

**OFFICE OF THE INSPECTOR GENERAL**

**EVALUATION OF THE  
MIGRATION POLICY AND RESEARCH PROGRAMME**

*June 2003*

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IOM International Organization for Migration

## FOREWORD

This External Evaluation Report was requested in November 2002 by the IOM Member States, in order to examine the performance and success of the Migration Policy and Research Programme (MPRP) after two years of implementation. An external consultant, Ms Shaista Keating, was recruited to perform the evaluation. Ms Keating has conducted research and published several reports, papers and articles on business and policy issues, with special focus on technology implementation and strategy formulation. She teaches at Georgetown University, Washington D.C., and Webster University, Geneva, also acting as a consultant on evaluation for United Nations agencies.

The Office of the Inspector General (OIG) was responsible for supervising the Consultant's work and for providing technical guidance for evaluation implementation. OIG also guaranteed transparency and objectivity of the evaluation report and arranged to have it endorsed by the IOM Director General, as is common practice with such reports. The MPRP team provided support to the Consultant for the documentation review and interviews. MPRP closely collaborated with OIG in commenting on the draft reports and in preparing the evaluation Terms of Reference and written questionnaires.

In addition to evaluating the programme's performance and achievements, the report also draws attention to important issues of international and regional migration management, attempting to highlight useful elements for a constructive debate on the future of the programme, both inside IOM and among IOM's Member States.

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June 2003

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## **EXECUTIVE SUMMARY**

IOM is the leading intergovernmental organization working with migrants and governments to respond to contemporary migration challenges. Having more than 50 years of worldwide operational experience, IOM is uniquely positioned to build on its grassroots experience and provide guidance on migration policy. The provision of information, advice and support towards the development of effective national, regional and global policies and strategies increases the value of IOM significantly to its constituents.

MPRP was created to strengthen IOM's capacity to provide an enhanced policy focus within IOM, in response to Member States' requests following the Council Session of November 2000. The **objectives** of the MPRP as outlined in the Programme Document were to contribute to:

- increased dialogue between migration stakeholders;
- enhanced global understanding of migration issues and trends;
- strengthening of governmental capacity to monitor and manage migration flows through effective policy making, policy dialogue, information sharing and cooperation, and thus also contribute to:
  - promoting the positive effects of migration, the reduction of irregular migration, trafficking and migrant exploitation;
  - enhancing the protection of migrants' rights and promoting positive social, political, economic, health and security consequences of effectively managed migration;
  - the development of an international framework for the management of migration.

The **project purposes** as outlined in the Programme Document were:

- to increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis, including on the increasing feminization of migration;
- to increase the capacity of governments to make informed policy decisions on how to manage migration effectively and develop relevant responses in the form of migration policies, legislation and procedures;
- to identify and assess best practices in migration management, on an ongoing basis, drawing from the experience of IOM and others;
- to enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences.

The MPRP team focussed on two **strategic priorities** as a result of interdepartmental consultations within IOM and discussions with Member States. The Interim Report June-December 2001 defined these two priorities as:

### **Migration Dialogue and Consultations**

‘promoting and facilitating the development and effective functioning of dialogue processes focussing on the management of international migration. This included the identification of common interests, the setting up of information-sharing systems and mechanisms for dialogue and co-operation among governments, and partnerships with international and non-governmental organisations.’<sup>1</sup>

### **Migration Policy Analysis & Research**

‘production of studies, reports and policy papers to identify and increase understanding of both international migration issues and trends. This includes a special effort to improve the collection and analysis of statistics on migratory movements, as well as documentation and analysis of the policy responses of governments to these movements.’<sup>2</sup>

Components of the strategic priorities included both activities and publications:

#### **Primary Programme Activities**

International Dialogue on Migration

Regional Dialogue and Processes

Developing Partnerships

Forum & Training Activities

#### **Primary Programme Publications**

World Migration 2003

International Dialogue on Migration (Red Book Series)

Migration Policy Issues; additional papers and publications were also produced to execute the MPRP strategy.

Based upon the documentation reviewed, interviews with IOM staff and with Member States, as well as replies to the questionnaires, MPRP has, **overall**, globally achieved the objectives set out in the Programme Document, in a way which is compatible with IOM’s mandate.

MPRP developed and executed a **strategy** relevant to successful achievement of the programme’s objectives. The programme actively involved migration stakeholders, e.g. other IOM staff members, Member States, Observers and partner intergovernmental and non-governmental organizations, and spent initial months defining priorities. MPRP should continue to engage IOM constituents and develop more focused objectives and purpose than found in the current defining Programme Document for its future, based on the lessons learned over the past two years.

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<sup>1</sup> Migration Policy and Research Programme, Interim Report 1 June-1 December 2001.

<sup>2</sup> Idem.

Concerning the **effectiveness** in attaining the programme's objectives, the International Dialogue on Migration helped MPRP to achieve effectively the objective of *increasing dialogue between migration stakeholders*. The partnership activities in building the migration network that MPRP pursued were also relevant to this objective. Next, MPRP contributed to regional dialogue and processes. While MPRP is not exclusively responsible for facilitating these processes (IOM involvement in regional processes precedes MPRP's creation and multiple IOM departments and Field Offices continue to enhance these processes), MPRP's strategic participation in regional processes such as MIDWA, MIDSAs and the 5 + 5 concretely helped the programme to accomplish the objective of *strengthening governmental capacity to manage migration*. Finally, MPRP delivered publications in an effort to augment the *understanding of migration issues and trends globally*, enabling the programme to realize its third main objective.

Regarding its four project purposes: first, the International Dialogue on Migration and associated workshops held at the Council Session of 2002 helped MPRP to achieve one of its project purposes: *to identify and assess best practices in migration management*. The publication of the Red Book Series also contributed to this success. However, additional work may be necessary *to draw from the experience of IOM*. Although MPRP engaged IOM staff in the development of the Dialogue and associated workshops, additional and continuing collaboration with Headquarters departments and field offices will help MPRP to add more value to IOM constituents. Second, MPRP through publications such as the International Dialogue on Migration (Red Book Series), the World Migration 2003 and the Migration Policy Issues, as well as presentations and documentation for the International Dialogue on Migration at IOM's Council, contributed *to increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis, including on the increasing feminization of migration*. However, it partially failed to ensure full and adequate delivery to capital-based policy makers. Third, MPRP put in train a process *to enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences* via, for example, Migration Policy Issues No.2, March 2003: Facts and Figures on International Migration, as well as through the organization of data management workshops in a number of regions and IOM members and observers. However, additional work in this area is encouraged. Fourth, MPRP's contribution towards advancing regional cooperation in the field of migration complemented IOM's well-established role in this arena. Although MPRP may not have contributed significantly to established fora such as the Inter-Governmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC), its contribution towards new regional fora such as Migration Dialogue for West Africa (MIDWA), MIDSAs, 5 + 5, etc., was effective and helped to *increase the capacity of governments to make informed policy decisions on how to manage migration effectively*, enabling MPRP to meet this project purpose.

Although the **projected costs** for MPRP for the years 2001 and 2002 was USD 1.89 million, the contribution received totalled USD 750,500. These projected costs were developed based on the objectives and project purposes stated in the MPRP Programme Document. However, MPRP, with its current organization structure, was efficient in achieving its objectives and project purposes, considering the discrepancy between projected and actual funding. Several individuals also noted during the interviews that scarcity in resources was MPRP's most significant shortfall. Contributions in a few areas might have been more significant, had additional resources been available as initially budgeted.

Finally, the MPRP initiative has made contributions that are in accordance with **IOM's Mandate**. Two activities were directly relevant to the Organization's mandate as articulated in Article 1 of the IOM Constitution: (1) MPRP participation in regional dialogue and processes created opportunities to provide 'advisory services on migration questions;' and (2) Establishing the International Dialogue on Migration provided a global 'forum to States as well as international and other organizations for the exchange of views and experiences.'

Concerning the programme's **future**, IOM staff and Member States are divided on the issue of MPRP being funded from the core IOM budget vs. continued MPRP funding as a separate programme; both approaches are supported with valid justifications. In that perspective, MPRP and IOM Administration should develop and present funding options for IOM Member States to consider, however keeping in mind that full support from Member States is required for a successful continuation of the programme.

# 1. BACKGROUND

## 1.1 Importance of Migration Policy

Migration is an increasingly important issue in today's dynamic global environment. Contemporary population movements are highly complex, diverse, and frequent. One of every 35 persons in the world is a migrant.<sup>3</sup> A growing number of countries are consequently affected by migration.

The United Nations Secretary General, Kofi Annan, also recognizes the importance of migration: "I also believe that it is time to take a more comprehensive look at the various dimensions of the migration issue, which now involves hundreds of millions of people and affects countries of origin, transit and destination. We need to understand better the causes of international flows of people and their complex interrelationship with development".<sup>4</sup>

Irregular migration, trafficking and exploitation of migrant rights, among others, are issues that demand government attention. Globalization has further added to the complexities of migration, as population mobility is inter-linked with global processes such as development, trade and human security.

The public sector needs to refine traditional policy-making practices, due to an increasing demand by citizens worldwide. Policy makers require fresh information and comprehensive analysis of migration flows, trends and issues to manage new migration challenges effectively. Informed decision-making must be facilitated to maximize the benefits of migration and to promote positive social, political, economic, health and security consequences of migration.

IOM has an important role to play in this context. IOM is the leading intergovernmental organization working with migrants and governments to manage migration challenges. Governments and other migration stakeholders that manage or are affected by migration-related issues look to IOM for assistance on migration management at the operational level. Having more than 50 years of worldwide operational experience, IOM is uniquely positioned to build on this grassroots experience and provide guidance on migration policy. The provision of information, advice and support towards the development of effective national, regional and global policies and strategies increases the value of IOM significantly to its constituents.

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<sup>3</sup> IOM News, No. 4, 2002.

<sup>4</sup> General Assembly 57th Session Item 53 of the Provisional Agenda, 9 September 2002, "Strengthening of the United Nations: An Agenda for Further Change" A/57/387.

## 1.2 MPRP's Creation and Mandate

In response to the increasing importance of migration and to IOM Member States' requests, the Migration Policy and Research Programme (MPRP) was created following the Council Session of November 2000, to enhance the Organization's capacity to provide the policy focus discussed above. The mandate was for IOM to take a stronger leadership role in the intellectual debate and provision of policy guidance on migration issues, and to promote cooperation and coordination of efforts in the field of international migration.

MPRP aimed to further the understanding of migration and enhance the capacity of governments to manage migration more effectively and cooperatively. As stated in the original Programme Document:

'The focus will be to identify and share "best-practices" in migration policies drawing from the vast operational experience of IOM and others. IOM will work in close cooperation with governments and other relevant partners to define strategies to enhance the capacity of governments to ensure the orderly management of migration, promoting the positive aspects of migration and reducing irregular migration, particularly trafficking and exploitation of migrants, while enhancing the protection of migrants' rights, in a sustainable and cost-effective way.

The Migration Policy and Research Programme will also enhance IOM's capacity to play a more vigorous and effective role in assisting governments to monitor and manage migration flows and develop and implement sound migration policies, legislation and procedures.

In consultation with governments, civil society, international organizations, and academia, IOM will conduct research and collate, analyse and evaluate new and established migration management materials and expertise. These activities will include an evaluation and benchmarking of IOM's own "lessons learned" during its 50 years of operations and their implications. Among the products of the Programme will be policy papers charting lessons from programming towards "best practice" migration policy options for different circumstances.

The project will also emphasize migration diplomacy in its efforts to strengthen and improve the dialogue leading to enhanced best practices regionally and globally through providing targeted contributions to the ongoing and accelerating debate on migration policy. Countries of origin, transit and destination will all benefit from the results of this process. This project will contribute to the development of an international framework for the management of migration.

In addition, it will strengthen the organization's research capacity, pulling together disparate information collections and sources on migration and develop a methodology for their continued updating.<sup>5</sup>

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<sup>5</sup> Migration Policy and Research Programme, Programme Document, April 2001.

The programme's specific objectives as outlined in the Programme Document were:

'To contribute to:

- increased dialogue between migration stakeholders;
- enhanced global understanding of migration issues and trends;
- strengthening of governmental capacity to monitor and manage migration flows through effective policy making, policy dialogue, information sharing and cooperation;

and thus also contribute to:

- promoting the positive effects of migration, the reduction of irregular migration, trafficking and exploitation of migrants;
- enhancing the protection of migrants' rights and promoting positive social, political, economic, health and security consequences of effectively managed migration;
- the development of an international framework for the management of migration.'

The project purposes as outlined in the Programme Document were:

- 'to increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis, including on the increasing feminization of migration.
- to increase the capacity of governments to make informed policy decisions on how to manage migration effectively and develop relevant responses in the form of migration policies, legislation and procedures.
- to identify and assess best practices in migration management, on an ongoing basis, drawing from the experience of IOM and others.
- to enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences'.

## 2. EVALUATION SCOPE AND METHODOLOGY

The evaluation's main objective, as described in the Terms of Reference (**Annex 1**) is:

‘To evaluate the relevance of MPRP to IOM's mandate and to the needs of IOM's Member States, in light of its stated objectives and activities, and to analyse its effectiveness in reaching its objectives and project purposes.’

Specific aims are also included in the evaluation's Terms of Reference.

The methodology involved a documentation review of the material produced by MPRP. The following documents (**Annex 5**) were reviewed:

- The Programme Document (May 2001)
- MPRP Interim Report (April 2002)
- MPRP Update (December 2002)
- IOM Council Summary Records
- Official correspondence from IOM Member States
- MPRP papers, presentations and publications
- Document – Overview Training Module
- Berne Initiative Information Notes and other relevant documents
- Other documentation relevant to the evaluation

Bibliographical References for documents reviewed are included (**Annex 6**)

Further, qualitative interviews were conducted with the Director General, Heads of Headquarters Departments and other IOM officers relevant to the Migration Policy and Research Programme evaluation. Representatives of selected Member States and a representative of an interagency programme were also interviewed. The interview tools (**Annex 4**) and the list of individuals interviewed (**Annex 5**) are included.

