

Strengthening the regional cooperation on migration management between Western Balkans and neighbouring EU Member States in accordance with EU Acquis and international standards - MIRCO

Activity 2.1.1: To conduct a need assessment of WB partners' state migration institutions for training and education in the field of migration management

6 December 2024



Training Needs Assessment for Migration Management in the Western Balkans: Key Insights and Findings

Training Needs Assessment

Content

- Purpose of the Project Activity
- Methodology of the needs assessment
- Participant Information
- Training Background & Preferences (Learning Content & Methods)
- Institutional and Professional Context
- Self-Assessment for Enhancing Knowledge and Skills in Specific Areas and Topics
- Open Feedback
- Key findings and Recommendations



Purpose of the Project Activity

- The aim of the mission is to identify the training needs in the field of migration management of WB partner institutions, to which trainings are not provided or planned to be provided by other training partners, especially EUAA, Frontex, ICMPD, etc.
- To identify priority topics for the creation of training modules and programs in migration management, based on the expressed needs of all Western Balkan institutions involved in the project
- Use of data to improve training and develop professional skills



Methodology of the Training Needs Assessment

- The analysis was conducted on the basis of a methodology, approved by the SCRM and SMA, and other key stakeholders on 25 October 2024
- Data have been collected through a jointly developed, comprehensive questionnaire, available in English, Serbian, and Macedonian language
- The time frame for completing the questionnaire: 1-22 November 2024
- A total of 127 Questionnaires have been filled by key beneficiary institutions



Methodology of the Needs Assessment

The methodological approach – general principles:

- ✓ A quality-based approach has been chosen (it resulted in comprehensive (17 pages) questionnaire for government stakeholders)
- ✓ The principle of neutrality and commitment of the RTCM to be of relevance to all beneficiary institutions
- ✓ Transparency and Consultation
- ✓ All inclusiveness



Methodology of the Needs Assessment

The methodology used to select the training topics:

- Each participant from the beneficiary institutions assigned a priority to each topic using the given **scale from 0 to 5 (0 = Not applicable, 5 = Extremely high importance)**, based on the relevance to their job tasks and responsibilities.
- The total score for each topic was calculated by **summing the average values** and importance ratings, with input from each institution weighted according to the number of completed questionnaires.
- The final priority ranking was determined by **dividing the total sum of values by 4**, providing a **total average value** for each topic across all institutions. This approach ensures that training priorities reflect the collective needs of the beneficiary institutions.

Participant Information

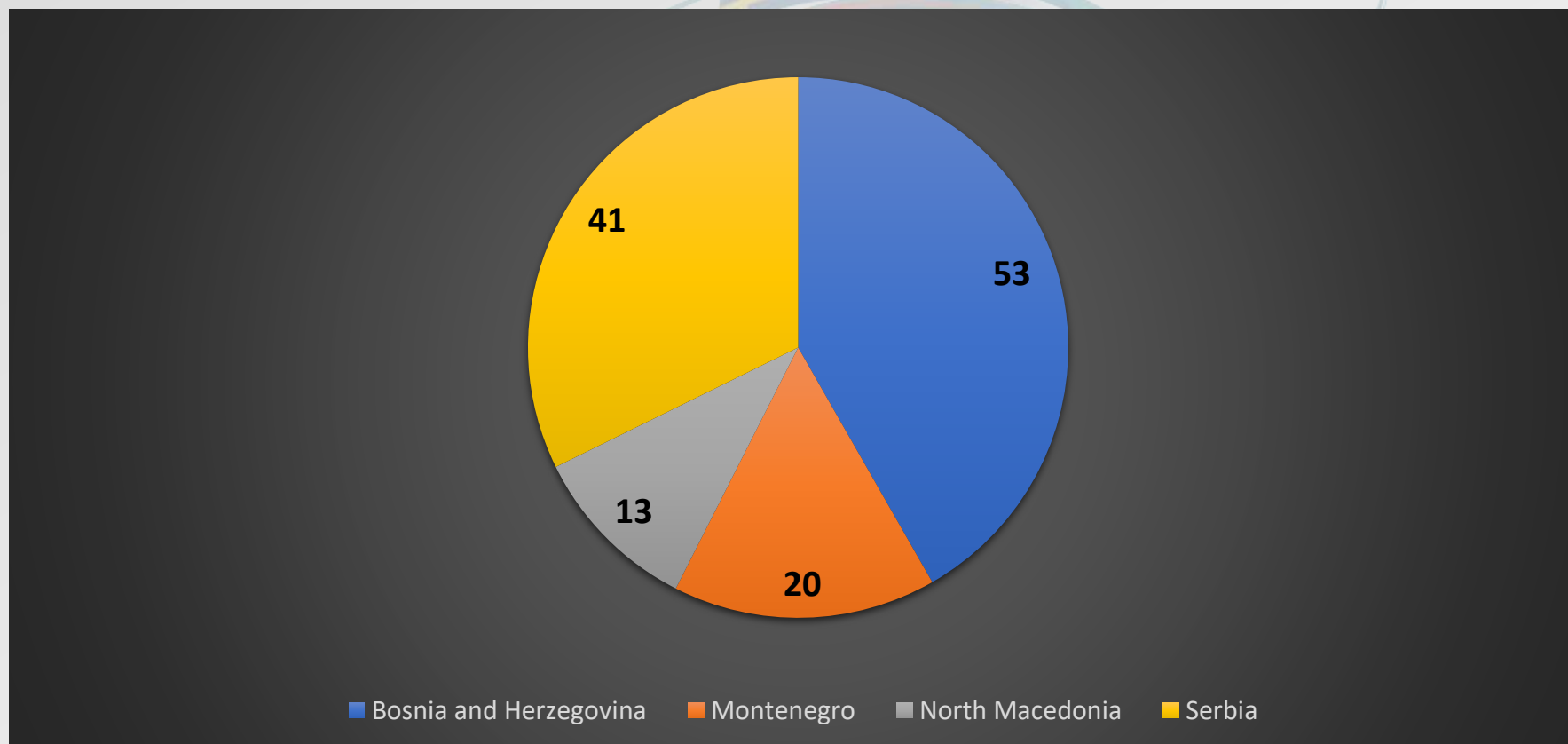
Participants of the needs assessment:

- Ministry of Interior of Montenegro,
- Ministry of Security of Bosnia and Herzegovina,
- Ministry of Interior of North Macedonia,
- Commissariat for Refugees and Migration of the Republic of Serbia



Participant Information

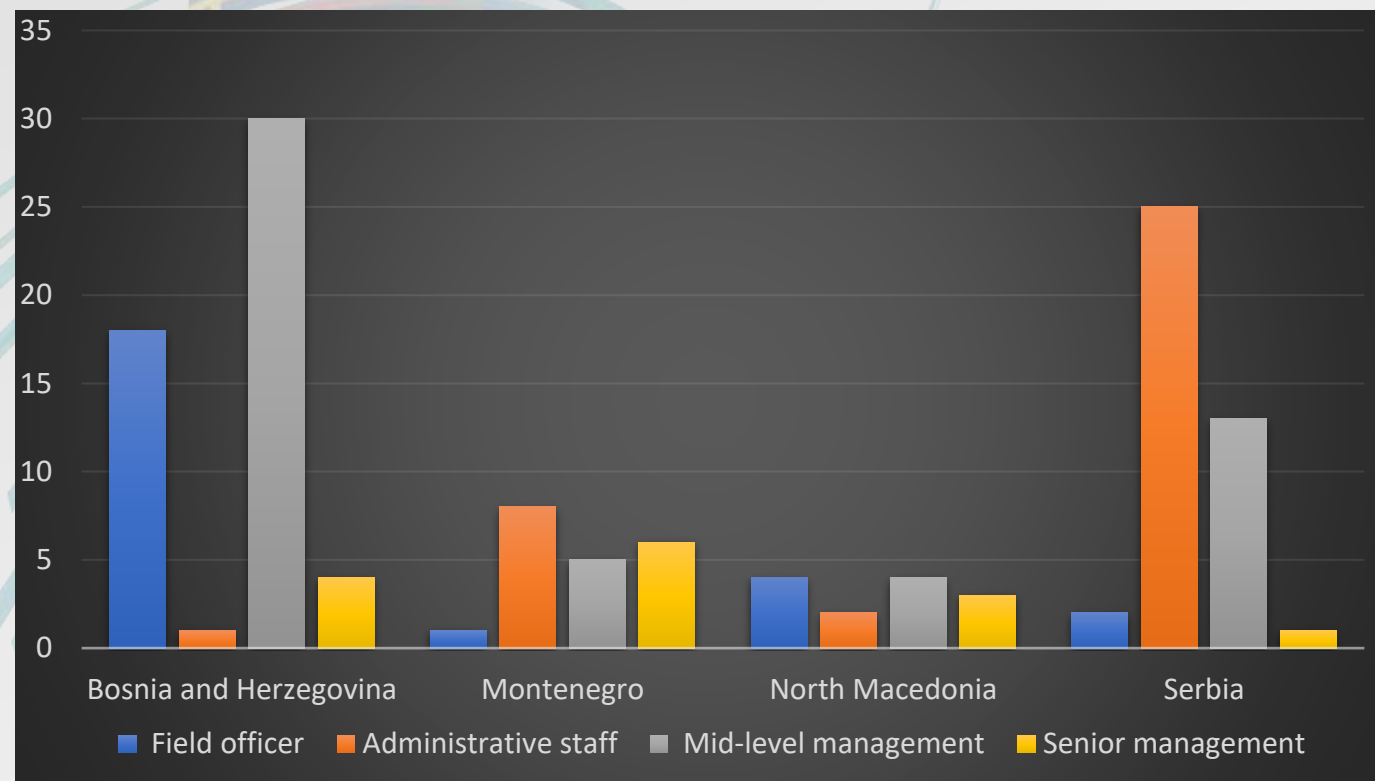
Number of questionnaires filled - 127



