







Better Migration Management – at a glance

FOREWORD

A Symphony of Collaboration: Better Migration Management in the Horn of Africa

Imagine an ensemble of skilled musicians improvising together, weaving complex harmonies, creating something greater than the sum of their parts. Jazz, with its spontaneity, rich interplay and collaborative spirit, has always been more than just music. It is an art form grounded in creativity, innovation and synergy.

Now picture this: while we are not musicians, the Better Migration Management (BMM) Programme embodies a similar dynamic artistry, to respond to multifaceted phenomena as migration is. Like a jazz ensemble, where each musician's expertise enhances the collective sound, BMM unites international partners with specialised knowledge, as well as regional and national ones, from governments to civil society and private actors. By working together in concert, we promote safe migration management, harmonise efforts to combat human trafficking, prosecute offenders and protect migrants and survivors of trafficking.

These joint efforts come under the umbrella of the Khartoum Process, a regional initiative for collaboration on migration between the European Union, its Member States and countries of origin, transit, and destination in the wider Horn of Africa region. In 2016, the European Union (EU) and Germany jointly established the BMM Programme to respond to the needs identified by the African member states of the Khartoum Process.

Migration is a defining issue of our time. If it is regular and safe, migration drives social transformation, fosters sustainable development and creates opportunities for individuals, their home countries and host communities alike. In contrast, irregular migration poses significant risks, with people falling prey to criminal networks that exploit their hopes for a better life. The Horn of Africa and Yemen form one of the busiest and most dangerous migration corridors. Every year, hundreds of thousands of people —

including women, children and unaccompanied minors – undertake perilous journeys.

BMM addresses immediate issues while laying the foundation for sustainable solutions. In a world marked by shifting crises and unpredictable challenges, adaptability is essential and requires us to improvise at times. Drawing on many years of expertise, local solutions and trusted partnerships helps us to remain flexible.

We believe that, just like jazz, human collaboration has the power to transform discord into harmony, making migration safer and protecting those on the move.

In the following pages, we share the impact achieved with our partners. Join us on this journey and gain an insight into our work. We hope you enjoy reading.

BETTER MIGRATION MANAGEMENT PROGRAMME

Our objective

Enable national authorities and institutions to facilitate safe, orderly, and regular migration, and effectively address and reduce trafficking in human beings and smuggling of migrants within and from the Horn of Africa region by applying a human rights-based approach.

Our components

We are working in 3 components:

- Migration Governance to establish a political basis for regionally harmonised migration management
- Effective institutions to address and reduce trafficking in human beings and the smuggling of migrants
- 3. Protection for victims of trafficking and vulnerable migrants

Our approach

Funded by the EU and Germany, the BMM Programme is bundling resources, skills, and experiences of 5 international implementing organisations to provide integrated and comprehensive solutions.

- · British Council
- CIVIPOL
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- International Organization for Migration (IOM)
- United Nations Office on Drugs and Crime (UNODC)

GIZ heads the implementing partnership

Phase I: + Expertise France and the Ministero dell'Interno (Italy)

Our partner countries

Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Uganda

Phase I and II: + Sudan*

Project period

October 2022 – September 2025 (Phase III)

October 2019 – September 2022 (Phase II)

April 2016 – September 2019 (Phase I)

Overall budget

122 mio Euros BMZ: 17 mio Euros, EU: 105 mio Euros

* Sudan included only for regional BMM III activities on technical level

TOWARDS SAFE AND REGULAR MIGRATION

To promote sustainable, regionally coordinated, safe, and regular migration management aligned with international standards, BMM has supported its partner countries in achieving significant milestones by signing, adopting, and implementing concepts and instruments.



A government led inter-agency coordination platform facilitating collaboration and coordination on migration issues

> Djibouti, Ethiopia, Kenya, Somalia, Sudan, South Sudan. Uganda



providing online access to information about services for migrants along the routes





organised crime

Ethiopia, Kenya, Somalia, South Sudan, Uganda

NRM

Framework for state & non state-actors to identify, protect and assist victims of trafficking and vulnerable migrants

> Djibouti, Ethiopia, Kenya, South Sudan, Uganda

UNTOC

International legal framework to combat on a global scale



Measures to build. strengthen and sustain knowledge and skills

Diibouti. Ethiopia. Kenya, Somalia, Sudan, South Sudan. Uganda

SOPs

Step-by-step enforcement agents to instructions for handling the investigation and prosecution processes of cases of trafficking and smuggling