Additionally, questionnaires were issued to seek input from IOM Member States, Observers and Field Offices. A range of five response categories (a. Not at all helpful, b. Not very helpful, c. Somewhat helpful, d. Very helpful, e. Extremely helpful) was used for Field Offices. The range was reduced to four (a. Not helpful, b. Somewhat helpful, c. Helpful, d. Very helpful) for Member State and Observer questionnaires. The questionnaires are included (**Annex 2**).

The total number of responses received to the questionnaires is as follows:

- 22 Member States
- 29 Field Offices
- 1 Observer State

The number of overall responses to the questionnaires was low, considering the total number of IOM Member States, Observers and Field Offices. Additionally, several questions within the questionnaires were not answered. However, it is not possible to speculate on reasons for the low response rate. Data presentation with responses to questions are included as footnotes and a listing of participating Member States and Field Offices is attached as **Annex 3**.

It is important to note that conclusions and recommendations in this evaluation were informed by three research components: documentation review, qualitative research via interviews and quantitative analysis.

The report is divided into five main sections. **Section 1** covers the importance of migration and details regarding MPRP's creation and mandate.

**Section 2** describes the evaluation scope and methodology. The total number of questionnaire respondents in each category is also included in this section.

**Section 3** describes the MPRP strategy and components. It is divided into two parts:

- Description of the primary activities implemented by MPRP
- Description of the primary publications produced by MPRP

**Section 4** analyses the following aspects of the programme:

- Relevance of the strategy to the programme objectives and migration stakeholders expectations
- Relevance of the programme to IOM's mandate
- Effectiveness in reaching the programme's objective and project purposes

**Section 5** discusses the financial structure and future of MPRP.

**Section 6** summarizes the conclusions and recommendations.

### 3. PROGRAMME STRATEGY AND COMPONENTS

At the request of Member States for IOM to play a more active role in the migration policy debate, the IOM Director General conceptualized and launched the MPRP. Several IOM staff members under the direction of the Director General produced the Programme Document in April 2001 that describes MPRP's objectives and project purposes listed in **Section 1**. A Programme Director was recruited in June 2001.

Developing a strong network of relationships, both within IOM and externally, was central to the MPRP Director's strategy. The MPRP team held interdepartmental consultations within IOM and discussions with Member States to define their strategic priorities. As stated in the Interim Report for June to December 2001: 'Much effort was spent educating (permanent) missions on the complexities of migration and its relationship to other areas, and how to develop IOM into the forum for dialogue desired by Member States. Considerable effort was also invested within IOM in establishing MPRP, and developing effective working relationships with other Departments within the Organization'.

#### **Priority Setting**

Due to the complexity of international migration issues and the broad scope of MPRP's mandate as defined in the Programme Document, focus was placed on two strategic priorities as a result of the consultations mentioned above. The Interim Report defined these two priorities as:

##### **Migration Dialogue and Consultations**

'promoting and facilitating the development and effective functioning of dialogue processes focussing on the management of international migration. This included the identification of common interests, the setting up of information-sharing systems and mechanisms for dialogue and co-operation among governments, and partnerships with international and non-governmental organizations.'<sup>6</sup>

##### **Migration Policy Analysis & Research**

'production of studies, reports and policy papers to identify and increase understanding of both international migration issues and trends. This includes a special effort to improve the collection and analysis of statistics on migratory movements, as well as documentation and analysis of the policy responses of governments to these movements.'<sup>7</sup>

#### **3.1 Primary Programme Activities**

Four primary programme activities resulted from the two main areas described above:

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<sup>6</sup> Migration Policy and Research Programme, Interim Report 1 June-1 December 2001.

<sup>7</sup> Idem.

### 3.1.1 International Dialogue on Migration

MPRP used the opportunity of the 50<sup>th</sup> anniversary IOM Council Session to create a global forum within the Council for dialogue on international migration.

The 82<sup>nd</sup> Council Session in November 2001 was organized as follows: six Ministers from different regions delivered keynote speeches on diverse migration issues; a panel discussion entitled ‘Migration Challenges for the 21st Century’ was organized; presentations by experts in the field of demography, trade and globalization, and integration of migrants were delivered; and two expert commentators from the ILO and the EC facilitated and enhanced the debate.

Preparation for the International Dialogue on Migration was conducted through a series of informal meetings with Member States and Observers, as well as through a background document entitled ‘IOM’s November 2001 Council – Time for a Dialogue on Migration’, to stimulate discussion.

At the same Council session, a resolution was adopted confirming the consensus of IOM’s membership to strengthen the role of the IOM Council as a forum for policy dialogue on migration.<sup>8</sup>

Consequently, MPRP in collaboration with IOM Headquarters departments organized the policy dialogue for the 84<sup>th</sup> Council Session in December 2002. The primary theme was ‘Partnerships’ in managing migration. The Director of MPRP, presented migration trends and migration policy trends drawn from the forthcoming publication, ‘World Migration 2003’. The Netherlands and Egypt introduced a plenary discussion on ‘Elements of a Comprehensive Approach to Migration Management’.

MPRP designed three interactive **workshops** for participants of the 84th Session of the Council by holding extensive consultations with migration stakeholders within IOM and externally. IOM departments, Member and Observer States and partner organizations helped to identify themes and formats, as well as governmental and non-governmental dialogue leaders. Multiple informal steering group meetings were held with Member States and Observers, to develop the themes for these workshops.<sup>9</sup> These workshops were:

**Integration** – Participants focused on the importance of dialogue within society to promote the idea of a two-way process. Other issues discussed were economic integration, responsibility of host and home country governments, responsibility of migrants and the role of the media.

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<sup>8</sup> Resolution No. 1055 Adopted by the Council at its 82<sup>nd</sup> Session on 29 November 2001 ‘Role of the Council As a Forum for Migration Policy Dialogue’.

<sup>9</sup> Informal steering group meetings were held on: 29 July 2002 and 24 October 2002 for the 2002 dialogue, and 13 February 2003 and 13 June 2003 for the forthcoming 2003 dialogue.

**Comprehensive and Solutions-oriented Approaches to Addressing Irregular Migration** – Participants addressed issues related to irregular migration, including: legal migration options, trafficking and smuggling, root causes, irregular transit and human rights. Participants indicated the importance of a comprehensive approach to irregular migration. Cooperation and further dialogue at national, regional and international levels were noted as important in establishing a comprehensive system.

**Diaspora Support to Migration and Development** - Participants focused on issues such as: brain drain, brain gain, brain circulation, remittances and dialogue. The importance of cooperation and partnership between host and home countries to address diaspora issues effectively was emphasized. The link between migration and development was also indicated as an area for further dialogue.

MPRP produced several background and policy papers for the IOM Council, to facilitate migration policy dialogue. The following are examples from the 84th Council Session: ‘Workshops for Policy Makers: Background Document’, ‘Trends in International Migration’, ‘Elements of a Comprehensive Migration Management Approach’, and ‘IOM Partnership with Non-governmental Organizations (NGOs) in Managing Migration’. (**Annex 6**)

### **3.1.2 Regional Dialogue and Processes**

Advancing regional cooperation was a component of MPRP’s strategy over the past two years. MPRP efforts in this arena complemented IOM’s established role in promoting regional dialogue and processes. A ‘Roundtable on Managing Migration at the Regional Level’ was organized by MPRP on 5 June 2002. The MPRP Director delivered a presentation and MPRP facilitated a discussion on migration at regional level. The Roundtable examined the increasing focus on regional and multilateral approaches in managing international migration; discussed contemporary issues such as globalization and transnational migration, and associated impacts on population mobility; highlighted important, common components of Regional Consultative Processes; and covered ten key elements that contribute to the success of Regional Consultative Processes on migration. A paper entitled ‘Managing Migration at the Regional Level: Strategies for Regional Consultation’ and describing the abovementioned topics was delivered in preparation for the Roundtable (**Annex 6**).

MPRP in collaboration with IOM Field Offices and Headquarters departments contributed to several regional initiatives over the past two years. MPRP’s contributions to the development of regional dialogue and processes have been diverse, ranging from diplomatic activity to create initial interest in the development of consultative frameworks, the organization and conduct of seminars and workshops, negotiations of conclusions and resolutions, the writing of research and policy papers and support in various forms to field missions, e.g.:

- In coordination with IOM colleagues, MPRP contributed to planning and facilitating the first **Asian Labour Migration Ministerial Consultations** for countries of origin, held in Colombo, Sri Lanka, in April 2003;
- Together with several IOM staff members,<sup>10</sup> MPRP contributed towards the **5 plus 5 Dialogue** bringing together five countries of the southern shore of the Western Mediterranean and five countries of the northern shore, marking the start of inter-regional dialogue processes in October 2002;
- Together with IOM colleagues, MPRP advised the chairs of the two working groups growing out of the **Bali Ministerial Conference** on People Smuggling, Trafficking in Persons and Related Transnational Crime, February 2002;
- In collaboration with the IOM Technical Co-operation Centre, Vienna MPRP organized the **Prague Data Workshop** to address migration data development and management;
- In coordination with MRF Dakar and relevant Headquarters units, MPRP facilitated the development of **MIDWA - Migration Dialogue for West Africa (Annex 6)**;
- MPRP presented a paper on the organization and conduct of regional consultative processes, specifically in the field of information and data exchange at the **IOM-ODIHR** (Office for Democratic Institutions and Human Rights) Workshop held in Kazakhstan, October 2001; this workshop focused on cross-border cooperation and development of migration legislation in the Central Asian region;
- MPRP delivered a keynote address, chaired plenary sessions and conducted break-out working groups at the **European Union Migration Policies Workshop** held in Tunis, September 2001; this workshop was organized by IOM, in cooperation with the Tunisian Ministry of Social Affairs and with the financial support of Italian Co-operation.

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<sup>10</sup> It should be noted that MPRP staff are also IOM staff members. A distinction is made here only for the understanding of the evaluation. When reference is made to IOM staff or IOM staff members, it means staff from IOM Headquarters, IOM Field Offices or other IOM programmes.

### 3.1.3 Developing Partnerships

Developing and maintaining relationships with inter-governmental organizations and non-governmental organizations at the policy and strategic dialogue level has been another component of the programme's strategy. MPRP engaged in partnership-building activities to add a new dimension to established IOM relationships.

#### **Inter-Governmental Organizations**

MPRP ensured that IOM developed effective working relationships with inter-governmental organizations at policy level. The following examples are illustrative of MPRP's work in this field, but not exhaustive. Leading IOM, in collaboration with other IOM departments, in the creation of the Action Group on Asylum and Migration (AGAMI) is one example. **AGAMI** is an IOM and **UNHCR**, the United Nations High Commissioner for Refugees, sponsored action group to manage the nexus between asylum and migration more effectively. Participation in the first World Trade Organization (**WTO**) seminar on the movement of persons pursuant to the General Agreement on Trade in Services is another example. MPRP also strengthened an institutional relationship with the World Health Organization (**WHO**), to contribute to issues such as migration health and movement of health care workers at policy level. MPRP worked closely with United Nations Development Programme (**UNDP**) developing a joint project proposal on Migration and Development. Further, MPRP proposed a joint project to United Nations Conference on Trade and Development (**UNCTAD**), initiated discussion with United Nations Educational, Scientific and Cultural Organization (**UNESCO**), along with IOM staff, and participated in a number of World Bank training programmes. MPRP represented IOM in the World Commission on the Social Dimension of Globalization's Knowledge Network on Migration organized by the International Labour Organization (**ILO**).

#### **Non-Governmental Organizations (NGOs)**

MPRP facilitated IOM's collaboration with the non-governmental community by reintroducing and/or revitalising a series of regular consultations with NGOs working in the migration arena. Encouraging NGO participation in the Council's International Dialogue on Migration is one way that MPRP engaged the non-governmental community to enhance cooperation. Organizing regular consultations with NGO representatives in Geneva to identify and address issues of mutual concern is another.<sup>11</sup> Finally, MPRP presented IOM's policy approach to NGOs and an up-to-date account of the range of IOM's cooperation with NGOs worldwide, in a paper titled: 'IOM's Partnership with NGOs' (**Annex 6**).

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<sup>11</sup> NGOs include registered observers to IOM as well as other interested non-governmental organizations.

### 3.1.4 Other Forum and Training Activities

#### Overview of International Migration Training Manual<sup>12</sup>

MPRP, together with MMS and STD,<sup>13</sup> is leading the process of creating an updated and expanded version of the 1997 IOM publication 'Overview of International Migration' (the Module) and its companion Trainer's Guide.

The Module is funded separately from MPRP's core budget by several government sponsors.

#### The Berne Initiative

MPRP is the secretariat for the 'Berne Initiative'. The Swiss Government launched the Initiative with the International Symposium on Migration, 14 to 15 June 2001, with the objective of establishing a consultative process to encourage an exchange of views and advance mutual understanding of migration among states.

A key deliverable of the Berne Initiative to date is an expert study conceived and managed by MPRP, 'International Legal Norms and Migration'. (**Annex 6**) This research was organized by the Migration Policy Institute in Washington D.C. and the Institut Universitaire de Hautes Etudes Internationales in Geneva, and includes 17 chapters by international experts, including a chapter written by MPRP on behalf of IOM. The introductory chapter written by T.A. Aleinikoff has been published as part of IOM's International Dialogue on Migration.

Another focus of the Initiative was to seek the input of policy makers from around the world via regional consultations carried out as part of conferences and workshops often led by MPRP. The goal was to explore the concept of an international framework for the management of migration through informal brainstorming, stimulate discussion and promote active participation of states.

MPRP's involvement in the Berne Initiative is fully funded by the Swiss government.

#### Additional Forum and Training Activities

Among others<sup>14</sup> MPRP participated in the following activities:

MPRP contributed to the United Nations High Commissioner for Refugees/Migration Policy Institute Rescue at Sea Conference, Lisbon, 24 to 27 March 2002. MPRP in coordination with other Headquarters units produced a working document for the workshop; a MPRP representative attended the conference.

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<sup>12</sup> Overview of International Migration Training Manual Project Document.

<sup>13</sup> MMS: Migration Management Services Department; STD: Staff Development and Training Unit.

<sup>14</sup> See **Annex 7** for reference.

Global Migration Dynamics, Legal Instruments, Definitions and Policy was an International Migration Policy Seminar (IMP) for West Africa, Dakar 18 to 21 December 2001. MPRP provided support and delivered a presentation and facilitated workshops at the seminar in coordination with other organizing agencies and Headquarters units.

