

**STUDIA I PRACE WYDZIAŁU NAUK EKONOMICZNYCH
I ZARZĄDZANIA NR 3**

DAINORA GRUNDEY
MIGLĖ SARVUTYTĖ
Vilnius University

**THE MANAGEMENT OF LABOUR FORCE MIGRATION
THE EVIDENCE OF THE MIGRATION POLICY MAKING**

Introduction

Globalization is fundamental process, which change the structure of world's policy, economy and society. International migration has increased significantly in recent years. In our days, approximately one out of every 35 persons in the world is a migrant¹. The configuration of migration flows has become more diverse and complex. Facilitated by globalization, migration flows now touch every country, with all 191 sovereign States now either points of origin, transit or destination and often all three at the same time. Migration is one of global results of change and now it is as a path to employment, education, freedom or other opportunities. But needless to say, that migration isn't the phenomenon of XXI century. Just the challenge of migration needs an adequate reaction to the results of free labour force migration. The terms differ - '*Selective Migration*' in France, '*Managed Migration*' in the UK, '*Labour Migration*' in Germany – the truth of matter is that the global migration management is not just a philosophy about 'good immigrants' (who form an orderly queue and enter through legal routes), and 'bad immigrants' (who jump the queue and seek asylum)², but has emerged as part of the strategic response of policies to maximize migration's positive

¹ UNITED NATIONS, Department of Economic and Social Affairs, Population Division (2002). International Migration Report 2002. New York.

² FEKETE Liz (2006) Heinrich-Boell Foundation Congress Fortress Europe 16. – 17. February 2006 Effects and consequences of labour migration.

contributions and minimize its possible negative consequences depend, in large measure, on identifying and building on common understandings, and pursuing collaborative approaches.

The purpose of this paper is to traverse a subject: elements for effective migration management and the development of comprehensive and balanced migration management policies.

1. Conventional labour migration concept: the case of labour supply and demand from sending and receiving countries

Migrations have occurred throughout human history, beginning with the movements of the first human groups from their origins in East Africa to their current location in the world. In our days the complexity of population movements defies straightforward classification because of different types of migrants and different forms of management response³ (Pedersen, 1997). When movement involves crossing borders, migrants' classification status is determined by various national and international laws and policies. The following typology of migration is widely accepted (see Table 1).

Table 1

Different approach to typology of migration

Author	Typology of migration	
1	2	
Pedersen, 1997	International migration	1. Permanent settler 2. Documented labour migration: temporary contract worker, temporary professional transients 3. Undocumented (clandestine, illegal, irregular) migrants 4. Asylum seekers 5. Recognized refugees
	Internal migration	1. Displaced person 2. Rural-urban migrants

³ PEDERSEN (1997) IOM working paper. Internet resource: http://www.the-ecentre.net/resources/e_library/doc/IOM.pdf.

1	2	
Gnesa, McKinley, 2004	Regular migration	1. Temporary Migration: Migration for Educational or Training Purposes, Migration for Business and Tourism, Family Visits 2. Permanent Migration: Immigration Programmes, Family Reunion, Humanitarian Resettlement
	Labour Migration	
	Irregular migration	1. Trafficking in Persons and Smuggling of Migrants 2. Protection of Victims of Trafficking in Persons
Abele, 2005	Scales of migration	Intercontinental, interregional, rural to urban migration
	Types of migration	1. Internal and External Migration, Emigration and Immigration, Population Transfer (involuntary or forced) 2. Impelled Migration (also called „reluctant” or „imposed” migration), Step Migration, Chain Migration

Source: completed by authors.

The broad concept of migration comprises many different forms of migration flows and distinct types of migrants. On the one hand there are plenty of empirical studies about reasons of migration and “push” and “pull” factors⁴. To organise ideas about this phenomenon, a typology of migrants based on three key characteristics: (a) Who is making the decision: *individuals, families, family networks*; (b) What is the motive for the migration decision- *economics opportunity abroad, investment for economic opportunity, political, ethnic, or religious oppression*; (c) What is the regulatory environment: *legal permanent, legal temporary, illegal*?⁵. However, there is no universally accepted definition of labour

