Project Proposal:

WESTERN BALKANS INTEGRATED BORDER MANAGEMENT CAPACITY BUILDING FACILITY (WBIBM)

Project type:	Immigration and Borders (IB)
Secondary project type:	n/a
Geographical Coverage:	Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia and Kosovo[1]
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Ministry of Interior of Albania, Ministry of Interior and Service for Foreigners' Affairs of Bosnia and Herzegovina, Ministry of Interior of Montenegro, Ministry of Interior of North Macedonia, Ministry of Interior of Serbia, Ministry of Interior of Kosovo* and migrants as indirect beneficiaries
Partner(s):	n/a
Management site:	Belgrade, Serbia
Duration:	48 Months
Budget:	37,029,703.00 Danish Krone

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[1] References to Kosovo shall be understood in the context of United Nations Security Council resolution 1244 (1999)

Summary

The overall objective of the intervention is to support the authorities in the Western Balkans (WB) to effectively manage their borders and respond to border security challenges mindful of migrant protection principles, through the Western Balkans Integrated Border Management Capacity Building Facility (WBIBM).

The increasingly complex mixed migration dynamics in the WB, coupled with the operational challenges caused by the COVID-19 pandemic since the beginning of 2020, have revealed important institutional needs and gaps in the field of border management and border security in the region, including: digitalization of border and identity (ID) management; identity and travel document fraud, including the lack of related regional trends analyses; smuggling and trafficking in persons; gaps in gender- and protection-sensitive and humanitarian border management; and management of travellers potentially ill with COVID-19.

In order to address these identified gaps, and with the aim to support the WB authorities to effectively manage their borders and respond to border security challenges while aligning their legal and operational frameworks with the international and European Union (EU) standards, the International Organization for Migration (IOM) will implement the proposed project through a combination of policy, dialogue and capacity-building interventions tailored to the needs of each WB beneficiary, while fostering interinstitutional coordination and intra-regional cooperation and harmonization. Conceptualized as an Integrated Border Management Capacity Building Facility (WBIBM), the proposed project will provide sufficient flexibility and adaptability to meet the specific, evolving needs of the beneficiaries, while ensuring complementarity and inter-operability with other existing initiatives and Facilities, such as the Western Balkans Readmission Capacity Building (WBCAP) Facility, and programs implemented by other members of the international community.

The 36-month project will be implemented in Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, the Republic of Serbia and Kosovo*, under the overall coordination and management of IOM Belgrade.

1. Rationale

Since the beginning of 2018, the WB region has re-emerged as a transit route for migrants towards the EU. While in 2015-2016 the main countries facing the mixed migration movements were North Macedonia and Serbia, since 2018 migrants have been increasingly transiting through Albania, Montenegro, Kosovo* and Bosnia and Herzegovina. While comprehensive data on all migrant arrivals in the region remain unavailable, IOM data shows that a total of 167,117 migrants arriving to the region were registered between January 2018 and July 2020. There was an 80 percent increase in arrivals in 2019 compared to 2018, while the arrivals in the period January – July 2020 reached the number of total arrivals in 2018.[2] Although significant efforts by the authorities have improved immigration and border management structures and capacities in place, migrant presence in the WB

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[2] IOM Displacement Tracking Matrix, Flow Monitoring – Arrivals to Europe, available at:
https://migration.iom.int/europe?type=arrivals

continues to pose a significant challenge in management of mixed migration flows, including registration, identity and nationality determination, and effective referral to procedure and services.

The increased and more complex mixed migration movements in recent years have placed additional pressure on the already strained capacities of WB migration management authorities to effectively manage their borders and address arising border security issues. While WB authorities, with international and EU support, have developed national identity management systems, some aspects thereof remain outdated, and do not provide the adequate legal and operational frameworks to effectively respond to the new, evolving challenges. The lack of fully **digitalized procedures and updated IT systems** has hampered the efficiency and effectiveness of border management processes, thus causing delays in the effective **identification of migrants and referral to appropriate rights-based services**, in line with international and EU migrant protection standards, amongst others. Consequently, such insufficient capacities for effective ID management has left migrants in vulnerable situations without effective access to documentation and registration.

Furthermore, border security and organized crime challenges in the migration context have been steadily rising across the region in the past years. The officials at Points of Entry (PoE) are often insufficiently trained and ill-equipped to detect **identity and travel document fraud**, which is further exacerbated by the lack of risk and document fraud trend analysis. This has in turn limited the capacities of border management authorities across the WB to effectively address regional and global transnational organized crime challenges, and exchange relevant operational information with counterparts in the region in a safe and rights-compliant manner.

Additionally, pre-identification and advance clearance of passengers remains limited in the region, despite it being considered a key tool in the fight against transnational organized crime and, when it comes to counter-terrorism, mandated by several United Nations Security Council Resolutions (such as 2178/2014 and 2396/2017). WB authorities lack the necessary legal frameworks and operational capacities to collect, analyse and store passenger data - the **advanced passenger information and passenger name records (API/PNR)** - in line with international standards and require additional support to be able to roll out API/PNR systems, including possibly for public health purposes to facilitate post-COVID-19cross-border mobility.

Moreover, the COVID-19 pandemic and the measures taken by governments to prevent and control the spread of the virus have had an unprecedented impact on mobility, and on border and migration management systems. With the progressive re-opening of borders, updated procedures for **screening and management of ill passengers at the borders** have become necessary, along with efficient **systems for inter-agency coordination** and exchange of information on ill travelers, with due regard to privacy and protection of personal data. The pandemic has also affected around 21,000 migrants, refugees and asylum seekers currently present in the region, putting registration, referral and reception systems under additional pressure.

Lastly, while digitalization can strengthen the efficiency of border management procedures and ensure an enhanced inter-agency cooperation regarding the referral of migrants and travelers, IOM has recognized the need for the development of robust **fundamental rights monitoring and compliance mechanisms** at international borders and in border operations in general that would ensure that gender- and protection-sensitive aspects are mainstreamed and respected across border management procedures and actions. Border management authorities are in fact required to develop such internal mechanisms and capacities that facilitate monitoring of fundamental rights' compliance within border control and management as part of their EU accession process.

In order to address these challenges, IOM has recognized the need for a **flexible support mechanism** that can address the individual challenges of each WB border authority, while fostering regional cooperation and mainstreaming migrant protection.

2. Project Description

The overall **objective** of this programme is **to support the authorities in the WB to effectively manage their borders and respond to border security challenges, through the Western Balkans Integrated Border Management Capacity Building Facility (WBIBM).** Through this intervention IOM will contribute to enhancing border management among WB authorities and support their effective rights-based response to border security challenges through digitalization of the identity and border management systems and procedures; building capacity in addressing document and identity fraud, including through regional trend analysis; facilitating the adoption and implementation of international standards related to passenger data (API/PNR); development of relevant policy and operational guidelines on humanitarian border management and management of ill travellers potentially ill with COVID-19 at PoEs; and development of robust fundamental rights monitoring and compliance mechanisms at international borders. IOM will aim to strengthen the capacity of border management authorities by delivering specific capacity development support in the areas of border and identity management and ensuring that migrant protection and gender-sensitive procedures are in place.

