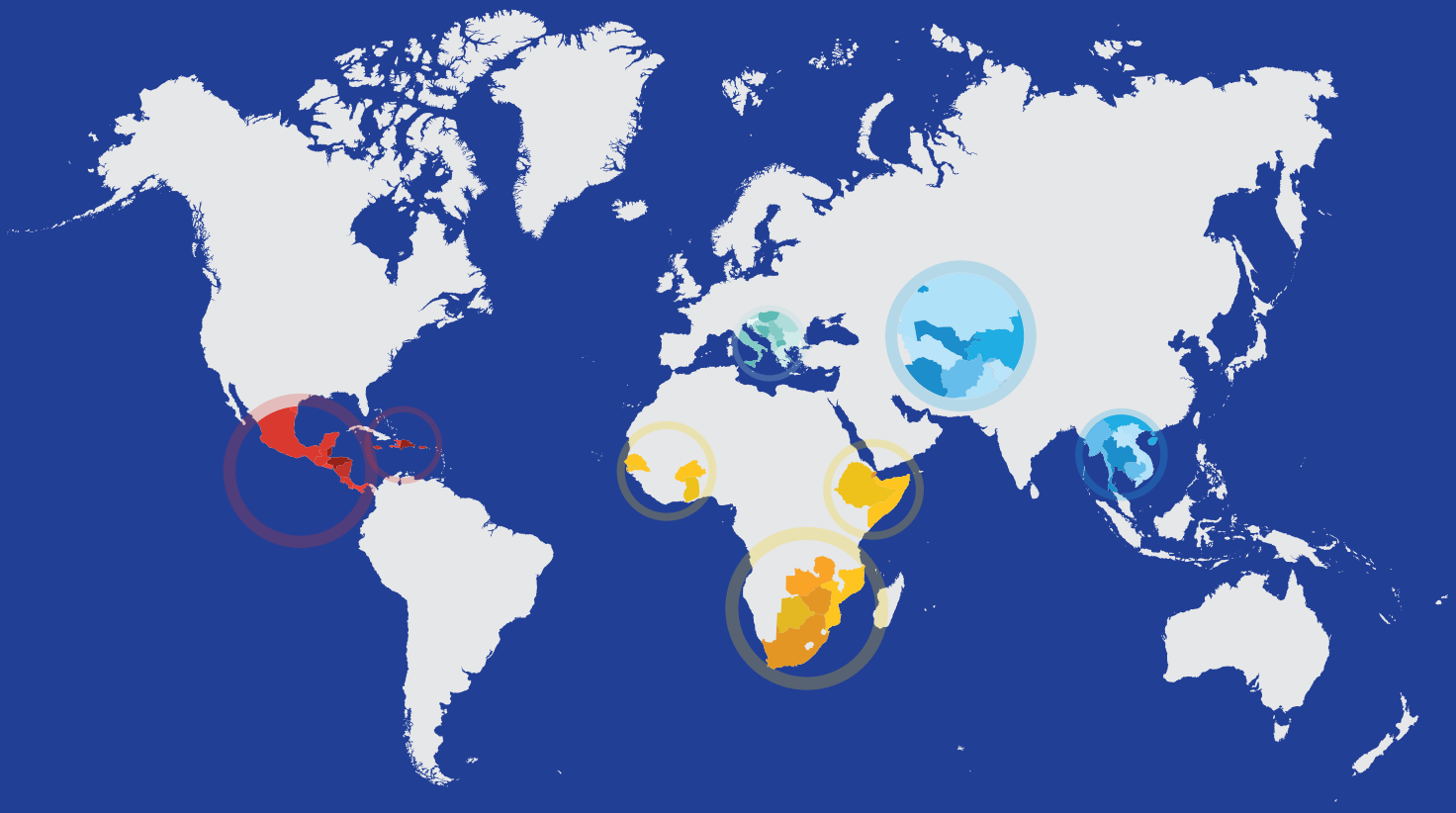
PRM funded Regional Migration Capacity-Building Programs

Monitoring report

October 2019



This report is funded by the U.S. Department of State
Bureau of Population, Refugees and Migration

IOM
UN MIGRATION

The opinions expressed in the report are those of the authors and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the report do not imply the expression of any opinion whatsoever on the part of IOM concerning the legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

This study was funded by the United States Department of State, Bureau of Population, Refugees, and Migration (PRM). However, the views expressed in this publication do not necessarily reflect those of the United States Government.

Publisher: International Organization for Migration
17 route des Morillons
P.O. Box 17
1211 Geneva 19
Switzerland
Tel.: +41 22 717 9111
Fax: +41 22 798 6150
E-mail: hq@iom.int
Website: www.iom.int

© 2019 International Organization for Migration

PUB/2019/094/R

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the prior written permission of the publisher.

This publication has been issued without formal editing by IOM.

The map on the cover is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the International Organization for Migration.

Border police directors and state prosecutors of Western Balkans countries exchange information on migrant smuggling trends and modus operandi, Montenegro.
© 2019 IOM

PRM funded Regional Migration Capacity -building Program

Monitoring report

October 2019

Yuko Hamada

International Organization for Migration

Table of contents

Acknowledgements 1

Purpose of the monitoring 2

Methodology 3

Limitations 3

Program beneficiaries and partners 3

Summary: Overall strengths and areas for improvement within project management, progress and beneficiaries 5

Program management 5

Progress 6

Beneficiaries 7

Summary: strengths and areas for improvement by regional programs 10

Africa Regional Migration Program 10

Asia Regional Migration Program 13

Western Balkans Regional Migration Program[1] 15

Western Hemisphere Regional Migration Program[2] 17

Annex 1. Project summary 19

Annex 2. Program beneficiaries and partners 22

Annex 3. List of projects/programs monitored 24

Annex 4. List of abbreviations and acronyms 25

1 South-Eastern Europe. The name 'Western Balkan Regional Migration Program' is an informal term given to the program and does not imply official endorsement or acceptance by the International Organization for Migration.

2 Mexico, Central America and Caribbean. The name 'Western Hemisphere Migration Program' is an informal term given to the program and does not imply official endorsement or acceptance by the International Organization for Migration.

Acknowledgements

The author thanks IOM and PRM's Office of International Migration (PIM) officials who reviewed and provided valuable comments to improve the document. They are Alexandra Bonnie, Diana Cartier, Norberto Celestino, Luca Dall'Oglio, Richard Fairbrother, Valerie Hagger, Nathalie Hanley, Heba Abel Latif, Elizabeth Lizama, Neischa Macaringue, Karrie Peterson, Alexis Rogers, Maria Rowan, Rachel Sanchez, Margherita Vismara, Jessica Yutaco, Aida Zecevic and Lori Werner.