⁴ Compare: DZVIMBO Kuzvinetsa Peter (2003) The International Migration of Skilled Human Capital from Developing Countries. A case study prepared for a Regional Training Conference on *Improving Tertiary Education in Sub-Saharan Africa: Things That Work!* Accra, September 23–25, 2003; McCOOL Stephen F., E. KRUGER Linda (2003) Human Migration and Natural Resources: Implications for Land Managers and Challenges for Researchers. <http://www.fs.fed.us/pnw/pubs/gtr580.pdf>; ADOMĖNAS M. (2006) *Lietuvių emigracija: priežastys, tendencijos, pasekmės*. Konferencijos „Emigracija iš Lietuvos: padėtis, problemos, galimi sprendimo būdai“ medžiaga.; JUNEVIČIUS A., (2002) *Laisvas darbo jėgos judėjimas: pasekmės ir poveikis ES bei Lietuvai*. ISSN: 1392-0758. Socialiniai mokslai. Technologija. No 1 (33). 85–90p.; DELISLE Pascal (2002) The challenge of Labor Mobility in an enlarged European Union. Data base of European studies. Prieiga per internetą: http://www.portedeurope.org/IMG/pdf/cahier_2_2002.pdf; DAUGĖLA V., KAZLAUSKIENĖ A., SNIEČKA V., (2000) *Darbo jėgos migracijos priežastys ir migracijos pobūdis Lietuvoje*. ISSN 1392-2785. Inžinerinė ekonomika. No5 (20). 17–22p.

⁵ BAUER Thomas K., HAIKEN-DENEW John P. and Schmidt Christoph M. (2003) *International Labour Migration, Economic Growth and Labour Markets: The Current State of Affairs* <http://www.unece.org/pau/epf/bauer.pdf>.

migration. “Economic migrant” is sometimes used as an equivalent to the term labour migrant or migrant worker, but is quite wider⁶. Labour migration is generally defined as a cross-border movement for purposes of employment in a foreign country because of differences in employment opportunities and living standards between countries; increased education and broader access to information on living conditions and employment opportunities abroad; established inter-country networks based on family, culture, and history. On the other hand according to⁷, who takes a notice of transit migration, a pair of characteristics, a dichotomy is developed and cases ordered accordingly, such as origin/destination, east/west, permanent/temporary, highly skilled/low skilled, forced/free, legal/illegal, internal/international, tourist/worker and so on. But is it not that often people or countries slip between the categories, or are both at the same time, or that they move from one stage to the other and back and that more cases fall in-between the dichotomous categories (for example, Poland, western sources identify Poland as a sending country, whilst Ukrainian sources identify Poland as a receiving country). Labour migration may have enormous potential for countries at both ends of the migration spectrum for countries of origin and receiving.

⁶ IOM, FOM (2005) *International Agenda for Migration Management (IAMM)*, Common understandings and effective practices for a planned, balanced, and comprehensive approach to the management of migration, Berne Initiative. Internet resource: <http://www.iom.int/iomwebsite/Publication/ServletSearchPublication?event=detail&id=4711>.

⁷ DÜVELL Franck (2006) *Questioning Conventional Migration Concepts: The Case of Transit Migration*, Paper presented to workshop ‘Gaps and Blindspots of Migration Research’ 25/6/2006.

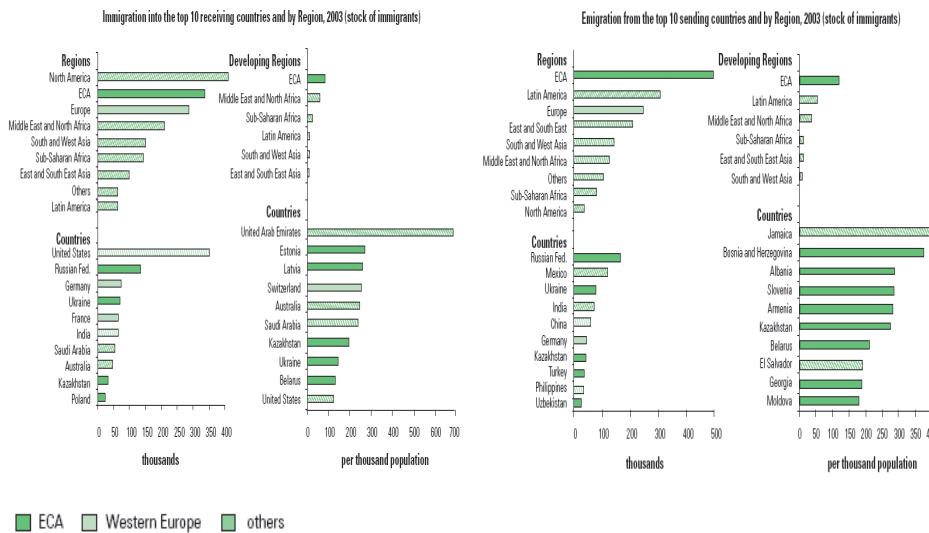


Fig. 1. Migration in Top sending and receiving countries

Source: Worldbank (2006), 25 p.

