governments to the OAS and/or IOM, transmitting for instance their participants' reports, confirm such a conclusion. Another indication of impact are the complaints made by the governments when it was announced that the course for 2000 would be accessible to only eleven participants. Governments considered that, on the contrary, more participants should be accepted and the course should be longer. Finally, a former Director of Migration mentioned during the interviews that it was possible to note a change in the participants' behavior after Mar del Plata course, not only on a professional but also on a human and political level.

In the framework of training activities, there are also appropriate tools for measuring medium and long-term impact (sometimes called the transfer of learning, defined as the effective and continuing job application of the knowledge and skills gained in training). They are usually called impact tracer studies or evaluations and are conducted some months/years after the training event took place. Such tools have never been proposed to the participants of the Mar del Plata course and no specific data is therefore available at that level.

However, in interviews with former participants, it has been found that they have used and sometimes still use what they learned while performing their job. In addition, many of them made reference, before attending the training, to discussions held with colleagues who participated in the course before them. They all received positive feedback from those colleagues on the usefulness of attending such a course.

It is important however to keep in mind that knowledge acquired during training cannot always be systematically applied, but it is useful for a better understanding of a problem which could interfere with the daily work of a participant. For instance, and as underlined in the interviews, technical and precise knowledge of the migration phenomenon in Latin America might not be useful in the daily work of a US Consulate official, but the knowledge gained will at least provide him or her with a better understanding of the country's policy on migration in the region. Or, if somebody has some responsibility in the decision making chain, the use of the training and the impact

can certainly be greater, as was the case in the earlier example of the two participants from neighboring countries working on the same dossier²⁹.

Another impact, already highlighted under point 4 section 4.1, could be termed the multiplier effect of the course. As already mentioned, the course was one element of a broader programme including a series of studies on migration to be performed during the year. This situation created a synergy between both activities in the sense that the studies were sometimes presented as case studies or studies/technical cooperation activities were requested by some governments following discussions in Mar del Plata. This synergy was formalized through a questionnaire distributed to participants and asking what were the technical co-operation needs of their governments. In addition, the former participants also provide IOM with a network of migration-related professionals who have proved to be of great importance for the implementation of new activities within the region.

In the course of the evaluation it was found that some specific and reduced courses/seminars have been conducted in a given region following discussions in the framework of the Mar del Plata course. The four-day seminar on international migration that IOM/OAS organized in Jamaica in 1998 for Caribbean English-speaking countries is an example. Haiti participants also proposed the organization of specific seminars on migration in the Caribbean in the framework of the CARICOM.

Finally, it is in the framework of the Mar del Plata course that discussion started in 1990 for the organization of a Master's in Politics of International Migration with the University of Buenos Aires. 1997 was the first year of the Master's and it continues today.

Conclusions: Three main conclusions can be drawn here on the impact:

- 1) *There is no doubt that the course has had a positive impact on the participants.*
- 2) *There are also signs that the course had a positive impact on the technical co-operation with the Latin American governments in the field of migration. Mar del Plata is a constant and positive reference for regional technical training on migration in the Americas. Mar del Plata is not an independent activity per se, but is seen as belonging to a more global and diversified approach of capacity- building and technical cooperation in that region.*
- 3) *There is an impact on the positive image that IOM has in the region and on the role that IOM has to play in the framework of capacity- building in the Americas.*

Recommendation: IOM Buenos Aires should explore the possibility of implementing impact tracer evaluations/studies in order to have a better idea of the medium and long-term impact of the course and to use them as a complement for updating the course or its organization. A cost analysis should be made and added to the overall budget for funding.

²⁹ See point 4 section 4.1 for the example.

7. FUTURE PROSPECTS

This section will make a series of recommendations about the continuation of the organization of courses in Mar del Plata and will also look at some basic conditions before replicating such a course in other regions.

7.1 The future of Mar del Plata

Mar del Plata is perhaps a victim of old-age and many questions have arisen in the last two years about the continuation of IOM's investment in the activity. As already mentioned, the organization of the course has also been affected by the withdrawal of OAS following its internal restructuring and by the reduction of funds in IOM too.

Throughout the evaluation it has been clear that the Inter American Course on International Migration has been and is still a successful initiative with a fine reputation in the region. In no way has it been found that the joint initiative organized by UNFPA/IOM/UNITAR/ILO (IMP) is a duplication of the work done in Mar del Plata. Although the content looks very similar, the objectives, the duration, the target groups, the methodology, and the follow-up are very different. The International Migration Policy Programme is more a seminar on international migration than a course for capacity-building and is more politically-driven than Mar del Plata. Finally, the course in Mar del Plata is today a one hundred percent IOM initiative, that is fully representative of its mandate of International Organization for Migration.

It is also important to mention that the activity could also benefit from stronger support from IOM Missions in the Americas in order to cover the costs of some participants. The IOM Mission in Haiti has been active since 1996 in financing the participation of Haitian nationals to the course and the Master's, through funds made available from technical cooperation projects developed in Haiti or through specific funds allocated by UNDP and UNFPA in the framework of their programme in Haiti. Another good example is the participation of the Regional Offices in the Americas to complement the 2000 budget, as already mentioned.

In looking at the evaluation, the benefits for IOM to finance such an activity can be briefly summarized as follow:

- IOM is complying with one important part of its mandate, i.e. the provision of assistance to its Member States in the field of technical co-operation and capacity-building. If short term and specific seminars can be considered as fulfilling this part of its mandate, the Mar del Plata course is in fact the only training activity or course on migration organized on a regular basis and still receiving support from the governments concerned, including countries such as the US and Canada. This definitively has a positive impact on IOM's image and its technical role in the region as a whole, and at little cost.
- Member States expect IOM to provide such services as underlined in specific Resolutions or requests. The course is a way for IOM to fulfill its obligations and to meet these expectations on a regular and consistent basis.

- This evaluation has found that Mar del Plata is not an isolated initiative and is integrated with other practical activities of technical co-operation. Apart from confirming the comparative advantage for IOM to organize such activities, this also gives IOM credibility in its capacity to offer a coherent set of technical support mechanisms.
- The fact that the course was organized in partnership with the OAS has certainly given good political weight to the initiative. However, even after OAS's withdrawal, governments expressed their wish that IOM continue to organize the course. Therefore, the course could also be positively perceived at a political and not just at a technical level, and give IOM further credibility in its capacity to provide technical services (for instance in the framework of the OCAM or Puebla process, or for non-Member states of IOM, such Mexico or Brazil who sent participants to the course).
- IOM can update its technical skills in the process of organizing technical courses on a regular basis. The 'network of expertise' created after twenty years of activity is evident in the region where the course is organized. In fact it is in that region that the technical co-operation has been the most active and diversified for more than twenty years now.

As has been noted during the evaluation, the Government of Argentina submitted the Mar del Plata course to the OAS for funding. This process complied with the formal procedures for a contribution from the OAS. At the IOM level, the financial disbursements were considered as part of the services that the Organization has to provide to its Member States, especially through the use of its Discretionary Income or other centralized special funds.

Due to the change of situation in 1999 and the financial constraints on the DI Budget experienced during the last five years, it might be appropriate for IOM to 'condense' the requests for funding in one single project document to be presented to the donor community, including the OAS. It is important to note that a reduction of the size of the region covered by the course will negatively impact the exchange of experiences between participants.

Recommendation: IOM Buenos Aires should prepare an IOM programme or project proposal covering a given period and also integrating interrelated activities. It can include for instance the organization of specific/regional seminars/courses usually funded through PLACMI, the implementation of some regional studies in line with recent developments in migration, or the Master's degree organized with the University of Buenos Aires (PRINPOST). The programme/project should then be presented for funding to the donor community, including the OAS. It could also be discussed with the governments that have actively participated in and benefited from the course for more than twenty years now, or with other regional and international organizations. Financial support from IOM Regional Offices/Missions in the region could also be examined for future years, based on the 2000 experience.

The elaboration of a project proposal is the normal procedure that IOM uses for funding its activities. However, it should be underlined here that IOM also benefits from financial sources that could theoretically be used to fund projects, as has been the case

for the Mar del Plata course. This is in fact a broad regional initiative that IOM Member States of the overall American Continent can benefit from and is also open to some IOM non-Member States, such as Mexico or Brazil.

If the 'project approach' mentioned in the recommendation above is appropriate at this point in the history of the course, IOM should also consider the benefits of the course and its obligations to its Member States. Not to do so could strongly affect the organization of IOM's only regular training activity. It might finally affect IOM's image as a provider of technical services to many of its Member States. It is important to recall here that the Latin American governments were not pleased to hear about the possible reduction of participants for 2000. For such a small investment it is worth supporting the organization of the course for another year, if necessary.

Recommendation: IOM Headquarters should provide a financial support for the organization of the course in Mar del Plata until a new negotiation mechanism with donors is in place. Funding at a minimum level of USD 50'000 should be secured from the IOM core budget for 2001. This will guarantee IOM's credibility with governments concerned and avoid last minutes adjustments to the modules of the training or to its quality. In the meantime, the participation of the OAS (through the newly created Agencia Internacional de Capacitacion y Desarrollo inside OAS) or of another potential donor will have to be negotiated through a new IOM programme/project document.

Another aspect examined in the framework of this evaluation is the use of the Distance Learning tools for conducting the course. However, it has been found either in analyzing external documentation or during the interviews in Buenos Aires that the distance learning approach will be very expensive to put in place and not be adaptable to such a course. It will be more appropriate for the Master's for instance. The use of modern technologies can however be improved as discussed during the interviews.

Recommendation: IOM Buenos Aires should explore the possibility to create a "Mar del Plata web-site (page)", linked to the IOM web-site. It could be a very interesting tool to disseminate the knowledge gained, to publicize this activity widely (with additional benefit for IOM's global image) or to maintain contacts with former participants or with the governments. The web-site could include the yearly programme, conditions and relevant forms for participation, the best studies presented by the participants, the bibliographic material or any other reference or project that could complement what is done for the specific organization of the yearly session (for instance the presentation of the Master's or the seminars that IOM plans to organize in the region or even around the world). A cost analysis for its creation should be made and added to the budget of the course.

Concerning the duration of the course, it is not possible to say now if a week and a half, two weeks or three weeks would be better. The decision on duration should be balanced with the objectives and the content of the course, apart from the financial constraints. It is clear that the topics will be analyzed in more depth in three weeks but this might not be a necessary condition for success. However, a ten-day course might be perceived more as a seminar than a course on migration management.

There is a common agreement among the persons interviewed or the participant evaluations that a duration of more than three weeks is no longer appropriate, for different reasons. Some brief examples can be given: difficulty today in leaving the office for more than three weeks; based on past experience, tension felt by participants due to the pressure of the work performed during the sessions arise after three weeks; absence for more than three weeks on a private level also creates problems and reduces enthusiasm.

The EOT evaluations and individual interviews have indicated a preference for a two to three-week course with shorter seminars organized in a given region/sub-region, giving more in-depth coverage to topics specific to the region. If a web-site (page) on the course is finalized, the specific seminars planned for the year as a complement to the course could be announced.

Recommendation: the time is right now to revise the approach of the course and to take a decision on its profile and on IOM's future role. The duration should be agreed upon in order to guarantee some stability for a given period of time. It should not be for more than three weeks or less than 10 working days (two weeks).

7.2 Replication in other regions

It is important to mention that the needs for such training/capacity building activities have been specifically expressed by governments in other regions. This has been the case for many years for IOM Member States in the Middle-East or more recently through the organization of the regional conference in South Africa. Sometimes these requests have been partially met by organizing specific courses/seminars.

It would certainly be ambitious to try to attempt a deep analysis in this report of the prospects for a replication of the course in other regions of the world, and to draw definite conclusions on the subject. Further investigations on the migratory situation in each region or on the human resources available or on the interest to have such training are needed.

It is however possible to note from the evaluation that there are some specific elements which strongly influence the success in organizing the course. To a certain extent, they can be read as lessons learned too:

- The Mar del Plata course is well-known in the region; most of the Latin American countries send participants as well as some Caribbean countries and USA and Canada.
- OAS has provided its support for more than for 20 years, and has also given a strong technical and political back-up to the initiative.
- There is a culture for training in migration, mainly due to the structure of the Latin American administrations with Directions dealing with migration matters. Mar del Plata is a unique reference in the domain for regular training.

- The cost of the training was always kept very low due to the active participation of OAS and IOM experts/officials for the organization and the lectures.
- The course was integrated into a broader programme of technical co-operation including a series of studies to be conducted in parallel and, more recently, the Master's degree.
- The region in general does not encounter a language problem as Spanish is commonly used and bibliographical material is available in that language.
- The IOM Chief of Mission in Buenos Aires is widely recognized in Latin America as a migration expert. In addition, his position as professor at the University facilitates the organization of the course and preparation of the modules, as well as its constant evaluation.
- Due to the active collaboration with some professors of the University of Buenos Aires, and with experts on migration from the region, it has been possible to negotiate reduced fees for good quality academic services.
- The organization of the course has always been given good support from IOM Officials in charge of the Latin American Division/bureau at Headquarters.
- The situation in the region as a whole is stable, making it possible to plan the course in the medium to long-term.
- A great deal of bibliographic material on migration in the Americas is available in Spanish and an IOM project based in Santiago is also used as a resource at this level (CIMAL).

Recommendation: IOM should further analyze and determine how the series of basic considerations highlighted in the evaluation can be taken into account for the implementation of a similar initiative in other regions. An increase of the overall cost could be expected in another region if some of the key aspects contributing to the overall success of the Mar del Plata course are lacking, for instance the positive academic environment in the region.

9. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

Conclusions

- 1.** Considering that the course has been taking place for more than 20 years, that the withdrawal of the OAS is due to technical reasons following an internal restructuring of its financial mechanisms, and there being no evidence of any major complaints or disagreement between the partners in the course of the evaluation, it can be concluded that the collaboration between the three main partners has been very positive.
- 2.** The selection of the participants has always been considered an important step in the organization and success of the training, and has therefore been carefully prepared. Precise criteria have been established and the participation level regularly analyzed. Only in some rare cases complaints have been brought to the attention of the OAS/IOM by governments (for instance on the decision not to select a participant, or in not having properly informed them on the organization of the courses).
- 3.** Based on the objectives of the course, its content and the criteria for participation, it can be concluded that the activities carried out in Mar del Plata fall under IOM's technical co-operation activities as described in its Constitution, as well as in different Resolutions adopted by the IOM Council. These activities are fully relevant to IOM's mandate and to the expectations of its Member States.
- 4.** By considering the elements raised in the analysis of the target group and the selection process, and by balancing the choice of candidate with government needs and the objectives of the course — giving more emphasis to the technical aspects — it can be concluded that both the course and the selection process were relevant to the clients' needs; a basic condition for successful training activities.
- 5.** The themes developed are globally relevant to participant needs and to the objectives of the training sessions, and are regularly analyzed and updated when necessary. It is considered that they are well-presented and are of good quality.
- 6.** In looking at the first objective of the programme – “To train professionals in current migrations issues in the region and to discuss both theoretical and practical information that can be used to better administer and regulate this phenomenon”, it can be concluded that the Inter American Course on International Migration is effective in achieving this objective.
- 7.** There are clear signs that lead to the conclusion that the course was effective in facilitating the exchange of information, experiences and methodologies on the subject of international migration among representatives of different areas of the Continent, even if no formal system has been specifically put in place to measure such an outcome.

8. Considering that the course has been effective in reaching its objectives, as underlined in the evaluation, and by looking at the cost per day per participant, the organizational expenditures are in line with the costs expected for a more or less similar activity, and even lower. It can be considered therefore that the course has been organized efficiently. However, it is important to mention that some sessions are covered by IOM and OAS officials in Mar del Plata, and these costs are not included in the analysis. The costs would certainly increase if external professors had to be paid to give these lectures.
9. Considering the conclusions drawn when analyzing the efficiency and the constant monitoring of the costs of the programme, with the regular adjustments to the budget, it can be concluded that the objectives of the course have been achieved at an appropriate cost.
10. By using its own human resources to prepare the course, deliver lectures and provide practical examples on migration management, since IOM is not an academic institution, it can also be concluded that IOM has a comparative advantage in organizing national, regional, or international courses on international migration. However, such a conclusion can only be drawn when IOM has the human resources capacity in the regions where such a course could be implemented.
11. Three main conclusions can be drawn on the impact:
 - a) The course has had a positive impact on the participants.
 - b) There are also signs that the course had a positive impact on the technical co-operation with the Latin American governments in the field of migration. Mar del Plata is a constant and positive reference for regional technical training on migration in the Americas. Mar del Plata is not an independent activity per se, but is seen as belonging to a more global and diversified approach of capacity- building and technical cooperation in that region.
 - c) There is an impact on the positive image that IOM has in the region and on the role that IOM has to play in the framework of capacity- building in the Americas.

Recommendations

1. IOM Buenos Aires should explore the possibility of implementing impact tracer evaluations/studies in order to have a better idea of the medium and long-term impact of the course and to use them as a complement for updating the course or its organization. A cost analysis should be made and added to the overall budget for funding.
2. IOM Buenos Aires should prepare an IOM programme or project proposal covering a given period and also integrating interrelated activities. It can include for instance the organization of specific/regional seminars/courses usually funded through PLACMI, the implementation of some regional studies in line with recent developments in migration, or the Master's degree organized with the University of Buenos Aires (PRINPOST). The programme/project should then

be presented for funding to the donor community, including the OAS. It could also be discussed with the governments that have actively participated in and benefited from the course for more than twenty years now, or with other regional and international organizations. Financial support from IOM Regional Offices/Missions in the region could also be examined for future years, based on the 2000 experience.

3. IOM Headquarters should provide a financial support for the organization of the course in Mar del Plata until a new negotiation mechanism with donors is in place. Funding at a minimum level of USD 50'000 should be secured from the IOM core budget for 2001. This will guarantee IOM's credibility with governments concerned and avoid last minutes adjustments to the modules of the training or to its quality. In the meantime, the participation of the OAS (through the newly created Agencia Internacional de Capacitacion y Desarrollo inside OAS) or of another potential donor will have to be negotiated through a new IOM programme/project document.
4. IOM Buenos Aires should explore the possibility to create a "Mar del Plata web-site (page)", linked to the IOM web-site. It could be a very interesting tool to disseminate the knowledge gained, to publicize this activity widely (with additional benefit for IOM's global image) or to maintain contacts with former participants or with the governments. The web-site could include the yearly programme, conditions and relevant forms for participation, the best studies presented by the participants, the bibliographic material or any other reference or project that could complement what is done for the specific organization of the yearly session (for instance the presentation of the Master or the seminars that IOM plans to organize in the region or even around the world). A cost analysis for its creation should be made and added to the budget of the course.
5. The time is right now to revise the approach of the course and to take a decision on its profile and on IOM's future role. The duration should be agreed upon in order to guarantee some stability for a given period of time. It should not be for more than three weeks or less than 10 working days (two weeks).
6. IOM should further analyze and determine how the series of basic considerations highlighted in the evaluation can be taken into account for the implementation of a similar initiative in other regions. An increase of the overall cost could be expected in another region if some of the key aspects contributing to the overall success of the Mar del Plata course are lacking, for instance the positive academic environment in the region.

ANNEX 1 : TERMS OF REFERENCE

Evaluation of the Interamerican Course on International Migrations

1. BACKGROUND

For more than 20 years now, IOM has been organizing a yearly training session on international migration mainly addressed to governmental experts from Latin America and the Caribbean working in departments/services dealing with migration matters. The first training took place in 1979 and was organized in cooperation with the Organization of American States - OAS and the Government of Spain for the first six years and then with the Government of Argentina – GoA for the last 16 years. This course is the only one organized by IOM on such a regular basis.

The main objectives of the training are to:

- 1) "Train professionals in current migration issues in the region and to discuss both theoretical and practical information that can be used to better administer and regulate this phenomenon";
- 2) "Facilitate exchange of information, experiences and methodologies on the subject of international migration among representatives of different areas of the continent".

Specific topics are selected each year in line with the two main objectives.

The basic agreement between IOM/OAS/Government of Argentina for the organization of the training can be summarized as follow: IOM organizes the sessions, the Government of Argentina provides the administrative and logistical support and the OAS manages the selection of candidates and the attribution of grants to some of the candidates.

In 1997, another activity linked to training on migration was proposed to the Government of Argentina by IOM. A master on Politics of International Migration was created in cooperation with the University of Buenos Aires. However both initiatives remain independent in their goals and management and the Master will not be covered by the evaluation.

2. OBJECTIVES OF THE EVALUATION

The main objective of the evaluation can be summarized as follow:

- To evaluate IOM role in the IOM/OAS/GoA joint initiative of the Interamerican Course on International Migrations, as well as the potential benefit for IOM in co-organizing it.

More specifically, the evaluation will focus on the following aspects:

- To globally assess IOM participation in the organization of the training. This will analyze the different steps taken before the organization of the yearly training, for instance IOM participation in the selection of the specific topics; the liaison with Governments of the region for the propositions of candidates; IOM participation in the selection process; IOM participation in the preparation of the training delivery and selection of trainers; and more globally the establishment of a consultation process between IOM/OAS/GoA.
- To assess the relevance of IOM participation, mainly through an analysis of the effectiveness of the courses in reaching its main objectives considered as relevant to IOM mandate and mission.

- To analyze the benefits for IOM in organizing/participating in such initiatives, especially in light of the new directions given to the Organization for the year 2000.
- To analyze the contribution, either financial, administrative or logistic of IOM versus the contribution provided by the Government of Argentina and by the OAS.
- To globally assess the response of the training to client needs and other indirect impacts if applicable, such as the transfer of learning.
- To globally assess the multiplicative effects of these programmes through the establishment of networks among the participants.
- To assess the gender perspective in the organization of the training sessions.
- To explore the potential value of replicating such an initiative in other regions of the world or as an IOM internal training.

As far as information is available, the evaluation will briefly look at the complementary nature of the training with other IOM initiatives in the region and the contribution of other IOM offices in the performance and success of the training.

As an internal evaluation, it will not evaluate the participation of the OAS or of the Government of Argentina and will not bring any conclusions or recommendations on the responsibilities assigned to the other co-organizers.

3. METHODOLOGY

As the activities to be evaluated cover a 20-year period, it might happen that it will not be possible to cover all the training sessions due to lack of records or due to impossibility to contact again some participants. If it will be the case, the constraints will be reported in the evaluation. More precisely, the methodology will consist of:

1) **a documentation review**, including an analysis of data collected, that will cover:

- basic agreements between the co-organizers,
- the series of evaluation reports prepared at the end of the training,
- the elaboration of the yearly training plans,
- the lists of participants including their professional level at the time of the training,
- the invitation letters as well as any exchange of correspondence with Governments participating,
- and any other documentation related to the training such as press clippings or reports on parallel initiatives.

The IOM Regional Office in Buenos Aires will be in charge of collecting the information. Some of the documentation will have to reach the evaluator as soon as possible and hopefully before end of January 2000. Contact will however be taken with the R.O. to select the information needed for that date and the one that can be looked at during the visit of the evaluator. Assistance will also be requested from the Regional and Diplomatic Contacts unit at Headquarters (more precisely to the Officer in charge of Americas) as well as from the Technical Cooperation on Migration Service as the training is considered as a technical cooperation activity.

2) **a series of Interviews:**

- at IOM Headquarters,
- in the IOM Regional Office in Buenos Aires,

- with Representatives of the Argentinean Government in Buenos Aires,
- with trainers in Buenos Aires,
- with new or former Argentinean participants residing in Buenos Aires, as well as with participants in Geneva and Washington if applicable,
- with officials at the OAS in Washington,
- with Latin American Missions Representatives in Geneva as the information and selection of candidates had to be shared with them. This will be coordinated with the Officer in charge of Americas in the Regional and Diplomatic Contacts unit at headquarters.

Concerning other participants, it will be examined with the IOM Regional Office in Buenos Aires to which extent it will be possible to contact by email or by phone former participants from other countries based on the above mentioned lists of participants. The Regional Office in Buenos Aires will have to provide the evaluator with the contact references they have available.

4. RESOURCES AND TIMING

The costs for the evaluation will be borne by EVA Office. It includes travel costs to Buenos Aires via Washington and DSA. Any additional costs will be properly monitored and discussed (for instance if phone calls have to be organized with other participants).

A draft report should be made available end of March 2000.

ANNEX 2: INTERVIEWS AND BIBLIOGRAPHICAL REFERENCES

IOM:

- Pilar Norza, SRA for the Americas (former Director of Migration in Costa Rica).
- Richard Perruchoud, Executive Officer and Legal Adviser
- Clarissa Azkoul, Donor Relations Officer (former member of the IOM/OAS selection committee)
- Peter Schatzer, Director External Relations Department
- Hans Dieter Lorenz, Head Technical Cooperation on Migration
- Marco Gramegna, Head Counter Trafficking Service
- Ovais Sarmad, Chief Budget
- Virginia Guerrero, Head Staff Development and Training Unit
- Yorio Tanimura, SRA Eastern, South-East Asia and Oceania
- Augusto Mariategui, Head of Regional Office, Lima
- Lelio Marmora, Head of Regional Office, Buenos Aires
- Eduardo Charpentier, Regional Project Development Officer, Buenos Aires
- Adriana Escariz, Regional Administration and Finance Officer, Buenos Aires
- Gabriela Fernandez, Programme Officer and Training Focal Point, Buenos Aires

External:

- Rolf Jenny, Director IMP, UNFPA/UNITAR/IOM/ILO Programme
- Luis Maurelia, Chile Permanent Mission Geneva, GRULAC Coordinator
- Jorge Gurrieri, Professor, IOM consultant, former Director of Migration-Argentina
- Gino Romagnoli, Professor, former IOM COM Buenos Aires
- Luis A. Bogado Poisson, Professor, IOM consultant, Secretario Academico de la Maestria en Politicas de Migraciones Internacionales, University of Buenos Aires
- Garcia Pinto, Director General de Politica Migratoria Internacional, Argentina
- Guillermo A. Corsino, OAS Representative a.i., Argentina
- Ana Lia Pineyrua, OIT Director, Argentina

Former participants:

- Esteban Pendrod, Costa-Rica, 2000
- Alfred Pierre, Haiti, 2000
- Magaly Bello de Kemper, Republica Dominicana, 2000
- Maria Belen Rozlosnik, Argentina, 1999
- Robert Zimmerman, USA, 1999
- Alexis Farias, Venezuela, 1998
- Maria Leticia Casati, Paraguay, 1997
- Juan Carlos Castrillon, Ecuador, 1997
- Leandro Diego Reboiras, Argentina, 1997
- Gonzalo Guillen B., Peru, 1996
- Miriam Vassolo, Argentina, 1996
- Paul Emile Cilien, Haiti, 1995
- Aida Hernandez Silva, Colombia, 1995
- Francisca Hernandez de Alonzo, El Salvador, 1994
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**CURSO INTERAMERICANO
"MIGRACIONES EN AMERICA LATINA"**