At the IMP Seminar for the Caribbean Region, Dominican Republic, 28 October 2002, the theme was Global Migration Dynamics and Comprehensive Migration Management Approach. MPRP provided extensive preparatory support and documentation for the facilitation of the seminar, in conjunction with IMP colleagues and Headquarters units.

The International Migration Policy Conference for East Africa, The Horn of Africa, and the Great Lakes Region, Nairobi, 12 to 18 May 2002. MPRP prepared documents and supported conference organization, and facilitated workshops and discussion.

MPRP organised and facilitated a workshop on Migration Management in Guatemala in October 2002, in conjunction with the Regional Conference on Migration (Puebla Process).

## **3.2 Primary Programme Publications**

Primary publications delivered by MPRP in collaboration with IOM staff and others are covered in this section.

### **3.2.1 World Migration 2003**

The External Relations Department (ERD) of IOM produced the first World Migration Report. This report was well received: consequently, IOM issued a second volume of the report under the initial direction of the former Policy Guidance and Media Division (PGM). One of its Policy Officers was responsible for this second volume.

Following the restructuring of PGM and the move of its policy functions, MPRP assumed responsibility for the compilation of the second volume of the World Migration Report in September 2001, after a certain amount of preparatory work had been completed by PGM, ERD and the associated Academic Board. The Policy Officer was absorbed into the MPRP team, to serve as Editor-in-Chief. An advance copy was made available to all delegations for the IOM December 2002 Council and the final report published in June 2003.

‘The first part, the thematic section considers major generic policy issues of migration management. These include approaches to reduce the incidence of irregular migration, such as border management; migration and health; integration of migrants in host societies; regional consultative processes; the

management of the phenomenon of internally displaced persons; and the link between migration and asylum.

The second part explores various aspects of migration management in different parts of the world. It examines successes and failures of certain migration management approaches before presenting some key elements that have proven their efficiency and efficacy, and that could contribute to the establishment of a more systematic, global approach to the phenomenon'.<sup>15</sup>

### **3.2.2 International Dialogue on Migration (Red Book Series)**

MPRP created the International Dialogue on Migration (Red Book Series) in order to present an analysis of the results of the 82nd Session of the Council. In addition to providing an annual report of the International Dialogue on Migration, the Red Book Series is now being used to inform migration stakeholders on relevant issues in an effort to stimulate the debate on migration within the Council. Three of these books have been published to date:

International Dialogue on Migration No 1:  
82nd Session of the Council 27-29 November 2001

International Dialogue on Migration No 2:  
Compendium of Inter-Governmental Organizations Active in the Field of Migration

International Dialogue on Migration No 3:  
International Legal Norms and Migration: An Analysis

### **3.2.3 Migration Policy Issues**

MPRP initiated and coordinated the publication of inter-departmental fact sheets via a steering group comprising several Headquarters departments. The goal was to present themes of specific interest to government policy makers. The following two Migration Policy Issues have been delivered to date:

Migration Policy Issues No.1, March 2003:  
Defining Migration Priorities in an Interdependent World

Migration Policy Issues No.2, March 2003:  
Facts and Figures on International Migration

### **3.2.4 Additional Papers and Publications**

The **Significant International Statements on Migration: A Thematic Compilation** was prepared 'to collate common understandings emanating from regional consultative processes on migration and selected regional and international migration-related inter-governmental conferences. [...] Good

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<sup>15</sup> World Migration 2003 Trilingual Advance Copy.

or effective practices should derive from common understanding between governments and should identify common interests and objectives of countries of origin, transit, and destination, taking into account their diverging concerns and interests'.<sup>16</sup> As these common understandings between governments are found mostly on a regional level, less often at the international level and have not been compiled in one place, MPRP prepared this publication.

MPRP has developed papers for multiple conferences, e.g. 'IOM in Thailand: Growth Through Partnership The Early Years: 1975-1996', 'World Economic Forum: The Migration Nexus is a World of Globalisation' and 'Bali Conference 2003: Challenges and Approaches in International Data Management' (Annex 6).

A list of additional MPRP papers, presentations and publications is included (**Annex 7**).

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<sup>16</sup> "Significant International Statements on Migration: A Thematic Compilation." November 2002.

## 4. PERFORMANCE AND ACHIEVEMENTS

### 4.1 Relevance of the Programme's Strategy

As mentioned in **Section 3**, MPRP focused on two strategic priorities: (1) Migration dialogue and consultations to advance dialogue on international migration management and (2) Migration policy analysis and research in an effort to produce studies, reports and policy papers to further the understanding of international migration issues and trends.

The strategic priorities were identified through interdepartmental consultations within IOM and with Member States. MPRP's collaboration with IOM Headquarters staff in developing and executing their strategy was appreciated. One IOM staff member noted during an interview: "Our work feeds into MPRP. [Our] people were part of expert groups" for MPRP coordinated activities. The same staff member noted: "We work together hand in glove." Another staff member said that MPRP is "very helpful in my work...we work extremely well together."

The International Dialogue on Migration was an important turning point, and was directly relevant to the objective of increasing dialogue between migration stakeholders. The partnership activities that MPRP pursued to add a new policy dimension to existing IOM relationships were also relevant to this objective.

MPRP's contributions to regional dialogue and processes have been diverse, ranging from diplomatic activity to create initial interest in the development of consultative frameworks, the organization and conduct of seminars and workshops, negotiation of conclusions and resolutions and the writing of research and policy papers and support in various forms to IOM field missions. While MPRP is not exclusively responsible for facilitating these processes, (IOM's involvement in regional processes pre-dates MPRP's creation; multiple IOM Field Offices and Headquarters departments continue to enhance these processes), MPRP's strategic participation in some regional processes such as MIDWA, MIDSAs and the 5+5 were concrete activities relevant to the objective of strengthening governmental capacity to manage migration.

Finally, MPRP delivered publications in an effort to augment the understanding of migration issues and trends worldwide. Analysis regarding the effectiveness in meeting MPRP stated objectives can be found in **Section 4.3**.

Several points pertinent to MPRP's strategy, however, warrant attention:

- Member States while praising MPRP's efforts also noted that MPRP was involved in too many subjects. For example, one Member State said during an interview: "Its not been focused enough and has tried to cover too many subjects". Another Member State noted that it is important "to define their objective and what direction they want to go. Where do they want to concentrate their activities in the future? Are they guided by member states or should they take on a more advisory role? They are supposed to have the expertise and they should be ahead of the member states". As it has been noted in **Section 3**, MPRP's objectives and project purposes were broadly defined in the Programme Document and may need to be more narrowly focussed.
- Countries that have developed migration policies may not have benefited as much as those seeking to develop and implement these policies. One Member State explained in its questionnaire: '[Our State] has a proactive, managed migration program and also has a history and tradition of actively participating in international migration forums and dialogues. MPRP, through IOM Council, has somewhat broadened the opportunity for dialogue with countries in regions with which we have had relatively limited dealings'.
- Several IOM Field Offices expressed a desire to be engaged more fully with MPRP. Examples of Field Office comments are: (1) "MPRP activities and resulting publications have so far not met sufficient usage from our side, a fact we intent to change in order to use this rich resource of information and analysis provided by IOM sources to the extent possible, for our own needs as well as vis-à-vis our partner governments. In order to achieve this objective, we would be grateful if you could support us in identifying suitable books, serial publications, research series, studies and reports from your archive, relevant to migration policy development concerning [the region];" (2) "MPRP hasn't been really activated in [the region]. It is not that it doesn't interest our counterparts, it's just too early;" and (3) "Unfortunately MPRP has not reached the ... region yet."

Although MPRP must address the concerns raised above, it was also noted that it is a new programme and time is required to meet all the expectations of migration stakeholders. One Member State noted in its questionnaire: 'Clearly, MPRP is still at an early stage in building up IOM's capabilities and finding best models to meet State interests. This process takes time, both for IOM to fully respond to governments and for governments to fully use the products provided by IOM. However, enough progress is evident to support continuation of the MPRP as a mainstream activity of the organisation'.

(See also relevant questionnaire data<sup>17</sup>)

### **Conclusion:**

MPRP developed and executed a strategy that enabled the programme to achieve its stated objectives. Activities such as the International Dialogue on Migration, the partnerships that MPRP pursued to add a new policy dimension to existing IOM relationships, MPRP contributions to regional dialogue and MPRP delivered publications were all relevant to the programme strategy. Although concerns were raised regarding the programme's lack of focus, this may have been due to the broadly defined and innovative objectives and project purposes in its Programme Document. Additionally, it was noted that countries with developed migration policies might not have benefited as much as those seeking to develop and implement these policies. Finally, several IOM Field Offices expressed a desire to be engaged more fully with MPRP.

### **Recommendation:**

**Going forward, MPRP should develop a more precise and well defined roadmap and associated Programme Document for its future contribution, based on the work completed through the present strategy, in order to ensure that all its future objectives and project purposes are fully achieved. The programme should identify priority areas within migration management. In this context, MPRP is encouraged to: (1) analyse whether additional efforts are needed to meet the needs of countries that have developed migration policies; (2) determine whether it is MPRP's role to empower IOM Field Offices with migration policy and research information; (3) manage expectations of Member States, Field Offices, and other IOM constituents by reinforcing exchange of information on its strategy. Further, specifically defining MPRP's future role within IOM will also be important in implementing more focussed programme objectives and purposes.**

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<sup>17</sup> Member State Response:

MPRP was created in response to urging from Member States for IOM to become « the key strategic organization for international policy development on migration issues » and to « broker international cooperation and move towards a more strategic and leading role in that area », while providing « intellectual leadership in establishing a comprehensive migration strategy ». When asked what is the assessment of your government of MPRP's success in the contribution to IOM's pursuit of these goals 9% (2 respondents) of Member States indicated very successful, 41% (9 respondents) successful, 36% (8 respondents) somewhat successful, and 0% not successful. 14% (3 Member States) did not respond to this question.

Field Office Response:

10% (2 respondents) of Field Offices indicated very successful, 41% (9 respondents) successful, 36% (8 respondents) somewhat successful, and 0% not successful. 14% (3 Field Offices) did not respond to this question.

## 4.2 Relevance to IOM's Mandate

The IOM's Constitution outlines several purposes and functions. The following points are pertinent to the assessment of MPRP's relevance to IOM's mandate:

- 1(c) 'to provide... migration services such as ...advisory services on migration questions...'
- 1(e) 'to provide a forum to States as well as international and other organizations for the exchange of views and experiences, and the promotion of co-operation and co-ordination of efforts on international migration issues, including studies on such issues in order to develop practical solutions'.

Among other activities, MPRP's participation in regional processes listed in **Section 3** created opportunities to provide 'advisory services on migration questions', thereby making it relevant to Article 1 Section c of the IOM constitution.

Establishing the International Dialogue on Migration directly provided a 'forum to States as well as international and other organizations for the exchange of views and experiences', thereby making it relevant to Article 1 Section e of the IOM constitution. There was no such international forum in IOM before the establishment of MPRP.

### **Conclusion:**

The MPRP initiative has made contributions that are in accordance with IOM's Mandate. At least two activities were directly relevant to Article 1 of the IOM Constitution: (1) Establishing the International Dialogue on Migration provided a 'forum to States as well as international and other organizations for the exchange of views and experiences'; and (2) MPRP participation in regional dialogue and processes created opportunities to provide 'advisory services on migration questions'.

### 4.3 Effectiveness in Meeting Objectives and Purposes

The discussion of the effectiveness with which MPRP met its objectives and project purposes is covered in this section. For analysis purposes, the section is divided into MPRP's three main objectives as stated in the Programme Document. In many cases activities pursued by MPRP contributed to more than one objective; however, the most relevant activities are covered under each objective. For example: The International Dialogue on Migration has enabled MPRP to not only to increase dialogue between migration stakeholders but also to enhance global understanding of migration issues and trends and strengthen governmental capacity to monitor and manage migration through effective policy dialogue, information sharing and cooperation. It is covered in the Section titled 'An Increased Dialogue on Migration' because it is most relevant to the first main objective.

#### 4.3.1 An Increased Dialogue on Migration

The first main **objective** defined in the MPRP Programme Document was to contribute to *increased global dialogue between migration stakeholders*. MPRP achieved this goal by taking the lead on the International Dialogue on Migration and by enhancing IOM's cooperation with stakeholders through active partnership as described in **Section 3**.

#### **International Dialogue on Migration**

Migration stakeholders internally and externally recognized MPRP's effectiveness in organizing the International Dialogue on Migration based on documents reviewed and individuals interviewed. IOM Member States acknowledged MPRP's success in this arena at the 84<sup>th</sup> Session of the Council and strongly supported the IOM Council as a forum for Migration Policy dialogue<sup>18</sup>. For instance, a country stated: "We applaud IOM's initiative to expand the Council format to include migration policy dialogues and a substantive debate on our shared migration future. We have supported MPRP, which has taken the lead in the development of the Council as a forum for policy discussion".<sup>19</sup>

IOM senior staff also recognized this achievement: "The dialogue was outstandingly successful; it was a working approach where people exchanged ideas," noted one of the staff members interviewed. Partner organizations also praised IOM for this accomplishment<sup>20</sup>.

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<sup>18</sup> For further reference, see Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/441 to 446, December, 2002.

<sup>19</sup> Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/444, December, 2002.

<sup>20</sup> For further reference, see Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/441 to 446, December, 2002.

(See also relevant questionnaire data<sup>21</sup>)

### **Developing Partnerships**

MPRP also contributed to *increased global dialogue between migration stakeholders* by cooperating with inter-governmental organizations and non-governmental organizations. Although IOM had established links with several international organizations prior to MPRP, the programme served to strengthen some of these links. MPRP's contribution in reaching out to non-governmental organizations, and in strengthening this partnership, was also recognized by migration stakeholders<sup>22</sup>. One Member State particularly welcomed MPRP's efforts to establish the AGAMI working group with UNHCR, which should help in tackling the difficult problem of mixed flows of migrants and asylum seekers. During an interview, an official of a partner agency stated: "To our institutional relationship with IOM, MPRP is an excellent point... We work extremely well together with IOM".