Migration in the ECA region is both large by international standards and unique in that the region is both a major receiver and sender of migrants. There are 35 million foreign-born residents in ECA countries, including 13 million in the Russian Federation, 7 million in Ukraine, 3 million in Kazakhstan, 3 million in Poland, and 1.5 million in Turkey⁸. According to Eurostat estimates, the population of the EU-25 is expected to increase by more than 13 million inhabitants from 456.8 million 2004 to 470.1 million 2025, with population growth mainly due to net migration⁹. Furthermore, several ECA countries are among the top 10 sending and receiving countries of migrants worldwide (see Figure 1). Russia is home to the second largest number of migrants in the world after the United States; Ukraine is fourth after Germany; and Kazakhstan and Poland are respectively ninth and tenth. Because of the possibility of providing some relief from unemployment and absorbing an increase in the labour force in countries

⁸ WORLD BANK (2006) Overview of Migration Trends in Europe and Central Asia, 1990–2004, http://siteresources.worldbank.org/INTECA/Resources/257896-1167856389505/Migration_Chapter1.pdf.

⁹ KATSELI Louka T., LUCAS Robert E.B. and XENOGIANI Theodora (2006) Effects of Migration on Sending Countries: What Do We Know? OECD Development Centre Working Paper No. 250.

of origin, it can lead to a form of developmental support, especially through remittances, transfer of know-how, and creation of business and trade networks. For receiving countries facing labour shortages, immigration can alleviate lack of labour, facilitate occupational mobility, and add to the human capital stock of the receiving countries (see Table 2). According to demographic changes, labour migration may help receiving countries to maintain workforce levels. Relative to population size, Cyprus had the largest positive migration balance (+27.2 per 1000 inhabitants), followed by Spain (15.0 per 1000), Ireland (+11.4), Austria (+7.4), Italy (+5.8), Malta (+5.0), Switzerland (+4.7), Norway (4.7) and Portugal (+3.8). On the other hand, Lithuania (-3.0 per 1000 inhabitants), the Netherlands (-1.8), Latvia (-0.5), Poland (-0.3), Estonia (-0.3), Romania (-0.5) and Bulgaria (-1.8) had a negative migration balance¹⁰.

Table 2

Impact of migration on the sending and receiving countries

		<i>Effect „origin“ country</i>	<i>Effect „host“ country</i>
Permanent migration	<i>Negative site:</i>	Negative alteration in factor endowment (skilled labour); Negative effect on the saving rate (skilled labour); Negative effect on the technological progress (skilled labour); A decline in demographics situation.	Costs relative to assimilation challenges.
	<i>Positive site:</i>	Return of migrants with new experience; Remittances of migrants.	Immigrants are mined to invest in their capacity building and acclimatize in new environment; Increasing of GDP, paid scot and lot.
Temporary migration	<i>Negative site:</i>	Slump of social insure sponsorship; Unexpected wages increase in sectors, which suffered losses of labour force.	Flight of fund; Due to willing to come back to “origin” country, immigrant’s usage is slender (unskilled labour).
	<i>Positive site:</i>	Export of unemployment (unskilled labour); return of migrants with new experience; Remittances of migrants.	Increase of income due to additional division of labour (skilled labour); Paid scot and lot; Cheap labour for works which nationals are unwilling to do or the wages of nationals are too high (unskilled labour).

Source: compiled by authors according to GLIOSAITĖ, K. (2004) *Ekonominių emigrantų motyvų ir pasekmių vertinimas*, 7p. and JUNEVIČIUS, A. (2002) *Laisvas darbo jėgos judėjimas: pasekmės ir poveikis ES bei Lietuvai*, p. 88.