YEAR	%RATING-	Rating for 'Importance for future activities'				Rating for 'Way the course was given'				Importance for future courses			
		**THEME				THEME				THEME			
		El fenómeno migratorio	La planificación migratoria/ programas migratorias	Instrumentos administrativos y legales	La información sobre las migraciones	El fenómeno migratorio	La planificación migratoria/ programas migratorias	Instrumentos administrativos y legales	La información sobre las migraciones	El fenómeno migratorio	La planificación migratoria/ programas migratorias	Instrumentos administrativos y legales	La información sobre las migraciones
1990	H	50.0	48.9	54.2	58.4	71.1	70.0	66.3	77.4	37.4	38.4	37.9	40.0
	M	25.8	29.5	29.5	30.5	17.4	27.4	27.4	15.8	50.0	54.7	54.2	53.7
	L	8.9	19.5	11.1	7.9	1.1	1.6	0.5	4.2	2.1	4.2	2.6	3.2
1991	H	91.2	68.9	63.2	81.5	91.2	43.1	61.8	76.3	50.8	47.3	47.3	81.5
	M	8.8	27.8	26.3	18.4	7.0	40.0	32.8	23.6	49.1	50.5	52.6	18.4
	L	0.0	3.1	10.5	0.0	1.7	16.8	5.2	0.0	0.0	2.1	0.0	0.0
1992	H	87.5	57.5	58.3	57.8	75.0	58.4	41.6	59.3	31.2	37.9	36.4	37.5
	M	12.5	20.0	27.0	40.6	25.0	29.9	39.5	34.3	68.8	58.0	58.3	57.8
	L	0.0	22.3	14.5	1.6	0.0	11.6	18.7	6.2	0.0	4.0	5.2	4.6
***1993	H	100.0	78.8	68.3	77.5								
	M	0	21.1	28.3	22.5								
	L	0.0	0.0	3.3	0.0								
1994	H	0	66.7	66.3	65.5	0	70.1	64.0	49	0	56.8	64.3	48.5
	M	0	25.2	15.6	29.0	0	24.2	29.7	41.3	0	38.2	29	51.5
	L	0	8.0	18.0	5.5	0	5.5	8.0	9.8	0	2.9	6.7	0.0
1995	H	64.6	65.4	67.5	65.0	58.3	72.0	70.5	97.0	41.0	41.3	47.0	50.0
	M	29.3	22.7	23.5	29.0	35.6	24.1	29.5	3.0	57.0	55.8	50.0	44.0
	L	6	11.8	9.0	6.0	6.0	3.7	0.0	0.0	2.0	2.8	3.0	6.0
1996	H	73.8	60.5	74.3	76.5	65.1	53.1	46.6	43.5	34.0	38.8	47.6	46.0
	M	18.8	29.9	23.0	23.5	24.8	41.0	40.3	47.5	56.6	58.6	46.6	52.0
	L	7.3	9.6	2.6	0.0	10.0	5.9	13.0	9.0	9.3	2.6	5.6	2.0
1997	H	60.75	50.1	48.50	66.0	77.5	57.6	26.5	95.0	21.0	27.6	24.50	43.0
	M	30.5	37.0	39.00	24.0	20.0	40.1	56.0	5.0	66.5	57.5	58.00	57.0
	L	8.75	12.7	12.50	10.0	2.5	2.1	17.5	0.0	12.5	14.8	17.50	0.0
1998	H	83.3	72.2	80.0	60.0	88.30	74.5	67.5	50.0	53.3	45.4	57.5	51.6
	M	13.3	17.7	15.0	28.3	11.60	23.1	32.5	48.3	46.6	53.1	42.5	40.0
	L	3.3	10.0	5.0	11.6	0.00	2.2	0.0	1.6	0.0	1.3	0.0	8.3
1999	H	90.0	85.8	47.0	47.0	93.3	80.0	53.0	33.0	52.6	49.0	58.0	37.0
	M	10.0	11.6	20.0	20.0	6.6	18.3	42.0	47.0	47.3	51.0	42.0	63.0
	L	0.0	2.5	33.0	33.0	0.0	0.8	5.0	20.0	0.0	0.0	0.0	0.0

* Figures do not always total 100% since some participants did not complete the evaluation.

** The four main themes given in this table were used each year. The titles of the presentations changed from year to year (see Annex 4), but for the purposes of the evaluation all the presentation were grouped under these four main themes.

*** For 1993 the course evaluation format was different and the results cannot be compared with other years.

CURSO INTERAMERICANO
"MIGRACIONES EN AMERICA LATINA"

Annex 3

		Rating for 'Importance for future activities'				Rating for 'Way the course was given'				Importance for future courses			
		THEME				THEME				THEME			
		El fenómeno migratorio	La planificación migratoria/ programas migratorias	Instrumentos administrativos y legales	La información sobre las migraciones	El fenómeno migratorio	La planificación migratoria/ programas migratorias	Instrumentos administrativos y legales	La información sobre las migraciones	El fenómeno migratorio	La planificación migratoria/ programas migratorias	Instrumentos administrativos y legales	La información sobre las migraciones
90	H	50.0	48.9	54.2	58.4	71.1	70.0	66.3	77.4	37.4	38.4	37.9	40.0
	M	25.8	29.5	29.5	30.5	17.4	27.4	27.4	15.8	50.0	54.7	54.2	53.7
Total		75.8	78.4	83.7	88.9	88.4	97.4	93.7	93.2	87.4	93.2	92.1	
91	H	91.2	68.9	63.2	81.5	91.2	43.1	61.8	76.3	50.8	47.3	47.3	81.5
	M	8.8	27.8	26.3	18.4	7.0	40.0	32.8	23.6	49.1	50.5	52.6	18.4
Total		100	96.7	89.5	99.9	98.2	83.1	94.6	99.9	99.9	97.8	99.9	99.9
92	H	87.5	57.5	58.3	57.8	75.0	58.4	41.6	59.3	31.2	37.9	36.4	37.5
	M	12.5	20.0	27.0	40.6	25.0	29.9	39.5	34.3	68.8	58.0	58.3	57.8
Total		100	77.5	85.3	98.4	100.0	88.3	81.1	93.6	100.0	95.9	94.7	95.3
93	H	100.0	78.8	68.3	77.5								
	M	0	21.1	28.3	22.5								
Total		100	99.9	96.6	100.0								
94	H	0	66.7	66.3	65.5	0.0	70.1	64.0	49.0	0.0	56.8	64.3	48.5
	M	0	25.2	15.6	29.0	0	24.2	29.7	41.3	0	38.2	29	51.5
Total		0	91.9	81.9	94.5	0	94.3	93.7	90.3	0	95	93.3	100
95	H	64.6	65.4	67.5	65.0	58.3	72.0	70.5	97.0	41.0	41.3	47.0	50.0
	M	29.3	22.7	23.5	29.0	35.6	24.1	29.5	3.0	57.0	55.8	50.0	44.0
Total		93.9	88.1	91	94.0	93.9	96.1	100	100.0	98.0	97.1	97.0	94.0
96	H	73.8	60.5	74.3	76.5	65.1	53.1	46.6	43.5	34.0	38.8	47.6	46.0
	M	18.8	29.9	23.0	23.5	24.8	41.0	40.3	47.5	56.6	58.6	46.6	52.0
Total		92.6	90.4	97.3	100	89.9	94.1	86.9	91	90.6	97.4	94.2	98.0
97	H	60.75	50.1	48.50	66.0	77.5	57.6	26.5	95.0	21.0	27.6	24.50	43.0
	M	30.5	37.0	39.00	24.0	20.0	40.1	56.0	5.0	66.5	57.5	58.00	57.0
Total		91.25	87.1	87.50	90.0	97.5	97.7	82.5	100.0	87.5	85.1	82.50	100.0
98	H	83.3	72.2	80.0	60.0	88.30	74.5	67.5	50.0	53.3	45.4	57.5	51.6
	M	13.3	17.7	15.0	28.3	11.60	23.1	32.5	48.3	46.6	53.1	42.5	40.0
Total		96.6	89.9	95.0	88.3	99.90	97.6	100	98.3	99.9	98.5	100	91.6
99	H	90.0	85.8	47.0	47.0	93.3	80.0	53.0	33.0	52.6	49.0	58.0	37.0
	M	10.0	11.6	20.0	20.0	6.6	18.3	42.0	47.0	47.3	51.0	42.0	63.0
Total		100	97.4	67.0	67.0	99.9	98.3	95.0	80.0	99.9	100.0	100.0	100.0

ANNEX 4: SAMPLES OF SESSIONS - 1990 TO 1992 & 1997-99

THEME/presenter	1990 (5 wks)	1991 (5 wks)	1992 (5 wks)	1997 (4 wks)	1998 (4 wks)	1999 (2 wks)
Descripción del rol de la DEA (Hurtado)	x					
Descripción de la estructura organizacional funciones y actividades de la OIM	x					
Migraciones y Globalización						x
Introduction						
Visión sociodemográfica de América Latina. El Proyecto de Migraciones Laborales de la DEA (Mirkow)	x	x		x	x	
La Construcción de las Políticas Migratorias						
Historia y situación actual de las migraciones internacionales (Mármora)				x	x	
Conclusiones en materia migratoria (Fonferencia El Cairo) (Mirkow)				x		
La Gobernabilidad Migratoria						
Elementos de la gobernabilidad migratoria (Mármora)				x	x	x
Administración migratoria (elementos de administración pública) (Krieger/Velasco/Gurrieri)				x	x	
Administración migratoria (elementos de gestión migratoria) (Gurrieri)					x	
El fenómeno migratorio						
La problemática migratoria, sus perspectivas y evolución (Marmora)	x	x	x	x		x
Las políticas de migraciones internacionales en A. Latina (Mármora)	x	x	x	x		x
El análisis científico de la migraciones (Mármora)		x	x	x		
Niveles y categorías de análisis para el estudio del fenómeno migratorio (Mármora)	x			x		x
Las Migraciones internacionales en A. Latina (Centro América y El Caribe) (Bogan/Becerra)	x	x	x	x	x	x
Las Migraciones Internacionales en A. Latina (Colombia, Venezuela) (Torales)	x	x	x	x		
Las Migraciones Internacionales en A. Latina (Estados Unidos, Mexico) (Neira/Bogan)	x	x	x			
Programas de repatriación de Nicaragua (CIAU-DEA-ACNUR)			x			

ANNEX 4: SAMPLES OF SESSIONS - 1990 TO 1992 & 1997-99

THEME/presenter	1990 (5 wks)	1991 (5 wks)	1992 (5 wks)	1997 (4 wks)	1998 (4 wks)	1999 (2 wks)
Las migraciones y la integración regional en la Región Andina (Kratochwil/Bogan/Mariategui/Diaz-Briquets))		x	x	x	x	x
Las Migraciones Internacionales en A. Latina (Cono Sur) (Villar/Losada/Gurrieri)	x				x	
Las Migraciones Internas en A. Latina (Villar)	x					
Migraciones e integración regional en América Central. Programa PROCAM (Mariategui/Bogan))				x	x	
Desplazados internos (Mirkow)				x	x	
La planificación migratoria	x					
La planificación migratoria: Su relación con la planificación económica social y con las políticas de migración, programas y acciones (Mármora)	x					
Proyectos de colonización (Maresca)	x					
Proyectos de colonización Equipo OIT/CIM	x					
Programas de retorno. Experiencias en A. Latina (Gurrieri)	x					
Programas de inserción socioeconómica del retornado (Hensel)	x	x	x			
Programas de vinculación del migrante con su país de origen (Gurrieri)	x	x		x		
Programas de asistencia sociolaboral (Bossa/Santilo)	x					
Programas de educación y migraciones (Franco)	x					
Programas de Transferencia de RHC. Cooperación Técnica entre países en desarrollo (Vaggelas)	x					
Cooperación Técnica de la OEA (Zincke)					x	
Cooperación Técnica de la OIM. Programa PLACMI (Mármora)					x	x
Cooperación Técnica en Materia Migratoria. Información migratoria: CIMAL;SIMICA,CEMLA (Mussig/Santillo)						x
Programas de asistencia al refugiado (de Santiago)	x					
Programa de migraciones fronterizas (Rubio)	x	x	x			

INTERAMERICAN COURSE ON INTERNATIONAL MIGRATION

ANNEX 4: SAMPLES OF SESSIONS - 1990 TO 1992 & 1997-99

THEME/presenter	1990 (5 wks)	1991 (5 wks)	1992 (5 wks)	1997 (4 wks)	1998 (4 wks)	1999 (2 wks)
Programa de la OIM de inmigración agrícola con capital (Massen)	x					
Grupos de discusión sobre los temas de planificación (Rubio/Vaggelas)	x					
Instrumentos administrativos y legales	x	x		x		
Problemas de administración migratoria (Mármora/Krieger/Gurrieri))	x		x		x	x
Medidas de regularización migratoria (Mármora)	x					
El Tratamiento del fenómeno migratorio en la estructura del Estado (Campos)	x					
La organización interna de una institución migratoria (Lemoine/Losada)	x	x	x	x		
Legislación migratoria en A. Latina (Mayansky/Romagnoli/Bogan-Posson)	x	x			x	x
Convenios y Resoluciones internacionales sobre el migrante (Mayansky/Vicich/OIT)		x			x	
Convenios internacionales en materias migratoria (Bogado Poisson/Gurrieri)					x	
Aspectos jurídicos del "Refugio" (Tirado/Benamar))		x	x			
Presentación del Instrumento Andino de Migraciones Laborales (Patino)			x			
La información sobre las migraciones - Sistemas de informacion						
Introducción general (Torales)	x	x				
Fuentes de datos primarios (Giusti)		x				
Fuentes de datos secundarios (Giusti)		x				
Información Migratoria (Giusti)						x
Fuentes de datos y técnicas de recolección de información sobre migraciones internacionales (Gurrieri)	x	x			x	
Procasamiento y utilización de datos sobre migraciones internacionales (Gurrieri)	x		x			
CIMAL (Acuna)	x				x	
Cooperación Técnica en Materia Migratoria. Información migratoria: CIMAL;SIMICA,CEMLA (Mussig/Santillo)						x