Diibouti, Ethiopia. Kenya, Uganda



Task Forces

of various governmental

actors and/or law

address specific

topics

Diibouti, Ethiopia,

Kenya, Uganda

+

East and Horn of Africa Anti-Trafficking (EHAAT) Network

network of CSOs providing services to migrants and victims of human trafficking



Network of National **Human Rights Institutions (NHRI)**

promoting and protecting migrants' rights





DoMV Toolbox



Resource repository of guidelines, standard operating procedures and other tools for stakeholders to identify and support migrants and trafficking victims



OUR WORK IN FIGURES 2016–2024





















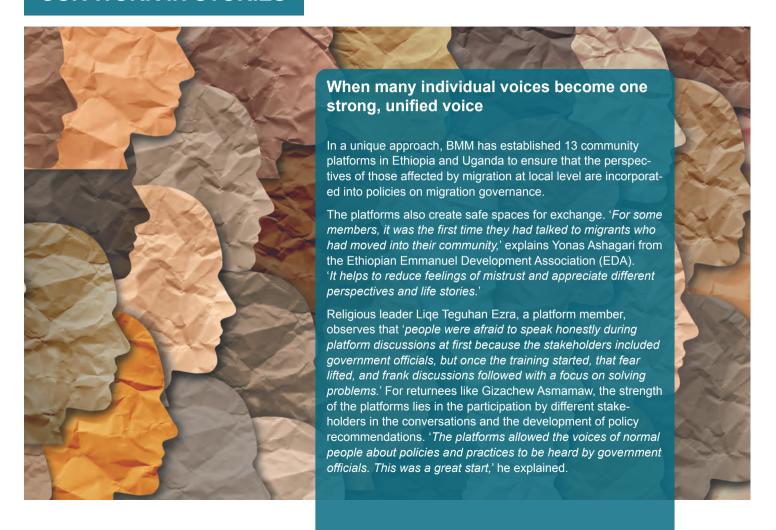


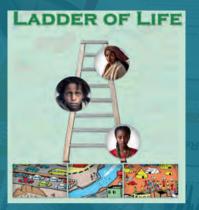






OUR WORK IN STORIES



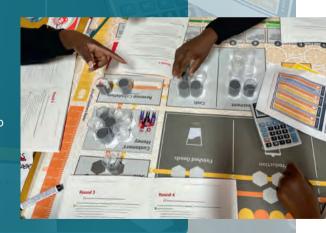


BMM goes game: Learning through play with Juniper and JubaJuice

Tamirat, Beletu and Tsehay need help to climb the ladder of life in search of prosperity. *The Ladder of Life* is BMM's new card game that brings the whole-of-government approach to life. Set in the fictional world of Juniper, players face complex migration challenges. They identify activities and engage with key stakeholders like Governor Abraham, Community Elder Mama Ruth or University Professor Betty. The game demonstrates how change is achieved through joint action involving diverse ministries, public administration and civil society.

'I am a businessperson by nature and this training has been enlightening and practical for me,' a 28-year-old Kenyan entrepreneur remarks, reflecting on the Micro Business Game by *German Sparkassenstiftung*. Facilitated by BMM, 267 victims of trafficking and migrants in Ethiopia, Kenya, South Sudan and Uganda underwent this training to acquire entrepreneurial and financial skills.

Using a dynamic board game, participants manage a fictional juice shop over a period of four years, learning essential skills such as record-keeping, business diversification and navigating financial challenges. A catchy name and a good slogan can boost marketing, such as 'JubaJuice – the juice that makes your day'. As one participant notes, 'The biggest takeaway is keeping records. Proper documentation and calculating profits and losses are what many people learned.'



A lifeline for migrants: New digital directory transforms support in East Africa

'This platform represents hope, connectivity and, most importantly, action,' says Abraham Ayalew, Head of the Ethiopian National Partnership Coalition (NPC). 'The Digital Service Providers Directory (DSPD) is the fruit of collaboration and shared commitment and empowers those seeking a better future.'

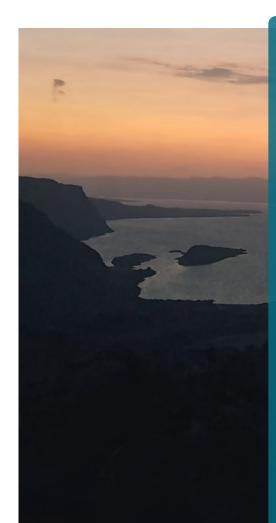
Now, help is just a click away: launched in December 2024, the DSPD is an online platform connecting people on the move with over 400 service providers in Ethiopia, Kenya, Uganda and Somalia. Listing services such as medical care, shelter, legal aid, education, and more, the directory is available 24/7 in multiple languages (English, Amharic, Somali and Swahili).

