

# **Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa**

## **Annex I**

### **Description of the Action**

## Executive Summary

<b>Title</b>	Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa
<b>Duration</b>	18 months (starting 1st of November 2021)
<b>Geographical scope</b>	The action shall be carried out in Countries of the EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Sahel and Lake Chad, and the Horn of Africa regions <sup>1</sup> .
<b>Total Cost</b>	
<b>Implementing partner</b>	International Organization for Migration (IOM)
<b>Target Groups</b>	Stranded and vulnerable migrants, returnees' communities, government institutions and officials in the targeted countries, representatives of EU Member States, private sector, international and civil society organisations working with migrants in the target countries (see geographical scope above).
<b>Final Beneficiaries</b>	Stranded and vulnerable migrants, returnees, host and transit communities, and communities of origin, societies in the target countries of the region with a particular focus on youth, EU Member States, national stakeholders part of the EU-IOM Joint Initiative, African Union Commission and Regional Economic Communities.
<b>Overall objective</b>	To contribute to safe, orderly and regular migration in the Sahel and Lake Chad and Horn of Africa regions.
<b>Purpose (specific objective)</b>	<p>(SO1) Vulnerable and stranded migrants have access to enhanced protection services and to safe, humane, dignified voluntary return</p> <p>(SO2) Returning migrants achieve improved economic, social and psychosocial reintegration that also benefits communities</p> <p>(SO3) Migrants and communities make better-informed decisions about migration</p> <p>(SO4) Partner countries and relevant stakeholders have enhanced</p>

<sup>1</sup> Sahel region and Lake Chad: Burkina Faso, Cameroon, Cote d'Ivoire, Chad, Ghana, Guinea, the Gambia, Mali, Mauritania, Niger, Nigeria and Senegal. Horn of Africa: focus on the core countries Djibouti, Ethiopia, Somalia, and Sudan. More limited activities are foreseen in other Khartoum process Member States in the Horn of Africa region (including, Kenya, South Sudan and Uganda) as conditions allow. Limited voluntary return and reintegration activities may be also carried out along the Southern migration routes notably Malawi, Mozambique, Zambia, Zimbabwe, South Africa and Tanzania. Migrants returning to other countries may also benefit from support.

	capacity in migration management and strengthened migration data and communication
<b>Expected results</b>	<p>Result 1.1 Stranded migrants or migrants in transit receive protection and assistance services</p> <p>Result 1.2 Migrants benefit from a safe and dignified voluntary return assistance</p> <p>Result 2.1 Returning migrants are supported with post-arrival and reintegration assistance in their country of origin</p> <p>Result 3.1 Migrants and communities are informed and sensitized on the dangers of and alternatives to irregular migration</p> <p>Result 4.1 Migration data and evidence are collected, analysed and disseminated</p> <p>Result 4.2 Relevant stakeholders are supported to further build their capacities in migration management</p>
<b>Corresponding Priority area of the NDICI</b>	Priority area 6 “Migration and Forced Displacement”
<b>Priority areas of the Valletta Action Plan</b>	<p>1. Development benefits of migration and addressing root causes of irregular migration and forced displacement</p> <p>3. Protection and asylum</p> <p>4. Prevention of and fight against irregular migration, migrant smuggling and trafficking in human beings</p> <p>5. Return, readmission and reintegration</p>

# 1. Scope of the Action

## 1.1 *Rationale and relevance of the Action*

### 1.1.1 Regional context

In recent years, the Sahel and Lake Chad and Horn of Africa regions, as well as some part of North Africa, have faced complex situations: conflicts and protracted security crisis, climate change and environmental degradation, demographic pressure, food and nutrition crises, and epidemic risks are a source of instability for the regions and act as a risk multiplier exacerbating pre-existing vulnerabilities.

Since 2015, the EU and African countries have reinforced a joint approach to effective migration management, improving cooperation on the fight against irregular migration and trafficking in human beings while developing at the same time more sustainable approaches to harness the potential of migration as fundamental driver for inclusive and sustainable development in countries of origin and transit in Africa.

Yet, some significant concerns remain. In particular, migrants and refugees face extreme risks along migration routes, through the desert, upon arrival in Libya and while crossing the Atlantic or the Mediterranean. Arrivals in the Canary Islands in 2020 (23,023) were almost 9 times higher than in 2019 (2,687), 46% of the total were migrants of unspecified sub-Saharan nationality. While the absolute number of deaths in the Mediterranean decreased in 2020, the route has become proportionally more deadly in particular along the central Mediterranean route (CMR). Despite these difficult conditions, from 2017 to 2020 the number and the share of persons originating from Africa, especially West Africa, who arrived by sea to Europe amounts to 159,707 African migrants arriving in Italy and Spain with the main nationalities of migrants including Guinea, Côte d'Ivoire, Nigeria and Mali. At the same time, migration situation and flows within Libya remain highly complex and fluid and the main nationalities of migrants identified in Libya do not correlate with the main nationalities arriving to Italy. Through the IOM Displacement Tracking Matrix (DTM) latest report (January-February 2021) 245,483 Internally Displaced Persons (IDPs), 623,219 returnees and 575,874 migrants are recorded in Libya. It is difficult to estimate the percentage of persons of concern to UNHCR in these overall flows – and it changes over time.

Criminal networks involved in trafficking in human beings are taking advantage of irregular migration routes, targeting particularly vulnerable groups, predominantly women and girls. Overall, the number of women and girls registered at arrivals by sea and by land in Europe between 2018 and 2020 is about 76,615, equivalent to 20% of total arrivals<sup>2</sup>. Trafficking in human beings is a grave violation of human rights and a serious form of organised crime. IOM reported in 2018 a 600% increase since 2014 in the number of women and girls arrived in the EU through the Central Mediterranean route potential victims of trafficking for the purpose of sexual exploitation, predominantly from Nigeria. Although this increase is at least in part due to great improvements in the ability to identify and count potential victims, it is assessed that an important part of women and girls arriving in Europe are victims of trafficking. As an example, IOM estimated that 80% of the 11.000 Nigerian women and girls arrived in Italy in 2016 are potential victims of trafficking.

An urgent lack of effective protection and sufficient assistance inside Libya but also in countries upstream, and the absence of durable solutions, including complementary pathways of admission have been flagged by national stakeholders. On 29 November 2017 the EU-AU-UN

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<sup>2</sup> Data source: DTM Europe (IOM)

agreed to put in place a joint Task Force calling for facilitating the voluntary humanitarian returns to countries of origin, and the resettlement of those in need of international protection in order to save lives and ensure protection of migrants and refugees along the routes and in particular inside Libya.

By April 2020, the global impact of the COVID-19 pandemic reached Africa. Travel and movement restrictions, social distancing measures and other requirements adopted in most countries in the Sahel and Lake Chad and Horn of Africa regions have impacted many migrants, whether in irregular or regular situations, who find themselves stranded as a result of these measures and/or face additional challenges in sustaining an income and access basic services and health care. Moreover, deportation and expulsions of irregular migrants without adequate quarantine and precautionary measures expose migrants to increased risk of infection and have the potential to undermine containment efforts. Stigma and xenophobia against foreigners, seen as bearers of the disease, is further contributing to migrants' unequal access to services, placing them and everyone else at risk. Families dependent on remittances face hardships as migrants working abroad lose their earnings<sup>3</sup>.

In December 2016, to address some of these challenges and respond to the needs of vulnerable and stranded migrants along the Central Mediterranean routes, the EU and the IOM developed the EU-IOM Joint Initiative for Migrant Protection and Reintegration focusing on the three regions supported by the EU Trust Fund for Africa: North Africa, Sahel and Lake Chad and Horn of Africa. Under the EU-IOM Joint Initiative, the protection needs as well as the pace and scale of the returns and the corresponding needs for sustainable reintegration have been far more important than anticipated, with increased calls for continuous reinforcement of protection, voluntary return and reintegration actions. Over the past years, action fiches have been approved by the EU Emergency Trust Fund for Africa to further support the EU-IOM Joint Initiative.

This Action funded by the NDICI provides a continuation of this programme and as such, builds upon and complements the existing regional Actions. Namely, it reinforces activities and related resources already existing under the different contracts like return and reintegration to cover the caseload exceeding the targets and to finalise assistance started under those contracts. Activities and resources to be funded by this Action will complement the ongoing regional Actions of the EU-IOM Joint Initiative in Sahel and Lake Chad and in the Horn of Africa. In light of the fact that expenses under each ongoing EU-IOM Joint Initiative contracts and this Action will relate to the original results framework of each region, the respective Actions will be inextricably linked and cannot be seen separately from each other. Therefore, the correspondence between results, resources and activities may have to be found across different contracts. Resources budgeted under this Action and other regional Actions shall be considered as contributing towards the results of all Actions and shall therefore be eligible. Likewise, all migrants are eligible to receive reintegration assistance as under the regional Actions of the EU-IOM Joint Initiative.

### **1.1.2. Sectorial context**

The Action will continue to build on the policy priorities put forward by the EU, in particular on Migration Partnerships. At the Valletta Summit on Migration of 11-12 November 2015, the EU and African partners agreed to respond decisively and together manage migration flows in all their aspects. The Joint Valletta Action Plan will continue to provide for a concrete frame of action in five key areas, including return, readmission and reintegration and in particular support for the

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<sup>3</sup> Kalantaryan, S. and McMahon, S. Covid-19 and Remittances in Africa, EUR 30262 EN, Publications Office of the European Union, Luxembourg, 2020, <https://publications.jrc.ec.europa.eu/repository/handle/JRC121055>

reintegration of all returnees through development of policy frameworks and community-based reintegration measures.

A safe and dignified return and sustainable reintegration process is also part of a comprehensive and holistic migration policy, and was highlighted as one of the priorities in the European Agenda on Migration, adopted in May 2015, the New Partnership Framework with third countries of June 2016 and the New Pact on Migration and Asylum released on 23 September 2020. The need to support partner countries to meet their readmission obligations, by providing capacity building for the management of returns, information and awareness raising campaigns and support for reintegration measures and monitoring upon return, forms part of such a balanced EU engagement. The new Assisted Voluntary Return and Reintegration Strategy, adopted on 27<sup>th</sup> April 2021, promotes voluntary return and reintegration as an integral part of a common EU system for returns. It sets out practical measures to strengthen the legal and operational framework for voluntary returns from Europe and from transit countries, improve the quality of return and reintegration programmes, establish better links with development initiatives and strengthen cooperation with partner countries. The aim of this strategy is to develop a more uniform and coordinated approach among Member States to unlock the full potential of voluntary return and reintegration. This is also in line with IOM's Policy on the Full spectrum of return, readmission and reintegration.

IOM will provide adaptative measures to the pandemic by mainstreaming its COVID-19 preventative and response measures through the existing programme activities in partnership with WHO, other UN and non-UN stakeholders. Given the evolving situations with the COVID-19 pandemic, IOM, in coordination with the Contracting Authority, may support Governments in filling gaps related to COVID-19 preparedness and response. The response measures will be tailored to the evolving needs of the targeted countries, aimed at enhancing the roles and responsibilities of relevant migration management actors. This may include voluntary returns, provision of training, assessments, material support (e.g., personal protective equipment, medical equipment, testing kits, food and other non-food or hygiene materials), human resources (e.g., placement of medical personnel), infrastructure or operational support (e.g., setting up and maintaining quarantine facilities and isolation rooms accessed by migrants and returnees), as well as laboratory diagnosis of COVID-19 infection.

Once the caseloads for protection, return and reintegration are exhausted – exhausted being considered at the time of intake/ start of assistance,<sup>4</sup> it may be necessary to start phasing out the corresponding activities. Phasing out will mean that no new cases will be assisted under the programme for what concerns respectively protection and/or return and /or reintegration, and that only existing cases will continue to be assisted until assistance is completed. Phasing out measures if any would be adopted in coordination with the Contracting authority.

## ***1.2 Overall objective and purpose***

The overall objective of the action is to contribute to safe, orderly and regular migration in the in the Sahel and Lake Chad and Horn of Africa regions.

The following specific objectives will be covered as part of this action:

- (SO1) Vulnerable and stranded migrants have access to enhanced protection services and to safe, humane, dignified voluntary return

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<sup>4</sup> As per latest estimations based on the targets for return/reintegration/protection and past average rate of returns/reintegration/protection, the last intakes of new beneficiaries returning from North Africa, and Sahel and Lake Chad and Horn of Africa transit countries, are expected to take place by mid-August 2022. Reintegration assistance for all cases is expected to be completed by end of April 2023. This date is indicative and subject to revision in the course of implementation.