ANNEX 4: SAMPLES OF SESSIONS - 1990 TO 1992 & 1997-99

THEME/presenter	1990 (5 wks)	1991 (5 wks)	1992 (5 wks)	1997 (4 wks)	1998 (4 wks)	1999 (2 wks)
Fuentes de datos y técnicas de recolección de información sobre migraciones internas (Arguello)	x					
Procesamiento y utilización de datos sobre migraciones internas (Arguello)	x					
Perspectivas de investigación y análisis de las migraciones internas	x					
Ejercicio de planificación (Mármora/Arguello)	x					
Grupos de discusión sobre los temas de investigación (Arguello, Gurrieri)	x					

ANNEX 5: 2000 Course - Invitation letter, program and budget

**XXII CURSO INTERAMERICANO SOBRE MIGRACIONES INTERNACIONALES
Mar del Plata, 16 al 24 de marzo de 2000**

Objetivos, metodología de trabajo y requisitos para postular

1. Objetivos del Curso:

- Capacitar al personal profesional de los gobiernos acerca del fenómeno migratorio en la región y proporcionar conocimientos teóricos y aplicados que faciliten la búsqueda de mecanismos adecuados para mejorar la administración y regularización de los procesos migratorios.
- Posibilitar el intercambio de conocimientos, experiencias y metodologías de trabajo en materia de migraciones internacionales entre representantes de diversas áreas geográficas del continente.

2. Requisitos para postular:

- Poseer título universitario (preferentemente en sociología, economía, ciencias políticas, derecho o estadísticas).
- Ser funcionario de gobierno -preferentemente de Ministerio de Relaciones Exteriores, Interior o de Trabajo.
- Tener por lo menos dos (2) años de experiencia en el desempeño de algún cargo profesional en funciones vinculadas con la investigación, administración o formulación de políticas de migración.
- Poseer buen conocimiento del idioma español.

3. Dado que el Curso se desarrollará alrededor de breves presentaciones de elementos conceptuales a cargo de los profesores, seguidas de una participación constante y dinámica por parte de los cursantes -aportando ejemplos de la situación del tema en cada uno de sus países, los mismos deberán asistir al Curso con una información básica sobre los siguientes temas, para poder participar en los grupos de discusión:

- a) Las emigraciones internacionales de su país: porcentaje de nacionales por subregión de destino.
- b) Características de las inmigraciones internacionales de su país, con especial énfasis en algún tipo de nueva inmigración -en el caso de existir. Se requiere para esto incorporar los últimos datos disponibles de: Censos, Encuestas de hogares y Registros migratorios.
- c) Objetivos principales de las políticas migratorias de su gobierno.
- d) Experiencias de programas migratorios realizados o en curso (regularización de migrantes irregulares, retorno, vinculación, etc.).

- e) Legislación migratoria actualizada de su país y Constitución -en sus aspectos referentes a la cuestión migratoria.
- f) Administración migratoria. Estructura y funciones que tienen sobre las migraciones:
 - Ministerio de Gobierno o Interior
 - Ministerio de Relaciones Exteriores
 - Ministerio de Trabajo

4. Los participantes seleccionados recibirán la bibliografía básica previo a su viaje -de tal manera de tener el tiempo suficiente para leerla. Por ello es importante tener lo antes posible la designación de los mismos, a los fines de poder enviarles la citada bibliografía.

Mar del Plata, República Argentina - 16 al 24 de Marzo de 2000

HORARIO	LUNES 13	MARTES 14	MIERCOLES 15	JUEVES 16	VIERNES 17	SABADO 18
09:30 HS A 11:30 HS				LLEGADA DE LOS PARTICIPANTES	1. El fenómeno migratorio. Niveles de análisis. Prof.: L. Mármora	2. Globalización y políticas de migraciones internacionales. Prof.: L. Mármora
11:45 HS A 13:15 HS				LLEGADA DE LOS PARTICIPANTES	1. El fenómeno migratorio. Niveles de análisis. Prof.: L. Mármora	3. La gobernabilidad migratoria. Prof.: L. Mármora
15:00 HS A 16:30 HS				Entrega de la bibliografía.	1. El fenómeno migratorio. Niveles de análisis. Trabajos Prácticos.	2. Globalización y políticas de migraciones internacionales. Trabajos Prácticos.
16:45 HS A 18:15 HS				Presentación de la OIM y del Curso Coord.: L. Mármora	1. El fenómeno migratorio. Niveles de análisis. Trabajos Prácticos.	3. La gobernabilidad migratoria. Trabajos Prácticos.

HORARIO	LUNES 20	MARTES 21	MIÉRCOLES 22	JUEVES 23	VIERNES 24	SABADO 25
09:30 HS A 11:30 HS	4. Programas de retorno y regularización. Prof.: J. Gurrieri	8. Programas de Vinculación. Prof.: A. Mariátegui	11. Legislación migratoria. Prof.: L. B. Poisson	13. Cooperación Técnica en Materia Migratoria. Prof.: L. Mármora	Presentación Trabajo Final.	PARTIDA DE LOS PARTICIPANTES
11:45 HS A 13:15 HS	5. Programa de migrantes con capital. Prof.: G. Massen	9. Programas de Migraciones.	11. Legislación migratoria. Trabajos Prácticos.	13. Cooperación Técnica en Materia Migratoria. Trabajos Prácticos.	Presentación Trabajo Final.	PARTIDA DE LOS PARTICIPANTES
15:00 HS A 16:30 HS	6. Programas de migración fronteriza. Prof.: O. Velasco	10. Información migratoria. Prof.: A. Giusti	12. Administración migratoria. Prof.: M. Krieger J. Gurrieri	Consignas Trabajo Final. Preparación Trabajo Final.	Presentación Trabajo Final.	PARTIDA DE LOS PARTICIPANTES
16:45 HS A 18:15 HS	7. Programas de desplazados internos. Prof.: P. Torales	10. Información migratoria. Trabajos Prácticos.	12. Administración migratoria. Trabajos Prácticos.	Preparación Trabajo Final.	18:30 Hs. Acto de Cierre	PARTIDA DE LOS PARTICIPANTES

**PRESUPUESTO
XXII CURSO INTERAMERICANO SOBRE MIGRACIONES**

INTERNACIONALES

MAR DEL PLATA 16 - 24 MARZO

000

	(Participantes)	22	7	2	5	3	2	3
Account	Description	Total	C06-800	758-800	JL1-802	RO LIMA	RO SJO	RO WAS
	Staff and office Costs including 9.5%	5'000	5'000					
3-560	Travel for non IOM Staff	19'600	7'000	3'000	2'500	3'000	2'000	3'000
3-704	Cost Medical Insurance	1'100	350	100	250	150	100	150
3-852	Seminar Costs Supplies							
	Fotocopias	800	800					
	Fotógrafo	100	100					
	Sonido	100	100					
	Teléfono	200	200					
	Cartel	150	150					
	Computadoras	200	200					
	Retroproyector	150	150					
3-860	Cosultant Fees	2'000	600	200	400	300	200	300
3-861	Subsistence for non IOM staff							
	Hotel	14'000	4'200	1'400	2'800	2'100	1'400	2'100
	Cena Clausura	1'000	300	100	200	150	100	150
	Coffee Breaks	400	400					
3-869	Miscellaneous	1'200	450		750			
	Total	46'000	20'000	4'800	6'900	5'700	3'800	5'700

ANNEX 6

PROGRAMA DEL XVIII CURSO INTERAMERICANO SOBRE MIGRACIONES INTERNACIONALES OIM / OEA / GOA

Mar del Plata, República Argentina - Octubre 1996

HORARIO	LUNES 30	MARTES 1	MIERCOLES 2	JUEVES 3	VIERNES 4	SABADO 5
09:30 HS A 11:00 HS		LLEGADA DE LOS PARTICIPANTES	ENTREGA DE BIBLIOGRAFIA, CREDENCIALES Y DINERO DE DE BOLSILLO	Reunión explicativa sobre dinámica del curso y presentación de los participantes. Coord.: L. Mármora I. Mirkow	<u>1. Construcción de las políticas migratorias</u> 1.1. Los cambios en el escenario interna- cional y las migracio- nes. Prof.: L. Mármora	Trabajo Práctico: Construcción de políticas migratorias. Coord.: L. Mármora I. Mirkow
11:30 HS A 13:00 HS		LLEGADA DE LOS PARTICIPANTES	ENTREGA DE BIBLIOGRAFIA, CREDENCIALES Y DINERO DE DE BOLSILLO	Descripción de la OEA: su rol en el de- sarrollo de América Latina. Programa de Migracio- nes Laborales de la OEA. Prof.: I. Mirkow	1.2. Conclusiones en materia migratoria de la Conferencia de El Cairo. Prof.: I. Mirkow	Trabajo Práctico: Construcción de políticas migratorias. Coord.: L. Mármora I. Mirkow
17:30 HS A 19:30 HS		LLEGADA DE LOS PARTICIPANTES	ACTO DE APERTURA	Descripción de OIM: su estructura, funcio- nes y actividades. Prof.: L. Mármora	1.3. La percepción de las migraciones internacionales. Prof.: L. Mármora	

HORARIO	LUNES 7	MARTES 8	MIERCOLES 9	JUEVES 10	VIERNES 11	SABADO 12
09:30 HS A 11:00 HS	1.4. Los fundamentos de las políticas de migraciones internacionales. Prof.: L. Mármora	1.5. La definición de las políticas de migraciones internacionales. Prof.: L. Mármora	<u>2. El desarrollo de políticas de migraciones internacionales.</u> 2.1. Programas de retorno y vinculación. Prof.: O. Velasco	2.3. Programas de regularización migratoria. Prof.: O. Velasco	<u>3. Situación Poblacional y Migratoria en América Latina.</u> 3.1. Visión sociodemográfica de América Latina. Prof.: I. Mirkow	TRABAJO DE CAMPO
11:30 HS A 13:00 HS	1.4. Los fundamentos de las políticas de migraciones internacionales. Prof.: L. Mármora	1.6. Integración regional y políticas migratorias (NAFTA). Prof.: S. Díaz Briquets	2.5. La protección al refugiado. (ACNUR) Prof.: G. Da Cunha	2.4. Programas de migraciones laborales fronterizas. Prof.: O. Velasco	3.1. Visión sociodemográfica de América Latina. Prof.: I. Mirkow	TRABAJO DE CAMPO
17:30 HS A 19:30 HS	1.5. La definición de las políticas de migraciones internacionales. Prof.: L. Mármora	1.6. Integración regional y políticas migratorias (NAFTA). Prof.: S. Díaz Briquets	2.1. Programas de retorno y vinculación. Prof.: O. Velasco	2.2. Programa de desplazados. Prof.: I. Mirkow	3.2. Presentación de las migraciones internacionales en América Latina. Prof.: M. Bogan	TRABAJO DE CAMPO

HORARIO	LUNES 14	MARTES 15	MIERCOLES 16	JUEVES 17	VIERNES 18	SABADO 19
09:30 HS A 11:00 HS	TRABAJO DE CAMPO	TRABAJO DE CAMPO	Trabajo Práctico: Preparación de las presentaciones por países. Coord.: M. Bogan	3.3. Presentación de las migraciones internacionales en América Central por parte de los participantes. Coord.: M. Bogan A. Mariátegui	3.5. Presentación de las migraciones internacionales en el Cono Sur por parte de los participantes. Coord.: A. Losada	3.6. Presentación de las migraciones internacionales en la Región Andina por parte de los participantes. Coord.: M. Bogan
11:30 HS A 13:00 HS	TRABAJO DE CAMPO	TRABAJO DE CAMPO	2.6. Integración regional y migraciones en América Central. Programa PROCAM. Prof.: A. Mariátegui	3.4. Presentación de las migraciones internacionales en Haití y República Dominicana por parte de los participantes. Coord.: M. Bogan	3.5. Presentación de las migraciones internacionales en el Cono Sur por parte de los participantes. Coord.: A. Losada	3.6. Presentación de las migraciones internacionales en la Región Andina por parte de los participantes. Coord.: M. Bogan
17:30 HS A 19:30 HS	TRABAJO DE CAMPO	TRABAJO DE CAMPO	3.3. Presentación de las migraciones internacionales en América Central por parte de los participantes. Coord.: M. Bogan A. Mariátegui	2.7. Integración regional y migraciones en la región del Cono Sur. Prof.: A. Losada	2.8. Integración regional y migraciones en la Región Andina. Prof.: M. Bogan	