In 2019, together with key institutions across the region, including NPC, the Kenya National Commission on Human Rights (KNCHR), the Somaliland National Human Rights Commission (SLNHRC) and the Coalition Against Trafficking in Persons Uganda (CATIP-U), the BMM Programme started mapping and collecting relevant data of service providers to improve the information about, and access to, facilities and organisations that provide assistance to migrants, returnees and survivors of trafficking, resulting in this digital compass.

By enhancing coordination and referrals, the DSPD bridges gaps in protection and assistance. The service providers listed in the directory can easily update and expand their listings, which ensures that the directory remains up-to-date and reliable.

www.services-for-migrants-africa.com





Bridging borders: Human rights defenders join up forces

'In Ethiopia, important laws exist to safeguard human rights, but there is a need to increase knowledge about this legislation among law enforcement agencies and rights holders. We provide capacity building to promote and embed these laws and standards,' explains Tessema Simachew of the Ethiopian Human Rights Commission (EHRC).

Advocacy, education and actionable advice form the core of EHRC's work, alongside its regional counterparts. 'Our role is to propose concrete measures that can be implemented jointly with governments,' says Ali Soubaneh Atteyeh, President of the National Human Rights Commission of Djibouti (CNDH), emphasising a crucial point: 'Although we are independent, we work with – not against – governments to ensure that they meet their obligations to uphold the universal rights of all people, including migrants.'

'While human rights are universal, migrants often face violations such as arbitrary detention, denial of a fair trial and a lack of access to essential services such as healthcare, housing and education,' Veronica Mwangi, Deputy Director of the Kenya National Commission on Human Rights (KNCHR), explains. She stresses the importance of legal clarity: 'If someone is a trafficking victim, they must be referred to a service provider. Ignoring their right to assistance exposes them to revictimisation and other dangers, especially if returned to their home country.'

National Human Rights Institutions (NHRIs) are tasked with protecting human rights and holding governments accountable. During its first phase, BMM facilitated the creation of a technical working group comprising NHRIs from Djibouti, Ethiopia, Kenya, Somalia/Somaliland and Uganda to improve regional collaboration. 'Our mandate covers Kenya and its residents,' Mwangi notes. 'Regional collaboration helps us to address cases involving Kenyan migrants abroad and also to find collective solutions to a complex issue that knows no borders.'

Simulation training save lives: Insights from Uganda's anti-trafficking response

The Directorate of Criminal Investigations of the Uganda Police Force was pleased to report the successful rescue of 105 children in Uganda and the arrest of their traffickers. This step towards more safety and justice comes as a result of two multi-agency simulation-based training sessions held in the country.

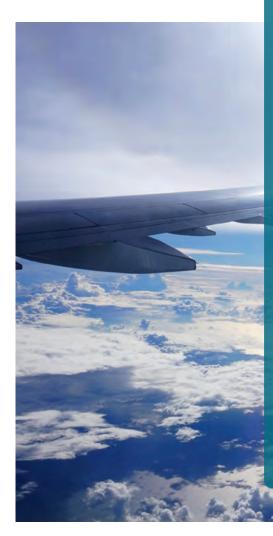
This BMM training brings trafficking investigations to life using immersive scenarios in which participants assume the role of migrants, smugglers, traffickers and victims. Thus, police officers, immigration officials, prosecutors, labour inspectors and CSO staff gain hands-on experience in investigating and responding to trafficking cases.

The key focus? To empower teams by providing them with vital tools, including the Standard Operating Procedures (SOPs) for Investigating and Prosecuting Trafficking in Persons, designed to streamline the ABC of handling complex trafficking cases, and the National Referral Guidelines to ensure that trafficking victims are referred to protection services. A strong emphasis on human rights and survivor-centred approaches makes all the difference. 'The SOPs specify that victims should be offered medical examinations, for example, which are important for their health and for collecting evidence, particularly in cases of sexual exploitation. Without such evidence, convictions are hard to secure,' explains Kemigisha Nusura, a training facilitator and Uganda's Trafficking in Persons Police Liaison Officer assigned to the Office of the Director of Public Prosecutions.