Appreciation also goes to Simon Drought, who did extensive language editing and to Nelson Cruz Mora for the layout and graphic design.

PRM[3] funded Regional Migration Capacity-Building Programs

Monitoring report

October 2019

This report provides a summary of key takeaways from monitoring missions by the International Organization for Migration (IOM) on Regional Migration Capacity-Building Programs (RMCBPs) between May 2018 and July 2019. The missions covered four RMCBPs (Africa Regional Migration Program, Asia Regional Migration Program, Western Hemisphere Regional Migration Program, and Western Balkans Regional Migration Program) funded by the United States Department of State, Bureau of Population, Refugees, and Migration (PRM) and implemented.

Purpose of the monitoring

The overall purpose of each monitoring mission was to provide an in-depth analysis of how each program is managed. For example staffing structures, capacities of staff, managing mechanisms and progress toward implementing activities identified for PRM-funded program years (September 2017 – September 2019) (see Annex 1) and how the needs of beneficiaries were all reviewed. Importantly, this exercise was not conducted for the purpose of evaluating program specific impacts.

3 The United States Department of State, Bureau of Population, Refugees, and Migration (PRM)'s Office of International Migration (PIM).

Methodology

This monitoring process applied a combination of qualitative and quantitative methods, including a desk review of key project documents, previous evaluation reports, written materials produced by the programs, literature, and primary data collection in 35 countries spanning four diverse geographic areas: Africa, Asia, Central America and South-Eastern Europe.

Field-level data collection involved a range of methods, including interviews/focus group discussions with 722 different individuals (project staff, beneficiaries, government interlocutors, United Nations agencies, civil society organizations (CSOs) and migrant-focused organizations). Online surveys were also used to gather feedback from project staff in the field regarding resource management procedures and project management/implementation efficiency, when necessary.

Limitations

Limitations of this monitoring exercise included the following:

- As the program reviews straddled two fiscal years, this final report does not make comparisons by each fiscal year (see Annex 1).
- As programs were designed/tailored to address regional needs, respective program objectives and methods were not uniform across regions. Hence, this report does not draw comparisons between regions with respect to program interventions. However, some comparisons were made between management processes across regions.

Program beneficiaries and partners

RMCBPs are capacity-building programs mainly for government officials and stakeholders to assist vulnerable migrants through enhanced migration management structures.

Annex 2 presents beneficiaries by category who were recipients of respective RMCBP capacity-building initiatives and outreach. Implementation partners are also shown in Annex 2.

Annex 3 (also shown in map form on page 9) contains program names, monitoring sites, dates of monitoring (project durations), and numbers of informants.

Figure 1 shows the numbers of beneficiaries who benefited from these RMCBPs. As the focus of RMCBPs was capacity-building, 7,474 beneficiaries who received training (including government officials, non-governmental organizations (NGOs)/CSOs, other stakeholders that work with vulnerable migrants) enhanced their capacities to manage migration through training on identification of vulnerable migrants, referral mechanisms, international instruments for protection and tools to manage migration crises. It should be noted that some beneficiaries received multiple training.

Figure 1. Number of beneficiaries who received training (October 2018 – September 2019)*

1,094

Africa Regional Migration Program

2,889

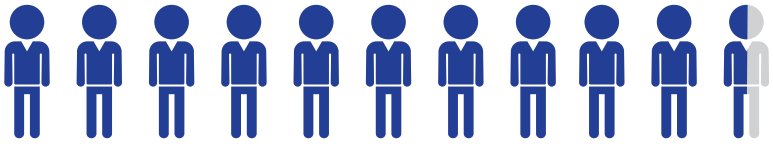
Asia Regional Migration Program

739

Western Balkans Regional Migration Program

5,769

Western Hemisphere Regional Migration Program



10,518

Total

Source: IOM, 2019

* Some recipients of training may have participated in more than one training.

Summary: overall strengths and areas for improvement within project management, progress and beneficiaries

This section summarizes the strengths and areas for improvement within program management structures, progress achieved and how programs met the needs of beneficiaries.

Program management

Strengths

Strong field presence: IOM's strong presence in the field meant there was a highly contextualized understanding of vulnerable migrant populations. Each RMCBP captured vulnerable migrant routes, which enabled RMCBPs to be most productive and strategic in meeting respective objectives/targets.

Strong teamwork: RMCBP teams with annual face-to-face coordination meetings of program staff achieved productive results and enhanced overall project planning and understanding of objectives and implementation strategies. RMCBPs received strong support from Chiefs of Mission/Heads of Office of participating missions.

Wide geographic coverage: Most RMCBPs undertook a strategic selection of participating countries that resulted in a comprehensive understanding of migration trends and identification of key migration routes. A common characteristic of the most successful RMCBPs was a focused approach relating to key destination, transit and origin countries, while recognizing that each country could assume more than one role. This geographic coverage allowed for a deeper understanding of how project interventions translated across the entire spectrum of migration.

Areas for improvement

Partial coverage of project staff: Numerous project staff in the field were projectized across multiple projects, making prioritization within workflows challenging. The time management system of each program depended on each IOM mission and often relied upon the direct supervisor or Chief of Mission. As all RMCBPs encompassed multiple missions, a synchronized time management system made available to RMCBP project managers is essential.

Staff retention: Most RMCBPs struggled with retention of quality staff due to the short-term nature of programs. In the absence of multi-year funding, in order to provide stability, qualified staff could be retained and engaged within other PRM-funded or non-funded programming in line with programmatic needs and skillsets of staff. Capacity-building of staff could help increase the likelihood these individuals would be of increased value to other IOM programming.

Review current regional management structure: The current regional programming footprints are not aligned with those of the respective IOM regional offices. A review, with the goal to achieve alignment, should occur.

Sustainability strategy: Expectations, in terms of further program support, from governments within the regional management structure continue to rise, although PRM funding is expected to reduce in some regions. To date, other donor partners have not committed support to replace reduced PRM funding nor have governments within the regional management structure committed funding to sustain programming. All RMCBPs have had significant levels of success and subsequently received requests from partners/stakeholders to continue with further phases. Some RMCBPs presented exit strategies according to PRM requests. Sustainability strategies, envisioning ownership and sustainability, should be integrated in every future project proposal.

Progress

Strengths

Realistic workplans: Most RMCBPs had realistic work plans, which enabled project team members to design and deliver activities.

Negotiating with government interlocutors: RMCBPs relied on strong institutional relationships with government interlocutors, which enabled timely endorsements, decisions and participation of involved States. This was critical to delivering activities and keeping programs on track.

Areas for improvement

Standardize data collection: Some RMCBPs could improve their standardization of data collection regarding training (training recipients, subject(s), evaluation, disaggregation by gender, knowledge impacts) throughout project implementation sites. To date, some RMCBPs have introduced consistent variables to ensure data collection is standardized.