This intervention will take the form of a Facility, which will serve as a funding source for identified priority activities based on specific country needs, thus giving the Facility a high-level of flexibility and adaptability. Consequently, IOM will be able to respond to the individual, nuanced, and evolving needs of beneficiaries. IOM will strive to ensure complementarity with all other existing national and regional migration and border management initiatives.

Outcome 1 - WB authorities implement successfully border management actions funded by the WBIBM Facility, adapted to their needs, and in line with international and European migrant protection standards

IOM is currently providing extensive support to authorities in the region in strengthening their technical and operational capacities on border management and registration, referral and reception of migrants. IOM missions across the region are uniquely positioned to ensure that activities implemented through the WBIBM Facility are pertinent to the needs of the WB beneficiaries and complementary to other existing relevant programs implemented by the international community. In developing the support actions, IOM will utilize existing assessments and studies relevant for the thematic areas covered by the Facility as a key resource for identifying the specific needs and challenges faced by the authorities. IOM will seek to support individual projects that aim to address and operationalize recommendations provided in available reports, thus ensuring adequate complementarity and continuation of existing interventions in the region. Throughout the implementation period, IOM will take due considerations to ensure that all supported activities are rights-compliant and gender- and protection-sensitive, and aligned with international and EU standards.

Output 1.1 - The WBIBM Facility is set up and procedural mechanisms are developed for effective implementation and monitoring of activities on digitalization and border management

The WBIBM Facility will be managed by IOM through a Project Management Team (PMT) based in Belgrade and will be supported by national project coordinators (NPCs) in each WB beneficiary. The PMT will draft guidelines for the functioning of the Facility, including the eligibility criteria and priorities for support actions; workflow of the submission and approval process; mechanisms of coordination with other projects, facilities and networks in the region; recruitment process for experts; and related templates to be used. The guidelines will be approved by the WBIBM Steering Group and reviewed regularly to ensure flexible and efficient deployment of assistance. The WBIBM Steering Group may include, among others, the Special Envoy on Migration of Denmark, the PMT, and IOM Regional Thematic Specialist on Immigration and Border Management for South- Eastern Europe, Eastern Europe and Central Asia based in IOM Regional Office Vienna. To present the aim and approach of the WBIBM Facility, IOM will organize a regional kick-off meeting with all WB beneficiaries, PMT, NPCs, and the Danish Special Envoy on Migration.

The PMT will be responsible for project implementation, monitoring, administrative support and coordination for the project management and field-based activities. Part-time finance and IT staff will provide the necessary support functions to the project structure. In the final year of implementation, a Junior Project Assistant will support reporting and preparation of the internal project reviews. The Facility will also draw on the expertise of IOM specialists in digitalization, identity and border management in other IOM Regional and Country Offices, and IOM Headquarters to support the development and implementation of support actions. The role of the NPCs will be to provide local support, including liaison with the authorities, technical assistance, procurement and logistic support. At the end of the implementation period, IOM will organize a regional closing conference to present the outcomes and lessons learned from the WBIBM Facility.

Output 1.2 - The needs and interests of participating WB beneficiaries on digitalization and border management are collected and considered for future financial support through the WBIBM Facility.

At the start of the implementation period IOM will conduct a review of all available border management-related recommendations and strategies the organization has formulated in the region over the past few years, either alone or in partnership with other organizations. Consequently, IOM will organize consultations with beneficiary authorities to review these recommendations, identify pending actions, as well as assess and identify the key, newly emerged needs and priorities of the beneficiaries. Following the initial consultations, the PMT will provide support to the NPC and the beneficiaries in conceptualizing and developing the requests for support actions into project proposals with a results-oriented log frame and budget. All support actions to be funded by the Facility will be formulated in close coordination with and with the support and contribution of the relevant authorities. Targeted needs and technical assessments will be undertaken as a first activity under each of the proposed project components to ensure adequate tailoring of activities and interventions.

To optimize its potential and avoid overlap, the WBIBM Facility will seek to ensure synergies and complementarities with the working methods and identified priorities of existing relevant projects, facilities, and networks active in the WB. This includes close coordination and, where possible and desirable, collaboration with other actors in the border management domain with whom IOM already closely works with, such as the European Border and Coast Guard Agency (Frontex), the Organization for Security and Co-operation in Europe (OSCE), the United Nations Office on Drugs and Crime (UNODC), the United Nations Office of Counter-Terrorism (UNOCT), Southeast European Law Enforcement Center (SELEC), the Police Cooperation Convention for Southeast Europe Secretariat (PCC SEE), Migration, Asylum, Refugees Regional Initiative (MARRI) and others. The support provided by the WBIBM will be implemented through a results-based approach and supported by a WBIBM Monitoring and Evaluation Framework to assess individual actions as well as the overall

functioning of the Facility. Sustainability will be further ensured by seeking linkages with relevant migration strategies, programmes, and action plans of each beneficiary, including those supported by the international community.

In assessing the   requests from the authorities, priority will be given to activities that focus on capacity building and digitalization of border management procedures, while also promoting engagement and cooperation within the region and with the EU and EU Member States. All actions supported by the WBIBM Facility will be fully compliant with international human rights treaties and standards, and will mainstream gender. Good practices will be promoted for sustainable and rights-based models of border management and ultimately respond to the needs of migrants in a vulnerable situation.

Outcome 2 - Strengthened digitalization of ID management in the Western Balkans, in line with EU standards, leads to improved border management in the region

Digitalization of ID management system is a key step towards improving the efficiency and effectiveness of border management procedures. WB authorities are currently operating under a hybrid system of paper-based and digitalized procedures, leading to delays and inefficiency in identifying and registering migrants in a timely and protection-sensitive manner. In light of this, under the WBIBM Facility IOM will contribute to the further digitalization of ID and border management procedures and systems, by developing necessary upgrades of the relevant IT systems and procuring adequate equipment.

The global COVID-19 pandemic has had an unprecedented impact on human mobility and, in particular, on the workload and inter-institutional coordination necessary to effectively identify and refer potentially ill-travellers at PoEs. Border management authorities have been left to address and mitigate these changing circumstances with systems that do not cater to the emergency procedures and operations in place. For this reason, IOM will place special focus on and provide support in upgrading the IT systems in place aimed at inter-institutional coordination of agencies mandated to identify and manage ill travellers at PoEs. The development of all software upgrades and delivery of equipment, will be based on comprehensive Legal Assessment or Digital Maturity Assessments conducted at the beginning of the intervention.

Output 2.1 - Comprehensive Legal Identity Assessments and targeted Digital Maturity Assessments of border management systems, focusing on both nationals and migrants, are available in the Western Balkans

IOM will conduct a comprehensive legal identity assessment or a targeted digital maturity assessment of border management systems, depending on the need of the local authorities. These assessments will be conducted by experienced experts in border management IT systems, using the IOM Digital Maturity Assessment Methodology and the Legal Identity Assessment Methodology. As part of the assessments, IOM will support the drafting of strategic guidelines and recommendations to address the challenges identified in the assessments. Meetings will be organized with relevant authorities to validate and endorse the strategic guidelines and recommendations, and encourage their ownership of the subsequent follow-up actions.

Output 2.2 - Relevant authorities in the Western Balkans have access to legal and innovative technical upgrades and IT tools on ID and border management, including those related to COVID-19 response.