Participant Information

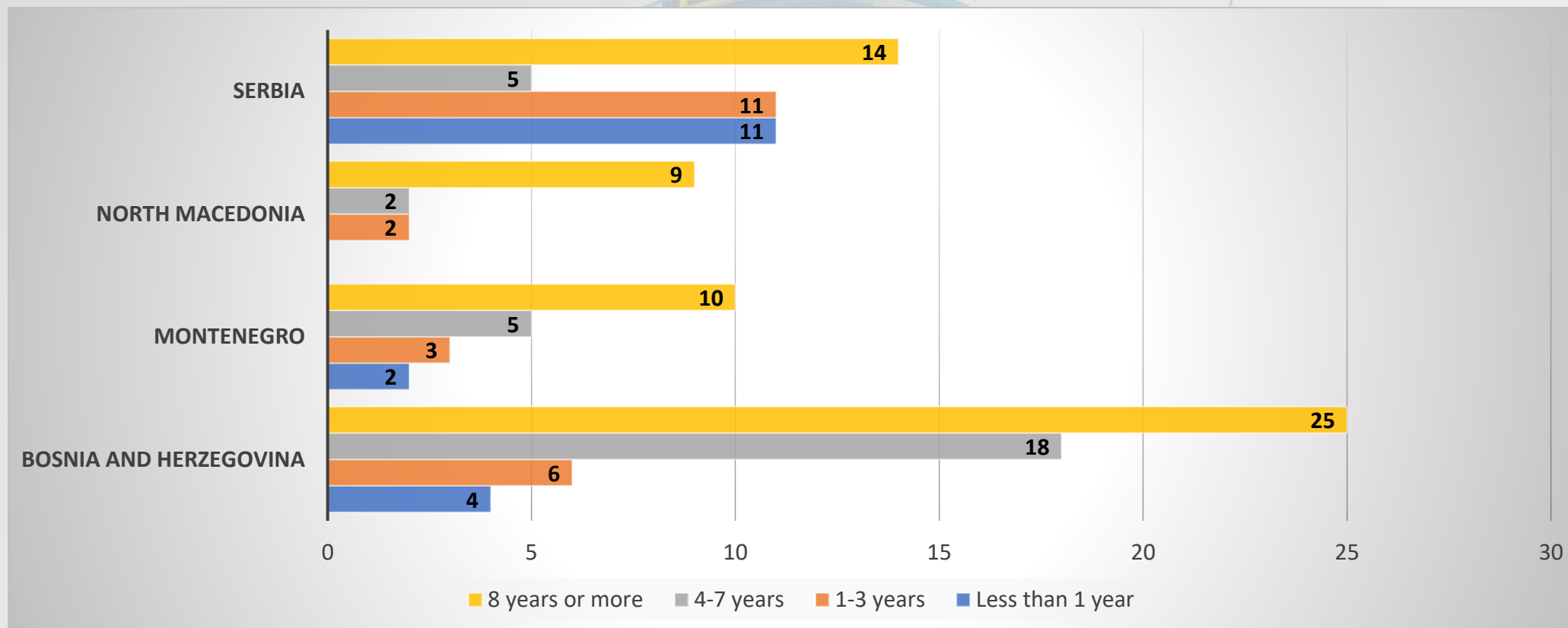
Job Positions per Country

Job Position				
Country	Field officer	Admin. staff	Mid-level manag.	Senior manag.
Bosnia and Herzegovina	18	1	30	4
Montenegro	1	8	5	6
North Macedonia	4	2	4	3
Serbia	2	25	13	1