(See also relevant questionnaire data<sup>23</sup>)

### **Project Purpose Analysis**

The International Dialogue on Migration and associated workshops held at the Council Session of 2002 also helped MPRP to achieve one of its project purposes: *to identify and assess best practices in migration management, on an ongoing basis, drawing from the experience of IOM and others*. A Member State recorded in its questionnaire that 'the International Dialogue on Migration brings to our attention some of the best models and practices

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<sup>21</sup> Member State Response:

When asked whether MPRP had offered their government greater opportunities for dialogue on international migration management issues, 14% (3 respondents) of Member States strongly agreed, 45% (10 respondents) agreed, 23% (5 respondents) somewhat agreed, and 5% (1 respondent) disagreed. 14% (3 Member States) did not respond to this question.

Field Office Response:

10% (3 respondents) of Field Offices strongly agreed, 21% (6 respondents) agreed, 17% (5 respondents) somewhat agreed, and 17% (5 respondents) disagreed. 34% (10 Field Offices) did not respond to this question.

<sup>22</sup> For further reference, see Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/441 to 446, December, 2002.

<sup>23</sup> Member State Response:

When asked whether IOM interaction and involvement with other international organizations, regional processes and NGOs on migration related issues had improved since the creation of MPRP, 23% (5 respondents) of Member States strongly agreed, 32% (7 respondents) agreed, 23% (5 respondents) somewhat agreed, and 5% (1 respondent) disagreed. 18% (4 Member States) did not respond to this question.

Field Office Response:

7% (2 respondents) of Field Offices strongly agreed, 28% (8 respondents) agreed, 17% (5 respondents) somewhat agreed, and 10% (3 respondents) disagreed. 38% (11 Field Offices) did not respond to this question.

on how to manage and understand the migration phenomena. We find it very useful that IOM has created a platform from where States-for the first time- can gather and share experiences and policies’.

MPRP identified and assessed practices in the areas of integration, irregular migration as well as migration and development by engaging migration stakeholders including IOM staff members and Member State representatives in developing the workshops titled: (1) Integration, Comprehensive and Solutions-oriented Approaches to Addressing Irregular Migration, and (3) Diaspora Support to Migration and Development as discussed in Section 3. A Member State ‘expressed her country’s appreciation of the introduction of workshops as a means of supplying information for the reorientation of migration policies and *practices* at the international level’.<sup>24</sup>

However, according to an IOM staff member MPRP needs to do additional work in drawing from the experience of IOM. This staff member noted during an interview: “MPRP needs to use the programmes that we are doing successfully to inform the policy debate. This is the edge we have on think tanks. This is where MPRP has more work to do”.

(See also relevant questionnaire data<sup>25</sup>)

### **Conclusion:**

MPRP’s role in planning and preparing for the International Dialogue on Migration at the IOM Council was effective. The activity *increased global dialogue between migration stakeholders* by providing a forum that facilitated a discussion on migration management among Member States and other IOM constituents. Further, MPRP’s contribution towards strengthening partnerships with inter-governmental and non-governmental organizations further increased dialogue among migration stakeholders. The workshops held at the Council Session of 2002 also helped MPRP to achieve one of its project purposes: *to identify and assess best practices in migration management*. However, additional work may be necessary *to draw from the experience of IOM*. Although MPRP engaged IOM staff in the development of the Dialogue and associated workshops, additional and continuing collaboration with Headquarters departments and field offices will help MPRP to add more value to IOM constituents.

### **Recommendation:**

**MPRP should continue to collaborate closely with colleagues within IOM, draw from practical experiences and promote migration management policies and strategies that are informed by practical, grassroots, experience. This will bring a greater value to the International Dialogue on Migration, already recognized as the central activity of**

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<sup>24</sup> Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/444, December, 2002.

<sup>25</sup> Member State Response

When asked whether MPRP had been helpful in identifying and sharing effective practices through the International Dialogue on Migration and other of its activities and publications, 18% (4 respondents) of Member States strongly agreed, 45% (10 respondents) agreed, 18% (4 respondents) somewhat agreed, and 5% (1 respondent) disagreed. 14% (3 Member States) did not respond to this question.

[Note Field Offices were not asked this question.]

**MPRP. Sustained cooperation with Headquarters departments and field offices would result in increasing leadership of IOM in the area of migration.**

#### **4.3.2 An Enhanced Global Understanding of Migration Issues and Trends**

The second main **objective** defined in the MPRP Programme Document was to contribute to *enhanced global understanding of migration issues and trends*. MPRP publications such as the World Migration 2003 enabled the programme to achieve this objective.

MPRP is not the principal conduit for research and publications within IOM. Several other departments, particularly ERD/RES<sup>26</sup>, and Field Offices<sup>27</sup> produce publications that are highly respected by migration stakeholders. MPRP has added further, policy-relevant research to that already being performed within IOM, as underlined by some Member States during the 84<sup>th</sup> Session of the Council in December 2002<sup>28</sup>.

The World Migration 2003 advance copy was received well by Member States, IOM experts and Field Offices, as noted through the questionnaires and during interviews. These migration stakeholders appreciated the value of producing such a report. A Member State recorded in its questionnaire: ‘Information on global migration trends and identification of factors that influence migration movements is valuable, for example, the information provided in the World Migration Reports on country profiles is interesting and provides good background information on other countries’ migration practices and their approach to orderly migration management generally’.

Several issues were raised regarding the research and publications component of MPRP. First, a concern regarding the accuracy of data in the advanced copy was expressed by one Member State. The same Member State that complimented the World Migration 2003 above also noted in its questionnaire: ‘given the complexity of data on world migration issues and the sophistication of analysis required, it is important for governments to be given the opportunity to comment on some of the material produced. For example, [we were] concerned at some of the factual and analytical inaccuracies included in the advance copy of the World Migration Report 2003. A process needs to be in place to ensure problems such as this are not perpetuated’.

The second issue reported was the timeliness of the World Migration 2003. ‘The report was initially promised in November of 2002 in all three languages but the final version has not yet been released<sup>29</sup>. Maybe the plan

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<sup>26</sup> ERD/RES: External Relations Department/Research and Publications

<sup>27</sup> Such as IOM Buenos Aires, IOM San Jose, IOM Helsinki, IOM Vienna through its Technical Cooperation Center and IOM Bangkok.

<sup>28</sup> For further references, see Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/441 to 446, December, 2002

<sup>29</sup> The questionnaire was completed in May 2003. In the meantime, the report has been published as mentioned in the evaluation report.

was too ambitious...the workload was underestimated or there was a lack of resources,” noted one of the IOM staff members interviewed acknowledging that it is a “very hard job.” Another IOM staff member felt that the release timetable for this yearly report was “reasonable” given that not all aspects of the report were completed in house and the work was completed with “limited resources”.

(See also relevant questionnaire data<sup>30</sup>).

Third, the need for new research and data collection was emphasized by multiple stakeholders, e.g. one IOM staff member noted during an interview: “The research component in MPRP was not strong enough. Even in IOM this component needs to be enhanced. Cannot do migration policies without research and data”. Additionally, one Member State noted during an interview: “MPRP has done a good job of compiling existing data but significant new research has not been performed”. The same state recorded in its questionnaire: ‘MPRP has succeeded in being an effective source of ongoing information on global developments and trends. However, we have not noted much work on analysis of developments and trends’. Additional work also needs to be performed to deliver on data collection. Another state recorded: ‘MPRP’s written publications have been useful, including the Red Book Series and the 2003 World Migration Report. We encourage MPRP to continue efforts to improve data collection on international migration’.

(See also relevant questionnaire data<sup>31</sup>).

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<sup>30</sup> Member State Responses

When asked how satisfied governments were with MPRP’s effectiveness in providing ongoing and timely information, analysis and policy advice through its activities and publications including the International Dialogue on Migration and World Migration 2003 (advance copy), 5% (1 respondent) of Member States indicated very satisfied, 41% (9 respondents) satisfied, 27% (6 respondents) somewhat satisfied, and 9% (2 respondents) not satisfied. 18% (4 Member States) did not respond to this question.

[Note: Field Offices were not asked this question.]

<sup>31</sup> Member State Response

When asked how governments assessed the effectiveness of MPRP’s efforts to enhance the longer term global capacity for data collection, by enhancing understanding of the importance of data collection and analysis, 5% (1 respondent) of Member States indicated very effective, 36% (8 respondents) effective, 41% (9 respondents) somewhat effective, and 0% not effective. 18% (4 Member States) did not respond to this question.

Field Office Response

7% (2 respondents) of Field Offices indicated extremely effective, 7% (2 respondents) very effective, 38% (11 respondents) somewhat effective, and 3% (1 respondent) not effective. 45% (13 Field Offices) did not respond to this question.

Fourth, the “R” in MPRP causes confusion internally and externally. As one IOM staff member commented during an interview: “There was some confusion regarding the “R” in [MPRP]”. Although the interviews evinced that no direct duplication existed between MPRP efforts and those of the IOM Research and Publications Division due to close collaboration efforts by both parties, overlap of some activities exists, for instance on a study on regional processes.

Fifth, multiple Member States had not seen the publications referenced in the questionnaire sent for the purpose of the evaluation. For example, one Member State recorded: “Activities in the region were useful for promoting the meeting of the South American Conference on International Migration. However, the document mentioned was not received...[we] would like to have it”. Another State recorded: “[We have] significant migration management expertise and capacity. However documents such as: IOM Council documents and presentations; International Dialogue on Migration (Red Book Series); World Migration 2003 (advance copy); Significant International Statements on Migration: a Thematic Compilation are useful to monitor developments in other countries and global trends. Haven’t seen Facts and Figures document or other Conference papers”. Another state mentioned that it had not received many of the publications nor was it “informed that they are possible to get (ex. Internet)”.

A Field Office noted in its questionnaire: ‘Very successful: A) Enhancing understanding of migration issues by IOM officials in the region [and] B) Enhancing understanding of migration issues by IOM stakeholders and interlocutors in the region. However, A) and B) could have had a bigger impact if the region had received a higher number of copies of MPRP publication for distribution and if, in parallel, MPRP had established a mailing list for interlocutors in the region so as to update them regularly on its activities’. Another Field Office recorded in its questionnaire: ‘We consider helpful if the MPRP provides IOM mission...with more detailed information about events which were held by the MPRP as well as about forthcoming ones so we could inform more effectively the governmental officials and policy makers as well as to attract their attention to the activity of MPRP’. Yet one more recorded: ‘...not all relevant MPRP publications have been “marketed” properly...More funds, time and effort must be dedicated to this, in order to enhance distribution’.

### **Project Purpose Analysis**

One of the project purposes outlined in the MPRP Programme Document was *to increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis, including on the increasing feminisation of migration*. MPRP’s publications listed under **Section 3.2** are contributions towards this project purpose (see also **Annex 7**). However, as noted through the questionnaires, MPRP partially failed to ensure full and adequate delivery of information and publications to capital-based policy makers. Further, as discussed earlier, a concern was raised regarding the accuracy of information in the advance copy of World Migration 2003 by

one Member State. Finally, limited work was completed on the feminization of migration.

Another, purpose was to *enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences*. MPRP produced Migration Policy Issues No.2, March 2003: Facts and Figures on International Migration in an effort to meet the requirements of this project purpose. This publication is a first step and MPRP can certainly do more work in this area, as discussed above.

(See relevant questionnaire data<sup>32</sup>).

### **Conclusion:**

MPRP does not have primary responsibility for research and publications within IOM. Other departments as well as Field Offices produce publications that are respected by migration stakeholders. In terms of meeting its objective and project purposes, MPRP was able to contribute to *enhanced global understanding of migration issues and trends* and *to increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis*. That was achieved through its own publications, by contributing towards other IOM publications and via other initiatives such as the International Dialogue on Migration. However, some issues were raised: (1) Data accuracy in the advanced copy of World Migration 2003; (2) Need for new research that must however be defined, also in order to avoid confusion between the roles of the Research and Publication Division and MPRP; (3) Insufficient mechanisms of information dissemination. Further, MPRP began to *enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences* via Migration Policy Issues; however, additional work in this area is encouraged.

### **Recommendation:**

**MPRP is encouraged to take several steps to strengthen its research and publications component:**

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#### <sup>32</sup> Member States Response

When asked how helpful MPRP has been in raising the overall understanding of international migration issues and trends among the government migration policy makers 18% (4 respondents) of Member States indicated very helpful, 41% (9 respondents) helpful, 27% (6 respondents) somewhat helpful, and 0% not helpful. 14% (3 Member States) did not respond to this question.

#### Field Office Response

3% (1 respondent) of Field Offices indicated extremely helpful, 14% (4 respondents) very helpful, 31% (9 respondents) somewhat helpful, 14% (4 respondents) not very helpful, and 3% (1 respondent) not at all helpful. 34% (10 Field Offices) did not respond to this question.

#### Field Office Response

When stated MPRP was created to complement existing research orientations within IOM, in order to help governments better understand international migration policy trends and issues. MPRP has contributed to enhancing understanding in this area 3% (1 respondent) of Field Offices strongly agreed, 34% (10 respondents) agreed, 17% (5 respondents) somewhat agreed, and 7% (2 respondents) disagreed. 38% (11 Field Offices) did not respond to this question.

[Note: Member States were not asked this question.]

- 1) **MPRP must address the concern related to data accuracy. Although MPRP follows a quality review process involving academic partners, it should invite other migration stakeholders to comment on the World Migration Report and other MPRP publications to ensure accurate, credible research products. MPRP may find it useful to facilitate structured reviews by the internal MPRP team members, IOM staff, Member State representatives, as well as other partners, such as experts of international organizations. One way to implement this recommendation is to form a review committee comprising representatives of above-mentioned IOM constituents.**
- 2) **MPRP should continue its active collaboration with IOM departments and Field Offices in the field of research and publications, especially in the context of the requirement to meet the needs of new research to distinguish itself from other providers of migration research. MPRP can act as a synthesis of numerous research activities in IOM. Merging the IOM Research and Publications Division with the research and publications component of MPRP should be explored as an option.**
- 3) **Mechanisms of information dissemination need to be improved by MPRP to ensure that all migration stakeholders benefit from the output being produced. The use of information and communication technologies may significantly reduce the distribution costs of content and should be explored.**

#### **4.3.3 A Strengthening of Governmental Capacity to Monitor and Manage Migration Flows**

The third main **objective** defined in the MPRP Programme Document was to contribute to *strengthening of governmental capacity to monitor and manage migration flows through effective policymaking, policy dialogue, information sharing and cooperation*. MPRP contribution to regional dialogue and processes as well as forum and training activities enabled the programme to achieve this objective.