Nevertheless, the labour market is not a uniform market, but a layered market, with supply and demand on each level. According to classical and neo-classical theories, when workers move from labour-surplus, low-wage countries to

¹⁰ MÜNZ Rainer, FELLOW Senior (2006) *Migration, Labor Markets, and Integration of Migrants in Western Europe: A Comparison Between Intra-European, Turkish and North African Migrants*, ECPR Thirds Pan-European Conference on EU Politics Istanbul, Sept. 21–23.

capital-rich, high-wage countries, it leads to a more efficient use of labour and narrows inter-country wage differences¹¹.

Migration-related shocks linked to labour supply changes lead to specific behavioural and policy responses depending on specific structural characteristics. These structural characteristics include labour and credit market conditions as well as the migrants' characteristics: gender, age, and skill, regional origin (see Figure 2). For example, in countries with a large supply of unskilled labour and a high rate of unskilled unemployment, migration of a proportion of this labour group won't have a major impact on productivity since unemployed or unskilled workers will fill in for migrant labour¹².

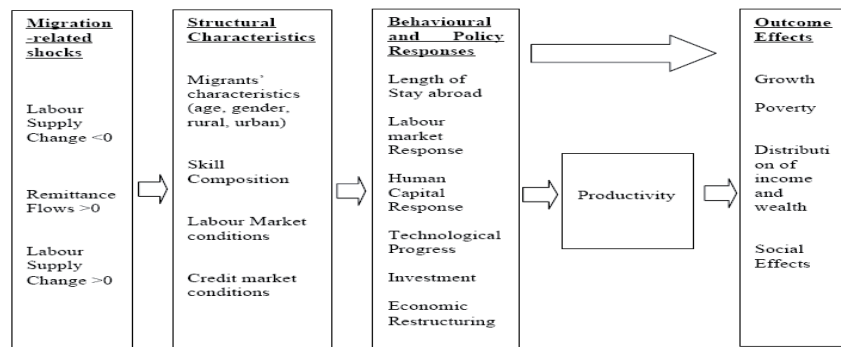


Fig. 2. Economical impacts of labour force migration

Source: Katseli et al. (2006) Effects of Migration on Sending Countries: What Do We Know? 26 p.

The effects of migration on the sending countries depend critically upon the magnitudes, composition and nature of the migration streams, as well upon the specific context from which migrants are drawn. In particular four key aspects

¹¹ GHOSH Bimal (2005) Managing Migration: Whither the Missing Regime? Draft Article of the Migration Without Borders Series, UNESCO, SHS/2005/MWB/4; DOOMERNIK Jeroen (2005) Increasing Labour Supply through Economic Migration. http://pdf.mutual-learning-employment.net/pdf/05_irlan/NL_Doomernik.pdf; MASSEY Douglas S. ARANGO Joaquin, HUGO Graeme, KOUAOUICI Ali, PELLEGRINO Adela, TAYLOR J. Edward (1993). Theories of international migration: Review and appraisal. International Population and Development Review. Vol. 19, No 3, p. 431–466.

¹² KATSELI Louka T., LUCAS Robert E.B. and XENOGIANI Theodora (2006) Effects of Migration on Sending Countries: What Do We Know?, op.cit.

of migrations may be distinguished: the effects of unskilled labour flows; the consequences of a brain drain and the potential for gain routed through a highly educated diaspora; the importance of return migration; and, the contributions of remittances¹³. On the other hand two main approaches have been used to estimate the impact of immigration on the labour market of natives. Most existing studies, however, look at the labour market effects of immigration on natives by estimating a reduced-form wage or unemployment equation, in which the share of immigrants in a region or an industry is the main explanatory variable of interest. Another approach to avoid biases in the analysis of the wage and employment effects of immigration is to analyse *natural experiments* in immigration, where the timing and the location of immigration is not economically motivated¹⁴. Examples of such studies are Delisle¹⁵. Indeed, economic costs of migration require manpower planning to the world as a whole.

2. Capacity-building of migration management: myth, facts and cooperating

According to professor¹⁶ Goodwin-Gill migration, like refugee movements, has always been the subject of myth, of fancy, of fear. Present alarms is unique because of the opening of national economies to flows of factors of production, and the results of this in the restructuring of national economies to accord with new global patterns of economic specialisation. Migration has been making its way steadily towards the top of the international affairs agenda and now becomes insistently for the attention of all governments due to globalisation, but developing effective and realistic migration policies requires overcoming some basic myths about migration.

¹³ Ibidem.