(SO2) Returning migrants achieve improved economic, social and psychosocial reintegration that also benefits communities

(SO3) Migrants and communities make better informed decisions about migration

(SO4) Partner countries and relevant stakeholders have enhanced capacity in migration management and strengthened migration data and communication

The strategic objectives differ from the AD as the two first objectives of the AD - (1) vulnerable and stranded migrants are better protected and accepted by host communities and (2) enhanced provision of solutions for stranded migrants, in particular safe, humane, dignified voluntary return – have been merged. This would allow to maintain the existing structure of the EU-IOM Joint Initiative, keeping direct assistance in transit countries and returns together (being 2 different Outputs under the same Protection Outcome). From a logic of intervention perspective, these two outputs include the provision of services that uphold migrants’ human rights in transit countries and contribute to migrants’ protection. On a practical side, maintaining the existing JI structure, including the budget structure, ensures continuity of ways of working.

### ***1.3 Expected results and specific activities***

This Action builds upon the EU-IOM Joint Initiative for Migrant Protection and Reintegration in Africa in the Sahel and Lake Chad region and in the Horn of Africa (referred to as “EU-IOM Joint Initiative” below). This Action consists of specific actions in the countries of the EU-IOM Joint Initiative for Migrant Protection and Reintegration in Africa <sup>5</sup>, where activities will be principally conducted at national level but also at regional and cross-regional level.

The action will aim to achieve the following results:

**(SO1) Vulnerable and stranded migrants have access to enhanced protection services and to safe, humane, dignified voluntary return**

*Result 1.1: Stranded migrants or migrants in transit receive protection and assistance services*

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<sup>5</sup> Sahel region and Lake Chad: Burkina Faso, Cameroon, Cote d’Ivoire, Chad, Ghana, Guinea, the Gambia, Mali, Mauritania, Niger, Nigeria and Senegal. Horn of Africa: focus on the core countries Djibouti, Ethiopia, Somalia, and Sudan. More limited activities are foreseen in other Khartoum process Member States in the Horn of Africa region (including, Kenya, South Sudan and Uganda) as conditions allow. Limited voluntary return and reintegration activities may be also carried out along the Southern migration routes notably Malawi, Mozambique, Zambia, Zimbabwe, South Africa and Tanzania, following an approval from the EU. Countries of the North of Africa: Morocco, Algeria, Tunisia, Libya and Egypt are only included in cross-regional activities.

### **Activity 1.1.1 – Direct and specialized assistance of migrants in transit**

#### **Common definition of the activity under this programme:**

In transit countries, stranded or transit migrants registered in centres or through mobile units, referred to IOM or expelled at borders, will receive direct immediate assistance in the form of accommodation, food and necessary non-food items and/or health and psychosocial assistance. Specific and tailor-made individual support will be provided to the most vulnerable cases, including victims of trafficking, unaccompanied and separated migrant children as well as migrants in need of medical and psychological assistance, taking into account the specific gender and age needs. This support will also include counselling, facilitation of legal documentation liaising with consular authorities, family assessment, family tracing and best interest determination as well as orientation services.

Enhancement of National referral mechanisms will be continued under the Capacity Building component of this action (see Activity 4.2.1 – Capacity-building and technical assistance of Governments and other partners) on the basis of institutionalisation and operational standard procedures. It will allow to refer to governmental and non-governmental partners, and other programmes such as EU-funded and UNHCR's, stranded migrants and migrants in transit on the basis of their profile and needs. In case partners refer migrants to IOM in countries of transit who are eligible for voluntary return and reintegration, these migrants will benefit from the relevant assistance in the framework of this action (Activity 1.2.1 – Assisted Voluntary Return).

In response of the COVID-19 pandemic, IOM will provide the required sanitary assistance to migrants in transit and pre-departure. This includes personal protective equipment, other hygiene materials as well as PCR tests and quarantine assistance when required. IOM will also continue the COVID-19 adaptation of the migrants centres with measures such as disinfection centres or adequate sanitary facilities as well ensure to respond to COVID-19 related government requests such as personal protective equipment. At regional level, IOM may support if required COVID-19 measures such as contribution to a regional UN effort for the shipment and purchase of vaccines.

The knowledge and practices from IOM's experiences providing protection and assistance to vulnerable and stranded migrants will be compiled and included into tools developed for adaptation and application to a range of contexts (e.g. Activity 1.1.3 – Development and roll-out of Migrant management tools), while ensuring that consistent standards and guidelines are respected. Whenever possible, IOM will implement the activities with the relevant authorities. At the regional level, the Regional Coordination Unit (RCU) will ensure a coherent and consistent approach and foster synergies amongst countries with similar activities. Good practice and lessons learnt will be shared between the different regions.

#### **In the Sahel and Lake Chad region:**

In Burkina Faso, Chad, Mali, Mauritania and Niger, stranded or transit migrants will receive direct and/or specialized assistance.

The direct assistance may be delivered in migrants centres that will be established, enhanced and/or continued when already in place. The support will consist in establishment, rehabilitation and enhancement of migrant centres (including equipment) as well as running costs, security and maintenance (including cleaning services) etc. Located along main migratory corridors, these centres aim to ensure migrants' human rights are respected and provide basic assistance.



In Burkina, the action will support to the centre of Bassinko run by the Government with IOM support to provide assistance to migrants in transit and returnees. In Chad, IOM manages three transit centres for both returnees and transit migrants in Ougnanga Kebir, Faya and Ndjamen and discussions are taking place with relevant authorities about their inclusion in the transit centres management where appropriate. In Niger, IOM directly manages 6 migrant centres (3 in Niamey, 1 in Arlit, 1 in Dirkou, 1 in Agadez) and a site in Assamaka which is becoming a transit centre due to the high number of migrants being expelled from Algeria. Hosting capacities in Niger are flexible to adapt to context and migrant flows. For instance, IOM also currently has a place in Niamey and Arlit for migrants tested positive to COVID-19 as well as an additional place in Arlit to host migrants as the centre capacities is exceeded. In Niger, all the migrant centres host migrants in transit as well as asylum seekers before referral to UNHCR. In Mali, the action will support 15 migrant centres for migrants in transit (3 in Timbuktu, 4 in Gao, 2 in Mopti, 1 in Kayes, 5 in Bamako) and 1 reception centres for returnees that are either directly managed by IOM, local NGOs or the Government, often in partnerships.

#### **In the Horn of Africa region:**

IOM will ensure quality interventions in MRCs at country level and foster cross-fertilization, including by supporting exchanges between MRCs and partners to promote coordination and sharing of good practices.

IOM will further refine the Regional MRC Guidelines and Standards for Operations and support their roll-out and the continuous strengthening of accountability and feedback and complaints mechanisms.

The MRC Information System, which supports case management and information management at the MRCs, will further be enhanced, customized to the different MRC contexts and rolled out accordingly to ensure common standards and processes. From the technical side, this process will be led by the Regional Data Hub (RDH).

This Action will reinforce provision of direct and pre-return and return assistance, through the MRCs, to migrants in vulnerable situations and eligible for the assistance. The existing centres in Djibouti (Obock), Somalia (Bossaso, Hargeisa), and Sudan (Gedaref, Kassala, Khartoum) will be supported in their daily operations, including their outreach and capacity building activities.

#### **Activity 1.1.2 – Search and Rescue Operations**

##### **In the Sahel and Lake Chad region:**

Migrants face extraordinary risks in transit, particularly in desert crossings, where conditions are hazardous and access to services is extremely limited. These risks are compounded by conflicts along key migratory routes (e.g. Southern Libya and Northern Mali). While it is unknown how many migrants perish in the desert along the CMR, some estimate that these deaths are higher in number than deaths at sea.<sup>6</sup> For the corridor between Northern Niger and Southern Libya, IOM is working to i) rescue migrants and deliver lifesaving assistance and ii) build the capacity of partners to locate, rescue and provide or refer migrants to appropriate assistance.

<sup>6</sup> Colin Sollitt, *Forgotten fatalities: the number of migrant deaths before reaching the Mediterranean*. RMMS. Available from: [regionalmms.org/index.php/component/spsimpleportfolio/item/18](https://regionalmms.org/index.php/component/spsimpleportfolio/item/18).

In Niger, the Government took measures to control irregular migration and repress smugglers which led to diversification of migration routes causing people smugglers to bypass usual crossing points and to take new and very risky roads. Migrants who leave Agadez trying to reach Libya or Algeria through the desert can find themselves, for various reasons, sometimes abandoned or stranded in the desert. IOM is working to rescue migrants and deliver lifesaving assistance and to build the capacity of partners to locate, rescue and provide or refer migrants to appropriate assistance.

IOM, in collaboration with the Directorate General of Civil Protection (DGPC), is undertaking Search And Rescue (SAR) operations to find and bring migrants to safety at three of IOM's transit centres (Agadez, Arlit and Dirkou) in the Agadez region. The migrants are often mentally and physically stressed. Some may suffer from trauma, dehydration and other wounds. IOM provides medical first aid and psychosocial support, as well as information on voluntary return and reintegration options and alternatives to dangerous irregular migration through the desert. This will also allow a prompt response to ever shifting migratory flows across the country.

### **Activity 1.1.3 – Development and roll-out of Migrant management tools**

#### **In the Sahel and Lake Chad region:**

With support from the EU-IOM Joint Initiative in the Sahel and Lake Chad region (ref. T05-EUTF-REG-REG-04-03), IOM launched in September 2021 an online open-source toolkit for migrant centre administration and management - the migrant centres toolkit. It offers governments and non-government stakeholders key knowledge and resources on how best to set up and manage migrant centres. This web-based toolkit contains guidance material, tools and design information, with a particular focus on centres established as part of Migrant Resource and Response Mechanisms (MRRMs) in countries transited by migrants. The toolkit covers topics under four categories: administration, management of migrant centres, protection and assistance services, and information management and migration data, migrant centres, protection and assistance services, and information management and migration data.

IOM will further improve the toolkit taking into account the recommendations from the first pilot phase. It may include the development of training modules to be replicated or additional tools.

### **Activity 1.1.4 – Emergency direct assistance fund**

#### **In the Sahel and Lake Chad region:**

The Regional Direct Assistance Fund (RDAF) was launched in 2019 under the EU-IOM Joint Initiative in the Sahel and Lake Chad to cover unforeseen and urgent protection assistance needs along migratory routes in non-transit countries. It aims to provide urgent, short-to-medium term assistance to vulnerable migrants stranded in Cameroon, Côte d'Ivoire, Ghana, Guinea Conakry, Nigeria, Senegal and the Gambia that may be referred by a governmental or non-governmental partner to IOM or present themselves for assistance. Exceptions to allow assistance to other nationalities can be considered on the basis of the principles of impartiality, e.g. when there is a group of mixed nationality in needs of assistance. The migrants concerned must have experienced an unplanned interruption of their travel plan and have no means of their own for return to their homes.

Via this regionally managed mechanism, IOM will continue providing direct or specialized assistance, assisted voluntary return and reintegration for migrants eligible under the RDAF. The RDAF aims at providing assistance to the most vulnerable cases, with a specific focus on Unaccompanied or Separated Migrant Children (USMC), Victims of Trafficking (VoTs) or at risk of exploitation, medical cases, survivor of Sexual and Gender Based Violence (SGBV). All assistance from the RDAF is provided in coordination with relevant NGO partners and local IOM offices. Assistance may include but is not limited to: Shelter/Accommodation, Food, Clothing and hygiene items, Medical services, Legal assistance, Travel documentation, Mental health assistance, Family tracing/risk assessment/reunification, Voluntary Return Assistance, Reintegration, Domestic and International Travel and Monitoring by IOM and partners.

*Result 1.2: Migrants benefit from a safe and dignified voluntary return assistance*

**Activity 1.2.1 – Assisted Voluntary Return (AVR)**

**Common definition of the activity under this programme:**

Safe and dignified voluntary return for stranded and vulnerable migrants will be supported. Voluntary return is an important protection measure and one of the most suitable options for vulnerable and stranded migrants facing dire conditions along the routes and who wish to return to their countries of origin but do not have the necessary means to do so.

In line with the EU Assisted Voluntary Return and Reintegration Strategy and IOM's Return, Readmission and Reintegration Policy<sup>7</sup>, the Action aims to support migrants who wish to return voluntarily to their countries of origin from targeted transit/host countries. These returns are voluntary, since they are done at the explicit request of the individual returning who has the ability to make an informed decision, and humanitarian, as they represent a life-saving option for many migrants who live in particularly deplorable conditions, both inside or outside of detention centres.