IOM has been involved in strengthening regional cooperation in the area of migration for several years. MPRP has played a complementary role in advancing regional dialogue and processes in an effort to *strengthen governmental capacity to monitor and manage migration flows*. As one Member State recorded in its questionnaire: ‘MPRP activities and publications contributed toward a better regional and global view of effective practices in efforts to manage migration’.

Although MPRP has made several contributions in this arena as covered in **Section 3**, “IOM’s level of contribution towards established fora for developed countries such as the Inter-Governmental Consultations (IGC) was not significantly enhanced due to the formation of MPRP” noted a Member State during an interview. However, the same state acknowledged that MPRP’s contribution over the past two years was valuable in advancing

new regional fora such as the Migration Dialogue for West Africa (MIDWA).

MPRP is also in the process of creating an updated and expanded version of the 1997 IOM publication 'Overview of International Migration' (the Module) and its companion Trainer's Guide. Although, this deliverable is not complete work has commenced to warrant mention under the capacity building objective. The Module will provide a framework of reference and instruction on up-to-date migration dynamics, policies and trends.

### **Project Purpose Analysis**

MPRP activity in promoting regional cooperation has helped the programme to begin to meet one of its stated project purposes: *to increase the capacity of governments to make informed policy decisions on how to manage migration effectively and develop relevant responses in the form of migration policies, legislation and procedures*. Evidence to support that MPRP directly assisted governments to *develop relevant responses in the form of migration policies, legislation and procedures* is difficult to pinpoint; however, MPRP's contribution to activities promoting regional dialogue and processes has augmented IOM's established role in this area.

### **Conclusion:**

MPRP's contribution towards advancing regional cooperation in the field of migration complemented IOM's well-established role in this arena. Through regional dialogue and processes as well as its role in the Overview of International Migration Manual project, MPRP was able to contribute to *strengthening of governmental capacity to monitor and manage migration flows*, achieving a third objective stated in the Programme Document. Although MPRP may not have contributed significantly to established fora such as IGC, its contribution towards new regional fora such as Migration Dialogue for West Africa (MIDWA) was effective and helped to *increase the capacity of governments to make informed policy decisions on how to manage migration effectively*, enabling MPRP to meet this project purpose.

(See also relevant questionnaire data<sup>33</sup>).

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#### <sup>33</sup> Member State Response

When asked how helpful regional consultations and processes had been to building migration management capacity in the government, 9% (2 respondents) of Member States indicated very helpful, 27% (6 respondents) helpful, 14% (3 respondents) somewhat helpful, and 9% (2 respondents) not helpful. 41% (9 Member States) did not respond to this question.

#### Field Office Response

7% (2 respondents) of Field Offices indicated extremely helpful, 31% (9 respondents) very helpful, 10% (3 respondents) somewhat helpful, 3% (1 respondent) not very helpful, and 10% (3 respondents) not at all helpful. 38% (11 Field Offices) did not respond to this question.

#### Field Office Response

When asked how helpful MPRP had been to the government participants of the regional activity, 7% (2 respondents) of Field Offices indicated extremely helpful, 14% (4 respondents) very helpful, 17% (5 respondents) somewhat helpful, 10% (3 respondents) not very helpful, and 3% (1 respondent) not at all helpful. 48% (14 Field Offices) did not respond to this question.

#### 4.3.4 MPRP Sub-objectives

By meeting the three main objectives as discussed in the above sections, MPRP contributed certainly to its sub-objectives stated as follows in the Programme Document:

- promoting the positive effects of migration, the reduction of irregular migration, trafficking and exploitation of migrants;
- enhancing the protection of migrants' rights and promoting positive social, political, economic, health and security consequences of effectively managed migration;
- the development of an international framework for the management of migration.

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[Member States were not asked this question.]

##### Field Office Response

When asked how helpful MPRP had been to Field Office's involvement in this regional activity, 0% of Field Offices indicated extremely helpful, 17% (5 respondents) very helpful, 14% (4 respondents) somewhat helpful, 10% (3 respondents) not very helpful, 7% (2 respondents) not at all helpful. 52% (15 Field Offices) did not respond to this question.

[Member States were not asked this question.]

##### Field Office Response

When asked whether MPRP's involvement had positively influenced the progress of this regional activity, 3% (1 respondent) of Field Offices strongly agreed, 17% (5 respondents) agreed, 7% (2 respondents) somewhat agreed, and 17% (5 respondents) disagreed. 55% (16 Field Offices) did not respond to this question.

[Member States were not asked this question.]

##### Member State Response

When asked how helpful forum, training and capacity-building activities had been to building migration Management capacity in the government while referencing the Berne Initiative along with other activities, 14% (3 respondents) of Member States indicated very helpful, 18% (4 respondents) helpful, 18% (4 respondents) somewhat helpful, and 5% (1 respondent) not helpful. 45% (10 Member States) did not respond to this question.

##### Field Office Response

0% of Field Offices indicated extremely helpful, 28% (8 respondents) very helpful, 7% (2 respondents) somewhat helpful, 7% (2 respondents) not very helpful, and 14% (4 respondents) not at all helpful. 45% (13 Field Offices) did not respond to this question.

Specific examples of contributions that helped MPRP to meet these objectives are: (1) The Workshop on irregular migration held at the 84<sup>th</sup> Session of the Council as part of the International Dialogue on Migration; (2) A paper entitled ‘The Protection of the Right of Migrant Workers to Non-Discrimination under International Law’; (3) the role of Secretariat for the Berne Initiative which explored the concept of an international framework for the management of migration through informal brainstorming.

However, a detailed impact analysis is necessary to draw a more informed conclusion on MPRP impact on issues such as ‘promoting the positive effects of migration, the reduction of irregular migration, trafficking and exploitation of migrants’, or ‘promoting positive social, political, economic, health and security consequences of effectively managed migration’. Such an impact evaluation would certainly be very expensive and very difficult to conduct at an international level. In addition, these objectives ask for changes inside the society on the perception of migration that require years of awareness raising and many changes in behaviour. Joint efforts with other IOM Services also have to play a role in this regard, as well as pro-active engagement of governments, for instance in the field of migrants’ rights.

## 5. EFFICIENCY AND MPRP FUTURE STRUCTURE

### 5.1 Efficiency

MPRP was created as a 'programme' following the Council Session of November 2000. The following Member States sponsored the MPRP programme either by providing funds or by seconding other resources:

Australia  
Canada  
Italy  
Netherlands  
Switzerland  
United States

The currently funded organizational structure of MPRP is as follows:

Director (D2)  
Deputy Director (P5)- part-time 50%  
Senior Policy Advisor (P5) - seconded by the Canadian Government  
Programme Officer (P2) - seconded by the Government of Switzerland  
Associate Migration Policy Officers (P1) - 2 Positions  
Administrative Assistant (G5)

This structure can be considered as minimal, taking into account the initial budget and the number of activities to be performed. In addition, the level and type of expertise conforms to the level of high representation and the expected outcome, as underlined through the documentation review, the written questionnaires and the interviews.

A brief analysis of the MPRP Core Budget<sup>34</sup> for June 2001 to April 2003 is as follows: the projected costs for MPRP for June 2001 to April 2003 was USD 1.89 million and actual expenditure amounted to USD 847,345. Although USD 1.89 million was projected, MPRP received contributions of USD 750,498 during the period June 2001 to April 2003.<sup>35</sup>

When comparing the combined contribution to MPRP from June 2001 to April 2003 with the actual expenditure for the period June 2001 to April 2003 there is a deficit of USD 96,847. When breaking down the contributions and expenditure per annum, MPRP had a positive carryover of USD 106,530 at the end of 2001 and a negative carryover of USD 48,573 at the end of 2002 and a balance debit of USD 96,847 in April 2003.

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<sup>34</sup> Additional earmarked contributions were made by the Swiss Government for the Berne Initiative and by Canada and Australia for the Overview Module.

<sup>35</sup> A complete breakdown of MPRP projected costs, contributions, expenditures and balance is included (**Annex 9**).

The details are as follows:

	<b>USD</b>
<b>June 2001-December 2001</b>	
Contributions	355,222
Expenditure	248,692
Carryover Credit	106,530
<b>January 2002-December 2002</b>	
Contributions	295,276
Expenditure	450,379
Carryover debit	48,573
<b>January 2003-April 2003</b>	
Contributions	100,000
Expenditure	148,274
Balance Debit	96,847

It is also important to note that the Berne Initiative is fully funded by the Government of Switzerland and has no impact on the MPRP core Budget.

### **Conclusion:**

Although the projected costs for MPRP for 2001 to 2002 was USD 1.89 million, the contribution received totalled USD 750,498. These projected costs were developed based on the objectives and project purposes stated in the MPRP Programme Document. MPRP, with its current organization structure, managed to run the programme efficiently, even with its financial constraints, and to achieve its objectives and project purposes. However, several individuals confirmed during the interviews that scarcity of resources was MPRP's most significant shortfall. Contributions in a few areas might have been more significant had additional resources been available.

### **5.2 MPRP Future Structure**

The length of the programme was two years, commencing in June 2001. An evaluation was requested as part of the original scope of the project at the end of the two-year term.

As MPRP approaches the end of its originally-mandated term, the question arises: Should MPRP and its policy development and implementation function be part of the IOM core budget or should it continue to be funded as a separate project?

The current sponsors of the MPRP project are divided on the issue of MPRP being funded from the core IOM budget as opposed to continuing to be funded as a programme. When asked in the view of their government, how should MPRP be funded? Please choose one of the following options: (a) MPRP should be integrated into the administrative part of IOM's budget as a core function and (b) MPRP should remain a separate project dependent on external funding, 40% (2 respondents) of the donor Member States answered (a) and 40% (2 respondents) selected (b). 20% (1 respondent) commented: 'To be determined after the evaluation'.

Further, when asked in the view of their government, how should MPRP be funded, 27% (6 respondents) of Member States indicated as a separate project and 45% (10 respondents) as a core function. 27% (6 Member States) did not respond to this question.

Lastly, when asked in the view of their Field Office, how should MPRP be funded, 41% (12 respondents) of Field Offices indicated as a separate project and 21% (6 respondents) as a core function. 38% (11 Field Offices) did not respond to this question.

The advantage of MPRP remaining a separate programme dependent on external funding is that it must continuously prove its value to constituents. As a Field Office representative recorded in its questionnaire: ‘Could be changed later on. For now, funding keeps MPRP on its toes and makes it more relevant to migration interests of donors. To become part of the IOM bureaucracy, small as it is, could let complacency set in and result in reports that nobody reads. I would like to see MPRP engage in more action-research that can influence migration policy and decision making’.

The advantage to MPRP becoming part of the core budget is that it can make a substantive focus on international migration management policy a core offering of IOM.

A middle of the road option was suggested by one of the IOM staff members interviewed: “Yes MPRP should be funded as part of the core budget but not in its present structure...currently large...what is essential within their structure should be included in the core budget.”

### **Conclusion:**

Migration stakeholders are divided on the issue of MPRP being funded from the core IOM budget as opposed to continuing to be funded as a separate project. Although a majority of the Member States (10) that responded to the question regarding funding believe that MPRP should be integrated into the Administrative Part of IOM’s Budget as a core function, the current sponsors of the programme are divided on this issue. Further, almost all the IOM staff members interviewed are in favour of integrating MPRP into the Administrative Part of IOM’s Budget as a core function. These individuals view a focus on migration policy as a core function of IOM. Additionally, most IOM Field Offices that responded to this question in the survey support funding as a separate project.

### **Recommendation:**

**MPRP should develop and present funding options for IOM Management and Member States to consider. One option is for it to remain a separate programme for another two years, taking into account the zero nominal growth constraint on the Administrative Part of IOM’s Budget. A second option is for it to be fully funded by the Administrative Part of the Budget, with the risk of restricting other IOM core activities, due to reallocation of existing funds, again in the light of the zero nominal growth constraint on IOM’s budget. A last option is to fund a core number of resources and activities as part**

**of the core budget while maintaining project status for other activities, e.g. a core number of resources responsible for the continued coordination of the International Dialogue on Migration might be funded as part of the core budget, with separate funding for the publication of the World Migration Report, as is partially the case now. In any of those scenarios, Member States' commitment and contributions are requested for a successful continuation of the MPRP.**

## 6. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

### Relevance of the Programme's Strategy

#### Conclusion:

MPRP developed and executed a strategy that enabled the programme to achieve its stated objectives. Activities such as the International Dialogue on Migration, the partnerships that MPRP pursued to add a new policy dimension to existing IOM relationships, MPRP contributions to regional dialogue and MPRP delivered publications were all relevant to the programme strategy. Although concerns were raised regarding the programme's lack of focus, this may have been due to the broadly defined and innovative objectives and project purposes in its Programme Document. Additionally, it was noted that countries with developed migration policies might not have benefited as much as those seeking to develop and implement these policies. Finally, several IOM Field Offices expressed a desire to be engaged more fully with MPRP.

#### Recommendation:

**Going forward, MPRP should develop a more precise and well defined roadmap and associated Programme Document for its future contribution, based on the work completed through the present strategy, to ensure that all its future objectives and project purposes are fully achieved. The programme should identify priority areas within migration management. In this context, MPRP is encouraged to: (1) analyse whether additional efforts are needed to meet the needs of countries that have developed migration policies; (2) determine whether it is MPRP's role to empower IOM Field Offices with migration policy and research information; (3) manage expectations of Member States, Field Offices, and other IOM constituents by reinforcing exchange of information on its strategy. Further, specifically defining MPRP's future role within IOM will also be important in implementing more focused programme objectives and purposes.**

### Relevance to IOM's Mandate

#### Conclusion:

The MPRP initiative has made contributions that are in accordance with IOM's Mandate. At least two activities were directly relevant to Article 1 of the IOM Constitution: (1) Establishing the International Dialogue on Migration provided a 'forum to States as well as international and other organisations for the exchange of views and experiences'; and (2) MPRP participation in regional dialogue and processes created opportunities to provide 'advisory services on migration questions'.