¹⁴ BAUER Thomas K., HASKEN-DENEW John P. and Schmidt Christoph M. (2003) *International Labour Migration, Economic Growth and Labour Markets*, *op.cit.*

¹⁵ ROSENZWEIG Mark R. (2005) Consequences of Migration for Developing Countries. United nations expert group meeting on international migration and development, UN/POP/MIG/2005/08; DELISLE Pascal (2002) The challenge of Labor Mobility in an enlarged European Union, *op.cit.*

¹⁶ GOODWIN-GILL Guy S. (2005) Europe and the Myths of Managed Migration, Text of a Lecture delivered at HEI on 10 March. Internet resource: http://hei.unige.ch/conf/files/GSGG_MigrationTxt.pdf.

Due to the fact that migration is multiple processes, there is reason for spectrum of disseminating misconceptions. One group of migration's myth is related with immigration: *migration is caused by: lack of economic development in migrants' home countries and rapid population growth in migrants' home countries; migrants move mainly in response to differences in wages; migrants are attracted to U.S. by generous public benefits; most immigrants intend to settle permanently in U.S.*¹⁷. The facts according to these myths U.S. immigration policy makes nothing of migration as the natural outgrowth of market expansion and economic integration, but it treats international migration like a pathological condition. Migration should be managed for the mutual advantage of trading partners. ***In consonance with*** Haas¹⁸ a more balanced and nuanced view of migration and development can contribute to more informed and, therefore, more effective policies to maximise the developmental benefits of migration. It can be only when it won't be evolved in public perception and in policy circles some myths about migration, remittances and development. Not all of managed migration myths are necessarily held by anyone at any particular time, but each seems to play its role in the migration debate, often cluttering thinking on what might be achieved through so-called 'management', and on the actual, rather than imagined, consequences of 'control'¹⁹.

Due to the complexity of migration management, capacity building must cover a range of cross-cutting activities and sectors of policymaking²⁰: migration context of each country has to be considered: *refugees, IDPs, labour migration, human trafficking*; emergencies need international support, In post conflict and post emergency situations the local capacities have to be (re)built. This community based approach leads to sustainable solutions and to common migration ma-

¹⁷ MASSEY Douglas S. (2005) Five Myths about Immigration: Common Misconceptions Underlying U.S. Border-Enforcement Policy (The first in a two-part series on *Rethinking Immigration*). Immigration Policy IN FOCUS, Vol 4, No 6, p. 1–12.

¹⁸ Haas Hein (2005) International migration, remittances and development: myths and fact. Global migration perspectives No 30, Global Commission on International Migration 1, Rue Richard Wagner CH:1202 Geneva, Switzerland.

¹⁹ GOODWIN-GILL Guy S. (2005) Europe and the Myths of Managed Migration, *op.cit.*

²⁰ FUST W. (2004) *Capacity building for managing migration*. The Berne Initiative Berne II Conference Berne, December 16; SOLOMON Michele Klein (2005) International Migration Management Through Inter-State Consultation Mechanisms, United nations expert group meeting on international migration and development, UN/POP/MIG/2005/13.

nagement concept: “refers to the range of measures needed to effectively address migration issues at national, regional and global levels. It encompasses policy, legislation and administration of migration issues, and contributes to good governance”. The principal scheme of migration management is showed in Figure 3.

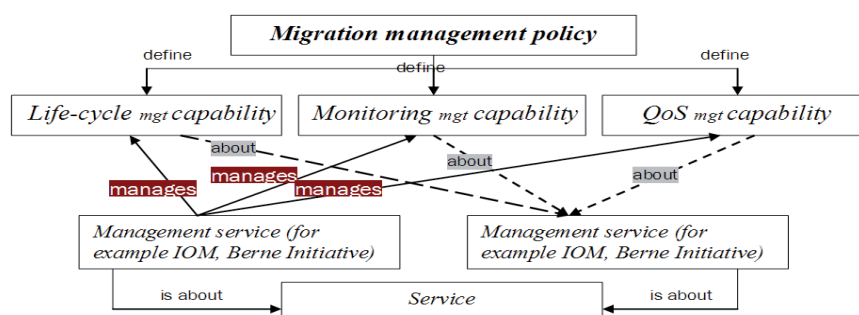


Fig. 3. Principal scheme of migration management

Source: created by authors’.