AVR beneficiaries may include stranded migrants in host or transit countries, irregular migrants, regular migrants, and asylum seekers who decide not to pursue their claims or who are found not to be in need of international protection. Voluntary return assistance can also be provided to migrants in vulnerable situations, such as victims of trafficking, unaccompanied and separated children, or migrants with health-related needs.

AVR is an essential element of a comprehensive approach to migration management to ensure the return of migrants in a safe, dignified and orderly manner. It includes the provision of administrative, logistical and financial assistance to migrants who cannot or do not want to stay in the host country and who chose to voluntarily return to their country of origin. The assistance will follow a series of key principles:

- *Rights-based approaches through active protection and upholding of migrant rights:* this is a comprehensive prism through which to look at the facilitation of return migration. This implies placing the concerned migrant(s) at the centre of every decision or process related to their return, readmission and reintegration;
- *Inclusion and diversity: gender-responsive, child and vulnerability sensitive perspectives:* to promote gender equality and the empowerment of all migrants, including and in particular marginalized and vulnerable groups and specifically

<sup>7</sup> In line with IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration: [IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration](#)

upholding the principle of the best interests of the child and the right of children to express their views and opinions;

- *Do no harm*: interventions should be undertaken based on a full evaluation of potential risks, as well as the elaboration of mitigating measures to ensure assistance does not adversely impact reintegration;
- *Migrant Agency*: empowering migrants to make informed decisions and exercise their agency by offering them support to return safely and with dignity;
- *Accountability*: ensuring the accountability of staff to beneficiaries as an essential component in any activity in the context of return, readmission and reintegration;
- *Confidentiality*: protecting the privacy of its beneficiaries' data in accordance with international data protection standards;
- *Safe environments for return*: Environments in countries of origin need to be conducive to a returnee's personal safety;
- *Sustainability of reintegration*: Achieving sustainable reintegration requires an integrated approach to reintegration, that addresses the economic, social and psychosocial dimensions of reintegration at the individual, community and structural levels;
- *Whole-of-government approach and government ownership*: working closely with partners to promote whole-of-government approaches to return, readmission and reintegration that seek to ensure horizontal and vertical policy coherence across all sectors and levels of government and align with development plans;
- *Partnership and Cooperation*: are required to enhance the range and quality of assistance available to migrants and governments, ensure effectiveness, avoid duplication of efforts, and foster sustainability.

The voluntary return assistance will also respect the following operational considerations (among others):

- *Fitness for Travel (FFT)*: if needed, a fitness to travel medical screening will be carried out for migrants before departure in order to determine their fitness to travel. This is key in the context of COVID-19;
- *Return of unaccompanied and separated children and victims of trafficking*: the determination of the best interest of unaccompanied children and considerations specific to the protection of victims of trafficking, including a risk assessment, are prerequisites to return;
- *Medical considerations*: for migrants with known health needs, an assessment will be conducted to determine the individual's ability to make an informed and responsible decision, the feasibility of the return of a migrant based on medical factors, the ability of the migrant to travel and travel health needs, as well as medical arrangements necessary after arrival, including reintegration support;
- *Victims of Trafficking (VoTs)*: The well-being and protection of VoTs are the main concern during the whole AVRR process. Depending on the specific situation of each individual, VoTs may face ongoing security concerns in the host country or be at heightened risk in their countries of origin. Accordingly, individual risk and needs assessments are required to adequately determine whether the VoT is in imminent danger in the host country and/or if return to the home community could present a potential risk of being retracked, could lead to any reprisals against the returned VoTs, or give rise to any other negative consequences upon return.

Migrants supported in the framework of the AVR component will be assisted in all aspects of travel, including through the procurement of identity papers and travel documents in coordination with respective authorities, travel including local onward travel, as well as food and

accommodation en route. Returns will be operated by plane, train or by bus. During the COVID-19 pandemic, protective equipment can be provided as well.

At the regional level, the RCU will ensure a coherent and consistent approach and foster synergies amongst the transit countries. Technical support and coordination between countries of transit and origin will be provided on request. Good practice and lessons learnt will be shared between the different regions.

#### **In the Sahel and Lake Chad region:**

In transit/host countries (Burkina Faso, Chad, Mali, Mauritania and Niger), IOM will facilitate the return of migrants willing to return to their country of origin including migrants stranded because of the COVID-19 pandemic. Migrants will be assisted in all aspects of travel, including the provision of identity papers and travel documents (such as assistance to access consular services), travel including local onward travel and escort services for the vulnerable, as well as food and accommodation en route. Transit countries will keep on engaging with national counterparts to ensure that return operations provide safe and dignified voluntary return options in the context of agreed standard operating procedures (SOPs) for assisted voluntary return (AVR). Returns may be organised by air or land depending on the distance and specific context (e.g. insecurity, COVID-related restrictions).

#### **In the Horn of Africa region:**

The RCU will ensure coherence among the transit/host countries in terms of vulnerability screening and the pre-departure counselling, and the information related to respective countries of origin and their reintegration assistance process. This activity primarily concerns Djibouti, Ethiopia, Somalia and Sudan. RCU will also coordinate the AVR process with other Khartoum Process countries that are not targeted (i.e., Kenya, Uganda and South Sudan) as well as countries along the southern migration route in coordination with the countries of origin<sup>8</sup>.

## **(SO2) Returning migrants achieve improved economic, social and psychosocial reintegration that also benefits communities**

*Result 2.1: Returning migrants are supported with post-arrival and reintegration assistance in their country of origin.*

### **Activity 2.1.1 – Post arrival assistance**

#### **Common definition of the activity under this programme:**

Upon arrival in the country of origin, migrants are provided with immediate assistance. The process includes, registration, profiling, first medical assistance as well as provision of limited cash assistance for immediate needs. The registration of contact information and basic profiling will be used to maintain contact and start the reintegration process for eligible migrants.

Also, an initial post-arrival screening for vulnerabilities and other urgent needs assessment take place at this stage to identify any vulnerabilities and needs that could not be identified in the host

<sup>8</sup> Following case-by-case approval from DG INTPA for Southern Route cases.

country. Appropriate assistance is provided to migrants including unaccompanied and separated children, victims of trafficking, returnees with medical needs, and others, to meet their basic needs including shelter, food, and health services. If necessary and available, referrals to relevant services will be made to provide specific protection assistance.

**In the Sahel and Lake Chad region:**

Migrants returning to the Sahel and Lake Chad countries are largely coming from Libya or North Africa countries, expelled from Algeria to Niger or returning from other countries in the region. The pace of return will depend on the evolution of those volatile contexts.

Upon arrival in their country of origin, returning migrants will receive immediate post arrival assistance. Taking into account that some returning migrants may not register for reintegration support, the number of beneficiaries indicatively foreseen for post arrival assistance is higher than the target for reintegration. In agreement with governments in countries of origin, immediate humanitarian assistance will be provided also for migrants forcibly returned from other countries according to IOM's procedures and following the necessary coordination prior to departure (see eligibility table). Family tracing and family reunification will be carried out for unaccompanied and separated children.

Post arrival assistance may be provided in migrant centres in key regions of origin to provide welcome/reception assistance to returning migrants, diagnose their needs and vulnerabilities upon arrival and/or provide reintegration support. In Côte d'Ivoire, the Migrant Resource Centre (MRC) located in Abidjan is owned and managed by a local NGO. IOM will support the running and maintenance of the centre. In Guinea, IOM has established a reception centre used for counselling/orientation and sensitization activities. In Nigeria, the migrant centre in Lagos co-run with the Federal Government will ensure reception of returnees, temporarily accommodation for vulnerable cases in need of shelter, family tracing, reintegration follow-up and to host beneficiaries during business skills training. IOM will ensure the running and maintenance of the migrant centre. In addition, three reintegration counselling hubs will be supported in the North, South-East and South Western states of the country, in coordination with respective government partners to facilitate counselling in hard to reach locations. In Mali, IOM is managing 1 reception centre in Bamako managed by the Government and supported by IOM. In Burkina and Chad, assistance is provided in migrant centres that assist both migrants in transit and returnees.

In response of the COVID-19 pandemic, IOM provide the required sanitary assistance to migrants post arrival. This includes personal protective equipment, other hygiene materials as well as PCR tests and quarantine assistance when required. IOM will also continue the COVID-19 adaptation of the migrants centres with measures such as disinfection centres or adequate sanitary facilities as well ensure to respond to COVID-19 related government requests such as personal protective equipment.

Under this activity, transit countries will also cover post arrival and reintegration assistance to migrants returning to countries not directly supported under this programme (such as Liberia, Sierra Leone, Togo, Benin, Guinea-Bissau) through service fees paid to the Country of Origin (CoO).

The RCU will support and monitor coherence between the activities implemented at national level.

**In the Horn of Africa region:**

The RCU will support and monitor coherence between the activities implemented at national level as well as knowledge sharing of best practices, primarily in Ethiopia, Somalia and Sudan but also in other Khartoum Process countries (i.e., Kenya, Uganda and South Sudan). The Action will also support running of reception centres to provide immediate assistance upon arrival in Ethiopia and Somalia.

#### **Activity 2.1.2 – Reintegration Assistance**

##### **Common definition of the activity under this programme:**

Following counselling and individual orientation of returnees (forced and voluntary), reintegration assistance will be provided. Reintegration assistance provision may vary depending on needs and adapted to context (in-kind or cash transfer - See below). The duration of the reintegration assistance will vary.

Reintegration assistance is tailored to the specific needs of the returnees and their household and can be used to cover economic, social and psychosocial needs, for instance through the development of income generating activities, access to training, psychosocial and medical support, housing support or any other support needed. Some of this support can be provided through collective activities benefitting several returnees at a time, such as group psychosocial counselling, training, or joint income generating activities, inter alia.

A limited amount of the reintegration assistance can be provided in cash in order to support the direct needs (e.g. food, medicines, accommodation or goods that are difficult to provide in-kind) of the migrants during the reintegration process.

Larger cash transfer might be provided if in-kind reintegration is not possible (for example due to COVID-related circumstances in order to avoid any disturbance of the aid foreseen to migrants, or in hard to reach and remote location) or if cash assistance is considered as a better option. It can also be used as a first instalment of the reintegration assistance, to give returnees flexibility to address their most pressing needs at the beginning of the reintegration process. This is in line with the recommendation from the EU-IOM Joint Initiative in the Sahel and Lake Chad final evaluation to “continue with cash-based assistance (CBI) beyond a COVID-19 adaptation measure due to its high level of efficiency, flexibility and beneficiary satisfaction (and) harmonise the various CBI approaches under the Joint Initiative project according to IOM Mali and Senegal’s hybrid reintegration model (up to one-third of the total value of reintegration assistance given in cash and the rest in-kind).”

In line with IOM standards of assistance, depending on the needs of the beneficiary and country context, the provision of assistance may require payment for reintegration expenses that benefit the beneficiary after the Action has ended, and thereby contribute towards sustainable reintegration of the beneficiary. Such costs are considered incurred by IOM in full at the time of payment of the reintegration assistance (e.g. payment of rent for several years, tuition fees for children of returning migrants, asset donations, livestock, continued medical treatments, inter alia).

Finally, and in line with the Sahel and Lake Chad’s reintegration evaluation recommendation to “expand community-based activities projects to promote social cohesion”, contribution to community development is streamlined in the whole reintegration approach. to address communities’ wider needs and concerns. This includes, among others, promoting access to mental health and psychosocial support by developing and/or building the capacity of community networks to identify and refer returnees and community members in need of support; contributing to environmental sustainability by promoting initiatives that support nature-based solutions; and

promoting social cohesion by connecting returning migrants and members of their community through joint activities.

**In the Sahel and Lake Chad region:**

Countries of origin (Burkina Faso, Côte d'Ivoire, Cameroon, Ghana, the Gambia, Guinea, Mali, Mauritania, Niger, Nigeria and Senegal) will continue to provide reintegration assistance in accordance to the nationalized SoPs in place. The reintegration assistance aims to address returnees' economic, social and psychosocial needs, and to foster inclusion of communities of return in the reintegration process. Based on a screening and counselling process, the returning migrants will receive reintegration support in line with the SoPs. In addition, further assistance will be provided to migrants with heightened needs to cover social assistance (covering among others housing, documentation/legal support, medical support, education) in line with the EU-IOM Joint Initiative in the Sahel and Lake Chad's reintegration evaluation recommendation to "mobilize additional funding for social reintegration and allow provision of assistance addressing longer-term/more serious vulnerabilities".