HORARIO	LUNES 21	MARTES 22	MIERCOLES 23	JUEVES 24	VIERNES 25	SABADO 26
09:30 HS A 11:00 HS	4. La gobernabilidad migratoria. 4.1. La legitimidad y la eficacia en las políticas migratorias. Prof.: L. Mármora	4.3. Fuentes de datos migratorios. Prof.: A. Giusti	4.4. La gestión administrativa en migraciones. Prof.: M. Krieger	4.5. Los convenios internacionales en materia migratoria. Prof.: B. Poisson	EVALUACION DEL CURSO POR PARTE DE LOS PARTICIPANTES	PARTIDA DE LOS PARTICIPANTES
11:30 HS A 13:00 HS	Trabajo Práctico: Lineamientos y temas del Ejercicio Final. Coord.: L. Mármora M. Bogan	4.3. Fuentes de datos migratorios. Prof.: A. Giusti	4.4. La gestión administrativa en migraciones. Prof.: M. Krieger	4.6. La Cooperación Internacional en materia migratoria. Prof.: W. Monge	Trabajo Práctico: Preparación para Ejercicio Final Coord.: M. Bogan	PARTIDA DE LOS PARTICIPANTES
17:30 HS A 19:30 HS	4.2. La legislación migratoria. Prof.: G. Romagnoli	4.3. Fuentes de datos migratorios. Prof.: A. Giusti	4.4. La gestión administrativa en migraciones. Prof.: M. Krieger	4.6. La Cooperación Internacional en materia migratoria. Prof.: L. Mármora	16:30 hs.: EJERCICIO FINAL Coord.: L. Mármora M. Bogan 19:00 hs.: ACTO DE CLAUSURA	PARTIDA DE LOS PARTICIPANTES

ANNEX 7 : 1996 EVALUATION**XVIII CURSO INTERAMERICANO SOBRE MIGRACIONES INTERNACIONALES****Mar del Plata, Buenos Aires - Argentina, Octubre 1996****EVALUACION GENERAL****A) EL CURSO EN GENERAL**

1. Se consultó si el Curso fue de utilidad para la formación técnico-profesional del participante. El 100% de los participantes confirmaron la utilidad del Curso, esgrimiendo diversas razones ante la pregunta aclaratoria, que pueden resumirse en las siguientes:

- “Porque la temática tratada y la presentación de las migraciones en cada país -a cargo de los participantes- revertirá positivamente en la política migratoria que viene desarrollando mi país”.
- “Porque ha dado un conjunto de elementos sistematizados y precisos sobre la problemática migratoria que, para los trabajos inmediatos en mi país, serán de una aplicación práctica e inmediata”.
- “Porque me corresponde dirigir y coordinar entre otros Departamentos del Ministerio de Trabajo y Previsión Social de Guatemala, el de Empleo, Formación Profesional y Migraciones Laborales”.
- “Porque proporciona en un tiempo relativamente corto pero con una gran eficacia el conocimiento y la sistematización de los instrumentos técnicos y legales básicos necesarios para la formulación y ejecución de políticas y programas migratorios”.
- “Porque además del buen nivel técnico-profesional docente, el intercambio con las realidades de otros países modificó completamente el panorama del cual ya tenía una idea general pero sólo a través de libros, que es algo muy distinto a conocerlo a través de “implicados” en el tema”.
- “Porque brinda una visión integrada y completa sobre el fenómeno migratorio, con profundidad académica y sensibilidad hacia el tema”.
- “Por el enriquecimiento del material didáctico brindado y porque el Curso permite conocer la experiencia vivida por otros países, lo cual me ayudó a entender el contorno que nos rodea y mi papel en él”.
- “Porque ha esclarecido muchos puntos relacionados con el tema de las migraciones: sus políticas, funciones, metodología y finalidades”.
- “Porque suministra nuevos instrumentos para encarar el tema de la realidad de cada uno de los países participantes”.
- “Por la mayor importancia que día a día está adquiriendo la problemática migratoria, y con ello, la implementación de políticas de migración”.
- “Porque mostró el contexto migratorio regional”.
- “Porque suministra elementos necesarios para el estudio y toma de decisiones en materia migratoria así como también para el diseño e implementación de políticas migratorias”.

2. Se consultó si los conocimientos adquiridos en el Curso serán de aplicación en las actividades técnico-profesionales del participante. El 100% de las respuestas fueron afirmativas, destacándose las siguientes aplicaciones:

- “En mi trabajo de asistencia a migrantes y desplazados”.
- “En la implementación de programas de retorno en Perú, para lo cual se están formando equipos pluridisciplinarios”.
- “En el diseño de un nuevo esquema, que asuma y atienda las migraciones teniendo en cuenta las actuales transformaciones del contexto internacional”.
- “En mi trabajo como integrante de la Comisión Nacional de Migraciones y el Comité Andino de Autoridades Migratorias”.
- “Porque existen dudas en el Ministerio de Trabajo de Uruguay sobre qué responder a uno de los puntos que forman parte del trámite de residencia definitiva de los trabajadores inmigrantes. No se ha tomado conciencia de que el desempleo no es culpa de los extranjeros que llegan a nuestro país y de que los mismos seguirán llegando independientemente de que se les diga “no”. Este Curso me ha brindado más respaldo para fundamentar parte del trámite”.
- “Como integrante de la Comisión Bilateral Regional Chiapas México-Guatemala, en la búsqueda de mecanismos para atender adecuadamente la protección de los derechos laborales de los trabajadores agrícolas temporales guatemaltecos que emigran al sur del Estado de Chiapas (aproximadamente 300.000 por año -de los cuales más de 2/3 cruzan por veredas indocumentadamente)”.
- “En la implementación de políticas migratorias y de desarrollo humano, sostenido y compartido que viene emprendiendo el Gobierno de Perú”.
- “En el área investigativa que desarrollo actualmente, ya que la materia migratoria se ha convertido en un tema de análisis en el Instituto de Altos Estudios de América Latina de la Universidad Simón Bolívar”.

Respecto al área en que los participantes desarrollan sus actividades se obtuvieron las siguientes respuestas, habiendo indicado algunos participantes más de un ámbito de acción:

<i>Docencia</i>	6
<i>Investigación</i>	5
<i>Elaboración de planes, programas y proyectos</i>	9
<i>Implementación de planes, programas y proyectos</i>	8
<i>Decisiones de política</i>	5
<i>Otros</i>	11

3. Respecto a la opinión global sobre el contenido del Curso en general, se emiten diversas opiniones tales como:

- “Ha sido muy completo ya que apunta sobre la problemática que vive cada país, con un conocimiento acertado de lo que ocurre en cada uno de ellos. El intercambio que se formula de las situaciones que vive cada uno de ellos y las soluciones que le han ido encontrando, nos enriquece pues muchas de esas experiencias pueden ser trasladadas a las nuestras, o bien nos otorga una apertura de criterio para aceptar modificaciones de estructuras administrativas, reformas de estado, legislación, etc. Los convenios internacionales marcan pauta decisiva en la formulación de criterios y políticas, ya que generalmente el Estado y los criterios imperantes en la formulación de políticas dejan de lado los convenios -ni los toman en cuenta-, así como al momento de dictar o reformar una ley, la parte del Curso que se vincula con la legislación y otras es de vital importancia”.
- “Bastante variado y con oportunidad para conocer las distintas realidades de América Latina. Quizás los temas de carácter jurídico-formal podrían tratarse con mayor dinamismo, a través de otras técnicas de grupo, colocando ejemplos de países”.
- “Muy positivo, sobre todo para el papel importante que deben desempeñar los Gobiernos para evitar las corrientes migratorias (flujos migratorios) y para diseñar estrategias y fuentes de desarrollo, es decir la GOBERNABILIDAD de acuerdo a la realidad del país”.
- “Es bastante interesante, aporta conocimientos valiosos y ordena otros ya adquiridos, es decir: considerando que existen conocimientos previos en la materia, los temas desarrollados dan un esquema organizado y global de los mismos. Por otra parte, da una visión bastante amplia de los sistemas y políticas migratorias existentes en los países del área latinoamericana y de EEUU, de tal forma que es sencillo formarse una idea bastante cercana sobre la problemática migratoria existente en nuestros países. Por último, la visión sobre la integración regional es muy valiosa al igual que el apoyo en investigaciones y el apoyo técnico por parte de la OEA y la OIM”.
- “Es completo y vasto en cuanto a las temáticas que incluye, sobre todo en las secciones de políticas migratorias. No obstante, es preciso mencionar que algunos de los temas podrían tratarse con mayor profundidad debido a su importancia y utilidad tanto en el Curso como en el trabajo cotidiano de los participantes en sus respectivos países. Específicamente, se sugiere ampliar el contenido de los temas de integración regional y su vínculo con los temas migratorios internos e internacionales”.
- “Muy bien planificado, tratando temas que son de vital importancia para la humanidad en todos los aspectos, como lo es el de la migración internacional”.
- “Excelente opinión, sin embargo debo hacer dos observaciones:
 - La exposición sobre NAFTA carece de sentido si no se la vincula con las expectativas regionales, principalmente con América Central. Debe considerarse que si bien el TLCAN (o NAFTA) no incluye los aspectos de migración, sí tendría efectos sobre los mismos. También es necesaria una exposición objetiva de los beneficios y limitaciones que para los países participantes tiene el tratado comercial.
 - La sección dedicada a la estadística debe incorporar no sólo el aspecto de las fuentes de información, sino también la metodología propuesta por OIM ó por Naciones Unidas y su vinculación con las legislaciones migratorias. Contar con

datos homogéneos en todos los países es fundamental para el análisis regional de las migraciones”.

- “Es abarcador ya que no sólo incorpora técnicas de investigación que nos permiten elaborar políticas y programas eficientes, sino que incorpora elementos teórico-prácticos en el tema de las migraciones laborales, lo que permite un mejor conocimiento de toda la dinámica migratoria. Es muy ambicioso para el tiempo en que se imparte, lo que no desmerita lo interesante del mismo”.
- “Mi opinión es favorable, sin embargo considero que debe darse una mayor importancia a la legislación migratoria comparada”.
- “Oportuno: los temas tratados están muy vinculados con la realidad de los países participantes; amplio: ya que abarca los aspectos más urgentes sin descuidar otros quizás de menor vigencia pero útiles para su aplicación en oportunidades futuras; excelente: en cuanto a su calidad ya que el mismo es de alto nivel y, visionario: en el sentido de que aporta herramientas no sólo para comprender la realidad de hoy sino también para afrontar las necesidades del futuro”.
- “Es ambicioso, es decir trata de forma general el vasto tema migratorio. A la vez es selectivo, porque se han escogido dentro de lo general, los temas con que se puede iniciar el conocimiento de las migraciones. Es operacional, puesto que no sólo es dirigido a la lectura y toma de notas, sino que uno se involucra de forma activa en cada una de las presentaciones de los diferentes temas. Y por último es práctico, en el sentido de que lo que se aprende, luego se pone en marcha aún dentro del Curso y posteriormente en el trabajo”.
- “Es un Curso bien implementado desde el punto de vista académico, sin embargo creo que hay algunos profesores que fallan en el momento de aportar a los objetivos del Curso. Hay temas que se deberían incluir como por ejemplo: el tránsito de personas en la Comunidad Europea -lo cual es un buen espejo para los procesos de integración que se están adelantando en América Latina; la experiencia asiática -sobre la cual nadie hizo comentarios al respecto-, en cambio se traen profesores con mucha formación para hablar de temas como NAFTA pero que para el tema migratorio no aportan nada especial, y por último el tema de integración debería profundizarse ya que los expositores no sabían casi nada del tema”.
- “Estupendo, sin embargo propondría los siguientes cambios:
 Que se distribuyan más equitativamente los trabajos de grupo: las dos últimas semanas estuvieron sobrecargadas, justamente cuando el cansancio comenzaba. Hay temas, como los dictados por el Dr. Mirkow, que deberían leerse primero y ser comentados en clase en lugar de ser leídos en clase.
 En el caso de las ponencias por país, no encuentro fundamento para otorgar mayor tiempo a las exposiciones pluripersonales, si el tema debería ser uniforme para todos”.
- “Completo, ajustado a la realidad, con distintos puntos de vista que sumados dan una clara idea de lo que es la realidad mundial hoy en materia migratoria. Sugeriría que se atiende un poco menos el tema legal para darle más tiempo al trabajo con los datos migratorios”.
- “Excelente, tanto por la calidad y profundidad con que fueron abordados muchos temas, como por la actualidad de los mismos respecto a la situación política, social y económica mundial y regional”.

B) LOS TEMAS DEL PROGRAMA DEL CURSO

En los cuadros de las páginas siguientes se detallan los temas que han sido dictados en el Curso y las correspondientes opiniones expresadas en porcentaje de participantes sobre la importancia de cada tema para sus futuras actividades, la forma en que fueron expuestos y la importancia relativa que aconsejan darle a cada uno de los mismos en el futuro. Los cuadros se explican por sí solos, habiéndose registrado además las siguientes sugerencias:

“Debería cambiarse el enfoque con respecto al tema de los convenios internacionales en materia migratoria, pues lo expuesto fue muy teórico. Habría sido más interesante analizar un texto, por ejemplo”.

“Cabe destacar que el expositor enviado por el ACNUR en reemplazo del Sr. DaCunha, consiguió despertar un rico interés por el tema y nos dejó a todos con ganas de saber más”.

“La clase sobre La Protección al Refugiado tuvo poco tiempo, hubiera sido bueno ahondar un poco más, aunque la claridad del expositor -Dr. A. Rondanini- ayudó a dar un panorama general sobre el tema”.

“Sugeriría que se trate de imprimir dinamismo a ciertas clases cuyos contenidos son muy rígidos: se podría aplicar la táctica del Prof. Giusti -tan sencilla y tan efectiva”.

