



International Organization for Migration (IOM)

## **Terms of Reference:**

### **Comprehensive Border and Migration Management Assessment Somalia**

#### **Background**

Under the overall objective to contribute to a sustainable and durable reintegration of refugees and IDPs in Somalia and to anchor populations within Somalia, the International Organization for Migration (IOM) is implementing a project that will close gaps in the management of refugee and returnees, funded by the European Union (EU).

In order to do so, Somalia requires improved data collection, monitoring and planning of population movement. IOM will conduct a Comprehensive Border and Migration Management Assessment to gain a firm understanding of the current capacities in terms of legislation and policy, operational framework, organizational development, data management, integrated border management and humanitarian border management. In particular, this assessment will look at Somalia's land borders shared with Djibouti, Ethiopia and Kenya, its coastal/maritime capacities and its air ports of entry (PoEs) to determine priority areas of focus. It will identify strengths and weaknesses in capacity, leading to recommendations for return management, reintegration, and further border management activities. The assessment will also be used to support future planning for management of movements and border capacity building.

The data collected will serve as an important planning reference for relevant international and national agencies with a specific interest in the fields of migration, health, protection, security, trade and stability. In this regard, IOM will work closely with the Federal Government of Somalia's (FGS) Immigration and Naturalization Department, as well as regional states and the Ministry of Interior and National Security under the Somaliland authority.

#### **Objectives:**

The purpose of the assessment is to provide Somali authorities and other concerned stakeholders with:

- 1) A comprehensive review of the migration management systems in Somalia;
- 2) An analysis of the current status of border management taking into considerations the nature of mixed migration flows and border security in Somalia, with a focus on counter terrorism and organized crime;
- 3) Recommendations for the improvement of the border management in Somalia; and
- 4) An implementation plan for the recommendations.

#### **Responsibilities:**

IOM is seeking an organization to undertake this assessment during the time period of 1 December 2016 – 17 March 2017 to meet the following needs of the Organization:



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- 1) Create and present sound and highly participatory methodology for the Comprehensive Border and Migration Management Assessment in order to meet below requirements;
- 2) Conduct a Comprehensive Border and Migration Management Assessment that addresses the following elements, including capacity gaps, best practice and priorities of immigration authorities in:
  - a. **Migration trends** – Review of inflows, outflows and internal migration in regard to Somalia - particularly looking at labour migration, trade facilitation and transport routes, irregular migration, human trafficking and smuggling;
  - b. Existing **legal and policy framework** in immigration and migration management. This includes, but is not limited to, procedures (entry ,visa, etc.), international obligations and agreements, regional partnerships and commitments (for example African Union (AU) and Regional Economic Communities (RECs);
  - c. **Organizational and operational** –includes specific ports of entry and immigration authorities as a whole; includes infrastructure and equipment, human resources, financial management, visa processing, entry procedures, detention and removal;
  - d. **Data management** – assess information gathering, storing, sharing, analyzing and reporting mechanisms. In particular, an analysis of MIDAS (Migration Information and Data Analysis System) data systems and procedures and analysis of current migration trends using MIDAS data;
  - e. **Integrated border management** capacities in terms of intra- and inter-agency coordination mechanisms at a national, regional, and international level;
  - f. **Security and control** mechanisms in place at a policy level and at PoEs;
  - g. Considerations for **Humanitarian Border Management**, a concept conceptualized by IOM encompassing a state's immigration capacities before, during and after a humanitarian crisis – when large influxes of migrants flood border points. Includes adherence to international human rights policies and the provision of services at the border that protect vulnerable migrants and capacity of immigration authorities – in terms of administration, operations, regulatory framework and data management;
- 3) Conduct desk research including existing relevant IOM assessments, consultations with Somalia immigration authorities and other stakeholders;
- 4) Conduct site visits to Somalia to contribute to the above;
- 5) Produce a final report detailing the findings of the assessment as well as recommendations. The report and assessment components should be a live document, which can be contentiously updated beyond the timeframe of the assessment;
- 6) Conduct validation reports of the assessment with FGS and Somaliland (2).