Adapting to each country specific context, IOM will adapt the approach to maximise the impact of the reintegration assistance. For instance, in Guinea, a psychosocial mentoring scheme that proved successful when piloted will benefit vulnerable migrants identified on the basis of specified criteria. This mentoring approach will support the (re)creation of links between the returnee and their communities and offer them close follow-up for the implementation of their reintegration plan, while regularly assessing their level of social and psychosocial reintegration. In Senegal, the action will promote the employability of returning migrants through an "Agri & Green Job Fair" creating a space of business exchange to improve access to the job market for returning migrants and youth in Senegal. The job fair will also promote job opportunities created by the micro- businesses established through IOM's reintegration assistance schemes, targeting young people. In Nigeria, focus will be placed on private sector engagement in community-based projects as well as employment of migrants. Existing partnerships with the Federal Ministry of Labour and Employment and respective Migrant Resource Centres in the country will be strengthened to support the provision of employment services to returning migrants and unemployed youth. IOM will also develop a training manual and subsequent Training of Trainers to cascade Business Skills and management Training, including modules on financial literacy, entrepreneurship, and female empowerment primarily via the Migrant Resource Centres supported.

With a regional steer, and considering the limited services available locally, and building on activities piloted under the EU- IOM Joint Initiative, IOM will aim at strengthening the level of psychosocial support available to returnees. In specific targeted countries, first-line governmental and non-governmental staff, CSO representatives, former returnees and community members will be trained on practical know-how and basic psychosocial skills necessary to conduct a wide range of psychosocial support reintegration activities at individual, family and community levels. Following a Training of Trainers conducted in each country, they will be actively engaged in psychosocial support activities in the field by enhancing an effective and successful integration of the economic and psychosocial assistance. Psychosocial volunteers in targeted countries will provide individual and group psychosocial activities and will ensure referrals to focused specialized mental health to support returnees and their family and community members throughout the reintegration trajectory.

Moreover, IOM will put a strong emphasis on promoting and strengthening environmentally sustainable and nature-based reintegration initiatives in key countries and at regional level. Where relevant, IOM will promote reintegration projects that have a sustainable environmental dimension or contribute to address the environmental root-causes of migration and displacement.



In Ghana, IOM will provide training to returnees and community farmers allowing to produce self-made and chemical-free pesticides and herbicides. In Côte d'Ivoire, IOM will sensitize and train migrants and community members on waste management in partnership with relevant local authorities if possible. In the Gambia, the action will support community reintegration projects in conservation practices and small agroforestry initiatives. In Nigeria, Cameroon and Mali, migrants interested in addressing environmental challenges and contributing to waste management will benefit from incentives to invest in these sectors. It may include the promotion of “green jobs and livelihoods”, maintaining the agricultural use of land in zone prone to flash-floods, reforestation, hydroponic projects, beekeeping, agroecology, agroforestry, marine conservation, water management, waste management and plastic recycling, fish farming, renewable energy, energy efficiency, inter alia. These efforts will be supported through a regional mapping of environmentally sustainable and nature-based reintegration initiatives, learning and experience sharing and their promotion via the development of external visibility material on climate sensitive reintegration initiatives (to be used on the EU-IOM Joint Initiative website, the environmental migration portal and the other relevant webpages).

In line with the Sahel and Lake Chad's reintegration evaluation recommendation to “expand community-based activities projects to promote social cohesion”, community-based initiatives will be organized in the region. Good practices identified from the implementation of more than 350 community-based initiatives under the EU-IOM Joint Initiative in Sahel and Lake Chad include the organization of cash for work or cash for training/vocational training benefitting the community and returnees together, as well as activities fueling development initiatives, for instance through development committees, or through the development of local saving and loans associations benefitting the whole community. Community participation, including that of local authorities, will be at the core of these initiatives.

The RCU will ensure and monitor coherence between the activities implemented at national level and will provide technical support (e.g. for particularly complex case management issues) when needed.

#### **In the Horn of Africa region:**

The RCU will ensure and monitor coherence as well as knowledge sharing among the countries of origin where reintegration assistance - including community reintegration projects – is provided, targeting Ethiopia, Somalia and Sudan, and will provide technical support (e.g. for particularly complex case management issues) when needed. The RCU will also review and approve individual reintegration plans developed for returnees in other Khartoum Process countries namely Kenya, Uganda and South Sudan.

Community reintegration projects are highly welcomed by both host communities and returnees. Lessons learned from the implementation of community-based reintegration (CBR) projects under the EU-IOM Joint Initiative in the Horn of Africa region show that projects are more likely to be sustainable when governments are mobilized to contribution for CBR projects through, e.g., government availed land, facilitated access to electricity, water and paved roads, and provided tree/fruit seedlings for the community projects. This requires continued coordination and follow-up with relevant stakeholders. As the collection of M&E data/feedback after CBR projects may be challenging in some occasions due to number of beneficiaries and various levels of involvement, the RCU will ensure an adequate M&E system will put in place building on the experience under the EU-IOM Joint Initiative.

### **(SO3) Migrants and communities make better informed decisions about migration**

*Result 3.1 Migrants and communities are informed and sensitized on the dangers of and alternatives to irregular migration*

<p><b>Activity 3.1.1 – Awareness-raising activities and community dialogues</b></p> <p><b>Common definition of the activity under this programme:</b></p> <p>Awareness-raising activities on (i) the risks related to irregular migration, (ii) alternatives such as safe legal migration or return and (re)integration opportunities, (iii) a more accurate perception of return and returning migrants, and (iv) risk communications related to COVID-19 will be carried out towards migrants on the route as well as in the main communities of origin of migrants and communities of transit. Through access to reliable and objective information on migration, migrants may be able to make informed decisions about their migratory routes and mitigate the risks associated with irregular migration. Within target communities, outreach activities enable young people to make informed migration decisions while challenging existing attitudes and norms around irregular migration and return, and/or contributing to enhanced social cohesion between migrant and local communities.</p>
<p><b>In the Sahel and Lake Chad region:</b></p> <p>Awareness-raising activities will target people on the move such as transit or stranded migrants as well as returnees and communities of origin and host communities. Building on the EU-IOM Joint Initiative in the Sahel and Lake Chad achievements and based on context specificity and public targeted, the activities will consist of promoting key messages using a large range of tools such as audio-visual campaigns, radios panels/debates, comic books, Migrant's stories and migration related films, booklets, info-sheets, community theatre and community dialogue sessions, community mobilisation, sports and cultural events, support to Migration Information Centres' (MICs), Open house in professional training centres, media coverage of beneficiaries' success stories and employment opportunities as well as information campaigns using SMS, social media and the set-up of hotlines.</p> <p>Migrants, returnees and communities will be sensitized and will receive reliable information on the risks related to irregular migration including psychosocial consequences, alternatives such as safe legal migration, their rights and obligations, and the opportunities for voluntary return and reintegration. Through access to reliable information on migration, migrants may be able to make informed decisions about their migratory routes and mitigate the risks associated with irregular migration. Social cohesion will be promoted by influencing perceptions of and attitudes towards migrants. Moreover, to support reintegration, an important aspect of the awareness raising will be to convey messages on social mobilisation, choices of sustainable reintegration projects, skills development and employment options available in the country. The communities, via their players such as community leaders, sportsmen, artists, etc., will remain the main focus of awareness-raising activities as they are the decision-making nests for migration projects.</p> <p>Countries will continue building on the EU-IOM Joint Initiative in the Sahel and Lake Chad. The different activities will be developed based on a coordinated regional approach, focusing on proven concepts developed by the Regional Awareness Raising Unit and evidence-based programming that can be tailored to different national and local realities in the countries targeted by this programme. Coherence and complementarity will be ensured through regional coordination. The RCU in Dakar will also support country offices to receive feedback from target audience on the awareness raising activities, especially to ensure messages inclusive of health-related messages (COVID-19) in light of the global pandemic. The activity will be implemented</p>

in Burkina Faso, Chad, Cameroon, Ghana, the Gambia, Guinea, Mali, Mauritania, Nigeria, Niger and Senegal.

Activities will also be conducted at the regional level. First, the digital AWR platforms Waka Well (wakawell.info) and YENNA (yenna.org), will be improved via content updates, structural and functional improvement as well as training of key staff on online engagement and web development to foster internal user testing. Both platforms will also be fully reviewed on usability and a strategy for effective promotion will be developed. Second, a mapping of local stakeholders and partnership will be developed to strengthen and build strategic partnerships. Finally, IOM will extend playground partnership with the Sports for Education and Economic Development (SEED) Project (an international non-government organization using sport as a catalyst to empower youth from around Africa to become active actors of development) in Mali and Senegal including court refurbishment/maintenance, coach training for local coaches and returnees and community engagement activities with local leaders and parents.

#### **In the Horn of Africa region:**

The RCU will ensure coherence in messaging and approaches across the targeted countries in Djibouti, Somalia, Ethiopia and Sudan. The modalities are adapted to respective country and community contexts and can include community outreach, dramas/theatre, door-to-door sensitization efforts, and multimedia campaigns. Other possibilities include leveraging international days and working with partner organisations, influencers, prominent returnees and the mass media through appropriate platforms such as radio and podcasts in local languages. Media visits for enhanced story-telling are also in the plans as is consideration for a cross-cutting campaign.

### **(SO4) Partner countries and relevant stakeholders have enhanced capacity in migration management and strengthened migration data and communication**

#### *Result 4.1 Migration data and evidence are collected, analysed and disseminated*

##### **Activity 4.1.1 – Establishment of FMP and DTM, monitoring, survey and information sharing**

##### **Common definition of the activity under this programme:**

Regional Data Units Hubs (RDHs) are migration data units aiming to support evidence-based, strategic and policy-level discussion on migration through a combination of initiatives. They contribute to enhance the availability of migration related data and promote its dissemination in the region to achieve a stronger governance outcomes and positive impacts for migrants and societies as a whole. At the regional level, the Regional Data Units RDHs aim to improve technical coordination, harmonize the different data collection activities and foster a multi-layered analysis of mixed migration movements, trends and characteristics. By contributing to fill in the existing gaps in strengthening the regional evidence base on migration, the Regional Data Units RDHs will in turn help improve policy-making programming and coordination between all the stakeholders involved, including Member States and Regional Economic Communities (RECs).

Displacement Tracking Matrix: The DTM is a system to track and monitor displacement and population mobility. It is designed to regularly and systematically capture, process and

disseminate information to provide a better understanding of the movement and the evolving needs of displaced populations, whether on site or en route.

Flow Monitoring: Flow Monitoring is one of the DTM components and is used to derive quantitative estimates of the flow of individuals through a defined location to capture dynamics of highly mobile populations.

Migrants' Presence: Migrants' presence is one of the DTM components and is used to derive quantitative estimates of the stocks of individuals (migrants for this specific tool) in a defined location (city, country).

Migration Response Centres (MRCs) Information Management System: To facilitate assistance and service provisions to migrants, Regional Data Units RDHs facilitated the design of the information management system to register migrants upon arrival and capture the services provided. The system was further upgraded through the development of a software application, the MRC Information System (MRCIS) allowing inter alia: registration, screening and consent recording; case management; issuance of beneficiary cards and certificates; service management; and reporting.

Monitoring of departure: The Departure Area Monitoring Tool monitors events relating to migratory movements from the coasts of Senegal to the Spanish Canary Islands (which, most frequently, are conducted through several intermediate stages), with the aim of documenting mobility along the West African Atlantic Route (WAAR). The methodology combines three tools: monitoring of departures, mapping of departure areas and counting.

Transhumance Tracking Tools (TTT): is a set of data collection tools developed to obtain a better understanding of transhumance flows, stocks and related conflicts and alerts.

MiMOSA: MiMOSA is IOM's institutional tool for managing biographical and demographic information on migrants. It ensures that individual case data is collected and processed in a standardized way so that it can be used in reports, analytical frameworks, research, monitoring & evaluation, and rigorous programming.

Missing Migrant Project (MMP): Field and technical support to the GMDAC's MMP to track incidents involving migrants who have died or gone missing in the process of migration towards an international destination.

COVID-19 Tracking and Analysis: Regional technical support to the global mobility database to map and gather data on location, status and different restrictions at Points of Entry (PoEs) as impacted by COVID-19. This includes airports, land border crossings, blue border crossings and internal transit points.