IOM will aim to further strengthen the digitalization of ID and border management by providing support to authorities through legal and innovative technical upgrades and IT tools. The software upgrades will be tailored with the aim to enhance capacities of border management authorities to effectively identify and register persons at PoEs, aiming at seamless travel. In addition to facilitating cross-border movement for travellers, such improvements will also facilitate the registration of migrants, thus reducing the possibility to be left in a legal limbo and without access to protection and services. Additionally, under this output IOM will support beneficiaries in strengthening and upgrading specific systems for inter-institutional coordination related to the management of ill-travellers at PoEs, including timely information exchange, as a response to the current COVID-19 pandemic, with due regard to privacy and protection of personal data.

Outcome 3 - **Border management agencies have enhanced operational and analytical capacities to address and mitigate border security and transnational organized crime challenges in the mixed migration context**

As transnational organized crime challenges in the mixed migration context have risen across the region in the past years, WB border management authorities have expressed a need for support in enhancing their capacities for mitigating such challenges, including on identity and document fraud. In response to this, under Outcome 3 of the WBIBM Facility IOM will provide support to select beneficiaries in developing appropriate operational frameworks on identity and travel document fraud. In this regard, IOM will also facilitate the development and implementation of API/PNR systems by supporting the elaboration of national laws and operational capacities.

Furthermore, to further strengthen the knowledge and capacities of WB authorities in this area and ensure interoperability with international mechanisms for the detection, analysis and exchange of information on document fraud, IOM will support the roll-out of the DESC initiative across the region, coupled with the procurement of advanced and cost-effective secondary inspection systems on document examination. Lastly, under this outcome IOM will contribute to the continuous and effective functioning of existing inter-institutional mechanisms for the identification, referral and assistance of potential victims of organized crime, including trafficking in human beings and smuggling of migrants.

Output 3.1 - Legal and operational frameworks on addressing and mitigating transnational organized crime challenges, are available and ready to be implemented by the selected beneficiary authorities

Under this output, IOM will support the development of legal frameworks on addressing and mitigating translational crime challenges in select beneficiaries. Within a regional initiative supported by the IOM Development Fund, IOM conducted a comprehensive regional "*Assessment of the Existing API-PNR Legal Framework in Western Balkans*" in 2018, which revealed that WB beneficiaries have limited, if any, legal provisions in place to facilitate the collection, analysis, sharing and storage of API/PNR data. IOM also organized numerous inter-agency consultations on the potential set up of Passenger Information Units to process API/PNR data, and carried out study visits for WB authorities, including within the region (e.g. to Slovenia). The WBIBM Facility will build on these available assessments and activities and conduct legislative consultations with WB authorities to develop local legislative API/PNR provisions, as well as a regional API/PNR familiarization training package for WB officials, translated to local languages.

Output 3.2 - ***WB authorities have the technical knowledge and capacities to detect identity and document fraud, while ensuring interoperability with relevant international mechanisms for detection, analysis and exchange of information on document fraud***

In support of further developing capabilities in detecting identity and travel document fraud, under Output 3.2 the WBIBM Facility will strengthen the technical knowledge and increase capacities by organizing trainings and providing access to digital tools and innovative techniques on document examination, in line with EU standards and ensuring complementarity with other document examination support initiatives in the region. In the implementation of activities related to document and identity fraud, IOM will coordinate and complement activities conducted by the European Border and Coast Guard Agency (Frontex) and OSCE in the region. IOM is already an active contributor to the informal expert group, convened by Frontex and the OSCE, working towards a list of minimum capabilities in document fraud detection in the first, second and third line of document examination.

Additionally, IOM will facilitate the observership and eventually potential membership, participation and active contribution of WB authorities to the Document Examination Support Centre (DESC). DESC is a regional initiative launched by IOM Regional Office in Bangkok in 2012. Covering predominantly the States in Asia and the Pacific, the Netherlands has also recently joined and discussions are ongoing to roll it out in other regions.[3] Activities under this output include the guidance for WB authorities to join the DESC initiative - which they previously expressed their wish to do in various border management trainings and workshops organized by IOM, where DESC and its benefits were presented. Becoming a member of the DESC initiative would enable the authorities to access and eventually contribute with non-personal data to a database managed by IOM for the purpose of regional trends analysis in document and identity fraud, thus providing border authorities with valuable, actionable information to tailor their operational responses. This output will also include the procurement, roll out, and training on the use of the Verifier Travel Document and Bearer System (VERIFIER TD&B)[4] , second line travel document inspection system, designed, rolled out and supported by IOM.

Finally, in coordination with other partners working in this domain in WB, mainly the European Border and Coast Guard Agency (Frontex) and the OSCE, IOM will support the establishment of a Western Balkans Network for Document Examination (WeBDEX), a network of document examination experts. The WeBDEX would represent the region within the DESC initiative, and regularly meet with their counterparts in Asia and the Pacific region (organized under a network called ANDEX, also convened by IOM), thus contributing to an inter-regional i peer exchange of practices and information on identity and document fraud.

Output 3.3 - Local inter-institutional mobile teams in the WB have adequate operational capacities to detect, refer and assist victims and potential victims of organized crime, including trafficking in human beings and smuggling of migrants

Throughout the WB region, IOM has been supporting authorities in responding to challenges related to transnational organized crime within migration movements, including trafficking in human beings

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[3] Further information about IOM's DESC and related initiatives can be found here:
https://cb4ibm.iom.int/desc/
[4] Verifier TD&B is a stand-alone system, developed by IOM, for use at secondary inspection at points of entry to assist immigration and border control officers to detect fraudulent travel documents and imposters. The system has the capacity to generate a report, which can be used according to each agency's procedures and regulations. No integration to the existing systems or Internet connection is required to perform document verification and imposter detection.

and smuggling of migrants. In particular, IOM has contributed to the establishment and operationalization of inter-institutional task forces for detecting, referring and assisting victims of organized crime, in the form of mobile teams composed of border police officers, social workers and civil society organizations. Under this output, the WBIBM facility will provide support towards the work of the mobile teams and the continuity of victim identification and screening among vulnerable migrants and nationals, including further engagement of civil society members and social workers. The actions of the mobile teams supported under this outcome are fully in line with the National Strategies on Combatting Trafficking in Human Beings and Smuggling of Migrants in place across the region.

Outcome 4 - Border management procedures in the WB are gender-, protection-sensitive and fundamental rights compliant, in line with EU and international standards

The complex mixed migration movements across the region have highlighted the need to establish strong and adaptable operational frameworks on border management that are fundamental rights compliant and can provide sufficient guidance to officers in responding to the changing circumstances and flows in a gender- and protection sensitive manner. Additionally, the COVID-19 outbreak has shown that border management authorities lack adequate and detailed frameworks that regulate the effective management of ill-travellers at PoEs that are fundamental rights- compliant, evidence-based, and in line with health regulations and recommendations by national health authorities, WHO and other relevant stakeholders.

Furthermore, to support the operationalization and implementation of the developed frameworks, under the WBIBM Facility IOM will provide support to transpose, adapt, digitalize and roll-out training curricula on humanitarian border management and management of ill-travellers at PoEs within the national border management systems. Digitalization efforts under this outcome will also encompass the upgrading of existing digital tools on referral and registration of migrants.