Strengthen institutional monitoring mechanism: RMCBPs require a more formalized and regular monitoring mechanism that follows up recommendations made by each monitoring and evaluation (M&E) visit. At a program level, national monitoring officers have been hired. The formalization of future engagement from IOM Washington D.C., regional and Headquarters offices in M&E capacity-building should occur.

Improve results matrices: RMCBP results matrices should be improved, building off national-level results matrices to ensure a common approach and measurements regarding delivery. At present, no projects have national-level results matrices in the addition to regional-level results matrices that would be commonly expected.

Beneficiaries

Strengths

Consensus building: The biggest contribution of RMCBPs was the provision of platforms for States to discuss migration matters in non-binding settings. Each RMCBP's work was within the framework of a State-led regional consultative process: Almaty Process on Refugee Protection and International Migration (Central Asia), Bali Process, Migration Dialogue for Southern Africa (MIDSA), Regional Conference on Migration (RCM or Puebla Process) and Caribbean Migration Consultations (CMC).

Inclusion of employability for vulnerable migrants: Introduction of labor migration components added value to project achievements, as a number of migration issues reviewed through the RMCBPs were linked to employment issues.

Engage frontline actors: As RMCBP interventions often targeted frontline border officials who engaged with vulnerable migrants on a daily basis, training delivered pertinent information for such officials to readily utilize. Activities/measures/initiatives, such as victim identification and protection practices, were adapted to national and regional contexts, which underlined the practicality and value of such trainings.

Level playing field: With regards RMCBPs implemented between September 2017 and September 2018 and RMCBP operations in Mexico, RMCBPs created a level of consistency with regards to standardized assistance to vulnerable migrants. As stakeholders in many regions have different methods to engage with vulnerable migrant populations, standardization of procedures and better coordination are required. Many RMCBPs developed guidelines, training curriculums or Standard Operating Procedures (SOPs) to address this fragmentation.

Flexibility to respond to fast-changing migration situations: The RMCBP footprint at the end of migration corridors existed through Migrant Response/Resource Centers (MRCs), where mobile team services were most appreciated by States. These interventions have largely been taken over by host governments as tangible evidence of ownership and sustainability.

Innovative approaches: Some RMCBPs promoted innovative approaches, through utilization of technologies and cutting-edge trends, to manage migration for wide dissemination.

Areas for improvement

Measure longer-term impacts: RMCBPs should enhance the measurement of long-term impacts of capacity-building activities to determine how officials utilize such knowledge and experiences. Current RMCBP mechanisms largely focus on pre- and post-training tests. However, there is a need for a more structured mechanism to follow-up on how training resulted in behavioral changes.

Multi-year approach to strategic project interventions: RMCBPs have been annually budgeted without certainty of funding continuation. Multiple RMCBPs were limited by short-term program approaches and cultivation of longer-term impacts was a challenge. This will largely be resolved with the proposed PRM multi-year planning, scheduled to start in October 2019, with funding provided on an annual basis contingent upon the availability of funds and performance.

More hands-on programs: Amid high levels of satisfaction with various iterations of training, RMCBP training was focused on improving knowledge on migration management. Some key informants suggested training could include on-the-job training to assess the level to which learning is applied and the extent to which learning has resulted in behavior change.

Follow-up learning from regional leveltraining at national and district levels: RMCBPs could include follow-up learning to ensure regional level training is delivered at national and local levels, as often governments faced resource limitations to ensure wide dissemination of training.

Robust local interventions for migrants in countries in crisis (MICIC):[4] RMCBP interventions were mostly focused at regional level. Multiple key informants underlined the need to help States implement national plans of action for emergency responses through organization of Training of Trainers (TOT) on MICIC guidelines as well as Camp Coordination and Camp Management (CCCM) for State actors. RMCBP program managers could learn best practices from countries that successfully implemented at national level.

4 MICIC is a government-led effort to enhance the protection of migrants when countries in which they live, work, study, transit or travel experience conflicts or natural disasters (https://micicinitiative.iom.int/about-micic).

Figure 2. Map of programs

South-Eastern Europe

Project name
Enhancing Capacities and Mechanisms to Identify and Protect Vulnerable Migrants in the Western Balkans Phase II

Participating countries
Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia and Kosovo[5]

Project duration
October 2017–September 2018

South-East Asia

Project name
South-East Asia Project, Asia Regional Migration Program

Participating countries
Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand, and Viet Nam

Project duration
October 2018–September 2019

Central Asia

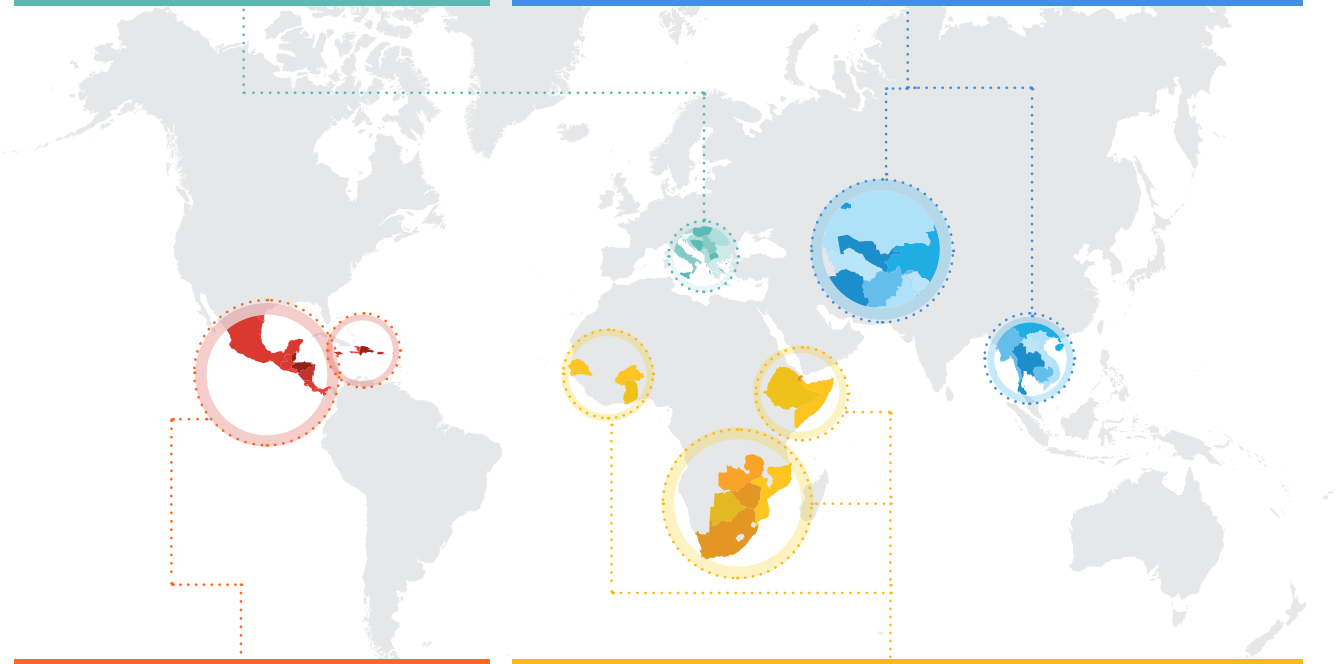
Project name
Central Asia project, Asia Regional Migration Program