C) COOPERACION TECNICA HORIZONTAL

1. Se consultó la opinión de los participantes respecto de las necesidades de asistencia técnica en materia migratoria de su país de origen, dándose las siguientes alternativas:

- a) Formulación de políticas migratorias.
- b) Asistencia para el procesamiento y utilización de fuentes de datos.
- c) Cooperación para la formulación de programas migratorios.
- d) Asistencia en aspectos de legislación migratoria.

Se obtuvieron las siguientes respuestas por países:

Argentina	a y c
Argentina	b
Argentina	a y d
Bolivia	d
Colombia	b y c
Colombia	b
Costa Rica	b
Costa Rica	a y d
Ecuador	b y c
Guatemala	a, b y c
Guatemala	c
Haití	c
Honduras	a y c
México	c
México	d
Panamá	a y d
Paraguay	c
Perú	a, c y d
Perú	c
Perú	c y d
Uruguay	c
Venezuela	a
Venezuela	a, b, c y d

2. *En este punto se solicitó la opinión sobre otros temas que deberían desarrollarse en futuros cursos, reconociéndose los siguientes temas de interés:*

- ⇒ Modelos ó ejemplos de migración con capital.
- ⇒ La administración de las migraciones en los procesos de descentralización de los Estados.
- ⇒ Migración y seguridad.
- ⇒ El tráfico ilegal de personas y la cooperación para su combate.
- ⇒ Los derechos humanos del migrante (podría sustituir lo referido a Legislación).
- ⇒ Dentro de las políticas migratorias, la repercusión de la Globalización de la Economía en las migraciones.
- ⇒ Ampliación del tema de los Refugiados.
- ⇒ Desplazados internos.
- ⇒ Modernización de los Estados.
- ⇒ Profundización del tema “Legislación Migratoria”.
- ⇒ Si bien el tema sobre NAFTA es interesante como experiencia, el mismo se apartó del contexto que se estaba analizando y no se tocó para nada el tema migratorio.
- ⇒ Profundización del tema sobre integración regional en el área andina.
- ⇒ Migraciones extraregionales (Europa, Asia, Africa).
- ⇒ Ensayo de modelos de convenios y/o actualización de convenios internacionales.
- ⇒ Cuál es el futuro de las migraciones en un contexto internacional en el Tercer Milenio: perspectivas, campo de aplicación, Conferencia Mundial sobre el tema migratorio.
- ⇒ Cooperación internacional en materia migratoria.
- ⇒ Migración y Relaciones Internacionales.
- ⇒ Migración y Economía
- ⇒ Gestión de zonas fronterizas.
- ⇒ La problemática laboral enfocada en la situación de cada país y enmarcada en la legislación nacional, porque los temas desarrollados enfocan la parte migratoria muy al detalle pero la inserción en los medios de trabajo no se tocan con igual importancia.
- ⇒ Las migraciones en los espacios de integración (libre circulación de las personas) y la seguridad.

OTROS ASPECTOS

Opinión sobre la organización del Curso en los planos académicos y administrativos:

Programación Académica

Buena	70%
Adecuada	30%
Deficiente	0%

Programación Administrativa

Buena	74%
Adecuada	22%
Deficiente	4%

Se efectuaron las siguientes observaciones:

- Se necesita disponer de un retroproyector y equipo de informática -por los menos 2 computadoras- como elementos técnicos básicos para facilitar la preparación de los trabajos grupales y las exposiciones de cada uno de los países, logrando una adecuada presentación de los mismos.
- El sistema de trabajo en equipos fue elogiado ya que el mismo enseñó a los participantes -como futuros tomadores de decisiones- a consensuar para extraer un plan de acción, a pesar de lo difícil que a veces esto resulta por la diversidad cultural y de personalidades con las que se tiene que interactuar.
- En el área académica, se sugirió la inclusión de una expositora mujer, para cualquier tema del programa.
- Respecto a la programación administrativa, el viaje a Bariloche fue considerado excelente, representando un “respiro” en el Curso.
- La programación académica -que fue buena- se vio afectada por el recargo de ejercicios en la última semana, sugiriéndose una redistribución de los mismos a los fines de poder dedicarle más tiempo al Ejercicio Final, teniendo además en cuenta que los grupos en la última semana no dan el mismo rendimiento que en las primeras.
- Se sugirió ampliar las horas académicas en el día -pero de lunes a viernes- y programar los trabajos prácticos dentro del horario de cada clase para que los mismos no impliquen reuniones extras durante el día.
- Algunos participantes opinaron que la calificación por nota no resulta adecuada, pudiendo ser mejor indicar a cada alumno cuáles han sido sus deficiencias, cuáles sus puntos fuertes y cuáles son los elementos que necesita desarrollar y profundizar.
- Es muy bueno en lo que respecta al ámbito académico, pues cumple pese al poco tiempo con que se cuenta, con dar una idea global y aproximada de temas de bastante complejidad.

Opinión sobre el material bibliográfico distribuido:

<u>Calidad</u>		<u>Cantidad</u>	
Excelente	66%	Excesiva	0%
Buena	30%	Adecuada	74%
Regular	4%	Insuficiente	26%
Mala	0%		

Respecto al conocimiento de la existencia de la OIM y sus actividades antes de haber iniciado el Curso, las opiniones se dividieron de la siguiente manera:

Ningún o escaso conocimiento:	17%
Buen conocimiento:	83%

En relación a la duración del Curso -que ha sido de 4 semanas- las opiniones se dividen de la siguiente manera:

Demasiado extenso:	8%
Suficiente:	70%
Insuficiente:	22%

COMENTARIOS FINALES:

En este punto redunda el agradecimiento y felicitaciones para los organizadores y profesores del Curso, así como también para el personal de apoyo de la OIM. También se destacó el excelente nivel académico y administrativo del Curso, reconociéndose la gran utilidad del mismo, ya que posibilita un intercambio sumamente enriquecedor y en algunos casos modifica la noción o punto de vista respecto a los migrantes.

Se reconoció en todos los aspectos, el esfuerzo que significa organizar este Curso.

También se felicitó al personal del Hotel "13 de Julio", por la amabilidad que tuvieron con todos.

Un participante sugirió se incorpore al listado de participantes y coordinadores, una lista con breves datos sobre la trayectoria y experiencia laboral de los expositores.

Se consideró adecuado el método de evaluación y de aplicación de conocimientos en trabajos grupales.

Se agradeció a los docentes por ubicarse en un plano de igualdad con respecto a los participantes, lo cual los hizo sentirse realmente acompañados en la tarea.

Se solicitó que -como en el caso de este año- se continúen extendiendo dos invitaciones para funcionarios diplomáticos relacionados con organismos internacionales.

Oficina Subregional para el Cono Sur

**XXI CURSO INTERAMERICANO SOBRE
MIGRACIONES INTERNACIONALES**

INFORME DE ACTIVIDADES Y EVALUACIÓN



Mar del Plata, República Argentina – 16 al 26 de marzo de 1999



OIM Organización Internacional para las Migraciones

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INTRODUCCIÓN

El Curso Interamericano sobre Migraciones Internacionales está dirigido a funcionarios de los gobiernos del Hemisferio Occidental, con el objeto de brindar un espacio de intercambio de capacitación, actualización y reflexión sobre la situación migratoria y las políticas y programas sobre el tema.

Durante las dos décadas en que este curso se ha desarrollado se han capacitado a más de 400 funcionarios de diferentes gobiernos. Las permanentes evaluaciones y recomendaciones sugeridas por los participantes han permitido la adaptación del curso a las necesidades de los gobiernos.

En este sentido, la metodología del curso prevee los diferentes pasos de la construcción de las políticas y programas migratorios, los cuales son desarrollados por profesores y becarios en un ejercicio permanente de presentación de los temas, discusión y trabajos en grupo.

El desarrollo de esta metodología implica la selección de un pequeño grupo de temas, específicamente dirigidos a las preparación y propuestas de políticas en la materia, privilegiando la discusión y elaboración de alternativas nacionales y subregionales por parte de los participantes.

INFORME

El “XXI Curso Interamericano sobre Migraciones Internacionales” tuvo lugar entre los días 16 y 26 de marzo de 1999, en la ciudad de Mar del Plata, Buenos Aires, República Argentina.

El mismo contó con la participación de 21 funcionarios de diferentes gobiernos de la región, tales como: Argentina, Canadá, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Estados Unidos, Guatemala, Haití, Honduras, Nicaragua, Paraguay, Perú, República Dominicana, Uruguay y Venezuela.

Esta actividad fue organizada y desarrollada por la Organización Internacional para las Migraciones, a través de su Oficina Subregional de Buenos Aires para el Cono Sur.

El objetivo de este Curso, tal como expresado en la Introducción, fue el de brindar un espacio de intercambio de capacitación, actualización y reflexión sobre la situación migratoria y las políticas y programas sobre el tema, con los representantes de los diferentes gobiernos de región que participaron en esta actividad.

Dicho objetivo fue alcanzado a través de la combinación de disertaciones a cargo de distintos expertos, con posterior debate con los participantes. Los temas abordados por los expertos a lo largo del Curso fueron los que a continuación se detallan:

1. Niveles de análisis del fenómeno migratorio.
2. Las migraciones internacionales en América Latina.
3. Migraciones y globalización.
4. Políticas y programas migratorios.
5. Gobernabilidad migratoria.
6. Información migratoria.
7. Legislación migratoria.
8. Administración migratoria.
9. Migraciones e integración.
10. Cooperación técnica en materia migratoria: PLACMI.
11. Cooperación técnica en materia migratoria. Información en materia migratoria: CIMAL, SIMICA, CEMLA.

El Curso finalizó con un Ejercicio Final, para el cual los participantes conformaron tres grupos y diseñaron Planes de Acción Migratorios correspondientes a las Subregiones de Centroamérica, Grupo Andino y Cono Sur para el período 1999-2001 -de acuerdo a las realidades de cada una de las citadas subregiones.

GRUPO I: AMÉRICA CENTRAL

Objetivo 1: Definición de políticas migratorias, programas y actividades encaminadas a fijar a la población en su lugar de origen, recuperar a la población nacional radicada en el extranjero, incorporar al inmigrante que ya estaba en la sociedad receptora e intervenir en los flujos migratorios para lograr su modificación.

Actividades

- Ejecución de proyecto de desarrollo en zonas con mayor flujo de emigración.
- Ejecución y evaluación de programas de reinserción social, educativa y productiva.
- Ejecución y evaluación de los decretos de regularización de inmigrantes ilegales.

Objetivo 2: Revisión y/o modificación de la normativa institucional para armonizarla con las nuevas políticas migratorias.

Actividades

- Introducción de la figura del Consejo Nacional de Migración.
- Introducción de la figura delictiva de tráfico de migrantes con penas aún más graves si el tráfico es de mujeres y niños.
- Realización de talleres de difusión y discusión de las nuevas leyes migratorias.

Objetivo 3: Regularización de la situación de los migrantes ilegales.

Actividades

- Elaboración del reglamento de ejecución de los decretos de regularización.
- Campañas de publicidad para dar a conocer los requisitos para una amnistía migratoria.
- Evaluación de los resultados de los decretos de regularización.
- Elaboración de una base de datos para conocer el número de inmigrantes ilegales.

Objetivo 4: Canalización de flujos migratorios a partir del mejoramiento de la situación económica de los países del área Centroamérica.

Actividades

- Introducción de Costa Rica en el C-4.
- Supresión de visas.
- Extensión de pasaportes centroamericanos.

Objetivo 5: Migración de carácter extra-regional.

Actividades

5.1. Elaboración de proyectos de cooperación para el retorno de migrantes extra-regionales, en materia de mantenimiento y alojamiento.

Objetivo 6: Prioridad al tema de desarrollo en vinculación con el fenómeno migratorio.

Actividades

- Taller para la presentación de proyectos de reconstrucción y/o desarrollo derivados de los efectos del huracán Mitch.
- Taller para explorar el uso de remesas.
- Estudio sobre el impacto de los servicios de salud, educación y trabajo a partir de los decretos de regularización de migrantes ilegales.
- Taller de experiencias en materia de proyectos productivos financiados con remesas y en materia de análisis comparativo de servicios comerciales de envío de dinero.
- Promover la creación de módulos turísticos compartidos en los puestos o cruces fronterizos y otros puntos de información para el turista, en el marco de los beneficios de la migración regular, tales como la Ruta Maya, Golfo de Fonseca, entre el Río San Juan (Nicaragua) y Río Frío (Costa Rica).
- Elaboración de proyectos de cooperación fronteriza y mercados laborales.
- A nivel binacional, demarcación de las zonas fronterizas entre Honduras y El Salvador.

Objetivo 7: Fortalecimiento institucional.

Actividades

- Establecimiento del secretariado virtual.
- Diagnóstico sobre las necesidades en materia informática para el mejoramiento de la infraestructura respectiva.
- Autonomía de las Direcciones Generales de Migración en materia presupuestaria.
- Capacitación de los funcionarios en el área específica de migraciones como en otras áreas.
- Definición de funciones en materia de política e inspectoría migratoria.

GRUPO II: REGIÓN ANDINA

Objetivo 1: Establecimiento de políticas migratorias.

Acciones a seguir

- Canalizar las migraciones.
- Control y seguimiento de las migraciones.
- Registros migratorios.
- Programas de amnistía.

Actividades

- Reuniones interinstitucionales (sector público y privado).
- Identificación de las necesidades socioeconómicas del país.
- Elaboración de Censo y Estadísticas migratorias.
- Información y divulgación de los planes a seguir.

Resultados deseados

- Homogenización y coordinación de directrices en materia migratoria.
- Atracción de los extranjeros en el país para cada actividad.
- Información real sobre los extranjeros.
- Impacto de las migraciones en cada país.
- Regularización de los extranjeros.
- Sensibilizar a la opinión pública.
- Conocimiento de las políticas migratorias de los países.