Lastly, in order to promote and ensure fundamental rights compliance within border management IOM will support the establishment of a fundamental rights compliance mechanism, in line with existing best practices, particularly from the EU.

Output 4.1 - Border management authorities have improved knowledge and skills on gender- and protection-sensitive registration, referral and reception of migrants, and management of ill-travellers at PoEs

Considering the high level of engagement by various international and European organisations in providing capacity building support in the region, IOM has recognized the need for compiling and digitalizing existing available trainings on humanitarian border management into comprehensive training packages adapted to the local context of the beneficiaries. For this reason, under this output IOM will engage consultants to compile and adapt available relevant trainings on registration, referral and reception of migrants at PoE's into a comprehensive training package. The training packages which will be included in the packages will be carefully selected based on their methodology, quality and relevance. To optimize the delivery, sustainability and national take-over of the packages, IOM will digitalize the developed training packages and make them available for migration management officials through the IOM's e-learning platform (IOM e-campus) or the national e-training platforms, if available. This will provide the possibility for the trainings to be further rolled-out and delivered beyond the direct intervention of the Facility.

Utilizing the same approach, and considering the current immediate capacity building needs of the authorities arising from the effects of the COVID-19 pandemic, IOM will place special focus on health and border management related trainings. In particular, IOM will compile existing trainings on management of ill-travellers at points of entry into a comprehensive training package on this topic. Similarly, these training packages will be adapted to the local context and digitalized on the available and most suitable e-learning platforms.

Complementary to this, IOM will deliver trainings based on the developed trainings packages on both humanitarian border management and management of ill travellers at PoEs, ensuring initial roll-out and capacity development.

Output 4.2 - Border management authorities have improved operational procedures and tools for gender and protection-sensitive registration and referral of migrants in vulnerable situation and management of ill-travellers at PoEs

Complementary to the development of the training packages to be developed under Output 4.1, under Output 4.2 IOM will support the development of gender- and protection-sensitive operational frameworks on registration and referral of migrants and management of ill-travellers at PoEs. These operational tools will be tailored to address the existing procedural gaps in the relevant migration management processes, and based on the specific needs of the beneficiaries. The tools may take the form of standard operating procedures, institutional guidelines or bylaws. To optimize interventions under this outcome, IOM will utilize the Migration Management Process Map as a diagnostic tool to identify specific processes that need further alignment with relevant international and European standards. The Process Map is an analytical tool developed jointly by IOM, the European Border and Coast Guard Agency (Frontex), EASO and UNHCR, and it outlines the processes and procedures that are constitutive of a migration management system that is gender- and protection sensitive and aligned with EU and international registration, identification, protection and return principles.

Furthermore, under this output IOM will provide improved access to and further development of existing innovative digital solutions that contribute to the effective registration and referral of migrants within the region, namely the Migration Translation Application (MiTA)[5] and Support for Migrants Application (SfM)[6]. MiTA is a mobile translation application that allows migration management officials to easily communicate with migrants through a set of pre-defined questions relating to the migrants' identity and immediate needs, while SfM is a mobile application that contains comprehensive information on registration and protection services across the WB that migrants can access. While these were rolled out in the course of 2020, WB beneficiaries have expressed the need for further trainings and awareness raising on their use and utility among first line migration management officials, including border guards, social workers and medical staff. For this reason, IOM will provide trainings on the apps across the region, and procure upgrades to increase the number of languages and information contained in the apps. Additionally, under this output IOM seeks to further expand the WB specific Migration Registration Platform (MiRA)[7], based on an existing platform developed by IOM Germany, which allows migrants to preregister for voluntary return programmes, including AVRR.

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[5] MiTA is available on both Google Play Store and Apple App Store. A short overview of the key features of the app are presented in the MiTA Explainer Video.
[6] Further information about SfM mobile application and initiative can be found at: http://supportformigrants.com/
[7] MiRA is conceptualized as a WB-specific version of the existing Migrant Registration Platform developed by IOM Germany. Further information about it can be found at: https://online-antragsmodul.de/OAM/MIRA/Default.aspx

Output 4.3 - Migration management authorities in the Western Balkans have improved skills and knowledge to implement and develop a fundamental rights compliance and monitoring mechanism

In order to ensure sustainable mainstreaming and compliance with gender- and protection-sensitive standards within migration management, IOM will support the authorities in enhancing their skills and knowledge needed to develop and implement a fundamental rights compliance monitoring mechanism at international borders and in their border operations. First, IOM will organize consultative and awareness raising workshops to inform authorities about the existing models, practices, procedures and lessons learnt from fundamental rights compliance mechanisms already implemented elsewhere, predominantly in EU Member States. Second, based on the expressed interest, IOM will support beneficiaries in establishing fundamental rights compliance structures and capacities within their border management institutions. And third, in order to further contribute to the sustainability of the mechanism, the WBIBM Facility will also support the development of operational guidelines on the proposed fundamental rights compliance mechanism, including the development or revision of the existing Codes of Conduct for border officials, in cooperation with the local Ombudsman's office, the UN partners, relevant EU agencies and other stakeholders.

3. Partnerships and Coordination

IOM has a strong and long-standing presence in the Western Balkans and has extensive experience in implementing migration management projects with a view to EU accession. Since 2015, IOM has been the leading organization in promoting protection-sensitive migration management in the WB. As part of its Immigration and Border Management (IBM) portfolio, IOM is providing technical support to all WB authorities in border management and border security cooperation and capacity building.

The proposed WBIBM Facility project will be managed by IOM Belgrade; and it will be implemented in coordination with the authorities of Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, the Republic of Serbia and Kosovo*.

The active participation and influence of all relevant stakeholders in the planning, implementation, evaluation, and monitoring of activities will constitute a critical element of the overall action, in order to ensure that the project reflects the needs and priorities on the ground, as well as to enhance the project sustainability. Importantly, the proposed intervention is in line with the needs of WB authorities as it has been designed in direct response to their advocacy for IOM to continue engaging in this area. Close consultations with the key stakeholders in the WB will be ensured through a set of regional meetings planned to be organized throughout the project implementation, which will enable their participation and increase their ownership over the project deliverables. In particular, coordination and cooperation with European and international partners will be ensured, including Frontex, OSCE, UNODC, UNOCT, SELEC, PCCSEE, MARRI and others.

The WBIBM Facility project will mainstream the following cross-cutting issues: gender, vulnerabilities and human rights, thereby improving rights situation for migrants on one hand and national and regional policies to be implemented on the other. The project activities will take into account gender related considerations which is expected not only to raise awareness and increase the knowledge of beneficiary institutions, but also to improve border management and border security related procedures in the WB. At the same time, gender disaggregated data of training participants will indicate on the gender balanced approach of beneficiary institutions in this work domain.

The WBIBM Facility project will be implemented in synergy with and complementary with the WBCAP Facility project and the regional support programme on protection sensitive migration management in the WB and Turkey.

4. Monitoring

Monitoring will constitute a critical element of the project, with the systematic collection of data in order for project management to receive feedback and indication from stakeholders and beneficiaries to respond to needs and adapt programming accordingly. IOM will regularly monitor project activities against the workplan, financial expenditures, and transactions of the project to ensure timely, transparent, and responsive implementation. Overall, close monitoring of the project will serve to review progress in achieving results against indicators as set out in the project document (results matrix) and Results Monitoring Plan; ensure observance of the contractual obligations as indicated in the contract, project document, the work plan and the budget; and facilitate monitoring of financial aspects of the project, including expenses versus budget. All monitoring activities will be coordinated and supervised by the Regional Project Manager following IOM standards and using the IOM corporate project management application, PRIMA FOR ALL.