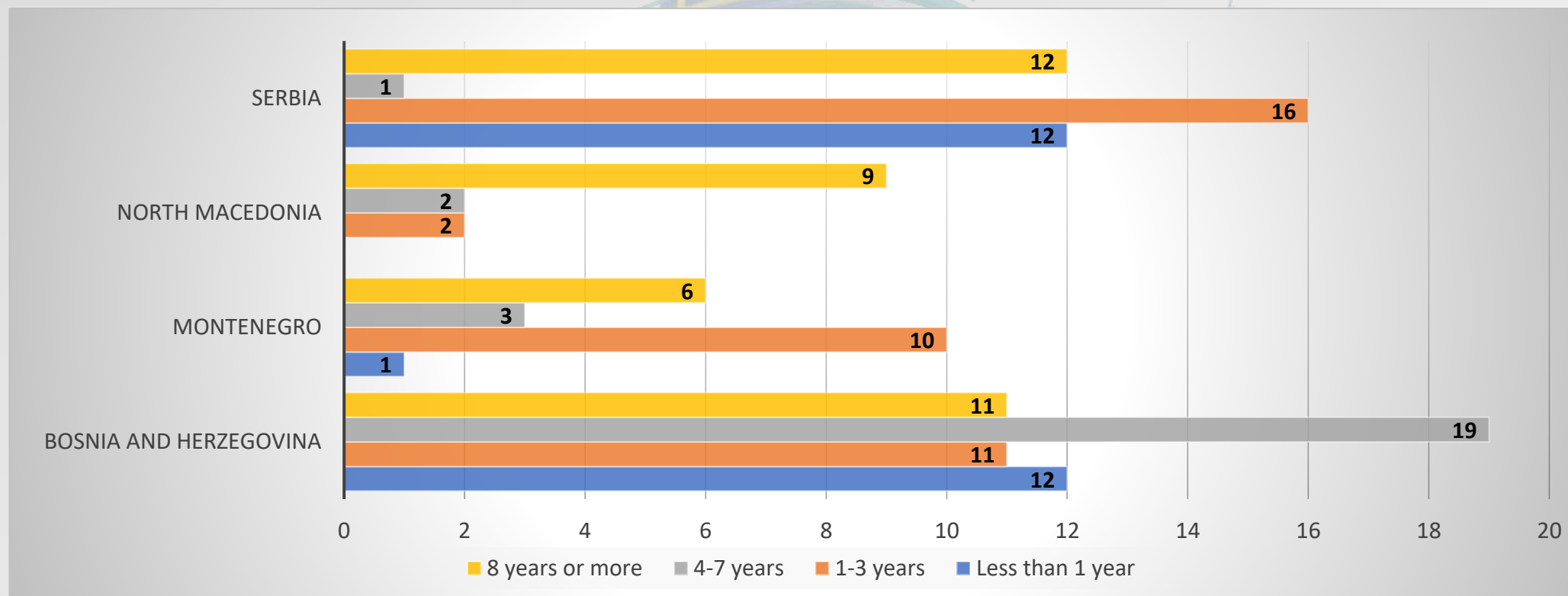
Participant Information

Work Experience in Migration Management



Participant Information

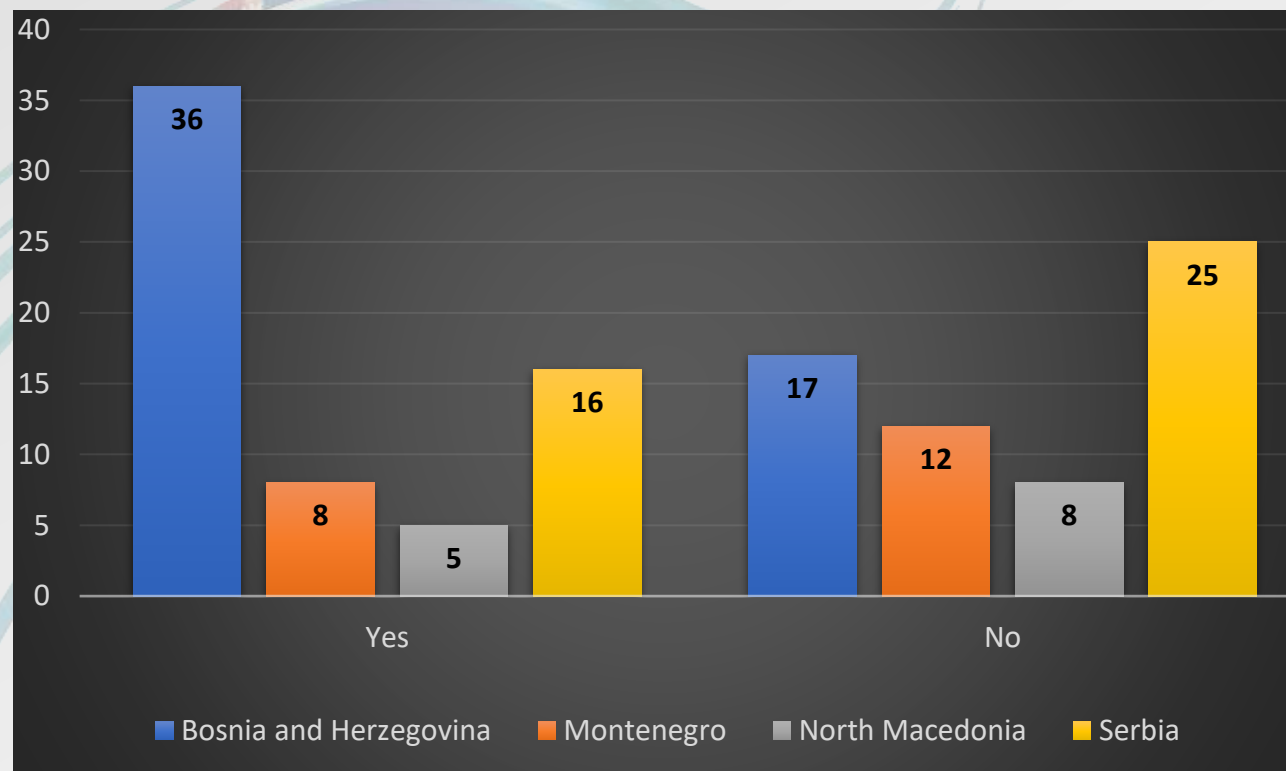