#### Deliverables:

- 1) An introductory meeting held with the selected senior officials of the Department and its Ministry;
- 2) Regular coordination meetings to be held following the introductory meeting to provide updates to IOM Immigration and Border Management Programme Manager, (minimum four (4) meetings);
- 3) An inception report within 30 working days of the commencement of the assessment, summarizing the key discussion points of the introductory meetings, methodology and challenges experienced in conducting the assessment, if any;



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- 4) Site visits and assessments of PoEs as security situation will allow, including but not exclusively: Mogadishu Airport and Seaport, Kismayo Airport and Seaport, Bosaso Airport and Seaport, Berbera Airport and Seaport, Hargeisa Airport, Loyado land post, Belet Hawa land post Dhobley land post and Dollow Landpost ;
- 5) Production and submission of a draft outline for the report that comprises: skeletal framework including headings, subheadings, point form body, initial proposed recommendations (31 December 2016)
- 6) Production and handover of draft report and recommendations of the Comprehensive Border and Migration Management Assessment to IOM and Somalia Government partners. In addition to above responsibilities; the report should address all elements of IOM's diagnostic framework (Annexed). It should be completed in a "module" format whereby modules can stand alone – specifically the Border Management Assessment and recommendations and MIDAS migration trends report (31 January 2017);
- 7) Implementation of two (2) validation workshops for Somalia immigration authorities in FGS, and Somaliland to finalize draft reports (28 February 2017);
- 8) Handover to IOM of final assessment report, assessment tools, framework and means to continuously and sustainably feed into Comprehensive Border and Migration Management Assessment past the life of the formal assessment and meets the objectives noted above (17 March 2017);

### Reports and Time Schedule

The following is a recommended time schedule:

#	Key milestones	Timeframe (from signing of a contract)
1	Briefing with IOM Somalia Co-ordination Office in Nairobi	Within five days
2	An introductory meeting with the Somali authorities	Within 20 days
3	Submission of Inception Report & Methodology	Within 30 days
4	Submission of Draft Outline of Report	Within 50 days
5	Submission of a draft assessment report	Within 70 days
6	A validation workshop held and submission of electronic copies of presentation and handouts	Within 90 days
7	Electronic copies of validation workshop report	Within 100 days
8	Submission of final assessment report	Within 106 days

### Data, Local Services, Personnel and Facilities to be provided by IOM

- 1) IOM Somalia Nairobi Co-ordination offices will conduct a briefing to Service Provider/Consulting Firm at the beginning of the contract.
- 2) IOM will facilitate visas for Somalia for the Service Providers/Consulting Firms' staff assigned to the assessment upon request from the Service Providers/Consulting Firms accompanied with the scanned copies of the valid passports of the individuals concerned.



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- 3) IOM will provide and facilitate booking of UNHAS flights to Somalia if/when the use of commercial flights are not possible or is deemed to compromise the schedule of the assessment due to their flight availability, upon request from Service Provider/Consulting Firm. Service Providers/Consulting Firms must sign a letter of invitation by IOM, with understanding that cancellation of the travel must be notified to IOM at least 48 hours before the scheduled flight or bear the cost of no-show.
- 4) IOM will provide local transports necessary for assessment in Somalia.
- 5) IOM will arrange accommodation of the personnel of Service Providers/Consulting Firms assigned to the assessment.
- 6) IOM will cover the costs of Service Providers/Consulting Firms personnel costs related to accommodation, local transport and flights while undertaking the assignment in Somalia and this costs should NOT be included on section TPF-5 on the bid document. The consultant is required to share with IOM their travel plan well in advance upon signing the contract to allow for better planning.
- 7) Any additional expenses incurred by the consultant outside of the Flight, local transport and Accommodation costs will be fully charged to the consultant. In case IOM has shouldered such costs through facilitation then it will be deducted from the consultants professional fee.



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## Annex: Comprehensive Border and Migration Management Assessment Diagnostic Framework