## **Effectiveness in Meeting Objectives and Purposes**

### **An Increased Dialogue on Migration**

#### **Conclusion:**

MPRP's role in planning and preparing for the International Dialogue on Migration at the IOM Council was effective. The activity *increased global dialogue between migration stakeholders* by providing a forum that facilitated a discussion on migration management among Member States and other IOM constituents. Further, MPRP's contribution towards strengthening partnerships with inter-governmental and non-governmental organizations further increased dialogue among migration stakeholders. The workshops held at the Council Session of 2002 also helped MPRP to achieve one of its project purposes: *to identify and assess best practices in migration management*. However, additional work may be necessary *to draw from the experience of IOM*. Although MPRP engaged IOM staff in the development of the Dialogue and associated workshops, additional and continuing collaboration with Headquarters departments and field offices will help MPRP to add more value to IOM constituents.

#### **Recommendation:**

**MPRP should continue to collaborate closely with colleagues within IOM, draw from practical experiences and promote migration management policies and strategies that are informed by practical, grassroots experience. This will bring a greater value to the International Dialogue on Migration already recognized as the central activity of MPRP. Sustained cooperation with Headquarters departments and field offices would result in increasing leadership of IOM in the area of migration.**

### **An Enhanced Global Understanding of Migration Issues and Trends**

#### **Conclusion:**

MPRP does not have primary responsibility for research and publications within IOM. Other departments as well as Field Offices produce publications that are respected by migration stakeholders. In terms of meeting its objective and project purposes, MPRP was able to contribute to *enhanced global understanding of migration issues and trends* and *to increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis*. That was achieved through its own publications, by contributing towards other IOM publications and via other initiatives, such as the International Dialogue on Migration. However, some issues were raised: (1) Data accuracy in the advanced copy of World Migration 2003; (2) Need for new research that must however be defined, also in order to avoid confusion between the roles of the Research and Publication Division and MPRP; (3) Insufficient mechanisms of information dissemination. Further, MPRP began to *enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences* via Migration Policy Issues; however, additional work in this area is encouraged.

### **Recommendation:**

**MPRP is encouraged to take several steps to strengthen its research and publications component:**

- 1) MPRP must address the issue of data accuracy. Although MPRP follows a quality review process involving academic partners, it should invite other migration stakeholders to comment on the World Migration Report and other MPRP publications, to ensure accurate, credible research products. MPRP may find it useful to facilitate structured reviews by the internal MPRP team members, IOM staff, Member State representatives and other partners, such as experts of international organizations. One way to implement this recommendation is to form a review committee comprising representatives of above-mentioned IOM constituents.**
- 2) MPRP should continue its active collaboration with IOM departments and Field Offices in the field of research and publications, especially in the context of the necessity to meet the needs of new research to distinguish itself from other providers of migration research. MPRP can act as a synthesis of numerous research activities in IOM. Merging the IOM Research and Publications Division with the research and publications component of MPRP should be explored as an option.**
- 3) Mechanisms of information dissemination need to be improved by MPRP to ensure that all migration stakeholders benefit from the output being produced. The use of information and communication technologies may significantly reduce the distribution costs of content and should be explored.**

### ***A Strengthening of Governmental Capacity to Monitor and Manage Migration Flows***

### **Conclusion:**

MPRP's contribution towards advancing regional cooperation in the field of migration complemented IOM's well-established role in this arena. Through regional dialogue and processes and its role in the Overview of International Migration Manual project, MPRP was able to contribute to *strengthening of governmental capacity to monitor and manage migration flows*, achieving a third objective stated in the Programme Document. Although MPRP may not have contributed significantly to established fora such as IGC, its contribution towards new regional fora such as Migration Dialogue for West Africa (MIDWA) was effective and helped to *increase the capacity of governments to make informed policy decisions on how to manage migration effectively*, enabling MPRP to meet this project purpose.

## Efficiency and MPRP Future Structure

### Efficiency

#### Conclusion:

Although the projected costs for MPRP for 2001 and 2002 was USD 1.89 million, the contribution received totalled USD 750,498. These projected costs were developed based on the objectives and project purposes stated in the MPRP Programme Document. MPRP, with its current organization structure, managed to run the programme efficiently, even with its financial constraints, and to achieve its objectives and project purposes. However, several individuals confirmed during the interviews that scarcity in resources was MPRP's most significant shortfall. Contributions in a few areas might have been more significant had additional resources been available.

### MPRP Future Structure

#### Conclusion:

Migration stakeholders are divided on the issue of MPRP's being funded from the core IOM budget as opposed to continuing to be funded as a separate project. Although a majority of the Member States (10) that responded to the question regarding funding believe that MPRP should be integrated into the Administrative Part of IOM's Budget as a core function, the current sponsors of the programme are divided on this issue. Further, almost all the IOM staff members interviewed are in favour of integrating MPRP into the Administrative Part of IOM's Budget as a core function. These individuals view a focus on migration policy as a core function of IOM. Additionally, most IOM Field Offices that responded to this question in the survey support funding as a separate project.

#### Recommendation:

**MPRP should develop and present funding options for IOM Management and Member States to consider. One option is to remain a separate programme for another two years, taking into account the zero nominal growth constraint on the Administrative Part of IOM's Budget. A second option is to be fully funded by the Administrative Part of the Budget, with the risk of restricting other IOM core activities due to reallocation of existing funds, again in the light of the zero nominal growth constraint on IOM's budget. A last option is to fund a core number of resources and activities as part of the core budget while maintaining project status for other activities, e.g. a core number of resources responsible for the continued coordination of the International Dialogue on Migration might be funded as part of the core budget, with separate funding for the publication of the World Migration Report, as is partially the case now. In any of those scenarios, Member States' commitment and contributions are requested for a successful continuation of the MPRP.**

## **Annex 1. Evaluation Terms of Reference**

**EVALUATION OF THE MIGRATION POLICY AND RESEARCH  
PROGRAMME: AN ANALYSIS OF MPRP'S CONTRIBUTION TO POLICY  
DIALOGUE ON MIGRATION AND CONSOLIDATION OF IOM'S ROLE**

**Terms of Reference**

**1. Background**

Migration is an issue of increasing importance for policy makers. There is growing recognition that new approaches are required for today and tomorrow's migration challenges. Policy makers need up-to-date information and analysis on migration flows, trends and issues in order to make informed decisions on policies and strategies to manage migration effectively and in a way which maximizes the benefits for countries of origin, transit and destination, for their communities and for migrants.

Governments are increasingly calling on IOM for migration advice and intervention on what constitutes workable approaches appropriate to their national and regional circumstances so that they can devise relevant, sustainable, and cost-effective policies and strategies. Other agencies, whose work has a bearing on or is affected by migration, are also seeking advice, guidance and information from IOM.

The IOM Migration Policy and Research Programme was set up following the Council Session of November 2000 in response to IOM's Member States' requests for the Organization to take a stronger leadership role in the intellectual debate and provision of policy guidance on migration issues, and to promote co-operation and co-ordination of efforts in the field of international migration.<sup>1</sup> The requested activities are a central part of IOM's mandate. Among the purposes and functions of the Organization, outlined in IOM's Constitution, the following points are included: ...1(c) "to provide... migration services such as ...advisory services on migration questions.." ...1(e) "to provide a forum to States as well as international and other organizations for the exchange of views and experiences, and the promotion of co-operation and co-ordination of efforts on international migration issues, including studies on such issues in order to develop practical solutions" .The programme started in June 2001 and an evaluation after two years of implementation was requested by the IOM Member States during a meeting of the SCBF in November 2002.<sup>2</sup>

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<sup>1</sup> See Summary Records, 80<sup>th</sup> Session of the IOM Council, November 2000

<sup>2</sup> See MC/2088, Subcommittee on Budget and Finance, Report on the Eighty-Eighth Session

## **2. MPRP's Overall Objectives**

To contribute to:

- enhanced global understanding of migration issues and trends,
- increased dialogue between migration stakeholders
- strengthening of governmental capacity to monitor and manage migration flows through effective policy making, policy dialogue, information sharing and cooperation;

and thus also contribute to:

- promoting the positive effects of migration, the reduction of irregular migration, trafficking and exploitation of migrants;
- enhancing the protection of migrants' rights and promoting positive social, political, economic, health and security consequences of effectively managed migration; and
- the development of an international framework for the management of migration.

## **3. MPRP's Project Purposes**

- To increase access of policy makers to sufficient and accurate information and analysis on migration and migration trends on an ongoing basis, including on the increasing feminization of migration .
- To increase the capacity of governments to make informed policy decisions on how to manage migration effectively and develop relevant responses in the form of migration policies, legislation and procedures.
- To identify and assess best practices in migration management, on an ongoing basis, drawing from the experience of IOM and others.
- To enhance the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences.

## **4. Objectives of the Evaluation**

With the coming end to MPRP's initial project period, a thorough evaluation of the programme is desired. The evaluation will concentrate on the relevance and value-added of MPRP to international dialogue on migration in general, to IOM and IOM membership.

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

“To evaluate the relevance of MPRP to IOM's mandate and to the needs of IOM's Member States, in light of its stated objectives and activities, and to analyse its effectiveness in reaching its objectives and project purposes”

More specifically, the evaluation will:

- analyse MPRP's effectiveness in contributing to enhanced global understanding of migration issues and trends, and to increased dialogue and co-operation between migration stakeholders;
- assess the relevance of IOM's International Dialogue on Migration (created by MPRP within the Council) to the migration interests of IOM Member States, and Observers.
- evaluate MPRP's effectiveness in providing accessible and targeted information on migration practices, and qualitative and quantitative information/statistics in order to increase the capacity of governments to monitor and manage migration flows and to make informed policy decisions;
- evaluate MPRP's effectiveness in providing ongoing and timely information, analysis and policy advice, to policy-makers and to other institutions and processes (for instance the Berne initiative, IMP, MIDWA).
- evaluate MPRP's contribution to the identification and sharing of effective practices in migration management;
- evaluate MPRP's effectiveness in enhancing the longer-term global capacity for collection, analysis, use and sharing of migration information and experiences;
- evaluate "World Migration 2003" regarding its usefulness for migration policy makers, IOM's external and internal stakeholders, as well as the extent to which MPRP's general objectives are met through this publication.
- Evaluate whether the current structure of MPRP is an efficient way for IOM to achieve the MPRP objectives
- An analysis of the efficiency of MPRP will be briefly covered by the evaluation.

## **5. Methodology**

The evaluation will require a documentation review (a detailed review and analysis of all documents is not required) that will include:

- The project document (May 2001)
- MPRP Interim Report (April 2002)
- MPRP Update (December, 2002)
- MPRP Quarterly Travel reports
- IOM Council verbatim transcripts and Summary Records
- Official correspondence from IOM member states
- MPRP papers, presentations and publications
- Project Document – Overview Training Module

- Berne Initiative Information Notes and other relevant documents
- Any other documentation that could be relevant for the evaluation exercise.

Questionnaires will be used to solicit the opinions of selected Member States and Observers and IOM Field Offices.

Personal interviews, based upon an interview guide, will be conducted with the Director General as well as with heads of headquarters departments and other IOM officers, as appropriate, and with representatives of selected Member States.

## **6. Indicative Timetable**

### **Milestones:**

By 15 May – Submission of draft report to EVA and MPRP

By 30 May – Submission of final written report and oral briefing for Director General

In order to facilitate the work of the consultant and to maintain independence, EVA/OIG will supervise the overall evaluation exercise.

The maximum period for conducting the entire exercise should not last more than three months and the final report should be made available by 30 May 2003.

## **Annex 2. Evaluation Questionnaires**

## MPRP Evaluation : Questionnaire –Member States

The IOM Migration Policy and Research Programme was set up following the Council Session of November 2000 in response to IOM's Member States' requests for the Organization to take a stronger leadership role in the intellectual debate and provision of policy guidance on migration issues, and to promote co-operation and co-ordination of efforts in the field of international migration. The programme started in June 2001 and an evaluation after two years of implementation was requested by IOM Member States during a meeting of the SCBF in November 2002. The main objective of the evaluation can be summarized as follow:

**« To evaluate the relevance of MPRP to IOM's mandate and to the needs of IOM's Member States, in light of its stated objectives and activities, and to analyse the effectiveness in reaching its objectives and project purposes ».**

*To assist in this evaluation, we would very much appreciate if you would take the time to complete this questionnaire on behalf of your government as fully as possible and to return it either by fax or by e-mail by 9 April 2003 to Evaluation/Office of the Inspector General [ fax number: 0041-22-798.61.50; email address: eva@iom.int]. Your response will remain confidential and will be used only for the purposes of this evaluation.*

1. How helpful has MPRP been in raising the overall understanding of international migration issues and trends among your government migration policy makers?
  - a) Not helpful
  - b) Somewhat helpful
  - c) Helpful
  - d) Very helpful
  
2. MPRP has offered your government greater opportunities for dialogue on international migration management issues.
  - a) Disagree
  - b) Somewhat agree
  - c) Agree
  - d) Strongly agree
  
3. How helpful have the following MPRP activities been to building migration management capacity in your government?

	Not helpful	Somewhat helpful	Helpful	Very helpful
<b>Activities</b>				
International Dialogue on Migration				
Seminars, Workshops, conferences				
Regional consultations and processes				
Partnership-building activities				
Forum, training and capacity-building activities (i.e. MPRP participation in IMP Training Seminars, Overview of International Migration Training Manual, Berne Initiative, etc.)				
Other				

4. How helpful have the following MPRP documents and publications been to building migration management capacity in your government?