Years in Current Position



Training Background & Preferences

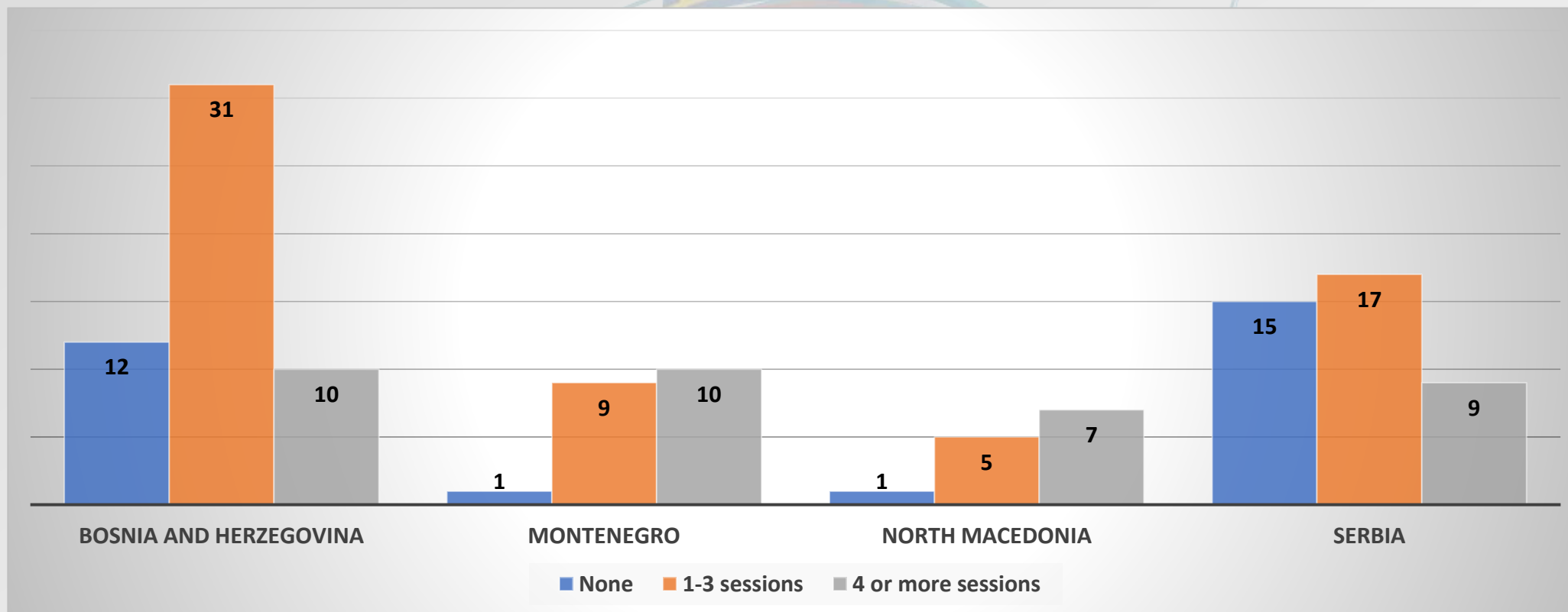
Experience as Trainers

Trainer Country	Yes	No
Bosnia and Herzegovina	36	17