In addition, IOM will perform an annual Project Performance Review (PPR) to measure progress in implementing activities and reaching results as per the agreed indicators, monitoring and evaluation (M&E) frameworks and workplans. The PPR will also assess the implementation of the identified activities, the current progress and alignment of chosen activities, and their results, with broader objectives.

IOM will provide annual narrative and financial reports to the Contracting Authority, as well as final narrative and financial reports covering the entire project period. The reports will present challenges encountered, actions taken and progress made in achieving outcomes, outputs, using the indicators, and an update of the risk mitigation plan, including new potential risks, and project expenditures. Interim reports will be submitted to the Contracting Authority up to 60 days after the reporting deadline and a full final narrative and financial report will be submitted up to 90 days following the project's end date.

5. Evaluation

At the end of the project, IOM will conduct a final external evaluation in accordance with the IOM evaluation policies, and with technical support and guidance from RO Vienna.

The final evaluation will follow the established IOM evaluation methodology outlined in the IOM Project Handbook and criteria defined by Development Assistance Committee Expert Group of the Organization for Economic Co-operation and Development (OECD DAC). The evaluation methodology will be designed with close guidance from the IOM Regional Monitoring and Evaluation Officer.

The purpose of the final evaluation is to observe and evaluate how effectively the activities were carried out and how the challenges in operational and coordination level have been handled. The evaluation process will use systemic analysis to gather data and reveal the relevance, effectiveness, efficiency, impact, sustainability, and coherence of the action, while also looking at cross-cutting issues of the project implementation.

The ultimate purpose of the evaluation is to assess the project impact and determine the entire range of effects of the project, including the positive and negative, primary and secondary long-term effects produced by the project, directly or indirectly, intended or unintended. The results of the evaluation will provide insights and guidance for further development of IBM-related projects in the field of border management and border security in the WB and beyond. At the same time, the evaluation will assess intra-regional and inter-regional partnership levels and deliver recommendations for existing and advisable partnerships in the future. The final evaluation should deliver notes and recommendations on monitoring and overall coordination of the project.

Moreover, as outlined in the monitoring section, IOM will perform a Project Performance Review (PPR) annually attached as an annex to the annual reports to measure progress in implementing activities and reaching results as per the agreed indicators, monitoring and evaluation frameworks and workplans.

6. Results Matrix

	Indicators	Data Source and Collection Method	Baseline	Target	Assumptions
Project Objective: **To support the authorities in the WB to effectively manage their borders and respond to border security challenges, through the Western Balkans Integrated Border Management Capacity Building Facility (WBIBM).**	% of WB authorities that establish new policies and/or legislation aiming at effectively manage and secure their borders	Documentation review, legislation and policy review, Interviews with key experts on border management and border security, final project evaluation report	N/A	80%	
Outcome 1: **WB authorities implement successfully border management actions funded by the WBIBM Facility, adapted to their needs, and in line with international and European migrant protection standards**	Number of complementary activities on border management identified to be carried out under the WBIBM Facility with the financial support of the donor (disaggregated by site, and activity type/area)	Facility reports, List of complementary activities on border management identified to be carried out in the WB	0	6	Authorities in the Western Balkans continue prioritizing border management and border security in their respective political agenda The WB authorities are committed to implement the selected complementary activities on border management in the proposed conditions, funding and timeframe
Output 1.1: The WBIBM Facility is set up and procedural mechanisms are developed for effective implementation and	Existence of the WBIBM Facility	Procedural mechanisms of the WBIBM Facility (procedures, guidelines and templates), project reports	No	Yes	The donor is committed to provide financial support to carry out complementary activities digitalization and border management, following the identified needs

monitoring of activities on digitalization and border management					
Activities that lead to Output 1.1: 1.1.1. Establish the WBIBM Facility, including the action approval and advisory mechanisms. 1.1.2. Develop procedures, guidelines and templates on the functioning of the WBIBM Facility and allocation of support 1.1.3. Develop communication and visibility materials 1.1.4. Organize a project kick-off meeting (online) 1.1.5. Organize a closing conference to disseminate the outcomes and lessons learnt of the project					The relevant authorities in the WB support the establishment of the WBIBM Facility and are willing to contribute actively to the project implementation, including to the launch event and closing event
Output 1.2: The needs and interests of participating WB beneficiaries on digitalization and border management are collected and considered for future financial support through the WBIBM Facility	Number of assessments completed to identify priority projects	Assessment reports	0	6	The identified activities are fully aligned and will contribute to the WB policies and priorities on border management The identified activities are in line with international and European migrant protection standards
	Number of proposals developed and approved through the WBIBM Facility	Project documents, minutes of the meetings to assess, develop and approve the proposals	0	6	
Activities that lead to Output 1.2: 1.2.1. Conduct initial consultative meetings to assess and discuss challenges, gaps, needs and interest in digitalization of border management procedures, systems and cooperation in selected WB beneficiaries to identify priority projects 1.2.2. Support WB authorities in developing proposals and expressions of interest for project support actions 1.2.3. Organize meetings between IOM and the donor for the assessment of proposals and subsequent approval and funding of proposed support actions					Relevant WB authorities are willing to identify priority projects in the field of digitalization and border management The WB focal points have the necessary basic skills on project development, border management and digitalization of border systems

Outcome 2: **Strengthened digitalization of ID management in the Western Balkans, in line with EU standards, lead to improved border management in the region**	Number of border management authorities in the WB that recognize the usefulness of the digitalization of ID management and declare making use of these upgraded tools	Interviews and surveys with key informants, project evaluation report	0	6	Digitalization of border management remains a key policy priority for the WB authorities.
Output 2.1: Comprehensive Legal Identity Assessments and targeted Digital Maturity Assessments of border management systems, focusing on both nationals and migrants, are available in the Western Balkans	Number of comprehensive legal identity or targeted digital maturity assessments	Assessments, Project reports	0	3	Authorities in the Western Balkans are committed to use the results and recommendations of the assessments in order to improve their border management systems and digitalize ID management in line with EU standards
	Number of recommendations and related strategic documents validated by authorities	Minutes of the meetings with authorities, list of recommendations, strategic documents	0	3	
Activities that lead to Output 2.1: 2.1.1 Conduct preliminary consultations with authorities to identify existing strategies actions on Legal Identity and Digitalization in the context of border management 2.1.2. Conduct comprehensive Legal Identity or targeted Digital Maturity Assessments of the border management systems in the Western Balkans, based on the needs and expressed interest of beneficiaries (up to 3 assessments) 2.1.3 Develop strategic guidelines and recommendations on addressing the challenges identified in the Legal Identity and Digital Maturity Assessments in up to three beneficiaries 2.1.4 Organize up to six meetings with authorities to validate and endorse the developed strategic guidelines and recommendations from the legal Identity and Digital Maturity Assessments					Knowledgeable experts are available to develop the strategy on legal identity Relevant stakeholders and authorities are participating in the assessments and validation workshops
Output 2.2: Relevant authorities in the Western Balkans have access to legal and innovative technical	% of WB beneficiary authorities who declare having an improved access to innovative tools on ID management	Interviews and surveys with key informants	N/A	70%	The relevant WB beneficiary authorities are committed to make use of the upgraded software and tools