Route-based Research and Analysis: Multiple research initiatives are ongoing along the key migration routes, including: Eastern Route research from the Horn to the Arabic Peninsula exploring the drivers of migration and the profiles of migrants along this route, as well as the nexus between decision-making, migrant expectations, risk perceptions and experienced realities; and the Southern Route research from the Horn to South Africa.

### **In the Sahel and Lake Chad region:**

#### Flow Monitoring (registry and survey)

Implementation of Flow Monitoring Points (FMP) on strategic transit areas which will quantify and qualify intra and inter-regional flows, routes and migration trends. FMPs previously supported under the EU-IOM Joint Initiative in the Sahel and Lake Chad will continue collecting basic registration data on all movements crossing transit points based on a common methodology

to ensure harmonized data collection. The flow monitoring surveys will continue collecting individual level information to better understand the profile of migrants. These individual surveys are conducted on a sample of migrants who cross FMPs. Flow monitoring data collection will lead quarterly reports by country. Quarterly reports will include the flow monitoring survey component. The activity will be implemented in Burkina Faso, Chad, Guinea, Mali, Nigeria, Niger and Senegal with the RCU support.

#### Migrants' Presence (migrants' estimates and trends in key transit cities)

The Displacement Tracking Matrix's (DTM) Migrants' Presence is a frequent data collection taking place in targeted locations and intends to provide estimates of migrants' population and their demographic profiles. Over time, this exercise is repeated, using a similar methodology, providing an overview of trends (evolution of the migrants' population, inflow/outflow, change in demographic profile, etc.). This methodology combines two tools: a key informant interview of estimate migrant population stocks, and an individual survey on a sample of migrants living in the targeted locations. The activity will be implemented in Chad, Mauritania and Mali with the RCU support.

#### Migrants' Surveys (movements on the Western African Atlantic Route)

In the Gambia, the monitoring of departure areas tool will monitor events related to migratory movements from the coasts of West and Central Africa towards the Canary Islands, Spain with the objective of documenting mobility along of the West African Atlantic Route (WAAR). The methodology combines three tools: monitoring departures, mapping departure areas and counting of events and movements. Migrants' Surveys (movements on the Western African Atlantic Route) data collection will lead to monthly reports by country.

#### Transhumance Tracking Tool

In Mauritania, the Transhumance Tracking Tool will allow regular update information on the number and characteristics of transhumance groups, including both internal as well as cross-border movements. The Transhumance Tracking Tool includes three tools: 1. counting of herds and herders, 2. detailed surveys to obtain more information on challenges encountered such as climate-related concerns and conflicts and 3. the sharing of the alerts with the relevant authorities and institutions. This activity will lead to monthly dashboards and quarterly reports publication.

#### **In the Horn of Africa region:**

Building on the primary data collected through the project flow monitoring and assistance activities, Regional Data Hub (RDH) in Nairobi provides technical support to multiple data sources, including DTM, MRC, Missing Migrant Project, forced return trends, monitoring of COVID-19 mobility restrictions and others. The RDH also conducts mixed migration research and timely trend analyses using the above data sources relating, in particular, to the vulnerabilities and protection needs of populations on the move, emerging mixed migration trends, impact of COVID-19 on migration and return dynamics, and other migration-related topics of immediate interest to both programmatic and policy-level stakeholders. The outputs will include:

- “A Region on the Move – Mobility Overview in the East and Horn of Africa and the Arab Peninsula” published on a bi-annual basis, which provides a broader narrative of the key events and population movements characterising mobility in the region;
- COVID-19 mobility analyses focusing on the impact of the mobility restrictions on migration trends in the region. These analyses involve population displacement, migrant flows, return trends from KSA and other qualitative information related to the target countries' response (e.g., quarantine centres, ports of entries and other migrants' assistance and protection measures);

- Factsheets on the MRCs in East and Horn of Africa and MRC dashboards;
- Monthly DTM Dashboards for Ethiopia, Somalia, and Djibouti on migrant movement trends (Flow Monitoring Registry), as well as quarterly regional DTM dashboard;
- Flow Monitoring Survey analyses will be released on specific themes, including migration protection risks and concerns; female and girl migrants; and environmental and climate changes migration drivers;
- A final report on the Eastern Route research project will be issued during the project period, as well as one publication as part of a parallel Southern Route project;
- Webinars and other dissemination events will be periodically organized to ensure that data findings and analyses will reach a broader audience.

#### **Activity 4.1.2. – Data analysis, research and innovation – including trainings, profiling, foresight and other studies**

##### **Common definition of this activity under this programme:**

Explore the use of new data sources (mobile phones, social media, satellite data) for migration analysis and policy, under the umbrella of the Big Data for Migration Alliance<sup>9</sup>. This will be done through the organization of ‘studio’ workshops gathering representatives from the private sector in each region, as well as policymakers and practitioners, including focal points from the Africa Migration Data Network, to assess the availability and potential of re-using private data in relation to specific regional migration policy priorities. The activity will also aim to produce a foresight study for the demand of AVRR services in Africa along its main migration routes up to 2030, with a focus on the factors determining migrant vulnerabilities and associated protection risks. IOM data as well as external data sources will be used in the foresight exercise.

##### **Cross-regional level:**

GMDAC (Global Migration Analysis Centre), Sahel and Lake Chad and Horn of Africa Regional Data Hubs (RDHs) will collaborate to produce a Foresight study to inform the planning and design of current and future AVRR programming by developing plausible future scenarios for the demand of AVRR services in Africa, along both the Northern (Central Mediterranean Route) and Eastern migratory routes (from the Horn to the Arabic Peninsula). In particular, the study will analyse how the need for AVRR services could evolve from today to 2030, with a specific focus on the factors determining migrant vulnerabilities and their related protection needs. Factors that will be analysed include economic, environmental, social, cultural, and political developments in the countries along the two migratory routes.

In the Horn of Africa and the Sahel and Lake Chad Region, an evaluative analysis of case management practice will be undertaken. Using a mixed-method approach, the study will map case management processes and structures and produce an assessment with respect to the appropriateness, effectiveness and efficiency of delivering reintegration assistance on the basis of the Integrated Approach to Reintegration. This will allow to identify good practices for case management in the context of reintegration programmes, and produce tools to facilitate case management activities, training and supervision of case workers. As part of this study, data collection and field visits will be conducted in key reintegration missions such as Ethiopia, Somalia, the Gambia, Guinea, Nigeria, and Sudan. The study will also involve case management experts from outside the realm of AVRR, to tap into experiences and insight gained in social service sectors where case management practice reached a high degree of

<sup>9</sup> See <https://data4migration.org/>.

maturity. It will also build on the work on case management guidelines currently undertaken under the Dutch-funded COMPASS reintegration programme.

**In the Sahel and Lake Chad region:**

Using the extensive database developed to register voluntary assistance and reintegration (MiMOSA), this activity will support research activities on this specific population of interest. At regional level, an analysis of the profile of AVRR will be developed providing support to program and policy developments. At country level, the activity will support country reports (profiles of returnees) and further support the collection and periodic dissemination of return and reintegration data of the specific population of interest as well as the conduction of training and other data related capacity building activities for Government agencies in a bid to improve this workstream. This activity will be implemented in the Gambia, Nigeria, Senegal and Regional office.

**In the Horn of Africa Region:**

Building on the experience of the IMPACT study, an online course on how to design and conduct impact evaluations in the context of reintegration has been created under the EU-IOM Joint Initiative and will be made publicly available on the IOM e-Campus platform. In continuation of this, it is planned to organise a workshop which will provide an opportunity for the graduates of the online course to exchange with experts and develop ideas for impact evaluation studies in the context of reintegration initiatives. The workshop will also include high-level discussions with relevant stakeholders with the aim of defining pathways to implement more and better impact evaluations in the context of AVRR.

**Activity 4.1.3 – Database and Information Management**

**Common definition of the activity under this programme:**

With support of the EU-IOM Joint Initiative, IOM information management systems have been upgraded. After the first years of implementation, it now contains a wealth of data on services provided, such as return and reintegration, migrant vulnerabilities, effectiveness of the services provided on individual, collective, and community levels, referrals to partner organisations, including a variety of meta-data such as location, time, and biographic data. At the moment, a small subset of the data is made public on a monthly basis through the Flash Reports. More extensive data is made available to the EU, including the EU Delegations, through an interactive platform that allows flexible and fast analysis.

**Cross-regional level:**

Under this activity, an analysis will be conducted to identify what data can be made available for public consumption and which methodologies, while satisfying the relevant data protection and privacy regulations. The methods to explore include for example K-anonymisation and an innovative generating synthetic datasets. Having data available for the public and easily accessible, allows researchers, journalist, and others to analyse the programme and support the EU, IOM, and other organisations to become more effective.

**In the Sahel and Lake Chad region:**

The activity will ensure database development and maintenance as well as data and information management including equipment, on-site visits and trainings.

#### **Activity 4.1.4 – Online referral mechanism**

##### **Cross-regional level:**

The IOM Migrant Assistance Platform (IMAP), the name of the application that hosts the online referral mechanism, was established in 2020 and enables service providers and partners to collaborate securely on the reintegration of migrants referred by the EU-IOM Joint Initiative. This outward referral mechanism captures as appropriate essential information on the migrants' profile (including vulnerabilities or needs) and the status of referrals made to meet their reintegration needs. This information allows to better plan, tailor, monitor and report on the reintegration assistance via referrals. IMAP has been rolled-out as a complete package, containing an onboarding package with an e-Learning course for both IOM Staff and external partners. IMAP strongly emphasizes data protection and includes a template data sharing agreement. It also allows for secure transfer of personal data (in respect of relevant data protection principles) and facilitate generation of statistical data on cases referred to partners. The adoption of IMAP will be intensified, providing increased support, training and follow-up to partners and users. Based on the feedback of partners, IMAP will be continuously improved using two-week sprints. The license costs will be covered. Finally, the reports from IMAP will be integrated in the Flash Report as well as the interactive Dashboard.

At national level, IOM will contribute to the SOPs on the referral of migrants with EU partners and national stakeholders. This will be done with all EUTF/NDICI funded programmes that support the reintegration of migrants. Partners will continue to be engaged and encouraged to use IMAP, supported by the RCU and HQ.

*Result 4.2 Relevant stakeholders are supported to further build their capacities in migration management*

#### **Activity 4.2.1 – Capacity-building and technical assistance of Governments and other partners**

##### **Common definition of the activity under this programme:**

Regional and national capacity building on protection, mental health and psycho-social support, return, reintegration and migration data management will be provided to governments and other partners, including local authorities and civil society organisations. Dialogues with the partner countries on their capacity building needs will be conducted together with the EU Delegations.

##### **In the Sahel and Lake Chad region:**

##### Capacity building and technical assistance of Governments and other partners

Regional and national capacity building on protection, mental health and psycho-social support, return, reintegration and migration data management will continue to be provided. The capacity building approach, the exchanges on specific areas of common interest and concern and the transfer of knowledge, skills and capacities will be adapted to the specific needs identified in each context. This programme component is a core aspect of the programme sustainability as it will aim to increase government ownership of migration management, develop the know-how of key stakeholders to directly deliver assistance and strengthen coordination mechanisms.

The activities will continue to benefit to the Governments from the local up to the Ministry level, including local authorities, law enforcement agencies, law makers or justice officials for instance. It will benefit civil society organizations and other key stakeholders, service providers, front-line



workers such as migrant centre staff but also the migrants themselves or community leaders. Based on the needs identified and building on the EU-IOM Joint Initiative in the Sahel and Lake Chad achievements, the activities will mainly take the form of trainings including on-the-job training or training of trainers, workshops, technical assistance, development of policies and national mechanisms, support to coordination meetings and field monitoring visits as well as material donations. Training workshops will be based on and adapted from the already existing institutional reintegration training curriculum.

Capacity Building on protection, mental health and psycho-social support, return and reintegration will be implemented in Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Gambia, Ghana, Guinea, Mali, Mauritania, Nigeria and Senegal. Depending on each country context, the capacity building activities will aim to improved migration management from the delivery of services to migrants up to the development of appropriate legal frameworks. More specifically, the programme will support the development, validation and/or operationalisation of SOPs or policies on protection, return and reintegration. It will enhance national capacity to implement partnerships, cooperation protocols and strong coordination mechanisms such as Migration Coordination Platforms, National Coordination Mechanism on Migration or cross-border dialogues. Capacity building on Protection will bring a strong focus on vulnerable migrants (e.g., victims of trafficking, unaccompanied minors, migrants with medical needs etc.) as well as prevention of migrants smuggling, combatting human trafficking and protection of victims of trafficking, and other topics. On return and reintegration emphasis will be put on improved case management and empowerment of local actors, operationalization of the operational and legal framework in place, as well as on effective referrals mechanisms. National Referral mechanisms will be established or enhanced for effective implementation at national level, making use of the IMAP whenever possible. The mental health and psychosocial support (MHPSS) dimensions will also be a key aspect of capacity building within protection, return and reintegration, especially community-based psychosocial interventions as part of the integrated reintegration approach. Material donations will support improved border management, data collection and data management tools or for the effective functioning of migrant centres.