The impact is immediate and profound. This training not only led to the rescue and referral of 105 children, but also to the arrest of the traffickers. Three of the children were being exploited as child soldiers near the north-west border. In addition to these children being rescued, two of the perpetrators, who were family members, were arrested and are now being brought to justice in court.

With every rescue and every arrest, these efforts are proving that teamwork and specialised training can save lives.





In 'plane' sight: Human trafficking by air

The aviation industry is often hailed as a business of freedom, with over 100,000 flights per day connecting people across the globe. Yet this ease, speed and affordability of air travel is exploited by criminals who use it to traffic people, depriving them of their freedom.

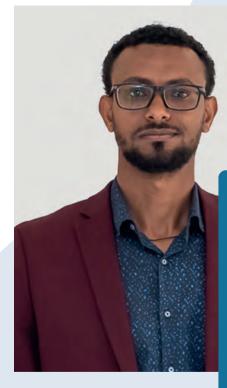
'Human trafficking is a clandestine crime, constantly evolving as traffickers adapt their methods, making it difficult to identify a victim,' says Adelaide Amaro, Manager for Quality Control and Integrity at Kenya Airways. 'But most people working at the airport simply aren't trained to recognise the signs of trafficking. However, as an airline, we have a responsibility to take care of passengers, ensuring their safety.'

Aviation staff such as flight attendants and ticket agents are being trained along with police officers to address one of the biggest challenges in the fight against air trafficking, namely the identification of victims: in 2024, BMM provided a series of training sessions in Ethiopia, Kenya and Uganda to foster coordination among first-line responders and equip them with the skills and knowledge necessary to identify trafficking victims. Participants learned to follow established protocols, utilise technology for passenger screening, share data, report cases to the law enforcement agencies and provide first aid and referrals, as airport staff play a crucial role as first responders.

Regional meetings are held to bring together aviation professionals such as Adelaide Amaro with trafficking experts and international organisations such as INTERPOL with the aim of learning from the best practices of other airlines, improving staff training, identifying air trafficking routes and strengthening multi-agency cooperation to combat human trafficking, making the skies safe for all.

OUR CHANGEMAKERS

The protagonists of our achievements and success stories are our national partners. Meet some of them!



'Nothing is more important than committing yourself to the people.'

EYASU KELEME, Acting Head of the National Partnership Coalition for Migration Secretariat (NPC), Ethiopia

Spearheaded by the Office of the Ministry of Justice, NPC coordinates all aspects of migration. 'We are adopting a holistic approach to migration management by working across various thematic areas linked to different ministries, reflecting and reinforcing the whole-of-government approach,' explains Eyasu.

Migration studies led by the Ministry of Education has gained momentum following the 2nd Conference on Migration Research, which united academics, government stakeholders and civil society. A key outcome was the recognition of the need for more research to understand the complexities of migration and to address gaps, such as those hindering efforts to combat human trafficking.

"We are doing the work that we are called to do: protecting the rights



on Human Rights (KNCHR)

Veronica Mwangi is a passionate advocate for human rights and is driven by the conviction that migrants deserve equal rights and inclusion, and that society must stop treating them as aliens and security threats. One notable achievement by KNCHR has been the mainstreaming of migrants' rights in all documents of the National Coordination Mechanism on Migration.

Established under Kenya's Constitution, KNCHR is an independent body mandated to oversee, promote and protect human rights for all. Its work includes supporting court proceedings by referring cases to legal partners, advising on legal representation and monitoring public hearings. While KNCHR does not have the mandate to secure convictions, it plays a critical role in safeguarding fairness and accountability within the judicial system. Veronica is grateful for the successes that have been achieved and remains motivated to continue learning and engaging in the mission to serve humanity and uphold the dignity of all individuals.



'Seeing the look
on their faces as they call
their families is true joy.
For the migrants, a call home
means the world to them.'

NAGAD SAID AHMED, Migration Officer, Red Crescent Djibouti

Nagad Said Ahmed coordinates the Red Crescent's mobile assistance unit, launched with IOM, as part of BMM. Every week, a team of four volunteers covers the southern migratory routes to provide first aid, bottled water, dry high-energy food, psychosocial support and a precious 2-minute call home to reconnect with family or friends.

'This work is demanding, and our volunteers are real heroes,' says Nagad. 'Every migrant we meet has a story and has endured a difficult journey, often marked by insecurity and distress.' The volunteers undergo comprehensive pre-mission training and attend feedback sessions to share experiences, report incidents and seek support when needed.