Objetivo 2: Revisión Normativa.

Acciones a seguir

- Recopilación de Normas y Acuerdos de cada país.
- Reuniones periódicas entre organismos competentes de cada país.
- Suscripción de Acuerdos Bilaterales y Multilaterales.

Actividades

- Intercambio de información.
- Análisis de la información recopilada.

Resultados deseados

- Armonización de normas.
- Expedición de normas acordes con las circunstancias subregionales y regionales.
- Cumplimiento de compromisos internacionales.

Objetivo 3: Programas de retorno, reinserción y retención.

Acciones a seguir

- Solicitud de ayuda a organismos internacionales para obtención de recursos.
- Acuerdo entre los países involucrados en las políticas de retorno en relación con el tiempo y número de retornados con el fin de que el país receptor se prepare estructuralmente para recibirlos.
- Establecimiento de estímulos que promuevan el retorno de cerebros fugados y que eviten que la mano de obra calificada émigré.

Actividades

- Establecimiento de programas de financiación para la reinserción social y económica de los retornados.
- Intercambio de información.
- Mejoramiento de las condiciones económicas, políticas y sociales.

Resultados deseados

- La inclusión en el medio social.
- Obtener una mejor gestión.
- La permanencia de los nacionales en el país.

Objetivo 4: Cooperación y Asistencia Técnica.

Acciones a seguir

- Entrar en contacto con organismos internacionales involucrados con la materia.
- Capacitación de los funcionarios involucrados en el tema.
- Suscripción de Acuerdos.
- Consecución de mano de obra calificada para desarrollar los proyectos.
- Facilitación a los organismos y a los técnicos que prestan ayuda.
- Evaluación de los proyectos iniciados en desarrollo de los Acuerdos de Cooperación.
- Actualización permanente de los Convenios suscritos.

Actividades

- Establecer programas de asistencia.
- Realizar talleres, seminarios, conferencias, etc.
- Negociación de los acuerdos.
- Reuniones periódicas entre las partes involucradas.

Resultados deseados

- Obtención de asistencia técnica y recursos financieros.
- Optimización de los recursos humanos en el tratamiento del tema.
- Aplicación de los mismos.
- Modernización de la infraestructura.
- Aprovechamiento efectivo de los recursos disponibles.

GRUPO III: CONO SUR

Problema 1: Desequilibrio en el nivel de desarrollo relativo entre los países de la región.

Objetivo 1: Contribuir al diseño de una política de desarrollo regional equilibrado.

Actividades

- Financiamiento a proyectos que incidan en la creación de polos productivos en la frontera argentino/paraguaya, argentino/boliviana y chileno/peruana.
- Creación de Fondos Estructurales.

Problema 2: Marco jurídico de los flujos migratorios.

Objetivo 2: Avanzar en la celebración de convenios bilaterales para crear condiciones que permitan la eventual aprobación de un código migratorio común en el Mercosur.

Actividades

- Promover el tratamiento de la cuestión migratoria en el marco de las comisiones mixtas de carácter político (inclusión en la agenda).
- Elaboración de un programa de difusión de las políticas migratorias con especial énfasis en la importancia de los convenios como mecanismo de tratamiento de la cuestión migratoria en un marco de cooperación y de responsabilidad compartida entre los gobiernos.

Problema 3: Diagnósticos unilaterales dispares.

Objetivo 3: Elaboración de un banco de datos común en materia migratoria.

Actividades

- Procurar financiamiento y cooperación técnica de un organismo multilateral de crédito (BID) y la OIM que podría señalar las áreas de mayor interés a ser incorporadas en la base de datos.

Problema 4: Ausencia de conocimientos de experiencias análogas y alternativas de resolución en situaciones similares.

Objetivo 4: Promover la vinculación externa del Mercosur con foros regionales como Puebla o esquemas de integración subregional como la Comunidad Andina.

Actividades

- Conseguir status de observador, promover intercambio de información y alentar mecanismos de concertación entre los esquemas de integración subregional que podrían facilitar la inclusión de la cuestión migratoria en el ámbito del ALCA.

Problema 5: Percepción distorsionada por parte de la sociedad civil sobre la verdadera dimensión del fenómeno migratorio.

Objetivo 5: Elaboración de estudios sobre migraciones y seguridad, migraciones y mercado de trabajo, y migraciones y sistema educativo.

Actividades

- Solicitar asesoramiento para realizar estudios de diagnóstico sobre impacto en las áreas mencionadas.
- Realización de seminarios para esclarecimiento de la opinión pública y sensibilización de los medios.

Problema 6: Postergación del tratamiento de la cuestión social en el Mercosur.

Objetivo 6: Avanzar en la celebración de una carta social que se incluya como protocolo adicional al tratado de Asunción.

Actividades

- Otorgar mayor jerarquización institucional al Foro Consultivo Social al interior del Mercosur, que posibilite el avance en las cuestiones sociales desde una dimensión tripartita.

Problema 7: Tráfico de Inmigrantes.

Objetivo 7: Combatir el tráfico de inmigrantes.

Actividades

- Instar a la tipificación del delito de tráfico sobre la base de un modelo común que podría ser elaborado por la OIM.
- Promover la cooperación internacional dada la naturaleza transnacional del delito en cuestión.

Problema 8: Escaso peso de la sociedad civil en la definición de política migratoria a nivel subregional.

Objetivo 8: Dar mayor participación a nivel Mercosur a las ONG vinculadas a la cuestión migratoria.

Actividades

- Crear una instancia formal en la estructura institucional del Mercosur con capacidad para elevar recomendaciones al grupo Mercado Común.

EVALUACIÓN GENERAL

A. EL CURSO EN GENERAL

1. Se consultó si el Curso fue de utilidad para la formación y actividades técnico-profesionales de los participantes. El 100% de los participantes confirmaron la utilidad del Curso, esgrimiendo diversas razones ante la pregunta aclaratoria, que pueden resumirse en las siguientes:

- “Me ha dado una visión amplia de la problemática migratoria a nivel latinoamericano y puntos básicos para poder superarlos”.
- “Básicamente porque me permite obtener una visión comparada de las realidades en América, lo cual resulta importante si consideramos que el tema de las migraciones día a día deja de ser un asunto puramente doméstico y se convierte en un tema de naturaleza internacional”.
- “Me ha incrementado el conocimiento para un mejor análisis del fenómeno migratorio desde una perspectiva política, jurídica, económica, de administración y social”.
- “Porque tuve la oportunidad de tener una visión global y en algunos casos pormenorizada de las realidades migratorias en el continente. Además, todas las exposiciones hechas por los profesores sirvieron para enriquecer mis conocimientos en la materia. Sin duda que la visión adquirida será pieza clave en la toma de decisiones en el futuro de mi campo laboral”.
- “Durante el desarrollo del Curso, nos han planteado una visión más profunda sobre el por qué de las migraciones y calidad de los migrantes, además nos dan una base guía para poder aplicar estos conocimientos en el futuro, para poder realizar una normativa más flexible y ajustada a la realidad de cada país. Es importante además, porque las conclusiones y reflexiones llevadas a cabo nos ayudan a interactuar en nuestro país en coordinación con las demás instituciones que tienen competencia sobre el tema”.
- “Los contenidos han sido suficientemente amplios como para incidir en varios aspectos de nuestro desarrollo profesional. Aborda temas claves incentivando una mayor preocupación por desarrollarlos posteriormente en nuestros países”.
- “En Haití la temática migratoria es un tema nuevo, por lo tanto la gente que trabaja sobre la migración no tiene ninguna información. Especialmente para mí, este Curso representa una buena ocasión para mi formación. He aprendido muchas cosas que voy a aplicar donde trabajo”.
- “El Curso, al plantear temas migratorios es de vital importancia para todos aquellos que nos encontramos desarrollando una actividad relacionada a las migraciones ya sea elaborando proyectos y políticas o bien implementando y desarrollando estas actividades como el control y la supervisión. Brinda a los participantes una imagen más global del problema permitiendo conocer el fenómeno migratorio desde otras perspectivas o puntos de vista que es brindada por otros participantes”.
- “Me ha brindado la oportunidad de conocer los diversos aspectos de la problemática migratoria, sus implicaciones, la situación que viven los distintos países, sus problemas, lo que considero un valorable aporte en mi actividad profesional. Asimismo, considero de gran importancia para todos aquellos funcionarios involucrados directa o indirectamente en la problemática migratoria”.

2. Respecto al área en que los participantes desarrollan sus actividades se obtuvieron las siguientes respuestas, habiendo indicado algunos participantes más de un ámbito de acción:

Docencia	1
Investigación	3
Elaboración de planes, programas y proyectos	2
Implementación de planes, programas y proyectos	9
Decisiones de política	7
Otros	8

3. Respecto a la opinión global sobre el contenido del Curso en general, se emiten diversas opiniones tales como:

- “Excelente, ya que se analiza el fenómeno migratorio desde una perspectiva global, integral, lo cual ayuda enormemente a la comprensión del fenómeno”.
- “Ha sido un curso en el que se enriquece al participante sobre la base de la interacción con los demás, lo cual resulta más provechoso por ser complementado con técnicos expositores”.
- “Muy acertado pues la programación es técnica en razón de ir dirigida a personas que manejamos o atendemos el tema en cada país”.
- “Excelente, porque aún cuando el transcurso del tiempo para cada tema es demasiado corto, se ha tratado que dentro de su aspecto general sea de carácter profundo y lo más importante es que se persiguió que el conocimiento adquirido tuviera el carácter de reflexión al problema migratorio”.
- “El Curso ha sido interesante, pero me parece que les falta un tema de conflicto que se vive actualmente y es el relacionado con los problemas fronterizos, pienso yo que se debió dictar alguna conferencia y tomar algunas conclusiones sobre esta problemática migratoria. Por lo demás el curso ha desarrollado y ha tocado los puntos más importantes del tema migratorio, sin embargo se sugiere que el tema de la información migratoria sea más profundo para poder discutir mejor las situaciones de la realidad en la política migratoria”.
- “Es una buena política de formación que merece de estar siguiendo”.
- “Lo considero amplio, ya que abarca los distintos aspectos que coadyuvan a una política migratoria, lo que permite realizar normativas reales, en virtud de que se analizan los problemas, sus antecedentes, las posibles soluciones, tomando en consideración los distintos factores sociales, económicos, humanos”.
- “Excelente, con una participación muy dinámica de un selecto grupo de profesores, que en base a la reflexión, trabajaron sobre las migraciones internacionales para poder contrarestar las versiones negativas que sobre ellas circulan. A su vez capacitándonos a todos y cada uno de los participantes, que el tema no se agota con noticias sensacionalistas, sino con un estudio acabado del mismo, como quedó demostrado a lo largo de este curso, para que cuando volvamos a nuestros respectivos países tengamos los conocimientos y poder así rebatir la opinión inicial”.

B. LOS TEMAS DEL PROGRAMA

En los cuadros siguientes se detallan los temas que han sido dictados en el Curso y las correspondientes opiniones expresadas en porcentaje de participantes sobre la importancia de cada tema para sus futuras actividades, la forma en que fueron expuestos y la importancia relativa que aconsejan darle a cada uno de los mismos en el futuro.

TEMAS	Importancia para sus futuras actividades			Forma en que fue expuesto			Importancia a darle en futuros cursos		
	Mucha	Mediana	Poca	Buena	Adecuada	Deficiente	Mayor	Igual	Menor
1. Niveles de análisis del fenómeno migratorio. Prof.: L. Mármora	95	5	0	100	0	0	53	47	0
2. Las Migraciones Internacionales en América Latina. Prof.: M. Bogan	80	20	0	85	15	0	47	53	0
3. Migraciones y Globalización. Prof.: L. Mármora	95	5	0	95	5	0	58	42	0
4. Políticas y Programas Migratorios. Prof.: L. Mármora	90	10	0	95	5	0	42	58	0
5. Gobernabilidad Migratoria Prof.: L. Mármora	80	15	5	100	0	0	53	47	0
6. Información Migratoria Prof.: A. Giusti	47	20	33	33	47	20	37	63	0
7. Legislación Migratoria Prof.: Bogado-Poisson	58	42	0	53	42	5	58	42	0
8. Administración Migratoria Prof.: M. Krieger y J. Gurrieri.	80	20	0	53	42	5	63	37	0
9. Migraciones e Integración Prof.: Gurrieri y Díaz-Briquets	90	10	0	85	15	0	42	58	0
10. Cooperación Técnica en Materia Migratoria: PLACMI Prof.: L. Mármora	90	5	5	85	15	0	47	53	0
10. Cooperación Técnica en Materia Migratoria. Información migratoria: CIMAL; SIMICA; CEMLA. Prof.: G. Mussig y M. Santillo	85	10	5	67	33	0	47	53	0

C. COOPERACIÓN TÉCNICA HORIZONTAL

1. Se consultó la opinión de los participantes respecto de las necesidades de asistencia técnica en materia migratoria de su país de origen, dándose las siguientes alternativas:

- A) Formulación de políticas migratorias.
- B) Asistencia para el procesamiento y utilización de fuentes de datos.
- C) Cooperación para la formulación de programas migratorios.
- D) Asistencia en aspectos de legislación migratoria.