Capacity building with regards to Border Management will take place in Mauritania to reinforce capacity in integrated border management, including crisis simulations at the borders involving authorities and local communities. With regards to migration data, capacity building is foreseen in Chad, Guinea, Mali and Nigeria. Technical and coordination capacity building will aim to improve migration data management by enhancing knowledge and capacity of partners to collect, analyse and disseminate data on flows, routes, trends, return and reintegration, as well as identify best practices and lessons learned. The activities also will strengthen the governmental institutions with the medium-term objective to transfer migration data management to state authorities.

Moreover, on the basis of the needs identified and in coordination with relevant national or regional authorities and/or civil society of relevant countries, regional or cross regional training and workshops can be organized on topics to be jointly defined. Efforts will be made to foster synergies with relevant regional or continental priorities and policies. IOM will also support regional exchange of good practice or to deepen discussions between specific countries linked by migration flows on operational issues and case management.

#### Consular services

The majority of migrants in Niger and of those seeking IOM assistance to return home from Libya do not have valid travel or identity documents. Support to enhancing consular services and the issuance of travel documents for undocumented migrants is key to ensure safe and dignified

return of stranded migrants, particularly those in vulnerable conditions (inter alia victims of trafficking, unaccompanied and separated children, migrants in detention, ). Shortcomings in identification procedures and the provision of travel documents can cause delays in the voluntary return process which are particularly critical for vulnerable migrants or those in detention.

Building on the support provided under the EU-IOM Joint Initiative in the Sahel and Lake Chad, IOM will continue supporting partner countries to put in place various measures and practical solutions to facilitate communication, enhance consular procedures and support timely issuance of travel documents. A Facility for Consular Assistance has been established that will be extended through this Action. On the basis of the requests received by countries, interventions could include: (i) Provision of technical support to consular services in countries of origin to facilitate identification and issuance of emergency travel documents. This can include the organization of missions of immigration and consular representatives of countries of origin to host countries in order to facilitate the identification and delivery of travel documents to stranded migrants, review of existing consular procedures and/or development of SOPs; (ii) Technical assistance and capacity building for target countries' consular missions present in host countries, including through provision of basic equipment, technical support and training for consular personnel; and (iii) Facilitation of dialogue and exchange between countries to exchange good practices and enhance cooperation for the issuance of travel documents. This is a regional activity.

In Guinea, consular support will consist in the temporary deployment of a consular officer for a period of three months in Agadez in order to facilitate communication with Guinean migrants in transit in Niger and timely issuance of documentation. This person will support the only staff in the honorary consulate based in Niamey, Niger, strengthen cooperation between Niger and Guinea on the issue of movement of people, security issues, and those related to the issuance of travel documents to Guinean migrants who will benefit from IOM's voluntary return program.

#### Country and regional capitalisation workshops

Building on the findings of the project monitoring and learning products from the EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Sahel and Lake Chad (such as various evaluation, study and Third-Party Monitor products), IOM will organise country and regional level workshops which will bring together key stakeholders, including implementing partners, government counterparts, CSOs, the EU delegations, private sector and national coordination and referral structures. The objectives of workshops will be to (i) take stock of the cooperation among stakeholders of the programme; (ii) capitalize promising practices and lessons learned throughout the implementation of the EU-IOM Joint Initiative; (iii) jointly develop recommendations related to programme design, implementation, communication, and partnership & cooperation for incorporation under this Action and possible future actions on assisted voluntary return and reintegration; and (iv) discuss collective visions for continued engagement on shared migration governance and mobility priorities. At the country level, capitalisation workshops will be held among the relevant stakeholders and feedback received from the beneficiary returnees and community members as well as overall programme details will inform the discussions. Good practices and legacies, challenges and lessons learned as well as context specific recommendations will be discussed with the aim to develop the country specific lessons learned report. At the regional level, representatives from the EU-IOM Joint Initiative's National Project Steering Committees as well as the Economic Community of West African States (ECOWAS) Commission will be invited to present and discuss summaries of the country level workshops. In total, 13 capitalisation workshops will be organised (12 WCA countries and 1 region).

**In the Horn of Africa region:**

The capacity of government partners and other stakeholders at the national and local levels will be further strengthened in order to increase government ownership of reintegration of returning migrants and to strengthening coordination mechanisms among the main reintegration stakeholders.

Building on the EU-IOM Joint Initiative which supported an Intergovernmental Authority on Development (IGAD) workshop on “Migration Data Utilization and Harmonization” (August, 2021), IOM will continue supporting IGAD in implementing its recommendations and designing different regional migration data harmonization efforts. Among these, technical and financial support will be provided to organize one regional workshop to strengthen coordination mechanisms and Technical Working Groups (TWGs) in migration data both at the regional and country level, as well as enhancing intra REC coordination to harmonize migration data for improved production and utilization of migration statistics. IOM through the RDH regularly coordinates with IGAD and its member states on multiple migration data initiatives taking place at the regional and national level. Further to this, RDH will continue promoting the dissemination and registration of the Online Migration Data course stemming from a collaboration with GMDAC. The course was launched in April 2021, and it is currently composed of three modules.

Through this Action, the first migration data capacity mapping in Somalia will be conducted under the lead of the National Statistical Office (NSO), with a view to support the establishment of a Technical Working Group and strengthen data sharing, analysis, and consolidation to better inform migration governance and management.

As a follow-up to the Second IGAD Scientific Conference on Migration and Displacement on “Human Mobility in the Context of COVID-19” (which took place in Ethiopia on February 2021 and with funding from the EU-IOM Joint Initiative), IGAD, IOM and GIZ will launch a publication of the selected peer-reviewed articles during the first half of 2022.

**Activity 4.2.2. – Support to ECOWAS/IGAD/AU****In the Sahel and Lake Chad region:**

The Migration Dialogue for West Africa (MIDWA) was established to serve as a platform which fosters inter-state collaboration on migration among Economic Community of West African States (ECOWAS) Member States and ensure a common regional position on key migration related matters. Despite the relatively slow-paced change in the migration governance structures of the region, MIDWA has contributed to the progress towards the regional integration agenda by facilitating information exchange, dialogue and cooperation as well as by addressing various migration issues and challenges. Regional frameworks such as the ECOWAS Protocols on Free Movement of Persons, Right of Residence and Establishment and the ECOWAS Common Approach on Migration rely heavily on the commitment of Member States to operationalize them at the national level and MIDWA has provided the opportunity to identify bottlenecks and propose practical solutions backed with recommendations validated by decision makers. The ability of MIDWA to bring together the fifteen ECOWAS Member States places migration and development at the forefront of the ECOWAS commission’s integration agenda. Moreover, MIDWA helped placing ECOWAS and the ECOWAS Commission in a position to not only play a central role in the African Union’s continental integration agenda but has also provided the platform for ECOWAS to bring forth a consolidated regional response to migration issues and challenges affecting Africa. On the global level, the MIDWA platform provided the ECOWAS

Commission the opportunity to voice the position of its Member States during the negotiations of the United Nations Global Compact for Safe, Orderly and Regular Migration and continues to drive the discussion to ensure its implementation. Additionally, MIDWA remains an important platform to bring forth a regional and consolidated stand and approach towards solutions to the migration related opportunities and challenges such as labour mobility, diaspora engagement, cross-border trade, climate change, land degradation, irregular migration, terrorism, poverty, economic instability and endemic conflict and contribute to the overall understanding of the impact of migration without leaving key regions behind.

Most of these progresses were possible thanks to the support of the project “Support to Free Movement of Persons and Migration in West Africa” (FMM West Africa) funded by the European Union which ended in March 2021. Some additional contribution came from the EU-IOM Joint Initiative in the Sahel and Lake Chad. Under the Special Measure, IOM will continue to build the capacity of the ECOWAS Commission and its Member States by (i) supporting the review of the MIDWA Monitoring and Evaluation Framework as well as the workplans of the MIDWA Thematic Working Groups (TWGs); and (iii) strengthening the involvement of member states in the work of MIDWA including at ministerial level. These activities will be implemented by IOM in Nigeria with a strategic steer from the WCA regional office.

In Ghana, IOM will also aim to foster the partnership with the Regional Integration Bureau in-charge of ECOWAS and the Africa Union at the Ministry for Foreign Affairs and Regional Integration in collaboration with the Directorate for Free Movement and Mobility of Persons Secretariate at the ECOWAS secretariat. The objective will be to promote visibility and sustain the interest and buy-in from key decision makers on the SOP on return and reintegration.

**In the Horn of Africa region:**

IOM will continue to coordinate and seek coherence with IGAD and the IGAD Member States, the African Union and other actors that are involved in migration management and assistance to vulnerable migrants. IOM will advise and provide technical support on matters related to return and reintegration as well as to migrant protection and assistance and will continue its coordination with IGAD on cross-border child protection issues.

#### ***1.4 Geographical Scope***

This Action will focus on the following countries:

- Sahel region and Lake Chad: Burkina Faso, Cameroon, Cote d’Ivoire, Chad, Ghana, Guinea, the Gambia, Mali, Mauritania, Niger, Nigeria and Senegal.
- Horn of Africa: focus on the core countries Djibouti, Ethiopia, Somalia, and Sudan. More limited activities are foreseen in other Khartoum process Member States in the Horn of Africa region (including, Kenya, South Sudan and Uganda) as conditions allow.

Limited voluntary return and reintegration activities may be also carried out along the Southern migration routes notably Malawi, Mozambique, Zambia, Zimbabwe, South Africa and Tanzania, following a prior approval from the EU. Migrants returning to other countries may also benefit from support following such a prior approval and depending on funding availability.

The Initiative also envisages significant synergies with countries of origin, transit and destination in North Africa and Europe. The activities will be supported from IOM Headquarters in Geneva. A

limited number of activities will be directly implemented by Headquarters, Regional Office Brussels and GMDAC.

### ***1.5 Target groups and final beneficiaries***

- Migrants in vulnerable situations, including migrants stranded and/or in transit in targeted countries will benefit from direct and specialized protection assistance, assisted voluntary return, and greater information on the dangers of and alternatives. See also table 2 below: eligibility for voluntary return and reintegration assistance under this Action at the end of this document.
- Returnees assisted with AVRR or Voluntary Humanitarian Return (VHR) from/to target countries under this Action will benefit from post arrival assistance and tailored/needs-based reintegration assistance. For forced returns from Europe, the programme can also, on a case-by-case basis, assist and support migrants with post-arrival and/or reintegration assistance, upon request of sending country and country of origin and if other programmes are not available. For forced returns from other regions, the programme can, on a humanitarian basis, assist and support migrants with post-arrival assistance. See also the eligibility table for reintegration assistance under this Action at the end of this document.
- Communities experiencing a high concentration of returns and/or hosting many stranded and in transit migrants will benefit from community-based projects as a complement to individual reintegration assistance, leading to improved governance, service delivery, sustainable livelihood opportunities, and cohesion. Communities of transit and/or of origin will also benefit from greater information on the dangers of and alternatives to irregular migration.
- Private sector actors and organisations engaged in employment/economic activity relevant to returnees will be supported where relevant.
- Migration practitioners, policy makers and the wider public will benefit from data, research and innovation produced as well as from Migrants management tool developed and disseminated.
- Government at national and local levels, CSOs, partner organisations as well as other institutions and organizations involved in migration management and assistance to vulnerable people will benefit from close collaboration and capacities strengthened.
- The African Union and the Regional Economic Communities (RECs), namely IGAD and ECOWAS will be supported on some key migration related initiatives.

## **2. Complementary measures and coordination**

The proposed action will be coordinated with IOM projects at the global level and in the two regions concerned.

The Action will be complementary to IOM activities and other relevant programmes, particularly those funded by the EU Emergency Trust Fund for Africa, in the targeted countries.

The Action builds on and further strengthens the activities of the EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Horn of Africa, Sahel, Lake Chad and North Africa regions. Lessons learnt and recommendations from internal and external evaluations to the EU-IOM Joint Initiative are also taken into account. As such, the Action covered by the present document is not a standalone action but has to be seen as complementary to the national and regional actions funded by the EUTF in the two regions above.