upgrades and IT tools on ID and border management, including those related to COVID-19 response	Availability of software upgrades in up to two beneficiary authorities	Software upgrades, report from the IT experts on the upgrades	No	Yes	The two selected beneficiary authorities are engaged to build the capacities of the relevant public officers on API/PNR and implement the API/PNR international recommendations and standards
Activities that lead to Output 2.2: 2.2.1 Develop and deliver tailored software upgrades in up to two beneficiaries aimed at the improvement of the existing ID management systems 2.2.2 Develop and deliver tailored software upgrades or systems in up to two beneficiaries aimed at strengthening the inter-institutional coordination and information exchange on the management of ill-travellers 2.2.3 Procure technical IT equipment aimed at effective operationalization of the provided software in up to 4 beneficiaries					The required IT equipment and software upgrades are available The two selected beneficiary authorities are interested in integrating and operationalizing the API/PNR Toolkit locally
Outcome 3: **Border management agencies have enhanced operational and analytical capacities to address and mitigate border security and transnational organized crime challenges in the mixed migration context**	% of border security operational frameworks and guidelines being implemented in the WB	Policy and documentation review, interviews with WB border security officers	N/A	60%	WB authorities are committed to implement the approved operational frameworks and SoPs to address border security challenges in the context of mixed migration The mixed migration situation and trends remain unchanged in the WB
Output 3.1: Legal and operational frameworks on addressing and mitigating transnational organized crime challenges, are available and ready to be	Number of operational frameworks and guidelines developed	Operational frameworks and guidelines	0	3	The relevant beneficiary authorities in the WB recognize the importance of the new operational frameworks and guidelines
	Percentage of beneficiary authorities' representatives who report having an	Training evaluation, pre and post tests	0	70%	

implemented by the selected beneficiary authorities	increased knowledge and understanding on the new operational frameworks and guidelines				The trainees are engaged to pass the knowledge on the new operational frameworks and guidelines among their peers and colleagues, and use the acquired knowledge in their daily work
Activities that lead to Output 3.1: 3.1.1 Organize one regional conference on regional cooperation, information exchange and common challenges arising from transnational organized crime 3.1.2 Organize national consultative workshops in up to 6 beneficiaries on identifying current needs and mapping existing efforts related to transnational crime mitigation in the context of mixed migration 3.1.3 Develop operational frameworks (SOPs, guidelines, bylaws) on addressing organized crime challenges in the border management context and conducting cross-border risk assessments in up to 3 beneficiaries 3.1.4 Conduct two trainings in each beneficiary on the operationalization and implementation of the developed operational frameworks (in up to 3 beneficiaries) 3.1.5 Conduct legislative consultations on API/PNR, support the development of API/PNR laws (in up to 6 beneficiaries), and the development of a regional API/PNR Familiarization Package for the Western Balkans					Knowledgeable consultants are available to support the development of operational frameworks and guidelines on cross-border crime, based on the needs and challenges identified by the beneficiary authorities. The participants in the training workshops have the right profile and position within their institution to attend the trainings and implement the new operational frameworks and guidelines in the future
Output 3.2: WB authorities have the technical knowledge and capacities to detect identity and document fraud, while ensuring interoperability with	% of trainees with increased knowledge and skills on detection of fraudulent documents and imposters after the training	Training evaluation, pre and post tests	N/A	75%	The trainees share their acquired knowledge and skills among their colleagues and within their respective institutions

relevant international mechanisms for detection, analysis and exchange of information on document fraud	Number of operational VERIFIER TD&B document inspection systems available	Service delivery documents, usage statistics	0	6	The trainees are engaged to use their acquired knowledge in their daily work to detect fraudulent document and imposters
	Existence of Western Balkans Network for Document Examination (WeBDEX)	ToR for the network, list of members, organisational documents	No	Yes	

Activities that lead to Output 3.2 3.2.1 Organize six national meetings on raising awareness and developing interest on DESC among relevant border management authorities 3.2.2 Procure and roll-out VERIFIER TD&B secondary level travel document inspection systems (up to 6 beneficiaries) 3.2.3 Develop operational guidelines and instructions on the use of VERIFIER TD&B in up to six beneficiaries 3.2.4 Deliver on-site mentoring and trainings on the use VERIFIER TD&B in up to six beneficiaries 3.2.5 Support the establishment of a Western Balkans Network for Document Examination (WeBDEX) 3.2.6 Organize up to 4 bi-lateral operational meetings on actionable information and trends on document fraud	Secure online platforms are available and can be used for the organization of the regional conference Venues for the on-site mentoring and training activities are identified and available during the project timeframe The IT equipment and systems, such as VERIFIER TD&B, are available and can be procured during the project timeframe

Output 3.3: Local inter-institutional mobile teams in the WB have adequate operational capacities to detect, refer and assist victims and potential victims of organized crime, including trafficking in human beings and smuggling of migrants	% of participating mobile teams who declare having better operational capacities to detect victims and potential victims	Interviews with officers from the participating mobile teams	N/A	70%	The relevant institutions including border institutions, and civil society organizations, are committed to jointly detect, refer and assists vulnerable categories of migrants and country nationals who are victims of organized crime
	Number of victims/potential victims detected/referred/assisted	Victims of organized crime database, MiMOSA reports, Project reports	91 (2019)	120	
Activities that lead to Output 3.3:					

3.3.1 Support the work of the inter-institutional mobile teams to detect, refer and assist victims and potential victims of organized crime, including trafficking in human beings and smuggling of migrants					
Outcome 4: **Border management procedures in the WB are gender, protection-sensitive and fundamental rights compliant, in line with EU and international standards.**	% of WB beneficiaries that incorporate gender, protection-sensitive and rights compliant procedures and considerations in their existing border management policies	Documentation, policy and procedures review, interviews with key border management officers	N/A	60%	WB authorities recognize the importance of adopting gender, protection-sensitive and rights compliance approaches in their border management procedures and policies
Output 4.1: Border management authorities have improved knowledge and skills on protection-sensitive registration, referral and reception of migrants and management of ill-travellers at points of entry	Number of training packages on humanitarian border management at points of entry, developed, validated and rolled out	ToRs and contract of the consultants in charge of developing the training package, Minutes of the workshops, Copies of the training packages	0	4	The trainees share their acquired knowledge and skills among their colleagues and within their respective institutions
	Number of training packages on management of ill-travellers developed, validated and rolled out	ToRs and contract of the consultants in charge of developing the training package, Minutes of the workshops, Copies of the training packages	0	4	The trainees are engaged to use their acquired knowledge in their daily work The e-training packages (in IOM and/or WB local e-training platforms) remain accessible to all relevant migration management officers in the WB.
	Availability of the training packages in IOM's e-course platform and/or training materials in an existing WB local e-training platform	WB and local e-Course platforms, IOM e-course platform	No	Yes	
	% of trainees who have increased knowledge on humanitarian border management, after the training	Training agenda, Attendance lists, Training evaluation, Pre and Post-tests	N/A	75%	