Diagnostic Framework Component 1		
ADMINISTRATION	Structure, Numbers and Location	<ul style="list-style-type: none"><li>• Roles and responsibilities within Government agencies</li><li>• Coordination and information sharing mechanisms</li><li>• Principal agency structure</li><li>• Functional areas</li><li>• Management Practices</li><li>• Officer Numbers</li><li>• Gender Balance</li><li>• Location of officers</li></ul>
	Finance, Budget, Resources	<ul style="list-style-type: none"><li>• Budget allocations</li><li>• Revenue streams</li><li>• Expenditure</li><li>• Capital expenditure</li><li>• Current expenditure</li><li>• Internal revenue process</li><li>• Adequacy of resourcing.</li></ul>
	Recruitment, Salaries/Training	<ul style="list-style-type: none"><li>• Recruitment policies and background of existing staffing</li><li>• Salary levels and increments (Comparison with other Government agencies, private sector and general costs of living)</li><li>• Education levels of staff</li><li>• Presence of induction training</li><li>• Core competency training</li><li>• Training register</li><li>• External studies/training support</li></ul>
	Performance Standards	<ul style="list-style-type: none"><li>• Delegations</li><li>• Duty Statements</li><li>• Outcomes and outputs</li><li>• Structured performance monitoring and feedback</li></ul>
	Morale/Resignations/Turnover	<ul style="list-style-type: none"><li>• Staff rotation and turnover</li><li>• Length of service of staff</li><li>• Attitude expressed by staff to work conditions and culture</li></ul>
Component 2		
Regulatory Framework	Policy	<ul style="list-style-type: none"><li>• Written articulation of objectives of migration policy</li><li>• Migration priorities</li></ul>



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		<ul style="list-style-type: none"> <li>• Policy settings</li> </ul>
	Legislation	<ul style="list-style-type: none"> <li>• Structure of legislation</li> <li>• Key Acts and provisions</li> <li>• Currency and effectiveness of legislation with respect to emerging migration challenges of smuggling trafficking and trans-national crime</li> <li>• Identified gaps or areas of concern</li> <li>• Frequency of legislative amendments</li> </ul>
	Regulations	<ul style="list-style-type: none"> <li>• Structure regulations</li> <li>• Key provisions</li> <li>• Identified gaps or areas of concern</li> </ul>
	Procedures	<ul style="list-style-type: none"> <li>• Comprehensive of procedural support an advice</li> <li>• Currency of procedural support an advice</li> <li>• Availability of procedural support across concerned agencies</li> <li>• Gaps in procedural advice</li> <li>• Access to line experts to clarify policy and procedures.</li> </ul>
	International Obligations and Agreements	<ul style="list-style-type: none"> <li>• Consistency of domestic legislation with relevant international obligations</li> <li>• UN and International Organisation agreements and relationship</li> </ul>
	Inter-Agency and Regional Cooperation	<ul style="list-style-type: none"> <li>• Interagency cooperation – informal and formal arrangements</li> <li>• Participation in regional for a</li> <li>• Presence of bi-lateral agreements on migration issues – removals, information sharing</li> </ul>

### Component 3

Operations	Visa processing <ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• External operations and procedural support</li> <li>• Processing integrity</li> <li>• Training</li> </ul>
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		<ul style="list-style-type: none"> <li>• Risk profiling</li> <li>• Data sharing</li> </ul>
	Checkpoint processing	<ul style="list-style-type: none"> <li>• Number</li> <li>• Location</li> <li>• Staffing</li> <li>• Processing Environment</li> <li>• Border integrity</li> <li>• Compliance with international standards</li> <li>• Equipment</li> <li>• IT and communications</li> <li>• Procedural support</li> <li>• Training</li> </ul>
	Permanent Entry	<ul style="list-style-type: none"> <li>• Visa classes and requirements</li> <li>• Restrictions</li> <li>• Size of program</li> <li>• Issues</li> <li>• Program Integrity</li> <li>• Perception of program within Government, business and community</li> </ul>
	Temporary Entry	<ul style="list-style-type: none"> <li>• Visa classes and requirements</li> <li>• Restrictions</li> <li>• Size of program</li> <li>• Issues</li> <li>• Program Integrity</li> <li>• Perception of program within Government, business and community</li> </ul>
	Investigation s and intelligence	<ul style="list-style-type: none"> <li>• Check Indon prodoc</li> </ul>
	Humanitaria n Processes	<ul style="list-style-type: none"> <li>• Management of asylum seekers</li> <li>• Management of victims of trafficking</li> <li>• Procedural support</li> <li>• Training</li> </ul>
	Health and Character	<ul style="list-style-type: none"> <li>• Requirements for information disclosure for entry permit checking</li> <li>• Health???</li> <li>• Character provisions</li> <li>• Information sharing with arrangements with international</li> </ul>



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		law enforcement • Operation of alert list
	Detention and Removal	• Cases • Detention centres • Procedures • Conditions • Access • Removal agreements • Costs management

Component 4	
Information Management Systems	• Integrity
Alert Lists	• Integrity
Passport System	• Integrity
Visa System	• Integrity
Movements	• Integrity