Participating countries
Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan

Project duration
October 2018–September 2019

Western Balkans
Regional Migration Program

Asia Regional Migration Program



Western Hemisphere
Regional Migration Program

Africa Regional Migration Program

Mexico/Central America/ Caribbean

Project name
Western Hemisphere Regional Migration Program

Participating countries
Belize, Costa Rica, El Salvador, Honduras, Guatemala, Mexico, Panama and the Caribbean States

Project duration
October 2018–September 2019

Southern Africa

Project name
Addressing Irregular Migration in Southern Africa Phase VIII

Participating countries
Botswana, Mozambique, Malawi, South Africa, Zimbabwe, Zambia

Project duration
October 2017–September 2018

Central and West Africa

Project name
Protecting Vulnerable Migrants in West and Central Africa

Participating countries
Burkina Faso, the Gambia, Ghana, Senegal

Project duration
October 2017–September 2018

5 References to Kosovo shall be understood in the context of United Nations Security Council Resolution No.1244 (1999).

Summary: strengths and areas for improvement by regional programs[6]

National roll-out Training on Identification and Assistance to Vulerable Migrants (AVM), Ethiopia. © 2019 IOM

Africa Regional Migration Program

Program (project duration)	Objectives
Addressing Irregular Migration in Southern Africa Phase VIII/Botswana, Mozambique, Malawi, South Africa, Zimbabwe, Zambia (October 2017–September 2018)	Support governments in the Southern African Development Community (SADC) region to manage migration in a humane and orderly manner with a specific focus on upholding the rights of vulnerable migrants.
Protecting Vulnerable Migrants in West and Central Africa/Burkina Faso, the Gambia, Ghana, Senegal (October 2017–September 2018)	Reinforce the capacities of regional institutions, national governments and international bodies in managing mixed migration and ensuring respect of migrants' rights in West and Central Africa.
Horn of Africa, Regional Migration Program/ Ethiopia, Djibouti, Somalia, United Republic of Tanzania (October 2018–September 2019)	Target governments to manage migration in a sustainable and humane manner.

6 In 2017, there was a PRM-funded external evaluation which covered the Horn of Africa and Mesoamerica projects. Overall, the monitoring exercise undertaken by this report's author confirmed that IOM had responded diligently to most of the external evaluator's recommendations covering the two projects.

Strengths

Participatory approach: Until August 2018, there was a separate Southern Africa program. The participatory approach taken by the Southern Africa program, which substantively engaged field-level staff from participating missions, made for more efficient project development. This substantial engagement is a best practice and should be replicated throughout Africa and elsewhere.

Visual recording: The Southern Africa program displayed effective implementation tracking tools and dashboards. Also, the regional office established a 'Significant Change Case Study Reporting Tool', adapted from the evaluation tool 'Most Significant Change (MSC)' technique.

Partnership with stakeholders: The partnership with UN agencies through the Task Force on Migration (West Africa) drove close coordination and built synergies amongst international organizations as well as international and local NGOs. The value of collaboration with UNHCR and Save the Children was highlighted by development of the 'Manual on Mixed Migration', created during the previous project, which anchored training during this phase. Activities were well coordinated with relevant interlocutors. UNHCR and Save the Children delivered positive feedback on collaboration with IOM in implementing projects. UNHCR, UNICEF and Save the Children played key roles in capacity-building training as resource focal points. UNHCR and Save the Children worked with IOM in referrals of vulnerable migrants.

Broader regional approach: The Horn of Africa project's approach to align outputs to the African Union Horn of Africa Initiative on Anti-Human Trafficking and Migrant Smuggling ensured sustainability and ownership of governments.

Build synergies with other projects: The direct assistance component filled gaps not addressed by current resources, such as Global Assistance Fund (GAF), European Union Trust Fund (EUTF) or Department for International Development (DFID). Africa Regional Migration Program staff and interlocutors expressed concern over how the needs of vulnerable migrants would be met without support from this RMCBP. They hoped the program would continue assisting vulnerable migrants, while also building the capacities of governments. Particularly, supporting Unaccompanied Migrant Children (UMC) remained critical.

Management site selection: Regarding the Southern Africa program, having the project management site in Botswana contributed to SADC support through close communication with the SADC Secretariat. At the same time, it was observed that SADC's efficiency relied upon the capacity and interest of the rotating chair. In 2018, South Africa drove the process more than the SADC Secretariat, which sits in Botswana. Most missions and project teams in other country missions under Southern Africa program did not express concern regarding the management site location.

Policy development: The Southern Africa program contributed to national-level policy formulation and implementation which covered mixed migration issues at large. In South Africa, for instance, the project contributed to operationalizing the 2017 'White Paper on International Migration for South Africa'.

Enhance capacities of frontline officials: The Southern Africa program engaged frontline immigration, law enforcement and social welfare officials by improving their understanding of mixed migration. Positive feedback was especially received on referral mechanisms dealing with UMC and awareness-building on the "alternative to detention".

Strategic program approach to existing regional mechanisms: The Horn of Africa project contributed to a more significant African migration framework through the African Union. In particular, the Horn of Africa component supported the African Union Horn of Africa Initiative on Anti-Human Trafficking and Migrant Smuggling as well as the Law Enforcement Technical Working Group Plan of Action (2018–2022). The resources allocated to these regional fora were small, but the impact and PRM's contributions were visible to participants in these fora. IOM's strong relationship with regional bodies, such as the African Union and Inter-Governmental Authority on Development (IGAD), helped integrate the Horn of Africa team to make strategic interventions and strengthen national coordination mechanisms. Future activities include outputs that could contribute to a more prominent framework outlined in the Revised Migration Policy Framework for Africa and Plan of Action (2018–2027).

Field footprints: The monitoring visits witnessed previous PRM contributions in vital migration corridors and sustainable support provided to migrant transit centers (such as staff capacity-building, infrastructure, development of SOPs, and financial/technical resources) in Obock (Djibouti), Dessie and Semera (Ethiopia), Bosaso and Hargeisa (Somalia) and Dar es Salem (United Republic of Tanzania). These centers have received up to 1,000 registered migrants as of January 2019. PRM resources were distributed in Dessie and Obock. It is critical the PRM program is present in these migration corridors and continues to support Horn of Africa governments in managing migration.