One memory stands out: a man once ran up to the team, clutching a worn-out flyer, featuring Red Crescent self-care tips in multiple languages on how to protect yourself against extreme cold or heat, avoid snake bites and more. 'This saved my life!', the man exclaimed, holding it like a treasure. 'That was both a moment of joy and a reminder of the importance and impact of our work.'

Funding remains a challenge, but thanks to the collaboration with BMM, more than 7,000 migrants have benefited from the unit's work.

'We give them drinking water and put our phones in their hands so they can let their loved ones know they are still alive.'



FAHIM NEGUIB, Volunteer at Bender Djedid and member of the Network for Better Migration Management (*Réseau Associatif Meilleure Gestion Migratoire*, MGM), Djibouti

MGM unites 17 CSOs in Djibouti that have joined forces to provide life-saving support to migrants, including food, housing and healthcare. Obock, a port-town in the north of the country, is a migration hotspot; more than 1,000 people are estimated to cross the country daily, with the majority aiming to reach this gateway to the Middle East. 'Many of our members are on this frontline,' says Fahim. 'They often lend their phones to arriving migrants so that they can call home and assure their families they are alive.' Depending on the needs, migrants are referred to the nearest polyclinic or, in cases of complaints, to the police or the human rights office. With BMM's support, MGM has become a key government partner and part of the national referral mechanisms.

To fund their activities, the CSOs rely on donations and creative ideas: 'Bender Djedid collaborates with supermarkets, for example, where we set up collection points for donations. When you do your shopping, you can buy an extra bag of rice or a pallet of water and hand it in there directly.'



'There are so many people who care about what happens. Civil society is the most important thing we have. We help them to join forces.'

JULIA MACHER, Chief Executive Officer, Freedom Collaborative

Freedom Collaborative brings together civil society professionals, funders, policymakers and other experts working to prevent human trafficking, forced labour and exploitation. In 2024, it took over the hosting of the East and Horn of Africa Anti-Trafficking (EHAAT) Network. 'That fits so well,' says Julia. 'EHAAT shares the same collaborative spirit and the network is so impressive. More than 100 CSOs throughout an entire region are joining forces to fight human trafficking and protect migrants.'

Julia is driven by her belief that building partnerships is one of the most effective paths to problem-solving. 'People want to partner, and there is a great need for people to partner, but also a great need for someone in charge to coordinate, organise and hold the strings.' This mandate now extends to EHAAT, which was established by BMM and is now being carried forward by Freedom Collaborative.

'Our vision for KIMS is for it to become an independent Centre of Excellence in migration and research, expanding its influence across East Africa and ensuring that its vital contributions to migration governance endure.'



where students observe passport production and immigration law enforcement.'
The participants in the KIMS programme are migration officers from government structures of member states of the Intergovernmental Authority on Development (IGAD) seeking to gain a professional and comprehensive understanding of migration

dynamics.



'The migration exhibition facilitates understanding of and respect for Somali culture. This awareness of cultural diversity helps people understand their neighbours and coexist peacefully.'

OSMAN GEDOW, Director of Somalia's National Museum

How can the past be preserved for future generations? This question has guided Osman Gedow since 2021, when he was appointed Director of Somalia's National Museum and was tasked with reviving the museum. Motivated by his personal migration experience, he saw the need to share narratives from the perspective of Somali migrants globally. A new exhibition presents 18 compelling migrant profiles, addressing issues such as human trafficking, dual identity and the preservation of Somali heritage. 'The exhibition is not merely a display,' Gedow emphasises. 'We aim to establish a dialogue centre, organise regular events and facilitate research.' The threads of the past are not only intended to be preserved for their own sake, but to inspire, challenge and guide the future.

'I am grateful for the support and cooperation of BMM,' Gedow remarks, 'as we share a common objective: BMM saves lives.'

We must support victims first, then focus on the case. Safety first, then justice."

JOSEPH KYOMUHENDO, Chief State Attorney at the Office of the Director of Public Prosecutions (ODPP), Head of the Anti-Trafficking in Persons Division, Uganda Joseph Kyomuhendo is Uganda's go-to expert for trafficking cases, being a crucial link between prosecutors from the ODPP and investigators from local police to INTERPOL. To standardise evidence gathering and prosecution nationwide, Standard Operating Procedures were introduced in 2024 to 12 of 19 Uganda's ODPP offices. 'These step-by-step instructions are making us better investigators and prosecutors,' Joseph says. However, he notes a key challenge: About 70% of evidence relies on victims, but many face barriers to testify in court, such as lacking bus fare. To address this, OPDD

introduced measures with BMM support that prioritise victim needs such as transport, legal counseling and other services for victimwitnesses of trafficking cases.



























































Put your knowledge about migration and human trafficking to the test!