	Not helpful	Somewhat helpful	Helpful	Very helpful
<b>Documents and Publications</b>				
Managing Migration at the Regional Level : Strategies for Regional Consultation				
Regional Consultative Processes : Audio-Visual presentation				
IOM Council documents and presentations				
International Dialogue on Migration (Red Book Series)				
World Migration 2003 (advance copy)				
Significant International Statements on Migration : a Thematic Compilation				
Facts and Figures on International Migration				
Conference Papers				

5. How satisfied is your government with MPRP's effectiveness in providing ongoing and timely information, analysis and policy advice through its activities and publications including the International Dialogue on Migration and World Migration 2003 (advance copy)?:
- Not satisfied
  - Somewhat satisfied
  - Satisfied
  - Very satisfied
6. MPRP has been helpful in identifying and sharing effective practices through the International Dialogue on Migration and other of its activities and publications.
- Disagree
  - Somewhat agree
  - Agree
  - Strongly agree
7. How would your government assess the effectiveness of MPRP's efforts to enhance the longer term global capacity for data collection, by enhancing understanding of the importance of data collection and analysis? (Through such publications and activities as World Migration 2003 (advance copy) ; the Council's International Dialogue on Migration; region specific activities (such as in Prague and MIDWA))
- Not effective
  - Somewhat effective
  - Effective
  - Very effective
8. IOM interaction and involvement with other international organizations, regional processes and NGOs on migration related issues has improved since the creation of MPRP?
- Disagree
  - Somewhat agree
  - Agree
  - Strongly agree

9. In the view of your government, how should MPRP be funded? Please choose one of the following options:
- a) MPRP should be integrated into the administrative part of IOM's budget as a core function
  - b) MPRP should remain a separate project dependent on external funding

Comments, if any:

10. MPRP was created in response to urging from Member States for IOM to become « the key strategic organization for international policy development on migration issues » and to « broker international cooperation and move towards a more strategic and leading role in that area », while providing « intellectual leadership in establishing a comprehensive migration strategy ». What is the assessment of your government of MPRP's success in the contribution to IOM's pursuit of these goals?
- a) Not successful
  - b) Somewhat successful
  - c) Successful
  - d) Very successful
11. Please describe the ways in which MPRP activities and publications including IOM's International Dialogue on Migration and the World Migration Report have been useful to your government.

**Thank you for taking the time to complete this questionnaire.**

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## **MPRP Evaluation Questionnaire : IOM Offices**

*The IOM Migration Policy and Research Programme was set up following the Council Session of November 2000 in response to IOM's Member States' requests for the Organization to take a stronger leadership role in the intellectual debate and provision of policy guidance on migration issues, and to promote co-operation and co-ordination of efforts in the field of international migration. The programme started in June 2001 and an evaluation after two years of implementation was requested by the IOM Member States during a meeting of the SCBF in November 2002. See Annex for more information on MPRP activities. The main objective of the evaluation can be summarized as follows :*

***« To evaluate the relevance of MPRP to IOM's mandate and to the needs of IOM's Member States, in light of its stated objectives and activities, and to analyse its effectiveness in reaching its objectives and project purposes ».***

*To assist in this evaluation, we would very much appreciate if you would take the time to complete this questionnaire as fully as possible and to return it either by fax or by e-mail by 29 March 2003 to EVA/OIG. [fax number : 0041-22-717.61.50 ; email address : eva@iom.int] Your response will remain confidential and will only be used for the purposes of this evaluation.*

1. How helpful has MPRP been in raising the overall understanding of international migration issues and trends among the government migration policy makers in your area?
  - a) Not at all helpful
  - b) Not very helpful
  - c) Somewhat helpful
  - d) Very helpful
  - e) Extremely helpful
  
2. MPRP has offered the government(s) in your area greater opportunities for dialogue on international migration management issues.
  - a) Disagree
  - b) Somewhat agree
  - c) Agree
  - d) Strongly agree

3. How helpful have the following MPRP activities been to your efforts at building migration management capacity in the government(s) in your area?

	Not at all helpful	Not very helpful	Somewhat helpful	Helpful	Extremely helpful
<b>Activities</b>					
International Dialogue on Migration					
Seminars, Workshops, conferences					
Regional consultations and processes					
Partnership-building activities					
Forum, training and capacity-building activities (i.e. MPRP participation in IMP Training Seminars, Overview of International Migration Training Manual, Berne Initiative, etc.)					
Other					

4. How helpful have the following MPRP documents and publications been to your efforts at building migration management capacity in the government(s) in your area?

	Not at all helpful	Not very helpful	Somewhat helpful	Very helpful	Extremely helpful
<b>Documents and Publications</b>					
Managing Migration at the Regional Level : Strategies for Regional Consultation					
Regional Consultative Processes : Audio-Visual presentation					
IOM Council documents and presentations					
International Dialogue on Migration (Red Book Series)					
World Migration 2003 (advanced version)					
Significant International Statements on Migration : a Thematic Compilation					
Facts and Figures on International Migration					
Conference Papers					

5. If your office is involved with a regional consultative process or other forms of regional dialogues or seminars:

5-1. How helpful has MPRP been to the government participants of the regional activity?

- a) Not at all helpful
- b) Not very helpful
- c) Somewhat helpful
- d) Very helpful
- e) Extremely helpful

5-2. How helpful has MPRP been to your office's involvement in this regional activity?

- a) Not at all helpful
- b) Not very helpful
- c) Somewhat helpful
- d) Very helpful
- e) Extremely helpful

- 5-3. MPRP's involvement has positively influenced the progress of this regional activity.
- a. Disagree
  - b. Somewhat agree
  - c. Agree
  - d. Strongly agree
6. How would you assess the effectiveness of MPRP's efforts to enhance the longer term global capacity for data collection, by enhancing understanding of the importance of data collection and analysis? (Through such publications and activities as World Migration 2003 advanced copy ; the Council's International Dialogue on Migration; region specific activities (such as in Prague and MIDWA))
- a. Not at all effective
  - b. Not very effective
  - c. Somewhat effective
  - d. Very effective
  - e. Extremely effective
7. IOM interaction and involvement with other international organizations, regional processes and NGOs on migration related issues has improved since the creation of MPRP.
- a. Strongly disagree
  - b. Disagree
  - c. Somewhat agree
  - d. Agree
  - e. Strongly agree
8. MPRP was created to complement existing research orientations within IOM, in order to help governments better understand international migration policy trends and issues. MPRP has contributed to enhancing understanding in this area.
- a. Strongly disagree
  - b. Disagree
  - c. Somewhat agree
  - d. Agree
  - e. Strongly agree
9. In your view, how should MPRP be funded? Please choose one of the following options:
- a. *MPRP should be integrated into the administrative part of IOM's budget as a core function*
  - b. *MPRP should remain a separate project dependent on external funding*

*Comments, if any :*

10. MPRP was created in response to urging from Member States for IOM to become « the key strategic organization for international policy development on migration issues » and to « broker international cooperation and move towards a more strategic and leading role in that area », while providing « intellectual leadership in establishing a comprehensive migration strategy ». What is your assessment of MPRP's success in the contribution to IOM's pursuit of these goals?
- Not at all successful
  - Not very successful
  - Somewhat successful
  - Very successful
  - Extremely successful
11. Please describe the ways in which MPRP activities and publications including IOM's International Dialogue on Migration and the World Migration Report have been useful to your activities and to the government(s) in your area.

**Thank you for taking the time to answer these questions.**

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## MPRP Evaluation : Questionnaire – IOM Observers

The IOM Migration Policy and Research Programme was set up following the Council Session of November 2000 in response to IOM's Member States' requests for the Organization to take a stronger leadership role in the intellectual debate and provision of policy guidance on migration issues, and to promote co-operation and co-ordination of efforts in the field of international migration. The programme started in June 2001 and an evaluation after two years of implementation was requested by IOM Member States during a meeting of the SCBF in November 2002. The main objective of the evaluation can be summarized as follow:

**« To evaluate the relevance of MPRP to IOM's mandate and to the needs of IOM's Member States, in light of its stated objectives and activities, and to analyse the effectiveness in reaching its objectives and project purposes ».**

To assist in this evaluation, we would very much appreciate if you would take the time to complete this questionnaire on behalf of your government/organization as fully as possible and to return it either by fax or by e-mail by 9 April 2003 to Evaluation/Office of the Inspector General [fax number: 0041-22-798.61.50 ; email address: eva@iom.int]. Your response will remain confidential and will be used only for the purposes of this evaluation.

This questionnaire has been completed by: (please check one)

Government\_\_\_\_\_

International Organization\_\_\_\_\_

NGO\_\_\_\_\_

1. How helpful has MPRP been in raising the overall understanding of international migration issues and trends among your government migration policy makers or your organization?
  - a. Not helpful
  - b. Somewhat helpful
  - c. Helpful
  - d. Very helpful
  
2. MPRP has offered your government/organization greater opportunities for dialogue on international migration management issues.
  - a. Disagree
  - b. Somewhat agree
  - c. Agree
  - d. Strongly agree

3. How helpful have the following MPRP activities been to building migration management capacity in your government/organization?

	Not helpful	Somewhat helpful	Helpful	Very helpful
<b>Activities</b>				
International Dialogue on Migration				
Seminars, Workshops, conferences				
Regional consultations and processes				
Partnership-building activities				
Forum, training and capacity-building activities (i.e. MPRP participation in IMP Training Seminars, Overview of International Migration Training Manual, Berne Initiative, etc.)				
Other				

4. How helpful have the following MPRP documents and publications been to building migration management capacity in your government/organization?

	Not helpful	Somewhat helpful	Helpful	Very helpful
<b>Documents and Publications</b>				
Managing Migration at the Regional Level : Strategies for Regional Consultation				
Regional Consultative Processes : Audio-Visual presentation				
IOM Council documents and presentations				
International Dialogue on Migration (Red Book Series)				
World Migration 2003 (advance copy)				
Significant International Statements on Migration : a Thematic Compilation				
Facts and Figures on International Migration				
Conference Papers				

5. How satisfied is your government/organization with MPRP's effectiveness in providing ongoing and timely information, analysis and policy advice through its activities and publications including the International Dialogue on Migration and World Migration 2003 (advance copy)?:

- a) Not satisfied
- b) Somewhat satisfied
- c) Satisfied
- d) Very satisfied

6. MPRP has been helpful in identifying and sharing effective practices through the International Dialogue on Migration and other of its activities and publications.

- a) Disagree
- b) Somewhat agree
- c) Agree
- d) Strongly agree

7. How would your government/organization assess the effectiveness of MPRP's efforts to enhance the longer term global capacity for data collection, by enhancing understanding of the importance of data collection and analysis? (Through such publications and activities as World Migration 2003 (advance copy) ; the Council's International Dialogue on Migration; region specific activities (such as in Prague and MIDWA))
- a) Not effective
  - b) Somewhat effective
  - c) Effective
  - d) Very effective
8. IOM interaction and involvement with other international organizations, regional processes and NGOs on migration related issues has improved since the creation of MPRP?
- a) Disagree
  - b) Somewhat agree
  - c) Agree
  - d) Strongly agree
9. MPRP was created in response to urging from Member States for IOM to become « the key strategic organization for international policy development on migration issues » and to « broker international cooperation and move towards a more strategic and leading role in that area », while providing « intellectual leadership in establishing a comprehensive migration strategy ». What is the assessment of your government/organization of MPRP's success in the contribution to IOM's pursuit of these goals?
- a) Not successful
  - b) Somewhat successful
  - c) Successful
  - d) Very successful

Comments if any:

10. Please describe the ways in which MPRP activities and publications including IOM's International Dialogue on Migration and the World Migration Report (Advance Copy) have been useful to your government/organization.

**Thank you for taking the time to complete this questionnaire.**

### **Annex 3. List of Respondents**

## **List of Member State Respondents\***

Australia	Lithuania
Belgium	Madagascar
Belize	Netherlands
Bolivia	Portugal
Canada	Serbia
Croatia	Slovenia
Denmark	Switzerland
Dominican Republic	United Kingdom
Egypt	Ukraine
Haiti	United States
Latvia	Unknown

\*Note: This includes Member States who responded by the cut-off date for the questionnaire reply.

## **List of Field Office Respondents**

MRF Helsinki	IOM Moldova
MRF Islamabad	IOM Moscow
MRF Manila	IOM New York
MRF Nairobi	IOM New York-UN Observer
MRF Vienna	IOM Paris
IOM Addis Ababa	IOM Pristina
IOM Armenia	IOM Romania
IOM Belgrade	IOM Santo Domingo
IOM Colombia	IOM Skopie
IOM Guatemala	IOM Spain
IOM Hong Kong	IOM Switzerland
IOM Kampala	IOM Tunis
IOM Lisbon	IOM Turkmenistan
IOM Lusaka	IOM Ukraine

## **Annex 4. Interview Tools**

## INTERVIEW QUESTIONS FOR MPRP EVALUATION

### IOM

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1. What is your assessment of MPRPs impact on IOM as a whole? Internally?  
Externally?
2. What do you see as the most significant contributions of MPRP over the past two years?
3. What do you see as the most significant shortfalls of MPRP over the past two years?
4. In what ways do MPRP activities complement your activities?
5. In what ways do MPRP activities duplicate those of your department?
6. Should MPRP have been funded through IOM core budget? Please Explain.

### Member States

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1. What is your assessment of MPRPs impact your Member State as a whole?
2. What do you see as the most significant contributions of MPRP over the past two years?
3. What do you see as the most significant shortfalls of MPRP over the past two years?
4. In what ways do MPRP activities complement your activities?
5. In what ways do MPRP activities duplicate those of your Member State?
6. Should MPRP have been funded through IOM core budget? Please Explain.

**Annex 5. List of Interview Participants**

<b>Name</b>	<b>Title</b>
Brunson McKinley	IOM, Director General
Ndioro Ndiaye	IOM, Deputy Director General
Gervais Appave	IOM, Director, Migration Policy and Research Programme
Anne-Marie Buschmann-Petit	IOM, Executive Assistant to the DG
Jean-Phillippe Chauzy	IOM, Chief, Media and Public Information (MPI)
Claus Folden	IOM, TCC Coordinator, Vienna
Jill Helke	IOM, Advisor to the DG,
Frank Laczko	IOM, Chief Research and Publications Division (RES)
Irena Omelaniuk	IOM, Director Migration Management Services (MMS)
Bob Paiva	IOM, Permanent Observer to the UN in New York
Richard Perruchoud	IOM, Executive Officer/Legal Adviser
Ovais Sarmad	IOM, Director of Department of Budget and Finance (DBF)
Peter Schatzer	IOM, Director External Relations Department (ERD)
Jorg Stuwe	IOM, Director Movement Management, Director IT, Director of Management Coordination
Alberto Cutillo	Italy
Bill Lundy	Canada
Mr Alexander Sorel	Netherlands
Scott Busby	USA
Vicki Parker	Australia
Anne-Grethe Nielsen	Switzerland
Rolf Jenny	Director IMP

## **Annex 6. Bibliographical References**

General Assembly 57th Session Item 53 of the Provisional Agenda, 9 September 2002,  
"Strengthening of the United Nations: An Agenda for Further Change" A/57/387.

IOM News, No. 4, 2002.

International Dialogue on Migration No 1: 82nd Session of the Council 27-29 November 2001,  
IOM.