Areas for improvement

Build capacities in labor migration: There is a need to improve the mechanism for protection of ECOWAS nationals abroad by enhancing the capacity of embassy and consulate officials to monitor migrant vulnerabilities. A follow-up training in Ghana as part of the West and Central Africa project, thus, received positive feedback. This type of training could be duplicated in other implementing countries.

Build capacities in data handling: Capacity of national statistics bureaus must be built to handle migration data and create migration profiles.

Ensure national-level follow-ups: There are knowledge-sharing gaps between government interlocutors on discussions and decisions made at MIDSA meetings. Most frontline or middle-level management officials at borders were not cognizant of MIDSA. This is largely because MIDSA recommendations are non-binding and the responsibility to inform frontline officials on MIDSA recommendations rests with their superiors. There are communication gaps within government structures and as such, a knowledge management system could be developed for officials to access National Action Plans and SOPs that stemmed from MIDSA.

An IOM enumerator surveys a Myanmar migrant laborer using IOM's DTM methodology at an unofficial border-crossing point in Phop Phra, Thailand. © 2018 IOM/Visarut Sankham

Asia Regional Migration Program

Program (project duration)	Objectives
South-East Asian Subregional Component, Asia Regional Migration Program (October 2018–September 2019) South-East component only applies to Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand and Viet Nam	Strengthen the capacities and resources of governments in Asia to manage complex migration flows in the region, particularly migrants in vulnerable and crisis situations, through enhanced structures, policies, processes, safe and legal migration pathways as well as effective partnerships at national, subregional and regional levels.
Central Asia Subregional Component, Asia Regional Migration Program (October 2018–September 2019) Central Asia component only applies to Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan	

Strengths

Data management: Flow monitoring of migrants' activities in South-East Asia project was highly appreciated by government interlocutors. The roll-out of similar activities in other border areas, such as Lao People's Democratic Republic and Viet Nam, is desired when applicable.

Promote bilateral cooperation: Continued bilateral cooperation assistance on prevention and suppression of TIP through filling gaps and ensuring no duplication with other initiatives was achieved. The Thai–Myanmar case management meeting, which demonstrated how the South-East Asia project was well-positioned to deliver robust bilateral activities, was a direct result of strong partnerships with government interlocutors built by the project team during PRM project implementation. Additionally, the project enhanced cooperation between the governments of Myanmar and Thailand on return and reintegration of VoT through development of bilateral SOPs as well as training projects for officials in the two countries.

Empower and promote: Promoting the role of local government officials and NGOs/CBOs in providing direct assistance to VoTs, through capacity-building trainings for the latter on direct assistance to VoTs and data protection, is advantageous. The South-East Asia project team utilized IOM handbooks on direct assistance and data protection principles.

Robust government ownership: This was evidenced by the Migrant Resource Center (MRC) in Viet Nam, which utilized government facilities (such as office space, which is free of charge). This was made possible by the strong partnership as well as strategic interventions of the South-East Asia project.

Policy enhancement: The Central Asia Project (CAP) helped States improve policy. For instance, CAP gave concrete recommendations pertaining to the Code on Children in Kyrgyzstan. Also, the CAP influenced the National Program (Kyrgyzstan), "Unity, Trust, Creation" 2018–2022 to address migration issues.

Areas for improvement

Maintain a vital field presence to continue engagement of migrant populations, particularly at key border-crossing sites, such as Mae Sot and Poipet. This should be focused on further building capacities in emergency migration management at the border, enhancing South-East Asia project team members' experiences in supporting large-scale influxes of returning migrants following political changes or new policies in destination countries.

Continue to build capacities of data handling: The RMCBP demonstrated data monitoring of migrants in key corridors. The RMCBP could enhance capacities of government interlocutors to manage migration by transferring skills and knowledge.

Improve access to state-complaint mechanisms and protection assistance: While the RMCBP addressed a variety of migration issues, there is a need to enhance States' capacities in grievance redressal mechanisms.

Enhance capacities within migrant transit centers in key migration corridors: ToT to enhance the capacity of migrant transit centers in key migration corridors in South-East and Central Asia remains a gap in responding to fast-changing migration challenges. The Cambodian Government requested PRM support for the transition center in Poipet (Cambodia) through engagement of IOM. Myanmar's Department of Rehabilitation (Ministry of Social Welfare, Relief and Resettlement) requires resources and technical expertise, including monitoring and research skills. Future activities and associated funding are recommended to meet these needs and build on program/project achievements to date.

Technical Expert Group Meeting of the Almaty Process on Refugee Protection and International Migration in Dushanbe, Tajikistan.
© 2019 IOM/Dulat Yesnazar

The Red Cross and IOM Mobile Team assist a migrant who got injured while crossing the border over the mountains near Trebinje, Bosnia and Herzegovina.
© 2018 IOM

Western Balkans Regional Migration Program

Program (project duration)	Objectives
Enhancing Capacities and Mechanisms to Identify and Protect Vulnerable Migrants in the Western Balkans-Phase II Albania, Bosnia, and Herzegovina, North Macedonia, Montenegro Serbia and Kosovo[5] (August 2017–August 2018)	Support sustainable mechanisms and structures of target countries in the region to independently manage migration and protect vulnerable migrants, while expanding cooperation and coordination.

Strengths

Regional cooperation and information exchanges: The RMCBP in the Western Balkans brought important value to regional meetings, delivering much needed opportunities for operational and high-level stakeholders to exchange information. The program encouraged dialogue between countries with limited channels of communication at operational level.

Knowledge improvements: The RMCBP enhanced its level of knowledge on implementing a rights-based approach critical to screening and identifying vulnerable migrants. All key informants reported that study tours were helpful in terms of understanding what Serbia and North Macedonia were doing to identify vulnerable migrants, refer and provide support. Participants from Albania, Bosnia and Herzegovina, Montenegro and Kosovo[5] participated in these study tours.

Availability of direct assistance: This was instrumental in enhancing capacity of mobile teams, especially in Bosnia and Herzegovina, through expanded direct assistance activities (transportation to transit/registration/asylum centers, provision of non-food items, psychosocial support in addition to referrals of vulnerable migrants). Hiring social workers as mobile team members was also appreciated by stakeholders. Additionally, the program was a flexible tool that enabled rapid up-scaling of assistance and protection operations.

Government ownership: The RMCBP achieved a high level of government ownership with States taking over initiatives carefully cultivated by the RMCBP.