- 1. How many people, including children, were subjected to trafficking in 2022?
- a. An estimated 27.6 million
- b. An estimated 18.2 million
- c. An estimated 912,000
- How many victims of trafficking in human beings were registered in the EU in 2022?
- a. 5,391
- b. 10,093
- c. 116,002
- 3. Which countries are among the countries in Africa with the highest rates of human trafficking?
- a. Eritrea, Nigeria, Kenya, Chad, Madagascar
- b. Eritrea, South Sudan, Kenya, Somalia, Ethiopia
- c. Eritrea, Mali, Ethiopia, Sudan, South Sudan
- 4. From which three countries do most migrants worldwide originate?
- a. India, Mexico, the Russian Federation
- b. India, Bangladesh, Ethiopia
- c. India, Pakistan, Morocco

- 5. How many training academies in how many countries have introduced the BMM training curricula on investigating cases of human trafficking and smuggling of migrants?
- a 14 in 5
- b. 5 in 2
- c. 11 in 6
- 6. What is not covered by the UNTOC and its protocols?
- a. The criminalisation of participation in an organised criminal group, money laundering, human trafficking and corruption
- International cooperation, including mutual legal assistance, extradition, joint investigations, exchange of data and information
- Measures to address root causes of human trafficking and similar transnational crimes, including socioeconomic aspects such as education, and broader human rights protections
- d. Protecting victims by ensuring they get support, like medical care and legal help, and protecting witnesses by ensuring their own and their family's safety

- 7. What are the three most profitable illegal businesses worldwide?
- a. Drug trafficking, Counterfeit goods, Illegal wildlife trade
- b. Arms trafficking, Human trafficking, Illegal logging
- c. Counterfeit goods, Drug trafficking, Human trafficking
- 8. What is the percentage of migrants that have entered the EU legally compared to illegally in 2023?
- a. 37% legally 63% illegally
- b. 91% legally, 9% illegally
- c. 69% legally, 31% illegally
- How many CSOs belong to the BMM induced EHAAT Network as of 2024?
- a. 83
- b. 116
- c. 144
- 10. Which are the top three countries that hosted the highest number of refugees worldwide counted in 2024?
- a. Islamic Republic of Iran, Turkey, Colombia
- b. Uganda, Turkey, Germany
- c. South Sudan, Turkey, Germany

ANSWERS

6. Measures to address root causes of human trafficking and similar transnational crimes, including socioeconomic aspects such as education, and broader human rights protections (UNODC)

7. Counterfeit goods, Drug trafficking, Human trafficking

Counterfeit goods: annual revenue: About \$460 billion (OECD estimate)

Drug trafficking: annual revenue:

Over \$320 billion (UNODC estimate)

Human trafficking: annual revenue: Approximately \$236 billion (ILO estimate)

8. 91% legally, 9% illegally to European Come legally to Europe come legally (European Commission)

911 .6

10. Islamic Republic of Iran, Turkey, Colombia (<u>UNHCR</u>)

Islamic Republic of Iran: 3.8 million

Turkey: 3.1 million Colombia: 2.8 million

1. In 2022, 27.6 million of men, women and children across all countries and economic sectors were affected by forced labour, modern slavery and other forms of trafficking in persons (www.ilo.org) (Keep in mind that these are official numbers. We must assume that the number of unreported cases is higher)

2. 10,093 (www.ec.europa.eu/eurostat/)
Incidentally, 37 % of registered victims of
trafficking in the EU were citizens of Member States

3. Eritrea, South Sudan, Kenya, Somalia, Ethiopia (www.africa.ocindex.net)

The top three are shared by:

1: Erttrea, 2: Burundi, Libya, South Sudan,

3: Ethiopia, Kenya, Somalia, Sudan

4. India, Mexico, the Russian Federation

(IOM World Migration Report 2024)
More than 40% of all international migrants worldwide in 2020 were born in Asia, including India, the largest country of origin. Mexico is the second largest country of origin, the Russian Federation the third.

5. 14 in 5 (Djibouti, Ethiopia, Kenya, Sudan, Uganda)



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