The proposed action will coordinate and seek coherence and synergies with other regional and country-level actions under the EUTF and other EU-financed activities, in particular:

- "Protecting vulnerable migrants and stabilizing communities in Libya" that notably comprises protection and assistance components;
- ARCHIPELAGO, an African-European TVET initiative implemented by SEQUA GmbH in partnership with EUROCHAMBRES and CPCCAF, aiming to increase local employment opportunities and employability by developing local training and vocational resources adapted to private sector needs;
- “Appui à la protection des migrants les plus vulnérables en Afrique de l'Ouest” (PROMISA), to improve protection for most vulnerable migrants on West African migratory routes, notably young and female migrants, by ensuring access to basic services (medical care, education, security, accommodation, civil registry) and protection services (psychosocial support, legal support etc);
- EU Response to Health and Socio-Economic Impact of COVID-19 in the IGAD Region in which IOM implements activities as one of the implementing partners, aimed at increasing access to health and socio-economic support for vulnerable groups;
- Phase II of the Better Migration Management (BMM) Project in support of the Khartoum process which aims to enhance the capacities of the Governments of the Horn of Africa region to fight and prevent human trafficking and smuggling;
- The Regional Development and Protection Programmes implemented in Ethiopia, Somalia, Kenya, Uganda and Sudan;
- Regional project Free Movement of Persons and Transhumance pursues the improvement of legal migration amongst the countries of the region through enhancing avenues of labour mobility;
- The project “Durable solutions for the most vulnerable local population, refugees and migrants in Djibouti”.
- The projects RESET II and SINCE in Ethiopia which aim to improve the livelihoods of vulnerable people in areas prone to irregular migration that are also areas of return;
- The project Sustainable Reintegration Support to Ethiopian Returnees from Europe which supports the reintegration of Ethiopian citizens returning from Europe and ultimately contributes to the development of a National Reintegration Operational Management System for Ethiopia, and contributes to COVID-19 response activities targeting returnees and refugees.
- EU funded “Pilot action on voluntary return and sustainable community-based reintegration” project in which a “Knowledge Management Hub” was established in 2017 to support the implementation of the EU-funded return and reintegration programmes by strengthening information sharing and harmonization of approaches, processes and tools, and by centralising and disseminating the knowledge gained from these programmes and beyond. It has reinforced standards and processes, including through its capacity-building efforts, harmonized monitoring and evaluation (M&E) activities and strengthened data analysis and research.

Coordination and complementarity are also sought with the EU-funded Asylum, Migration and Integration Fund (AMIF), through which the EU provides for a financial support mechanism to Member States, to help address their challenges in the area of return management. Support under this programme includes a wide range of measures which put increasing emphasis on voluntary return programmes including the promotion of safe and dignified return and sustainable

reintegration. This is the case of the ERRIN (European Return and Reintegration Instrument Network), whose activities on voluntary return and joint reintegration services are being transferred to Frontex, or the 'EU Readmission Facility'. Coordination and complementarity will also be sought with other return and reintegration programmes funded by EU Member States and by FRONTEX in the relevant countries.

At the regional level, synergies will be sought with ECOWAS and in particular the financing mechanism "Spain / ECOWAS Fund for Migration and Development" to specifically support the development and implementation of the ECOWAS Common Approach to Immigration, in line with the African Position on Migration and Development and the Declaration of Rabat.

To avoid overlap and/or duplication of actions, information sharing meetings with the EU Delegation and other key stakeholders will continued to be organized regularly to discuss other EU funded projects progress and identify potential synergies with actions implemented with the same stakeholders in similar areas. The rationale is to further strengthen the various components of this Action.

In this respect, the EUTF Reporting and Coordination Committee covering IOM and UNHCR actions proved useful in information-sharing and providing accountability and visibility to EU Member States for their contributions to the EU-IOM Joint Initiative but did not foster greater referrals from EU Member States. Mechanisms to encourage greater involvement of EU Member States will be explored, while the use of IMAP will be further promoted whenever possible.

From 2020, the EU-IOM Joint Initiative has supported capacities of the AU migration team. The Special Measure proposal seeks to further strengthen links with the AU to promote a balanced approach aligned with shared migration priorities.

### 3. Assumptions and Risks

Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
Access issues related to security and infrastructure, including deteriorating security situation on roads, leading to some populations being cut-off; related inability to identify locations deemed 'appropriate' for intervention.  Suspensions in implementing activities in the event that access is not possible.	Medium to High	High	The Action continues to coordinate with the United Nations Department of Safety and Security (UNDSS), partners, authorities and communities regarding security and IOM/partner presence to ensure a trustful relationship between stakeholders. IOM utilizes third-party contracting where possible and appropriate.  Activities may be delayed until the security situation in the target area is sound and there is no potential for harm to beneficiaries or project staff; training sites may be moved pending security assessments.

Funding for sustainable reintegration support falls short of needs and requires a change in approach and a reduced level of assistance for returning migrants in their countries of origin.	M	H	The Action will continue to monitor the take up of voluntary return and reintegration support and ensure close coordination between voluntary return and reintegration activities and funding with the aim to ensure that all returning migrants can benefit from adequate and appropriate support.
Limited interest from partners, low matching of partners' projects implementation with main localities of return and of partners' activities and services with returnees' profiles and interests, and restrictive eligibility criteria hinder IOM ability to refer returnees to other partners' projects in the framework of reintegration	L	H	IOM will coordinate with partners under the leadership of EU delegations to ensure that proper referral and communication pathways are put in place, that the delivery of services and assistance is coordinated among partners and that the support proposed and selection criteria best suit the profiles of migrants when possible. IOM will also monitor referral opportunities available in return communities. Finally, the Action will put in place an institutional platform to facilitate referrals from IOM internal data management system (MiMOSA) to external partners.
Government officials deny direct access to migrants in detention centres or other migrant detention facilities	L	H	Through this Action, maintaining effective and positive relationships with Libyan officials will remain critical to ensure continued capacity building activities and to maintain access to detention facilities.
Lack of political will and commitment from the beneficiary countries to work on migration management, including facilitation of assisted voluntary return and sustainable reintegration	M	H	In close cooperation with EU Delegations, the Action will include capacity building, stakeholder dialogue, awareness raising and continued information exchange, based on evidence, regarding the benefits for countries to engage in voluntary return and sustainable reintegration at national and local level.
Interest of and access to returnees and their communities to engage in monitoring and participation in reintegration and development oriented initiatives is low	M	M	Continued awareness raising and information exchange, based on evidence, will be part of the Action, including in particular at local government and community level.



Change of migratory flows during the implementation of the project can significantly increase or reduce the number of migrants opting for AVRR to selected target countries of origin	H	H	The Action will include constant monitoring of migratory flows and AVRR demand to allow for early detection of changes in the migration patterns. To ensure the Action responds to return flows and reintegration needs, adaptations to the countries of origin targeted for reintegration support will put in place to the extent possible. Moreover, IOM will closely monitor the sanitary context related to the COVID-19 pandemic and provide programme adaptations to ensure safe voluntary return.
Structural changes at national and local government level, including regular turnover of staff	M	M	From the outset, IOM will ensure close cooperation with stakeholders highlighting the importance of dedicated resources (financial and personal), and if necessary convene meetings at high level to address the issue – in close coordination with EU stakeholders.
Instability, security, changing government priorities, including the risk of politicisation of migration	M	M	IOM will work closely with the EU Delegations in the affected countries and engage relevant authorities at the highest level possible to advocate for the programme's rights-based approach and other principles. If effective follow-up and monitoring mechanisms cannot be established in a given country, returns will be put on hold.
Sudden pandemic of communicable diseases that hinder staff mobility and activity implementation	H	H	IOM will follow international regulations and advisory from the World Health Organization. IOM will focus on reprogramming to achieve the intended results of the Action in consultation with the donor. We will also build on our experience in dealing with COVID19
Strong public criticisms against the Individual Measure for EU-IOM Joint Initiative put the reputation of the EU and IOM at risk	L	L	In close consultation with the EU, IOM will issue prompt response to media coverage or other forms of criticisms with counter arguments based on facts to rectify false information and counter negative perceptions. At the same time, IOM will continuously develop and disseminate knowledge management products informing about

			and showcasing the successes of the Programme.
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#### 4. Mainstreaming

The Action will focus on the well-being and personal development of persons of concern, migrants and their families and communities, in full respect of their human rights. In line with Return, Readmission and Reintegration Policy, it will be based on non-discrimination principles, self-determination and participation of the migrants as well as confidentiality and right to privacy. Protection and assistance mechanisms, taking into account the specific situation and vulnerability of the migrants such as ensuring the best interest of the child, will always be ensured and be at the forefront of all considerations. In particular, assistance and protection for victims of trafficking in human beings will take into account the gender and age of the victims and the consequences of the specific type of exploitation suffered.

Both age and gender considerations will be mainstreamed in all activities of the project, with gender and age sensitive information campaigns, implementation and running of centres, equal participation in trainings and sex disaggregated data. Unaccompanied minors and victims of trafficking will be provided with specialised, gender specific and child sensitive assistance and protection.

Particular attention will be paid to gender concerns. Women and girls make up close to 50% of migrants worldwide and their vulnerability to being victims of trafficking, predominantly for the purpose of sexual exploitation, is a particularly serious concern. Hence the Action will ensure that assistance provided is specifically tailored to the needs of women and girls. The different roles of women and men in community-based interventions, reintegration processes and livelihoods and development programmes are important to recognise. Therefore, ensuring their inclusive and equitable participation in decision making processes as well as in project implementation and monitoring will be key in this programme. Given the nature of the action, the protection of human rights and due process will be an integral part of the activities carried out. Protection of human rights of particularly vulnerable categories of migrants, such as children, unaccompanied minors, elderly and disabled persons, victims of trafficking or smuggling and rejected asylum seekers will also need to be particularly considered, along with the required procedural safeguards including the need to undertake best interest determination.

The Action will also integrate to the extent possible environmental and climate change considerations in the planning of the reintegration activities. Community development and reintegration activities will duly take into account ongoing environmental changes and promote community projects that support reforestation and waste management, as well as promote “green jobs” such as beekeeping and recycling. Reintegration in some regions which are particularly vulnerable to climate change (now or in the near future) can potentially be problematic, causing re-emigration. In those cases, return to areas other than communities of origin will be envisaged as a more sustainable strategy.

Peaceful coexistence with local populations is also a cross cutting issue which will be considered across all elements of the implementation of this Action. For the success of the Action, it is essential that efforts are made to maintain dialogue with local population and ensure sensitization of the community.

#### Environmental Protection & Climate Change

The Action continues the activities of the EU-IOM Joint Initiative which had carried out initial environmental and climate change risk screenings and impact assessments that concluded that no further actions were required. The Action will continue to integrate to the extent possible environmental and climate change considerations in the planning of the reintegration activities. Community development and reintegration activities will notably take into account ongoing environmental changes and promote community projects that support reforestation and waste management, as well as promote “green jobs” such as beekeeping and recycling.

### **Gender Equality and empowerment of women and girls**

Particular attention will be paid to gender concerns. The Action will ensure that assistance provided is specifically tailored to the needs of women and girls. Given the nature of the action, the protection of human rights and due process will be an integral part of the activities carried out. Both age and gender considerations will be mainstreamed in all activities of the project, with gender and age sensitive information campaigns, implementation and running of centres, equal participation in trainings and sex disaggregated data. Unaccompanied minors and victims of trafficking will be provided with specialised, gender specific and child sensitive assistance and protection.

### **Human Rights**

The Action will ensure full respect of the human rights of migrants and their communities, based on non-discrimination principles, self-determination and participation of the migrants and refugees as well as confidentiality and right to privacy. Protection and assistance mechanisms, including assistance and protection for victims of trafficking in human beings, will take into account the specific situation and vulnerability of the refugees and migrants, such as ensuring the best interest of the child, as well as the gender and age of the victims, and the consequences of the specific type of exploitation suffered.

### **Conflict sensitivity, peace and resilience**

Peaceful coexistence with local populations is also a cross cutting issue which will be considered across all elements of the implementation of this Action. For the success of the Action, it is essential that efforts are made to maintain dialogue with local population and ensure sensitization of the community.

## **5. Governance of the Action**

The EU-IOM Joint Initiative Coordination and Reporting Committee on migration and protection established by the EU in Brussels under the EU-IOM Joint Initiative programme will be continued in accordance with the previous Terms of Reference.