Areas for improvement

Enhance cross-border cooperation: With the RMCBP a key platform to promote cross-border cooperation, government ownership to sustain such initiatives is critical. However, this is particularly challenging as participating States lack resources, despite the will and commitment to promote cross-border cooperation.

Transfer knowledge and skills of project staff: The RMCBP in the region has high expertise to address vulnerable migrants' needs. These human resources could be further shared with government interlocutors and local NGOs that are continuing their programming.

First-line responders learn about Standard Operating Procedures for identification and referral of potential victims of trafficking and vulnerable migrants, Korca, Albania. © 2018 IOM

An IOM staff member collects data from migrants in Los Planos, Panama.
© 2019 IOM/Idiam OSORIO

Western Hemisphere Regional Migration Program

Program (project duration)	Objectives
Western Hemisphere Regional Migration Program Participating States: Belize, Costa Rica, El Salvador, Honduras, Guatemala, Mexico, Panama and the Caribbean States (October 2018–September 2019)	Build capacities of target governments to manage migration in a sustainable and humane manner.

Strengths

Regular updates on mobility flows: One of the most valuable project interventions since the last evaluation, conducted in 2016, was the introduction of the Displacement Tracking Matrix (DTM). As many participating States were not equipped with fit-for-purpose information management tools, the DTM helped fill this void. Sitreps on the 'Migrant Caravan' were issued frequently to share information and analysis on the status of voluntary returns, background of migrants (disaggregated by age, gender, profession, education, factors for migration and reasons for return).

Promote cross-border meetings: Government officials and CSOs reported the most valued Western Hemisphere Regional Migration Program (WHP) activities were cross-border meetings. Having the opportunity to discuss challenges and solutions was especially useful for participants. However, some key informants said the results of such discussions were often not shared with other colleagues and lacked sustainability. There is a need for the WHP field team to ensure the results of such events are shared with government interlocutors and encourage participants to share information.

Engage local authorities and communities at transit points: This is a strategic element in terms of delivering bigger impacts. Guatemala's intervention focused significant efforts on building local networks in key migration corridors (such as Izabal, Petén, Quetzaltenango and San Marcos). This practice was often valued positively by key interlocutors, as these local networks could sensitize migrant origin and transit communities to raise awareness of migration risks. As the WHP takes a 'whole-of-government approach,' enhancing local authorities' capacities to manage migration could lead to bigger impacts in addressing migration challenges.

Leverage E-learning: A striking feature of the WHP was its ability to create partnerships with other development partners. E-Campus[7] is good example. It is a WHP creation that offers online courses to learn about migration and has gone global with English, Spanish, French, Italian and Arabic language versions. E-Campus was created with a vision of sustainability and learning about migration issues where WHP stakeholders access training courses online.

Local authority-led initiative: All WHP interventions were conducted through engaging multiple stakeholders to enhance coordination mechanisms to address mixed migration. Best practice was seen in the Permanent Commission for the Protection and Assistance of Vulnerable Migrants (COPPAMI),[8] which brings together relevant officials and stakeholders who work in border areas and shelter migrants.

Migrants participate in a job fair in Tijuana, Mexico.
© 2019 IOM/Cesia CHAVARRIA

Areas for improvement

Improve monitoring of risk management: As national team members presented risk management strategies to identify risks and distinguish high, medium and low priorities as per IOM's guideline, the program could improve monitoring of such risks on a more frequent and formal basis.

Leverage partnerships in labor migration: This RMCBP made a bold step to integrate its labor migration component in the current phase. As most program staff were new to this area of work, there is a need to enhance field staff members' understanding of labor migration management. The RMCBP could promote a more coordinated approach on labor migration at field level.

Follow-up previous RMCBP interventions: While the RMCBP was present for more than nine years, its project approach, objectives and focus have changed. Due to current initiatives built on previous interventions, it is critical to measure longer-term impacts and sustainability.

Engage communities: The RMCBP excelled in harnessing innovative communication strategies to engage migration-prone populations. This was particularly useful for migrant origin countries such as El Salvador, Guatemala and Honduras. Expansion of such programming through building synergies with other development partners and public initiatives, as well as disseminating communication materials, could be further promoted.

7 E-Campus was created with a vision of sustainability and learning about migration issues, where WHP stakeholders access training courses online.

8 COPPAMI is an institutional organization for vulnerable migrant populations. This is the first step for migrants travelling from South America to the Central American region. The main purpose is to provide assistance to vulnerable migrants through binational cooperation between Costa Rica and Panama.

Annex 1. Project summary

Project title	Participating countries	Project description (extract from project document)
Addressing Irregular Migration in Southern Africa Phase VIII	**Botswana, Mozambique, Malawi, South Africa, Zimbabwe, Zambia**	**Project objective:** Support governments in the SADC region to manage migration in a humane and orderly manner with a specific focus on upholding the rights of vulnerable migrants. **Expected outcomes:** • **Regional dialogue:** Enhanced regional dialogue and cooperation facilitate the protection of vulnerable migrants in the SADC region. • **Capacity-building:** SADC member States and civil society partners offer relevant, quality protective and referral services to vulnerable migrants. • **Direct assistance (AVR):** Vulnerable migrants in the region, including stranded migrants and UMCs, benefit from tailored assistance from IOM, governments and civil society partners. • **Coordination between IOM and UNHCR and with other actors:** Coordination with UNHCR as a key partner in providing protection assistance to vulnerable groups, including refugees, continues at regional and national levels. • **Emergency migration management:** SADC member States demonstrate increased commitment and capacity to coordinate and respond to migration crises. • **UMCs:** UMC protection is strengthened.
Management office	**Amount awarded**	
IOM Gaborone, Botswana	USD 1,471,892	
Inception year	**Project duration**	
2009	October 2017–September 2018	

Project title	Participating countries	Project description (extract from project document)
Protecting Vulnerable Migrants in West and Central Africa	**Burkina Faso, the Gambia, Ghana, Senegal**	**Project objective:** Target governments to manage migration in a sustainable and humane manner. **Expected outcomes:** • Countries in the region demonstrate a commitment and improved capacity for effective and humane migration management. • Donors, UN agencies, national governments and regional platforms regularly engage in efforts to coordinate on migration programming. • Government capacities to anticipate, prepare and respond to migration flows relating to emergencies and crises are increased.
Management office	**Amount awarded**	
IOM Regional Office for West and Central Africa	USD 1,357,830	
Inception year	**Project duration**	
2015	October 2017–September 2018	

Project title	Participating countries	Project description (extract from project document)
Horn of Africa, Regional Migration Program	**Ethiopia, Djibouti, Somalia, and United Republic of Tanzania**	**Project objective:** Reinforce the capacities of regional institutions, national governments and international bodies in managing mixed migration and ensuring respect of migrants' rights in West and Central Africa. **Expected outcomes:** • Vulnerable migrants benefit from a more coordinated and consolidated assistance mechanism, thus improving their conditions. • National, regional and international partners implement evidence-based policies and programs that uphold migrants' rights.
Management office	**Amount awarded**	
IOM Addis Ababa, Ethiopia	USD 1,914,794	
Inception year	**Project duration**	
2009	October 2018–September 2019	