	% of trainees who have increased knowledge on management of ill travelers at points of entry, after the training	Training agenda, Attendance lists, Training evaluation, Pre and Post-tests	N/A	75%	
Activities that lead to Output 4.1: 4.1.1 Transpose and adapt comprehensive national training package on humanitarian border management, and protection sensitive registration, referral, and reception of migrants at points of entry in up to 3 beneficiaries 4.1.2. Digitalize the training packages on IOM's e-course platform or an existing WB local e-training platform (if available) in up to 3 beneficiaries 4.1.3 Deliver 2 trainings in each beneficiary where the training package on humanitarian border management has been rolled out (up to 6 trainings) 4.1.4. Transpose and adapt comprehensive national training package on protection-sensitive management of ill travelers at points of entry in up to 3 beneficiaries 4.1.5. Digitalize the training packages on IOM's e-course platform or an existing national e-training platform (if available) in up to 3 beneficiaries 4.1.6 Deliver 2 trainings in each beneficiary where the training package on management of ill travelers at points of entry has been rolled out (up to 6 trainings)					Knowledgeable consultants are identified and available to support the development of the different training packages The digitalization of the training packages in IOM's e-course platform is authorized and supported by the relevant IOM ICT officers The relevant beneficiaries' authorities agree on transposing the training packages into their national training curricula The participants to the roll-out training workshops have the right profile to attend the training
Output 4.2: Border management authorities have improved operational procedures and tools for gender and	Number of operational procedures on gender and protection-sensitive registration and referral at points of entry	Operational procedures, project reports	0	2	The participating migration management authorities recognize the importance of the new operational procedures and are committed to

protection-sensitive registration and referral of migrants in a vulnerable situation and management of ill-travellers at points of entry	Number of operational procedures on ill travellers at points of entry	Operational procedures, project reports	0	2	implement these in the field
	Number of software updated (MiTA, SfM, MiRA) in selected beneficiaries	Updates of the software, project report, press releases, newsletters	0	3	The trainees are engaged to pass the knowledge on the new operational procedures and use the acquired knowledge in their daily work
	% of border management officers with increased knowledge and skills on MiTA, SfM and MiRA apps after he trainings	Training agenda, Attendance list, Training report, Training evaluation, Pre and Post tests	N/A	75%	Border management officers use the updated software MiTA, SfM and MiRA in their daily work
Activities that lead to Output 4.2: 4.2.1. Develop operational procedures (SOPs, bylaws, instructions) on humanitarian border management, gender and protection-sensitive registration, referral, and reception of migrants at points of entry in up to two beneficiaries 4.2.2. Develop operational procedures (SOPs, bylaws, instructions) on gender and protection-sensitive management of ill-travelers at points of entry in up to two beneficiaries 4.2.3. Procure software upgrades for IOMs existing migration management mobile applications in the Western Balkans, the Migration Translation Application (MiTA), the Support for Migrants Application (SfM), and Migration Registration App (MiRA), to ensure interoperability and compliance with updated border management procedures and mechanisms (up to 3 updates) 4.2.4. Deliver trainings to border management officials on the updated MiTA, SfM and MiRA apps in up to six beneficiaries					Knowledgeable experts are identified and available to support the development of the different operational procedures in the two selected beneficiaries Venues for face-to-face training; or secure online platforms for virtual trainings on MiTA, SfM and MiRA are available. The software upgrades for MiTA and SfM are available
Output 4.3: Migration management authorities in the Western Balkans have improved	Number of workshops on Fundamental Rights Compliance Mechanism organized	Workshops agenda, Attendance lists, Workshop evaluation, Workshop report	0	6	The selected WB authorities recognize the importance of the new operational guidelines on the fundamental rights

skills and knowledge to implement and develop a fundamental rights compliance and monitoring mechanism	Existence of a Network of fundamental rights monitoring focal points	Network ToRs, Coordination procedures with the Ombudsperson, List of the Network members, regular reports of the Network	No	Yes	monitoring mechanisms and codes of conduct, and are committed to implement these as part of their border management and border security policies.
	Number of operational guidelines on the fundamental rights monitoring mechanism developed	Operational guidelines, documentation review	0	2	
	Number of rights compliant code of conduct for border officials developed or updated	Rights-compliant codes of conduct, documentation review	0	2	

Activities that lead to Output 4.3: 4.3.1. Organize workshops on raising awareness of the need for a robust Fundamental Rights Compliance Mechanism in the context of mixed migration and border management in up to 3 beneficiaries 4.3.2. Support the establishment of a fundamental rights monitoring focal point within the Border Management Department in up to two beneficiaries, in cooperation with the National Ombudsman's Offices 4.3.3. Support the development of operational guidelines on the functioning of the fundamental rights monitoring mechanism and a rights-compliant code of conduct for border officials in up to two beneficiaries	Knowledgeable consultants are available to deliver the workshops on the Fundamental Rights Compliance Mechanisms. BMD officers have the right profile and position to attend the workshops and engage as focal points in the establishment of the Network. WB authorities show interest and contribute actively to the development of the guidelines and the rights-compliant code of conduct

7. Work Plan

Activity	Responsible Party	Time Frame											
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Output 1.1: The WBIBM Facility is set up and procedural mechanisms are developed for effective implementation and monitoring of activities on digitalization and border management													
1.1.1 Establish the WBIBM Facility, including the action approval and advisory mechanisms	IOM	▓											
1.1.2 Develop procedures, guidelines and templates on the functioning of the WBIBM Facility and allocation of support	IOM	▓											
1.1.3 Develop communication and visibility materials	IOM	▓											
1.1.4 Organize a project kick-off meeting (online)	IOM	▓											
1.1.5 Organize a closing conference to disseminate the outcomes and lessons learnt of the project	IOM												▓
Output 1.2: The needs and interests of participating WB beneficiaries on digitalization and border management are collected and considered for future financial support through the WBIBM Facility													
1.2.1. Conduct initial consultative meetings to assess and discuss challenges, gaps, needs and interest in digitalization of border management procedures, systems and cooperation in selected WB beneficiaries to identify priority projects	IOM	▓	▓										
1.2.2. Support WB authorities in developing proposals and expressions of interest for project support actions	IOM	▓	▓										
1.2.3. Organize meetings between IOM and the donor for the assessment of proposals and subsequent approval and funding of proposed support actions	IOM		▓	▓									
Output 2.1: Comprehensive Legal Identity Assessments and targeted Digital Maturity Assessments of border management systems, focusing on both nationals and migrants, are available in the Western Balkans													
2.1.1 Conduct preliminary consultations with authorities to identify existing strategies actions on Legal Identity and Digitalization in the context of border management	IOM			▓	▓								
2.1.2. Conduct comprehensive Legal Identity or targeted Digital Maturity Assessments of the border management systems in the Western Balkans, based on the needs and expressed interest of beneficiaries (up to 3 assessments)	IOM			▓	▓								