The Committee will cover all actions under the EU-IOM Joint Initiative for Migrant Protection and Reintegration North Africa, Horn of Africa and the Sahel and Lake Chad regions as well as this new Action. The Committee will aim to improve information and exchange with EU Member States on the activities and results of EU-IOM Joint Initiative in the three regions. The Committee will serve to foster coordination and synergies across the EU-IOM actions and with related actions implemented by the EU and EUMS.

In principle, the Committee meetings will be organised biannually and will be chaired by DG INTPA and DG NEAR. It will be composed of representatives of the European Commission and EEAS, EU Member States, IOM. Governance structures at national level include the joint steering committees (SC) set up by the European Union under the EU-IOM Joint Initiative and the technical working groups/Reintegration committees set-up by either IOM or the national authorities still under the EU-IOM Joint Initiative. These will be continued under this Action. The SC are co-chaired by a representative of the European Union in the country and a representative of the national

authorities. The SC are open to participation by EU Member States. The SC assess the progress of the project and provide guidance and recommendations to IOM in consultation with the Coordination and Reporting Committee located in Brussels.

## **6. Management Structure of the action**

### *IOM Headquarters - Geneva*

The global legal and information management units have dedicated staff supporting the EU-IOM Joint Initiative and this Action to ensure compliance with IOM global rules and regulations, in particular on data management and data protection, facilitate capacity building initiatives, and support regional offices. These staff also promote the priorities of the programme in IOM's global business transformation process.

Funded by the EU under the Pilot Action on Voluntary Return and Sustainable, Community-Based Reintegration, a Knowledge Management Hub (KMH) was established at IOM HQ in September 2017, with the main objective to support the implementation of the EU-IOM External Actions by strengthening information sharing and harmonization of approaches, processes and tools, and by centralizing and disseminating the knowledge gained from these programmes and beyond. The KMH plays a crucial role in the implementation of these initiatives by supporting cross-regional harmonization of monitoring and evaluation activities, the development of knowledge management tools, and support return and reintegration-related research.

### *IOM Headquarters – IOM Global Migration Data Analysis Centre (GMDAC)*

Established in Berlin in 2015 at the invitation of the Government of Germany, IOM's Global Migration Data Analysis Centre (GMDAC) represents part of the Organization's response to growing calls to improve migration data. GMDAC works with partners and directly with governments across several areas of work spanning the components of Global Compact for Migration Objective 1, including knowledge management to improve access and understanding of migration data through online tools, publications, workshops and global conferences, data innovation and capacity building to provide guidance and training on data concepts, collection, analysis, and governance to practitioners worldwide, and data collection and analysis to improve the evidence base for migration governance and programming through data analysis, impact evaluations and development of new indicators.

### *IOM Regional office – Brussels*

An IOM-liaison, communication and coordination cell at IOM's Regional Office in Brussels had been established to support strengthened policy liaison, communication, compliance, monitoring and cross-regional coordination for EU funded programmes implemented by IOM, in line with the Terms of Reference shared with the Contracting Authority. The coordination cell will continue to support the organisation of communication and outreach activities and events in Brussels, facilitating consistent presentation of IOM's EU-supported projects and results, particularly, the migrant protection and reintegration programmes in Africa and related programmes in Asia and other regions. Furthermore, the coordination cell will continue to provide technical support to offices implementing the EU-IOM Joint Initiative and NDICI Individual Measure project on contracting, reporting, and visibility in line with EU requirements.

### *IOM Regional Office - Dakar*

An RCU is established at IOM's Regional Office for West and Central Africa in Dakar. This structure ensures coordination in terms of: (i) Regional strategic decision making, (ii) Ordinary technical guidance to COs, (iii) Manage/coordinate the regional project (including delivery of regional activities), (iv) Monitoring, oversight and quality assurance of the programme, (v) Coordinate on management, implementation and reporting, (vi) Harmonization and coherence among COs, (vii) Coordination with the EU-IOM Joint Initiative Actions, and (viii) Information and knowledge sharing.

#### *IOM Regional Office - Nairobi*

An RCU is established at IOM's Regional Office for East and Horn of Africa in Nairobi, Kenya. This structure ensures coordination in terms of: (i) Regional strategic decision making, (ii) Ordinary technical guidance to COs, (iii) Manage/coordinate the regional project (including delivery of regional activities), (iv) Monitoring, oversight and quality assurance of the programme, (v) Coordinate on management, implementation and reporting, (vi) Harmonization and coherence among COs, (vii) Coordination with the EU-IOM Joint Initiative Actions, and (viii) Information and knowledge sharing.

This Action will complement the staff structure under the ongoing contracts of the EU-IOM Joint Initiative. Staffing needs will be monitored and may be adjusted in the course of project implementation. The staff and related responsibilities are presented in the Annex c below.

## **7. Location and Facilities**

In order to promote cost efficiency and economies of scales, IOM staff directly working on the project in the project offices will be physically placed in the existing offices and the charging of the actual direct office costs related to their functions (rental of premises, consumables, other office services, etc.), will be based on actual expenditures incurred during the period distributed in proportion to the amount of time spent by the staff on the activities directly linked to the project.

## **8. Equipment**

Whenever possible, equipment will be transferred from the EU-IOM Joint Initiative actions to this Action. Work stations (computer, printer) and office equipment (desk, chair, telephone etc.) will be purchased if needed. Vehicles will be purchased too.

## **9. Stakeholders**

IOM will work closely with the institutions and organization in charge of migration management and assistance to vulnerable migrants at national level, such as Ministries of Foreign Affairs, Ministries of Interior, Ministries in charge of Labour and Social Affairs, as well as agencies mandated to support return migration and UN agencies such as UNICEF and UNHCR. Civil society organizations and NGOs at the international, regional, national and local level will also be main IOM counterparts in target countries, along with the EU Delegations. The RCU will support liaison with regional, government and non-government counterparts and will keep track of main meetings and discussions held at the country level. IOM will also support liaison with the EUTF in Brussels and with European Governments.

## **10. Sustainability**

The activities proposed as part of the Initiative were designed to promote sustainability.

In particular, the Initiative aims at supporting the ownership of national actions by governments and local actors through capacity-building activities and by using wherever possible the structures and procedures existing at national and local level, working together with the competent authorities and relevant stakeholders. The ownership of the action will also be promoted by the participation of the different governments in the national steering committee and the project working group.

As much as possible considering the duration of the process and the engagement of the concerned parties, IOM will work with existing Government structures and NGOs to implement activities and will build on other existing projects – in particular as regards referrals. As described in the activities above, capacity building will be provided to these stakeholders.

Key operational documents such as Standard Operating Procedures will be developed in direct coordination with key government and non-government stakeholders to ensure ownership.

Furthermore, through the mapping of key stakeholders and the support of the EUDs, IOM will engage local partners to provide reintegration to returning migrants (particularly where there is no IOM presence) through referrals and direct coordination. Identified partners will be provided with training on reintegration as well as monitoring of returns. This will ensure that the combination of training and provision of actual reintegration assistance will directly contribute to ownership of reintegration activities by local stakeholders.

Finally, the sustainability of the assistance, protection, reintegration and awareness-raising components will be supported by the work at the community level as well as by the individual approach based on needs. Additionally, key stakeholders at the local level will be mobilized to play an important role in dissemination of safe migration messages, further ensuring sustainability of the awareness raising campaigns under the initiative.

## **11. Monitoring and Evaluation**

Implementation of regional monitoring and evaluation strategy will be coordinated by RCUs in Sahel and Lake Chad and in Horn of Africa. The actions implemented at national level will follow the regional monitoring and evaluation framework including common and contextualized indicators. The regional framework will be harmonised across regions whenever possible and include a revised standard logical framework (with indicators at individual, community and structural levels) and M&E tools to verify outputs and measure outcomes. Through the use of institutional tools on M&E for return and reintegration programmes developed by the EU-IOM Knowledge Management Hub, post-distribution monitoring surveys, key informant interviews and beneficiary feedback mechanisms, the M&E framework will allow the comparative analysis of the outcomes of reintegration assistance over time, across regions, countries and target groups and will be published in reports/dashboards. Relevant stakeholders will be engaged as much as possible in participatory monitoring approaches to strengthen collaboration, partnership, learning and accountability.

A permanent and regular monitoring will be ensured at each level of intervention of the action (activities, expected results, specific objectives). To this end, an internal programme monitoring, both technical and financial, will be established. The RCUs in Sahel and Lake Chad and in Horn of Africa will oversee monitoring of the Action's activities in their regions and visits will be regularly organized in the field. Dedicated M&E officers based in Dakar and Nairobi will provide guidance to the project staff at national level and will ensure regional standards are applied. National level

data and results will be collected, compiled, analysed and reported on at the regional level. M&E and project staff at national level will conduct field missions to collect data to track progress in implementation. Additionally, where resources are limited and/or there are health (including COVID-19), security or access constraints, monitoring will be carried out by phone and other remote methods.

In the Sahel and Lake Chad Region, the regional office will organise country and regional level consultation sessions which will bring together key stakeholders, including implementing partners, government counterparts, CSOs, the EU delegations, private sector and national coordination and referral structures. The exercise will aim to take stock of the cooperation among the programme stakeholders, document lessons learned and develop recommendations from the EU-IOM Joint Initiative.

Having regard to the nature and timeframe of the action, no evaluation will be carried out. The action is the continuation of the EU-IOM Joint Initiative which already allocated substantial resources to carry out final evaluations in the regions involved.

## **12. Reports and other documents**

The final report of this contract will be provided under the general conditions included in the agreement between IOM and the contracting authority. These come in addition to the interim and final reports provided under the already existing contracts of the EU-IOM Joint Initiative.

IOM will also provide to the Contracting Authority the following reports in relation to this contract:

- A short monthly narrative report per region on the progress of the action (max. 5 pages).
- A cross regional monthly progress report for external communication purposes with main project data (Flash report).

## **13. Communication and Visibility**

In line with Article 8 of the General Conditions, a Regional Communication and Visibility Plan is included in Annex III. It shall be revised and updated during implementation of the Action in accordance with the Communication and Visibility Manual for European Union External Action as well as with further instructions provided by the Contracting Authority during the implementation of the Action.

Communication and Visibility, while compliant with the Article 8 of the General Conditions and implemented in accordance with the Communication and Visibility Requirements for EU External Actions, will continue to follow the visual identity and branding guidelines previously agreed for the EU-IOM Joint Initiative. The EU-IOM Joint Initiative website will also be continued under this Action.

Moreover, Communication and Visibility had been included under each country budget to cover for events and visibility materials (events to launch and close the project, brochures, etc.).

**TABLE 1: List of regional actions of the EU-IOM Joint Initiative in Sahel and Lake Chad and in the Horn of Africa**

Countries	Contract reference	Title	Contract management
Regional top-up Action /	T05-EUTF-REG-REG-04-03	EU-IOM Initiative for Migrant Protection and reintegration: regional proposal for the Sahel and Lake Chad	EUTF Brussels / IOM Brussels
Regional	T05-EUTF-HOA-REG-25-01	Facility on Sustainable and Dignified Return and Reintegration in Support of the Khartoum Process  Also referred to as: EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Horn of Africa	EUTF Brussels / IOM Brussels

**TABLE 2: Eligibility for voluntary return and reintegration assistance under the Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa**

Eligibility for voluntary return and reintegration assistance under the Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa

		Host Regions and Countries																	
		North Africa					Sahel and Lake Chad					Horn of Africa and Southern Route							
		Algeria	Egypt	Libya	Morocco	Tunisia	Burkina Faso	Chad	Mali	Mauritania	Niger	Other**	Djibouti	Eritrea	Ethiopia	Kenya	Somalia	South Sudan	Sudan
Regions and Countries of Origin	North Africa	N/A	N/A																
	Sahel and Lake Chad						N/A												
	Horn of Africa and Southern Route																		
	All regions																		
	Legend																		

\* Covered by the EU-IOM Joint Initiative, but no reintegration caseloads allocated.  
 \*\* For migrants returning under the regional emergency fund of the Sahel and Lake Chad.  
 \*\*\* All returnees, including AVR from IOM and other organisations (when referred).  
 For forced returns from Europe, the programme can, on a case-by-case basis, assist and support migrants with post-arrival and/or reintegration assistance, upon request of sending country and country of origin and if other programmes are not available.



**Appendices:**

- a. Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa: Logical Framework
- b. Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa: Workplan
- c. Individual Measure for the EU-IOM Joint Initiative in Sub-Saharan Africa: Staff table