<table>
<tr><th>Project title</th><th>Participating countries</th><th>Project description
(extract from project document)</th></tr>
<tr><td>South-East Asia subregional Component, Asia Regional Migration Program</td><td>South-East Asia component only applies to Cambodia, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand and Viet Nam</td><td rowspan="11">Project objectives:
Strengthen the capacities and resources of governments in Asia to manage complex migration flows in the region, particularly migrants in vulnerable and crisis situations, through enhanced structures, policies, processes, safe and legal migration pathways as well as effective partnerships at national, subregional and regional levels.
Expected outcomes:
• Countries in the region have achieved or taken objectively verifiable steps to develop and implement legislation, policies, and strategies to better protect victims of trafficking and other categories of vulnerable populations.
• Countries in the region have concluded migrant-related bilateral or multilateral agreements.
• Countries in the region have taken objectively verifiable steps to develop and adopt contingency plans to manage large-scale population movements of nationals abroad in times of crisis.
• Countries of destination in the region have taken objectively verifiable steps to develop and adopt strategies with specific measures to aid migrants during crisis and post-crisis phases in countries of origin.</td></tr>
<tr><th>Management office</th><th>Amount awarded</th></tr>
<tr><td>IOM Bangkok, Thailand</td><td>USD 2,177,880</td></tr>
<tr><th>Inception year</th><th>Project duration</th></tr>
<tr><td>2010</td><td>October 2018–September 2019</td></tr>
<tr><th>Project title</th><th>Participating countries</th></tr>
<tr><td>Central Asia subregional Component, Asia Regional Migration Program</td><td>Central Asia component only applies to Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan</td></tr>
<tr><th>Submanagement office</th><th>Amount awarded</th></tr>
<tr><td>IOM Almaty, Kazakhstan</td><td>USD 840,000</td></tr>
<tr><th>Inception year</th><th>Project duration</th></tr>
<tr><td>2014</td><td>October 2018–September 2019</td></tr>
</table>

<table>
<tr><th>Project title</th><th>Participating countries</th><th>Project description (extract from project document)</th></tr>
<tr><td rowspan="2">Enhancing Capacities and Mechanisms to Identify and Protect Vulnerable Migrants in the Western Balkans-Phase II</td><td rowspan="2">Participating States: Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia and Kosovo[5]</td><td rowspan="6">Project objective (Phase II):
Support sustainable mechanisms and structures of target countries in the region to independently manage migration and protect vulnerable migrants, while expanding cooperation and coordination.
Specific objectives (Phase II):
• Address structural needs at national and regional levels ensuring sustainability of mechanisms for the protection of vulnerable migrants and those in need, including VoTs and UMC.
• Institutionalize, at national level, existing regional approaches to comprehensive migration management.
• Facilitate further regional cooperation and coordination within these spheres.
Expected outcomes:
• Enhanced awareness and capacities of national stakeholders, particularly at operational level, to implement a rights-based approach to screening, identification, direct assistance provision and referrals of vulnerable migrants, with a focus on UMCs.
• Strengthened capacities of government and civil society to address migration-related issues based on national needs including, but not limited to xenophobia, social inclusion and tolerance, tailored service provision.
• Strengthened capacities of law enforcement bodies, including border officials, to apply mechanisms to identify migrant smugglers, smuggling activities and distinguish cases of smuggling from cases of TiP.</td></tr>
<tr><td>Management office</td><td>Amount awarded</td></tr>
<tr><td>IOM Sarajevo, Bosnia and Herzegovina</td><td>USD 1,185,851 (Phase II)</td></tr>
<tr><td>Inception year</td><td>Project duration</td></tr>
<tr><td>2015</td><td>August 2017–August 2018</td></tr>
</table>

<table>
<tr><th>Project title</th><th>Participating countries</th><th>Project description (extract from project document)</th></tr>
<tr><td rowspan="2">Western Hemisphere Regional Migration Program</td><td rowspan="2">Participating States: Belize, Costa Rica, El Salvador, Honduras, Guatemala, Mexico, Panama, and the Caribbean States</td><td rowspan="6">Expected outcomes:
• Change highlight to participating states demonstrate a commitment and improved capacity for effective and humane migration management.
• Donors, UN agencies, national government, and regional platforms regularly engage in efforts to coordinate on migration programming.
• Government capacities to anticipate, better prepare and respond to migration flows relating to emergencies and crises are increased.
• Communities demonstrate a greater awareness of the options available to migrate legally and avoid risks and exploitation (extracted from the project proposal).</td></tr>
<tr><td>Management office</td><td>Amount awarded</td></tr>
<tr><td>IOM Regional Office for Central America, North America and the Caribbean</td><td>USD 7,953,589[9]</td></tr>
<tr><td>Inception year</td><td>Project duration</td></tr>
<tr><td>2009</td><td>October 2018–September 2019</td></tr>
</table>

9 As of June 2019. Budget total has been subsequently amended.

Annex 2.
Program beneficiaries and partners

Category	Beneficiaries
Africa Regional Migration Program	Ministries overseeing Foreign Affairs, Health, Home Affairs, Immigration, Labor, Prison Services, Police, Social Welfare as well as vulnerable migrants, including stranded and smuggled migrants, victims of trafficking (VoT), UMC, local governance and traditional leaders, faith-based organizations, CSOs and communities living in border areas.
Asia Regional Migration Program	Vulnerable migrants, including refugees, asylum seekers, victims of trafficking, migrants in crisis, unaccompanied migrant children, migrants in detention, trans-regional migrants and victims of forced labor. Government counterparts of targeted countries: Ministries overseeing Administration, Foreign Affairs, Health, Interior, Justice, Labor and Social Welfare.
Western Balkans Regional Migration Program	Vulnerable migrants, including women, children, UMC, potential victims of trafficking, smuggled migrants and asylum seekers, counter trafficking and migration, asylum, judiciary and border management authorities in targeted countries.
Western Hemisphere Regional Migration Program	Ministries overseeing Child Welfare and Youth, Defense, Education, Emergencies, Governance (directorates/ institutes of migration), Foreign Affairs (consular sections), Labor, Planning, Public Security (national civil police), Public Health and Women's Affairs. Regional Conference on Migration (RCM) and local authorities: community and youth leaders, private sector, CSOs, diaspora, academia, labor and vulnerable migrants.