International Dialogue on Migration No 2: Compendium of Inter-Governmental Organizations  
Active in the Field of Migration, 2002, IOM.

International Dialogue on Migration No 3 : International Legal Norms and Migration : An  
Analysis, 2002, IOM.

Migration Policy Issues No.1, March 2003: Defining Migration Priorities in an Interdependent  
World Abstract. [www.iom.int](http://www.iom.int).

Migration Policy Issues No.2, March 2003: Facts and Figures on International Migration  
Abstract [www.iom.int](http://www.iom.int).

Migration Policy and Research Programme, Programme Document, April 2001.

Migration Policy and Research Programme, Interim Report, 1 June-1 December 2001.

Overview of International Migration Training Manual, Project Document, May 2003.

Resolution No. 1055 Adopted by the Council at its 82<sup>nd</sup> Session on 29 November 2001 "Role  
of the Council As a Forum for Migration Policy Dialogue."

"Significant International Statements on Migration: A Thematic Compilation," November  
2002, IOM.

Summary Records, Eighty-Fourth Session of the Council, MC/C/SR/441 to 446, December,  
2002, IOM.

World Migration 2003 Trilingual Advance Copy, IOM.

### **Financial Refereneeces**

MPRP Budget 2001-2002

Personnel 2001-2002

Office Costs 2001-2002

Conferences 2001-2002

Payments/WMR 2001-2002

Interim Financial Report-Berne Initiative period ending December 2002

Financial Statement 1 June to 31 December 2001

**Annex 7. Additional Papers, Publications & Conferences**

## **International Dialogue on Migration (Council, Informal meetings and Roundtable)**

### **IOM Council 82nd Session - 27 to 29 November 2001**

IOM 50th Anniversary Council : An International Dialogue on Migration

### **Informal Consultations of the IOM Council Steering Group - 26 February 2002**

Summary Record and Discussion Note

### **Roundtable on Managing Migration at the Regional Level - 5 June 2002**

Managing Migration at the Regional Level: Strategies for Regional Consultation

### **Informal Meeting of the IOM Council Steering Group - 29 July 2002**

International Migration Policy Dialogue: Partnerships in Managing Migration

### **IOM Council 84th Session - 2- 4 December 2002**

#### *Council documents*

MC/INF/257 Workshops for Policy Makers – Background document

MC/INF/256 Trends in International Migration

MC/INF/255 Elements of a Comprehensive Migration Management Approach

MC/INF/253 IOM Partnership with non-governmental organizations (NGOs) in Managing Migration

#### *The Rapporteurs' Reports on the Workshops*

#### *The Workshops' Summary*

Comprehensive and Solutions-oriented Approaches to Addressing Irregular Migration

Diaspora Support to Migration and Development

Integration of Migrants

### **Informal Meeting of the IOM Council Steering Group - 13 February 2003**

IOM Council International Dialogue on Migration 2003: Charting the Course

## **Documents produced by MPRP**

### **Publications**

World Migration 2003: Managing Migration Challenges and Responses for People on the Move  
Significant International Statements on Migration: a Thematic Compilation

#### **“Red Book Series”**

International Dialogue on Migration No. 1: 82nd Session of the Council 27-29 November 2001

International Dialogue on Migration No. 2: Compendium of Inter-Governmental Organizations Active in the Field of Migration 2002

International Dialogue on Migration No. 3: International Legal Norms and Migration: An Analysis

### **Migration Policy Issues**

No. 1 March 2003: Defining Migration Priorities in an Interdependent World

No. 2 March 2003: Facts and Figures on International Migration

## Audio-visual presentations

Migration Trends and Migration Policy Trends  
Regional Consultative Processes

## Conferences participated by MPRP

### 2001

Global Consultations "Track 2"; Gaps in the Refugee Protection System, June 28-29, 2001

*Paper:* Refugee Protection and Migration Control: Perspectives from UNHCR and IOM

Tunis, 19-20 Et 21 Septembre 2001

*Paper:* La Migration Tunisienne en Europe: Enjeux Actuels et Futurs

European Union Conference on Migration, Brussels, 16 -17 October 2001

*Paper:* Contribution of the International Organization for Migration to The European Union Conference on Migration

The Institute of Social Studies, The Hague, 6 November 2001

*Speeches Note:* Migration for Development in Africa: Initiatives from the International Organization for Migration

Inter-Governmental Asia-Pacific Consultations on Refugees, Displaced persons and Migrants (APC), Manila, 5-6 December 2001

*Paper:* Co-operation in International Migration Management Through Regional Consultative Processes on Migration

The International Migration Policy Seminar for West Africa, Dakar, Senegal, 18-21 December 2001

*Powerpoint Presentation:* Global Migration Dynamics, Legal Instruments, Definitions and Policy

### 2002

Gottlieb Daimler and Karl Benz Foundation, 14-15 February 2002

*Paper:* Open Research Questions on Migration from the IOM's Point of View

MIDSA Workshop on Regional Labour Migration, Gaborone, 5-7 March 2002

*PowerPoint Presentation:* "The Berne Initiative": A Global Consultative Process for Inter-State Co-operation on Migration Management

5+5 Conference

5+5 Conference Preparation, Tunis, 10-13 March 2002

5+5 Conference, Tunis, 30 June - 2 July 2002

5+5 Conference, Tunis, 14-18 October 2002

UNHCR/MPI Rescue at Sea, Lisbon, 24-27 March, 2002

*Speeches Note:* Rescue at Sea - Intervention on IOM's Role

Dakar Process Follow up preparations, Lagos/Dakar, April 2002

World Bank – Migration Governance & Sustainable Development, Washington D.C., 8-10 April 2002

*Powerpoint Presentation:* Global Migration Dynamics: Impact on Development Management

World Assembly on Ageing: Demographic Trends and the Implication of Ageing, Madrid, 11 April 2002

*Paper:* World Assembly on Ageing: Demographic Trends and the Implication of Ageing Managing Migration for Demographic Change

*Powerpoint Presentation:* Managing Migration for Demographic Change

IMP East Africa, Nairobi, 12 - 18 May, 2002

*Powerpoint Presentation:*

## Puebla Process

Puebla Process - Vice Ministerial, Guatemala, 29-31 May 2002

***Powerpoint Presentation:***

Workshop for the Regional Conference on Migration, Guatemala, October 28, 2002

***PowerPoint Presentation:*** Migration Management and Inter-State Cooperation

The joint meeting on migration organised by the Asian-African Legal Consultative Committee (AALCC), New Delhi, 22 June 2002

***Paper:*** The Protection of the Right of Migrant Workers to Non-Discrimination under International Law

Consortium on Migration and Development, Bruxelles, 25 June 2002

IGC Full Round, 28-29 June, 2002

Third Meeting of the Issyk-kul dialogue and IOM planning programme meeting, Istanbul, 30 June - 07 July 2002

***Speeches:*** Opening Statement

Ad-Hoc Coordination Meeting on International Migration, New York, 9 - 16 July 2002

Metropolis Conference, Oslo, 8-14 September 2002

European Economic Summit, Salsburg, 15-18 September 2002

Scientific Committee in Paris (Preparation Data Workshop in Dakar), Paris, 19 September 2002

Interministerial Meeting 5+5, Madrid, 23 September 2002

Data Workshop, Dakar, 29 September - 4 October 2002

***Powerpoint Presentation:***

The Knowledge Network on Migration--World Commission on the Social Dimension of Globalization, Geneva, October 2002

***Paper:*** Trends in International Migration

Third Geneva Research and Policy Discussion, 12-13 November 2002

***Paper:*** Managing International Migration

***PowerPoint Presentation:*** Overview of IOM Research Activities

Launch of the "Declaration of The Hague on the Future of Refugee and Migration Policy", Amsterdam, 22 November 2002

## 2003

Discussion with UK Home Office on Research Possibilities, London, 7 March 2003

## Contribution of MPRP to Conferences

### 2001

21 years of IOM activities in Thailand

***Paper:*** "IOM in Thailand: Growth Through Partnership The Early Years: 1975-1996"

### 2002

World Economic Forum, New York, 30 January - 4 February 2002

***Speeches Note:*** Update on Migration

***Paper:*** The Migration-Citizenship Nexus is a World of Globalisation

Conference on People Smuggling, Trafficking in Persons and Related Transnational Crime, Bali, February, 2002

***Paper:*** Migrant Smuggling and Trafficking In Persons

RMMRU Seminar, Dhaka University, Dhaka, 31 May 2002

***Speeches Note*** for the IOM Director General Mr Brunson McKinley

IMP Seminar for the Caribbean Region, Dominican Republic, 28 October 2002

***PowerPoint Presentation:*** Global Migration Dynamics and Comprehensive Migration Management Approach

## 2003

World Economic Forum, Davos, 23-28 January 2003

*Handout and Speeches Note:* Globalization, Labour Migration Management, and Business

*Handout:* Trends and Issues in Labour Migration

*Handout and Paper:* Defining Migration Priorities in an Interdependent World

*Handout:* Facts and Figures on International Migration

Bali Conference Ad Hoc Expert Group 1, Colombo, 14 March 2003

*Paper:* Challenges and Approaches in International Migration Data Management

### **Berne Initiative**

Information Note I

Information Note II

Illustration of Multilateral, Regional and Bilateral Cooperative Arrangements in the Management of Migration (chapter of the expert study)

The Goal of the Berne Initiative

Draft “International Agenda for Migration Management”

An Illustration of Models for proposing Migration Management Guidelines



**Annex 8. Terms of Reference of MPRP Positions**

## **Director**

Appointed for a management position to start at the level of D2. Contact and coordination with the Director General of the IOM. Overseeing the staff of the Migration Policy and Research Programme. Facilitating the Programme's goals and objectives through discussion, negotiation, meetings and duty travel. Representation of IOM during bi-lateral, inter-governmental and other meetings. Delivering presentations, analysis, and briefings to Member States and Observers and IOM HQ units and missions. Previous experience with government, non-governmental and international bodies to engage in migration diplomacy.

## **Deputy Director (Part-time 50%)**

Grade P5. Formulation of IOM policy on migration issues. Facilitation of strategic and policy planning through papers, projects, records, correspondence etc. Engage in liaison and advocacy function while developing, maintaining and strengthening relations with Member and Observer States, international organizations and other stakeholders. Represent the organization during bi-lateral, inter-governmental and other meetings. Facilitate research and project development on migration policy issues in coordination with Member States, Observers, other agencies, field missions, HQ units and IOM's Academic Board.

## **Senior Policy Advisor (Seconded by the Canadian Government)**

Grade P5. An expert in governmental diplomacy and migration management approaches. Engage in strategic policy planning through papers, projects, records, correspondence, liaison, etc. Plan, organize and implement projects, panels and workshops on migration policy and migration management issues in coordination with Member States, Observers, other agencies, field missions, and HQ units. Represent the organization during bi-lateral, inter-governmental, inter-organizational and other meetings. Further a cooperative approach to migration diplomacy.

## **Programme Officer (Seconded by the Government of Switzerland)**

Grade P2. Under the supervision of the MPRP Director, in coordination with missions and units at Headquarters, responsible for organizing conferences, including regional conferences, correspondence and development and distribution of relevant material within the Bern initiative. Ability to draft policy papers and analysis with regards to migration topics. Planning and organizing all aspects of the Bern Initiative meetings. Coordination with Governments and other agencies to gain support for the Bern Initiative. Financial reporting to donors. Duty travel and participation in seminars and meetings as required.

## **Associate Migration Policy Officer (2 Positions)**

Grade P1. Under direct supervision of the Deputy Director. Draft policy papers, speeches, statements and documentation for presentations and senior staff. Develop research papers and articles for publication, and corresponding fieldwork. Collect, analyze, and compile migration data for the World Migration Report. Capacity building through the production of international migration statistics.

## **Administrative Assistant**

Grade 5. Under direct supervision of the MPRP Director. Fluency in English and French. Typing correspondence, statements and documents. Creating and maintaining an MPRP filing and reference systems. Organization of meetings, conferences and workshops, including attendance, notation, and meeting minutes. General secretariat support including; administrative duties, informal translation, direction of inquiries, appointments, accounting, budget reports, travel arrangements, and mail and other correspondence activities.

## **Annex 9. Financial Data**

**MPRP Financial Data**

	<b>ACTUAL USD</b>			<b>PROJECTION USD</b>	
	Jun-Dec 2001	Jan-Dec 2002	Jan-Apr 2003	Jun 2001- Jun 2002	Jul 2002- Jun 2003
<b>Contributions</b>					
USA	200,000	200,000			
Switzerland *	122,896		100,000		
Netherlands	32,326				
Italy		95,276			
Australia **					
Canada***					
	<b>355,222</b>	<b>295,276</b>	<b>100,000</b>		
<b>Expenditure</b>					
Staff cost°	199,760	341,200	132,074	748,000	748,000
Office cost	16,854	69,451	3,336	27,500	22,500
Operational cost	11,500	716		112,000	123,000
Overhead	20,578	39,012	12,864	53,912	53,438
	<b>248,692</b>	<b>450,379</b>	<b>148,274</b>	<b>941,412</b>	<b>946,938</b>
<b>Balance</b>	<b>106,530</b>	<b>-48,573</b>	<b>-96,847</b>		

\*The Swiss contribution to MPRP in 2001-2002 does not include figures for the Berne Initiative, which it funds fully and separately from MPRP contributions.

\*\*Australia's Contribution of 25,000 USD was ear-marked for the World Migration Report and not specifically for MPRP.

\*\*\*Canada's Contribution to MPRP was the full-time Secondment of a P5 Level Official for a 2-year Position.

°The Projected Staff cost in the programme document includes expenditures for regional/international consultations and for a.

Note: the Staff and Office costs for 6/2001-12/2002 includes the expenditures for the World Migration Report, remaining expenditures incurred in 2003 will be absorbed by the administration. World Migration Report Expenditures were 11,500 USD end of 2001 and 67,850 USD end of 2002.

	<b>Actual USD</b>	<b>Projection USD</b>	<b>Actual vs Projection USD</b>
	Jun 2001- Apr 2003	Jun 2001 - Jun 2003	
<b>Contributions</b>	750,498		1,888,350
<b>Expenditure</b>	847,345	1,888,350	847,345
<b>Balance</b>	96,847		1,041,005