Migration manager must determine what emergency assistance is required, and how to deliver, monitor and ensure its effectiveness. In most emergency situations requiring institutional intervention because various consultation mechanisms on international migration exist. Each of the consultation mechanisms has resulted in concrete and practical achievements at national, bilateral and regional levels, and offers enhanced opportunities for the development of effective and sequential migration management policies²¹. There are inter-state and inter-agency mechanisms. First one – is working to increase understanding of contemporary migration dynamics, identify shared and complementary interests, and build confidence in the ability of States to work together and with other stakeholders more effectively to manage migration – Berne Initiative, IOM, second one Geneva Migration Group (GMG), “UN Coordination Meetings”.

²¹ TARAN Patrick A (2003) International standards and temporary migration in the 21st century rights based law or market law?, International Institute for Labour Studies in cooperation with the ILO International Migration Programme Workshop; CHANNAC Frédérique (2007) Global or International Governance for Migration? Building up Co-operation and Enhancing Multilateralism from Regional to Global Level, GARNET Working Paper: No 19/07, Internet resource: http://www.garnet-eu.org/fileadmin/documents/working_papers/1907.pdf.

Usually cooperation in migration management is divided into two levels: *global* and *regional*. Two arguments are usually advanced in favour of a *regional* approach. First, confidence building is supposed to be easier and negotiation less difficult, within a small group of contiguous countries especially when they have a high degree of economic and social convergence as in the case of the EU. Second, a significant proportion of cross-border movements are intra-regional. Countries within a specific region are therefore more likely to have a shared concern and a common interest to manage migration through joint action²². On the other hand the *international* governance is “the output of a non-hierarchical network of interlocking international (mostly, but not exclusively, governmental) institutions which regulate the behaviour of states and other international actors in different issue areas of world politics”, global governance “is characterized by the decreased salience of states and the increased involvement of non-state actors in norm- and rule-setting processes and compliance monitoring”. In addition, a multi-level dimension characterizes global governance, “meaning that governance takes place not only at the national and international level [...], but also at the sub-national, regional, and local levels”²³.

3. Regional approach and strategic proprieties and objectives of labour migration policy

A series of policy dilemmas are divided into four categories: dilemmas of, respectively, labour migration policy; migration control policy; asylum and protection systems; and integration policies. In many countries there is a serious conflict between the economic and demographic, and public resistance to increased migration because of expanded labour force migration. Every regional choose different way to solve this problem (see Table 3).

²² GHOSH Bimal (2005) Managing Migration: Whither the Missing Regime? *op.cit.*

²³ CHANNAC Frédérique (2007) Global or International Governance for Migration? *op.cit.*

Table 3

Comparison of different migration policies

U.S.	CANADA	EU	EASTERN AND CENTRAL EUROPE
1. immigration based on skill requirements; 2. annual quota; 3. 850,000 legal permanent entries per year; 4. 1,535,000 temporary visas.	1. immigration based on skill requirements; 2. annual quota; 3. 227,000 legal permanent entries per year.	1. Many countries are concerned about their national identities, and migration is seen as a risk; 2. Existing policy model: a) Closing of borders against labour; b) migration promotion of integration policies, but: failure to ensure return for those denied stay. 3. Problems: Lack of cohesion between all actors involved;	1. a new circulatory system of migration- difficult to control because of the sheer volume. 2. Emergencies in Balkans, Middle East: pressures on asylum system

Source: compiled by authors according to Schoorl (2005), LOWELL L., FINDLAY A.M. (2001).

European states have dealt with this problem in different ways, furthermore IOM's primary objective in Central and South-Eastern Europe for the coming years is to act in full partnership with governments and national and international partners in order to continue evaluation of past experiences and to work towards strengthening regional cooperation and harmonized standards in all key migration-related areas, while reviewing new trends and challenges in this area²⁴:

1. **Czech Republic:** In view of the assessment of the Czech labour market shortages and the aging population, the Czech Ministry of Labour and Social Affairs (MLSA), in partnership with IOM, has designed the project for Selection of *Qualifi ed* Foreign Workers to the Czech Republic. In the Czech Republic, IOM stresses the importance of managed immigration and the human rights of migrants through targeted awareness raising activities.
2. **Hungary:** IOM Budapest will promote legal channels to assist Hungarian citizens seeking to work in other EU countries. It also aims to assist the Hunga-

²⁴ IOM (2006) Migration in Central and South-Eastern Europe Management, iom strategy and objectives (2007–2008), Internet resource: <http://www.iom.hu/PDFs/iom%20regional%20strategy%20for%20cee%20in%20see.pdf>.

rian government in facilitating the integration of migrants legally residing in Hungary into the Hungarian labour market.