Activity	Responsible Party	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
2.1.3 Develop strategic guidelines and recommendations on addressing the challenges identified in the Legal Identity and Digital Maturity Assessments in up to three beneficiaries	IOM			▓	▓								
2.1.4 Organize up to three meetings with authorities to validate and endorse the developed strategic guidelines and recommendations	IOM				▓								
Output 2.2: Relevant authorities in the Western Balkans have access to innovative legal and technical upgrades and IT tools on ID and border management, including those related to COVID-19 response													
2.2.1 Develop and deliver tailored software upgrades in up to two beneficiaries aimed at the improvement of the existing ID management systems	IOM					▓	▓	▓	▓				
2.2.2 Develop and deliver tailored software upgrades or systems in up to two beneficiaries aimed at strengthening the inter-institutional coordination and information exchange on the management of ill-travellers	IOM					▓	▓	▓	▓				
2.2.3 Procure technical IT equipment aimed at effective operationalization of the provided software in up to 4 beneficiaries	IOM							▓	▓				
Output 3.1: Legal and operational frameworks on addressing and mitigating transnational organized crime challenges, are available and ready to be implemented by the selected beneficiary authorities													
3.1.1 Organize one regional conference on regional cooperation, information exchange and common challenges arising from transnational organized crime	IOM				▓								
3.1.2 Organize national consultative workshops in up to 6 beneficiaries on identifying current needs and mapping existing efforts related to transnational crime mitigation in the context of mixed migration	IOM				▓	▓							
3.1.3 Develop operational frameworks (SOPs, guidelines, bylaws) on addressing organized crime challenges in the border management context and conducting cross-border risk assessments in up to 3 beneficiaries	IOM					▓	▓	▓	▓				
3.1.4 Conduct two trainings in each beneficiary on the operationalization and implementation of the developed operational frameworks (in up to 3 beneficiaries)	IOM									▓	▓		

Activity	Responsible Party	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
3.1.5 Conduct legislative consultations on API/PNR, support the development of API/PNR laws (in up to 6 beneficiaries), and the development of a regional API/PNR Familiarization Package for the Western Balkans	IOM				█	█	█	█	█	█	█	█	█
Output 3.2: WB authorities have the technical knowledge and capacities to detect identity and document fraud, while ensuring interoperability with relevant international mechanisms for detection, analysis and exchange of information on document fraud													
3.2.1 Organize six national meetings on raising awareness and developing interest on DESC among relevant border management authorities	IOM					█	█						
3.2.2 Procure and roll-out VERIFIER TD&B secondary level travel document inspection systems (up to 6 beneficiaries)	IOM							█	█	█			
3.2.3 Develop operational guidelines and instructions on the use of VERIFIER TD&B in up to six beneficiaries	IOM							█	█				
3.2.4 Deliver on-site mentoring and trainings on the use VERIFIER TD&B in up to six beneficiaries	IOM									█			
3.2.5 Support the establishment of a Western Balkans Network for Document Examination (WeBDEX)	IOM							█					
3.2.6 Organize up to 4 bi-lateral operational meetings on actionable information and trends on document fraud	IOM										█	█	█
Output 3.3: Local inter-institutional mobile teams in the WB have adequate operational capacities to detect, refer and assist victims and potential victims of organized crime, including trafficking in human beings and smuggling of migrants													
3.3.1 Support the work of the inter-institutional mobile teams to detect, refer and assist victims and potential victims of organized crime, including trafficking in human beings and smuggling of migrants	IOM			█	█	█	█	█	█	█	█	█	█
Output 4.1: Border management authorities have improved knowledge and skills on protection-sensitive registration, referral and reception of migrants and management of ill-travellers at points of entry													
4.1.1 Develop and transpose comprehensive national training package on humanitarian border management, and protection sensitive registration, referral, and reception of migrants at points of entry in up to 3 beneficiaries	IOM			█	█	█							
4.1.2. Digitalize the training packages on IOM's e-course platform or an existing WB local e-training platform (if available) in up to 3 beneficiaries	IOM						█						

Activity	Responsible Party	Time Frame											
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q 10	Q 11	Q 12
4.1.3 Deliver 2 trainings in ach beneficiary where the training package on humanitarian border management has been rolled out (up to 6 trainings)	IOM							▓		▓		▓	
4.1.4. Develop and transpose comprehensive national training package on protection-sensitive management of ill travelers at points of entry in up to 3 beneficiaries	IOM			▓	▓								
4.1.5. Digitalize the training packages on IOM's e-course platform or an existing national e-training platform (if available) in up to 3 beneficiaries	IOM				▓								
4.1.6 Deliver 2 trainings in each beneficiary where the training package on management of ill travelers at points of entry has been rolled out (up to 6 trainings)	IOM					▓	▓	▓					
Output 4.2: Border management authorities have improved operational procedures and tools for gender and protection-sensitive registration and referral of migrants in a vulnerable situation and management of ill-travellers at points of entry													
4.2.1. Develop operational procedures (SOPs, bylaws, instructions) on humanitarian border management, gender and protection-sensitive registration, referral, and reception of migrants at points of entry in up to two beneficiaries	IOM					▓	▓	▓					
4.2.2. Develop operational procedures (SOPs, bylaws, instructions) on gender and protection-sensitive management of ill-travelers at points of entry in up to two beneficiaries	IOM				▓	▓							
4.2.3. Procure software upgrades for IOMs existing migration management mobile applications in the Western Balkans, the Migration Translation Application (MiTA), the Support for Migrants Application (SfM), and Migration Registration App (MiRA), to ensure interoperability and compliance with updated border management procedures and mechanisms (up to 3 updates)	IOM				▓	▓	▓	▓	▓	▓			
4.2.4. Deliver trainings to border management officials on the updated MiTA, SfM and MiRA apps in up to six beneficiaries	IOM			▓		▓							
Output 4.3: Migration management authorities in the Western Balkans have improved skills and knowledge to implement and develop a fundamental rights compliance and monitoring mechanism													

Activity	Responsible Party	Time Frame											
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q 10	Q 11	Q 12
4.3.1. Organize workshops on raising awareness of the need for a robust Fundamental Rights Compliance Mechanism in the context of mixed migration and border management in up to 3 beneficiaries	IOM				■								
4.3.2. Support the establishment of a fundamental rights monitoring focal point within the Border Management Department in up to two beneficiaries, in cooperation with the National Ombudsman's Offices	IOM					■	■	■	■	■			
4.3.3. Support the development of operational guidelines on the functioning of the fundamental rights monitoring mechanism and a rights-compliant code of conduct for border officials in up to two beneficiaries	IOM									■	■	■	■

8. Budget

Please see Annex

Annex 1. Risk Assessment Plan

The proposed action is designed to engage with relevant authorities to identify priority activities under the facility. The identification of these activities will be supported by an initial assessment to identify available capacities, contextual constraints (such as COVID-19-related implications), needs, gaps and limitations. As such, the chosen activities and subsequent implementation under this project will go under pre-consideration and assessment of suitability, possibility and relevance, and commitment by relevant authorities prior to any implementation. As such, risks stemming from lack of stakeholder buy-in and other foreseeable operational shortcomings will be minimized. Emerging risks will be addressed as they arise, supported by close coordination and communication between IOM, stakeholders and partners. Early identification of risks will allow IOM to work within the existing flexible nature of the facility and engage with authorities to adjust project implementation and activities flexibility and as necessary to ensure total project impact is unaffected. Additionally, the annual reports and evaluations will further serve as opportunities for a more detailed reassessment and readjustment to further minimize risks and overcome project challenges.