Category	Partners
Africa Regional Migration Program	Southern African Development Community (SADC) and Ministries overseeing Children, Foreign Affairs, Heritage, Home Affairs, Homeland Security, Labor and Social Welfare as well as local government, child protection organizations, Danish Refugee Council, OHCHR, Save the Children, UNICEF, UNHCR, National anti-trafficking/ smuggling in persons secretariats, federal and regional State-level taskforces on anti-trafficking and smuggling in persons, central statistics agencies, NGOs, CSOs, Migration Response Centers (Bosaso and Hargeisa), Mixed Migration Task Force members, ILO and UNODC, amongst others.
Asia Regional Migration Program	Governments of Cambodia, Kazakhstan, Kyrgyzstan, Lao People's Democratic Republic, Malaysia, Myanmar, Thailand, Tajikistan, Turkmenistan, Uzbekistan and Viet Nam. Almaty Process on Refugee Protection and International Migration; Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime; international/NGOs, local community-based organizations (CBOs), Japan International Cooperation Agency (JICA) and UK Border Force. UN agencies including ILO, UNICEF, UNDP, UNHCR and UN-Women.
Western Balkans Regional Migration Program	*Albania*: Ministry of Internal Affairs (Office of the National Anti-Trafficking Coordinator, Directorate for Asylum and Citizenship, Department for Border and Migration at the State Police) and State Police. *Bosnia and Herzegovina*: Ministry of Security, Border Police, asylum sector. Montenegro: Ministry of Interior, Police Directorate of Montenegro, border police sector, Department of State Border Surveillance. *Serbia*: Ministry of Interior (MOI), Border Police Directorate, Ministry of Labor and Social Policy (Center for Protection of VoTs). *North Macedonia*: MOI (Sector for Border Affairs and Migration, Police Training Academy), National Unit for Suppression of Migrant Smuggling and Trafficking in Human Beings (MOI and Public Prosecutor's Office for Combating Organized Crime and Corruption), Ministry of Labor and Social Policy, National Commission for Combatting Trafficking in Human Beings and Illegal Migration. *Kosovo*:[5] Ministry of Internal Affairs (Border Police, Department of Citizenship, Asylum and Migration). Organization for Security and Co-operation in Europe (OSCE), UNHCR, UNICEF and UNODC.
Western Hemisphere Regional Migration Program	Governments of Belize, Costa Rica, Dominican Republic, El Salvador, Haiti, Honduras, Guatemala, Mexico, Panama and the Caribbean, RCM, Caribbean Migration Consultations (CMC), Caribbean regional organizations (CARICOM and its related institutions), Regional Network of Civil Society Organizations for Migration (RNCOM), Central American Integration System (SICA) and its related institutions, regional and national counter-trafficking coalitions, youth associations or networks. International organizations: ILO, UNHCR, UNODC and UNICEF.

Annex 3.
List of projects/programs monitored

Program	Monitoring sites	Date of monitoring (project duration)	Number of key informants
Africa Regional Migration Program	**1. Horn of Africa:** Ethiopia (Addis Ababa), Djibouti (Djibouti), Somalia (Bosaso and Hargeisa) and United Republic of Tanzania (Dodoma)	*19 March–13 April 2019 (October 2018–September 2019)*	**103**
	2. Southern Africa: Botswana (Gaborone), Mozambique (Maputo), South Africa (Pretoria), Zimbabwe (Harare) and Zambia (Shesheke and Lusaka)	*29 May–15 June 2018 (October 2017–September 2018)*	**64**
	3. Central and West Africa: Senegal (Dakar), the Gambia (Banjul), Burkina Faso (Ouagadougou) and Ghana (Accra)	*9 July–25 July 2018 (October 2017–September 2018)*	**61**
Asia Regional Migration Program	**4. South-East Asia:** Cambodia (Phnom Penh and Poipet), Lao People's Democratic Republic (Vientiane), Malaysia (Kuala Lumpur), Myanmar (Yangon and Nay Pi Taw), Thailand (Bangkok and Mae Sot) and Viet Nam (Hanoi and Vinh)	*24 November–23 December 2018 (October 2018–September 2019)*	**82**
	5. Central Asia: Kazakhstan (Almaty and Nur-Sultan), Kyrgyzstan (Bishkek) and Tajikistan (Dushanbe)	*15 July–24 July 2019 (October 2018–September 2019)*	**51**
Western Balkans Regional Migration Program	**6. South-Eastern Europe:** Albania (Tirana and Korça), Bosnia and Herzegovina (Sarajevo, Mostar and Bihac), Montenegro (Podgorica and Budva), North Macedonia (Skopje, Kumanovo/Tabanovce and Gevgelija), Serbia (Belgrade and Vranje) and Kosovo[5] (Pristina)	*1 September–20 October 2018 (October 2017–September 2018)*	**125**
Western Hemisphere Regional Migration Program	**7. Mexico and Central America:** Costa Rica (San Jose, Upala and Paso Canoas), El Salvador (La Hachadura, Ahuachapán, San Salvador and La Union), Guatemala (Guatemala City, Tecun Umán, Malacatán and Quetzaltenango), Honduras (San Pedro Sula, Tegucigalpa and San Lorenzo), Mexico (Tapachula and Tijuana, Mexico City and Ciudad Hidalgo) and Panama (Panama City and David)	*6 May–7 June 2019 (October 2018–September 2019)*	**236**
		Total number of key informants	**722**

Annex 4.
List of abbreviations and acro

AVR	assisted voluntary return
C4D	Communication for Development
CAP	Central Asia Project
CBO	Community-Based Organization
CCCM	Camp Coordination and Camp Management
CMC	Caribbean Migration Consultations
CSO	Civil Society Organization
DFID	Department for International Development
DTM	Displacement Tracking Matrix
ECOWAS	Economic Community of West African States
EUTF	European Union Trust Fund
GAF	Global Assistance Fund
IGAD	Inter-Governmental Authority on Development
ILO	International Labour Organization
IOM	International Organization for Migration
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MICIC	Migrants in Countries in Crisis
MIDSA	Migration Dialogue for Southern Africa
MRCs	Migrant Response/Resource Centers
MOI	Ministry of Interior
MOU	Memorandum of Understanding
MSC	Most Significant Change
NGO	non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSCE	Organization for Security and Co-operation in Europe
PIM	PRM's Office of International Migration
PRM	United States Department of State, Bureau of Population, Refugees, and Migration
RCM	Regional Conference on Migration
RMCBP	Regional Migration Capacity-Building Program
SADC	Southern African Development Community
SOPs	Standard Operating Procedures
TIP	Trafficking in Persons
TOT	Training of Trainers
UMC	Unaccompanied Migrant Children
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
VoTs	Victims of Trafficking
WHP	Western Hemisphere Regional Migration Program

IOM
UN MIGRATION