3. **Poland:** there is undergoing a similar demographic stagnation as the majority of Western European countries. Unemployment rates are very high and numerous Polish citizens are looking for jobs in the UK, Ireland and other “old” EU Member States. Due to migrants from Eastern European countries seek work in Poland a bilateral agreement on labour migration between Poland and Ukraine is being draft ed.

According to scientific literature there a lot of suggestion for policy makers of sending and receiving countries²⁵, but Jandl²⁶ and Chahrokh²⁷ discuss about common themes and principles in the search for innovative migration policies: because of dissatisfaction with the current situation in migration policy, it is needed actively looking for change and for innovative concepts and policy instruments; a demand for an unflattering recognition of the reality of current migration policy; strong re-focusing on the migrant, his or her motives and the incentive structure that the migrant is presented with; a re-evaluation of the role of the nation-state in migration policy making and a re-appreciation of the role of markets; search for the most suitable levers that policy instruments can apply for exerting real influence; a range of migration policy goals and integration of target areas.

Conclusions

Migration into Europe is on the rise and likely to increase in the years to come. There are 35 million foreign-born residents in ECA countries, including 13 million in the Russian Federation, 7 million in Ukraine, 3 million in Kazakhstan, 3 million in Poland, and 1.5 million in Turkey, but according to Eurostat estimates, the population of the EU-25 is expected to increase by more than

²⁵ IOL (2005) Migration and labour: Section 2.6.[V2S06]; URZÚA Raúl (2000) Social Research and Public Policy Interactions International Migration, Social Science, and Public Policy, International Social Science Journal Vol. 52 Issue 165 Page 421-429; OESTERGAARD-NIELSEN Eva (2003) International Migration and Sending Countries: Perceptions, Policies and Transnational Relations, ISBN: 1403902518, 256 p.

²⁶ JANDL Michael (2006) Innovative Concepts for Alternative Migration Policies, Report on the ICMPD / IMISCOE Workshop Vienna, 24/25 March.

²⁷ CHAHROKH Haleh, STRYJEWSKI Radoslaw and SUTER Brigitte (2006) Innovative Concepts for Alternative Migration Policies, Conference Report on the ICMPD / IMISCOE Workshop, Vienna, 24/25 March.

13 million inhabitants from 456.8 million 2004 to 470.1 million 2025 due to net migration. International migration is part and parcel of today's world and that the main question is how to manage it effectively.

Labour migration is generally defined as a cross-border movement for purposes of employment in a foreign country because of differences in employment opportunities and living standards between countries; increased education and broader access to information on living conditions and employment opportunities abroad; established inter-country networks based on family, culture, and history. Labour migration may have enormous potential for countries at both ends of the migration spectrum for countries of origin and receiving.

Challenges of labour migration management calls for efforts to match skills between labour-sending and labour-receiving states, especially through effectively bilateral and multilateral partnerships effectively managed through well articulated policies and operational systems, could be a means of development for both source and host countries. Due to the complexity of migration management, capacity building must cover a range of cross-cutting activities and sectors of policymaking.

Due to migration management is requiring institutional intervention various consultation mechanisms on international migration exist. And they are inter-state (*Berne Initiative, IOM*) and inter-agency mechanisms (*GMG, "UN Coordination Meetings"*). Consultation mechanisms on migration play a significant role in facilitating effective migration management by States. IOM's primary objective in Central and South-Eastern Europe for the coming years is to act in full partnership with governments and national and international partners in order to continue evaluation of past experiences and to work towards strengthening regional cooperation and harmonized standards in all key migration-related areas, while reviewing new trends and challenges in this area.

ZARZĄDZANIE MIGRACJAMI SIŁY ROBOCZEJ PRZYKŁAD POLITYKI MIGRACYJNEJ

Streszczenie

Problemy globalizacji oddziałują obecnie na każdą dziedzinę życia gospodarczego i społeczeństwa. Jednym z jej efektów jest wzrastająca migracja międzynarodowa.

Celem artykułu jest przegląd tematyki dotyczącej elementów efektywnego zarządzania migracjami i rozwoju zrównoważonej polityki migracyjnej.

Tłumaczenie Tomasz Bernat