Se obtuvieron las siguientes respuestas por países:

Argentina	A y C
Colombia	A, C y D
Colombia	B y D
Costa Rica	B
Costa Rica	A
Chile	A
El Salvador	A
Estados Unidos	C
Guatemala	A, B, C y D
Haití	A, B, C y D
Honduras	A
Nicaragua	A, B y C
Paraguay	B y C
Paraguay	B y C
Perú	B
República Dominicana	A
Uruguay	A
Venezuela	B, C y D
Venezuela	B, C y D

2. En este punto se solicitó la opinión sobre otros temas que deberían desarrollarse en futuros cursos, recogiendo los siguientes temas de interés:

El tema de género y el tema del respeto de los derechos de los migrantes.

Protocolo de negociación de conflictos migratorios -lo que evitaría la frecuente improvisación ante determinadas situaciones e incidentes innecesarios.

Derechos humanos y medio ambiente.

Derechos humanos y migraciones.

Analizar con mayor detenimiento las distintas legislaciones de las regiones, de manera de perfeccionarlas en el futuro, unificando propósitos, conceptos y categorías migratorias.

Derecho internacional de las migraciones: legislación comparada.

Más que incluir o desarrollar nuevos temas, sugiero considerar la posibilidad de tener entrevistas con cada país, es decir, que los profesores hicieran una breve indagación sobre la problemática de cada uno, pues en algunos casos es bastante diferente dentro de una misma región o subregión.

Estructuración básica que se debe contemplar en la profesionalización del empleado o funcionario migratorio.

Migración como alternativa para la reinserción.

Comparaciones migratorias entre los continentes.

Descentralización migratoria.

El desarrollo tecnológico de las migraciones internacionales.

Ejemplos de Proyectos y Programas que se estén llevando para combatir el impacto de las migraciones en los países receptores.

Proyectos y Programas para impedir la emigración en los países emisores.

Se estudian los aspectos más importantes de la migración, pero creo que debería de haberse incorporado transversalmente la perspectiva de género y en la materia de legislación migratoria, incorporar formalmente el estudio de las convenciones generales o específicas en materia de derechos humanos.

D. OTROS ASPECTOS

1. Opinión sobre la organización del Curso en los planos académicos y administrativos:

Programación Académica

Buena	80%
Adecuada	20%
Deficiente	0%

Programación Administrativa

Buena	53%
Adecuada	42%
Deficiente	5%

Se efectuaron las siguientes observaciones:

- “En los dos planos, la organización del curso ha sido impecable. Es palpable el esmero con el cual se realizó la programación académica. El nivel de los maestros es óptimo en cada una de sus disertaciones. Demostraron dominio del tema. Felicitaciones”.
- “En cuanto a lo académico todo se desarrolló muy bien. En cuanto a lo administrativo faltó un poco de más comunicación con nuestros países y que la información llegue lo más pronto a las oficinas interesadas en el tema”.
- “En cuanto a la programación académica, los temas abordados en este aspecto han sido de mucha utilidad. En cuanto a la programación administrativa, se sugiere una mejor coordinación, ya que en mi concepto, el curso es interesante pero el tiempo ha sido corto”.
- “El curso en lo que respecta a su organización fue adecuada. El material fue entregado en su momento así como la programación de actividades a desarrollarse”.
- “Considero que dos semanas son suficientes y su programación la encuentro muy aceptable, así como la programación administrativa”.

2. Opinión sobre el material bibliográfico distribuido:

Calidad

Excelente	74%
Buena	26%
Regular	0%
Mala	0%

Cantidad

Excesiva	0%
Adecuada	95%
Insuficiente	5%

3. En relación a la duración del Curso -que ha sido de 2 semanas- las opiniones se dividen de la siguiente manera:

Demasiado extenso:	0%
Suficiente:	85%
Insuficiente:	15%

E. COMENTARIOS FINALES

Los participantes expresaron sus felicitaciones y agradecimiento a la OIM, coordinación administrativa y profesores, indicando que el Curso había sido una experiencia muy positiva, razón por la cual se esperaba que la OIM no escatimara esfuerzos para lograr que se siga celebrando.

Se destacó el excelente nivel académico de los profesores, los cuales demostraron conocer en profundidad el tema y la problemática actual que se está viviendo a nivel mundial y concretamente en América Latina.

Se subrayó la importancia de este Curso, por la valiosa oportunidad que el mismo representa para el intercambio de experiencias en la temática migratoria y por los conocimientos que proporciona –los cuales estuvieron acorde a las realidades de los diferentes países representados.

Se indicó que el Curso era un punto formal de partida para el aprovechamiento de conocimientos e intercambios de experiencias. Se sugirió el contemplar un seguimiento que permita evaluar las dificultades que cada uno de los participantes tenga para ir desarrollando los contenidos, actualizarlos y profundizar en ellos.

PROGRAMA DE ACTIVIDADES

HORARIO	LUNES 15	MARTES 16	MIÉRCOLES 17	JUEVES 18	VIERNES 19	SABADO 20
09:30 HS A 11:00 HS	LLEGADA DE LOS PARTICIPANTES	LLEGADA DE LOS PARTICIPANTES	2. Las migraciones internacionales en América Latina. Prof.: M. Bogan	2. Las migraciones internacionales en América Latina. Prof.: M. Bogan	4. Políticas y Progra- mas Migratorios. Prof.: L. Mármora	6. Información Migratoria. Prof.: A. Giusti
11:30 HS A 13:00 HS	LLEGADA DE LOS PARTICIPANTES	LLEGADA DE LOS PARTICIPANTES	2. Las migraciones internacionales en América Latina. Prof.: M. Bogan	2. Las migraciones internacionales en América Latina. Prof.: M. Bogan	4. Políticas y Progra- mas Migratorios. Prof.: L. Mármora	6. Información Migratoria. Prof.: A. Giusti
15:30 HS A 17:00 HS	LLEGADA DE LOS PARTICIPANTES	Presentación del Curso y entrega de bibliografía.	2. Las migraciones internacionales en América Latina. Prof.: M. Bogan	Taller de Trabajo	Taller de Trabajo	Taller de Trabajo
17:30 HS A 19:00 HS	LLEGADA DE LOS PARTICIPANTES	1. Niveles de análisis del fenómeno migra- torio. Prof.: L. Mármora	2. Las migraciones internacionales en América Latina. Prof.: M. Bogan	3. Migraciones y Globalización. Prof.: L. Mármora	5. Gobernabilidad Migratoria. Prof.: L. Mármora	6. Información Migratoria. Prof.: A. Giusti

HORARIO	LUNES 22	MARTES 23	MIÉRCOLES 24	JUEVES 25	VIERNES 26	SABADO 27
09:30 HS A 11:00 HS	7. Legislación Migratoria. Prof.: G. Romagnoli Bogado Poisson	8. Administración Migratoria. Prof.: M. Krieger J. Gurrieri	9. Migraciones e Integración. Prof.: J. Gurrieri	10. Cooperación Técnica en Materia Migratoria: PLACMI. Prof.: L. Mármora	Evaluación del Curso por parte de los participantes.	PARTIDA DE LOS PARTICIPANTES
11:30 HS A 13:00 HS	7. Legislación Migratoria. Prof.: G. Romagnoli Bogado Poisson	8. Administración Migratoria. Prof.: M. Krieger J. Gurrieri	9. Migraciones e Integración. Prof.: S. Díaz-Briquets	10. Cooperación Técnica en Materia Migratoria: información en materia migratoria. CIMAL. SIMICA. CEMLA. Prof.: G. Mussig M. Santillo	Preparación del Ejercicio Final. Coord.: J. Gurrieri	PARTIDA DE LOS PARTICIPANTES
15:30 HS A 17:00 HS	Taller de Trabajo	Taller de Trabajo	Taller de Trabajo	10. Cooperación Técnica en Materia Migratoria: Taller de Trabajo Coord.: L. Mármora	Preparación del Ejercicio Final. Coord.: J. Gurrieri	PARTIDA DE LOS PARTICIPANTES
17:30 HS A 19:00 HS	7. Legislación Migratoria. Prof.: G. Romagnoli Bogado Poisson	8. Administración Migratoria. Prof.: M. Krieger J. Gurrieri	9. Migraciones e Integración. Prof.: J. Gurrieri S. Díaz-Briquets	10. Cooperación Técnica en Materia Migratoria: Taller de Trabajo Coord.: L. Mármora	Ejercicio Final Coord.: J. Gurrieri L. Mármora G. Mussig Acto de Clausura	PARTIDA DE LOS PARTICIPANTES

LISTA DE PARTICIPANTES

Argentina

MARIA BELEN ROZLOSNIK
CONSULTORA
DIRECCION GENERAL DE POLITICA DE MIGRACIONES INTERNACIONALES
MINISTERIO DE RELACIONES EXTERIORES, COMERCIO INTERNACIONAL Y CULTO.

Canadá

JUANA LESCHZINER
OFICIAL DE INMIGRACION
EMBAJADA DE CANADA EN LA ARGENTINA

Chile

ESTEBAN TUMBA MARTINEZ
JEFE DEPTO. DE EXTRANJERIA INTENDENCIA REGIONAL
MINISTERIO DEL INTERIOR, INTENDENCIA REGION METROPOLITANA

Colombia

VICTORIA GONZALEZ ARIZA
JEFE OFICINA DE VISAS
MINISTERIO DE RELACIONES EXTERIORES

ADRIANA YOLANDA ORTIZ CASTAÑEDA
ASESORA JURIDICA DE LA DIRECCION DE EXTRANJERIA
DEPARTAMENTO ADMINISTRATIVO DE SEGURIDAD (D.A.S.)

Costa Rica

CARLOS CASTRO JIMENEZ
ASESOR
DIRECCION GENERAL DE MIGRACIONES

SAIDEM VIDAURRE ARREDONDO
DIRECTOR GENERAL

DIRECCION GENERAL PARA REFUGIADOS

Ecuador

IVAN AULESTIA
DIRECTOR
DIRECCION GENERAL DE ASUNTOS JURIDICOS
MINISTERIO DE RELACIONES EXTERIORES

El Salvador

ANA ELIZABETH CUBIAS MEDINA
ASESORA TECNICA
MINISTERIO DE RELACIONES EXTERIORES

Estados Unidos

ROBERT ZIMMERMAN
VICE CONSUL
EMBAJADA DE LOS EEUU EN ARGENTINA

Guatemala

MARIO ALBERTO FLORIAN CRUZ
ASISTENTE EN UNIDAD DE CAPACITACION
DIRECCION GENERAL DE MIGRACION

Haití

ERMION PIERRE SEIDE
JEFA DE SERVICIO (OFICINA DE ACOGIDA)
OFICINA NACIONAL DE LA MIGRACION

Honduras

GUSTAVO ADOLFO MALDONADO GALVEZ
SUBDIRECTOR
DIRECCION GENERAL DE POBLACION Y POLITICA MIGRATORIA
SECRETARÍA DE GOBERNACIÓN Y JUSTICIA

Nicaragua

MIRIAM FONSECA TABLADA
DIRECTORA GENERAL CONSULAR
MINISTERIO DE RELACIONES EXTERIORES

Paraguay

TERUMI MATSUO DE CLAVEROL
DIRECTOR DE MESAS INTERNACIONALES (ASIA, AFRICA Y OCEANIA)
MINISTERIO DE RELACIONES EXTERIORES

MIRKO SOTO SAPRIZA
JEFE DEPTO. MESA INTERNACIONAL CONO SUR
MINISTERIO DE RELACIONES EXTERIORES

Perú

ALDO CORDERO RAMOS
INSPECTOR DE MIGRACIONES
DIRECCIÓN GENERAL DE MIGRACIONES Y NATURALIZACIÓN
MINISTERIO DEL INTERIOR

República Dominicana

LUIS MANUEL PUCHEU CORDERO
CONSULTOR JURÍDICO
DIRECCIÓN GENERAL DE MIGRACIÓN
SECRETARÍA DE ESTADO DE INTERIOR Y POLICÍA

Uruguay

ARLEY NOBLE ROUX
INSPECTOR
DIRECCIÓN NACIONAL DE MIGRACIÓN

Venezuela

MARTHA PAEZ CAMARGO
COORDINADORA DE LA UNIDAD DE EUROPA, ASIA, AFRICA y OCEANÍA.
MINISTERIO DE RELACIONES EXTERIORES

MARÍA CAROLINA MENDOZA OMAÑA
TERCER SECRETARIO
MISIÓN PERMANENTE DE VENEZUELA ANTE LA OFICINA DE LAS NACIONES UNIDAS Y
DEMÁS ORGANISMOS INTERNACIONALES CON SEDE EN GINEBRA, SUIZA.

ANNEX 9: Financial distribution and disbursements 1996 - 2000

Financing of the Inter American Course on International Migrations

Years 1996 -
2000**FUNDS**

Year	Participa nts	Days	1	2	3	4	5	6	TOTAL
			C06 -800	C06 - 343	OAS	GOA	758 -800	OTHERS	
1996	18	26	59'475.00	14'500.00	12'700.00	0.00	0.00	0.00	86'675.00
1997	21	24	63'881.00	17'800.00	8'690.00	0.00	0.00	0.00	90'371.00
1998	20	23	40'000.00	16'200.00	13'124.00	5'000.00	0.00	0.00	74'324.00
1999	21	13	54'829.00	1'793.00	0.00	0.00	2'400.00	0.00	59'022.00
* 2000	23	10	20'000.00	0.00	0.00	0.00	4'800.00	23'100.00	47'900.00

Notes:

1. Miscellaneous Income allocated by IOM
 2. Reimbursement from OAS Washington for Airplane tickets
 3. In cash contribution from OAS Buenos Aires
 4. Government of Argentina
 5. PLACMI
 6. Funds from other IOM Missions in the region
- * Budget as of March 2000