Montenegro	8	12
North Macedonia	5	8
Serbia	16	25



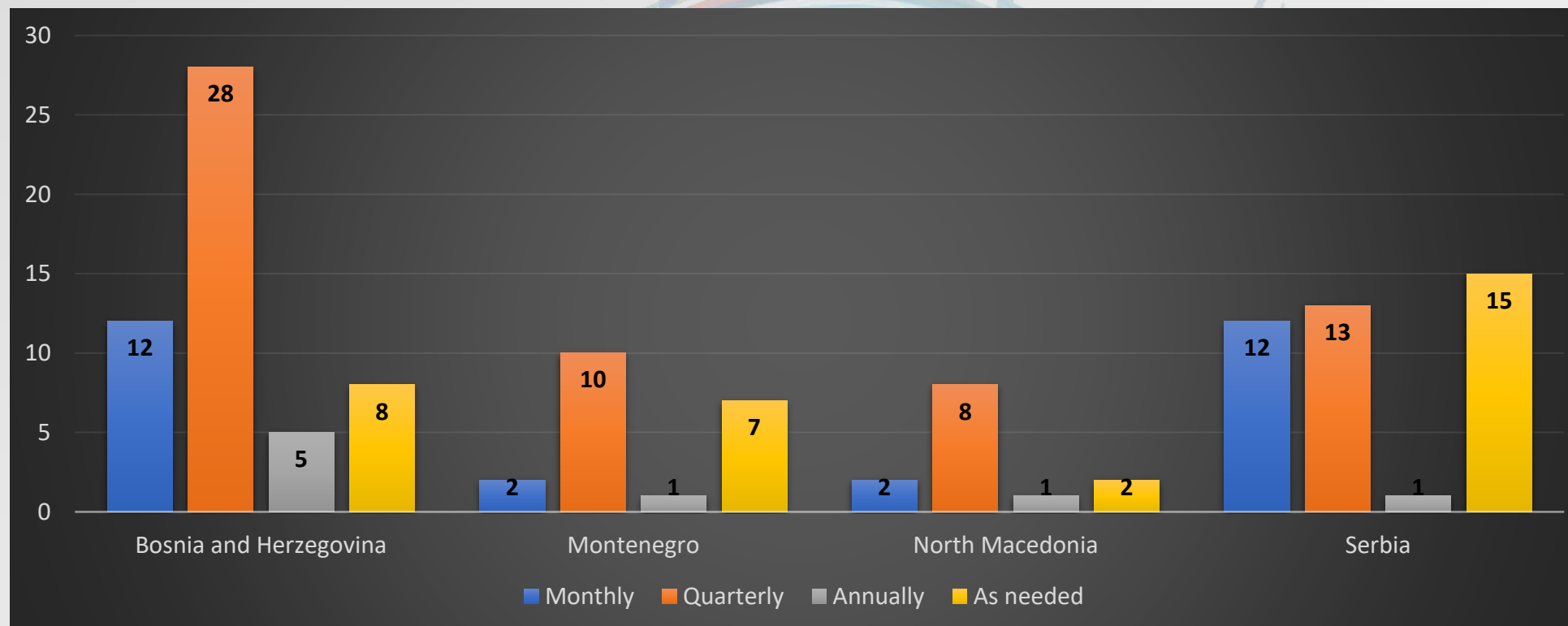
Training Background & Preferences

Training Sessions Attended in the past 3 years



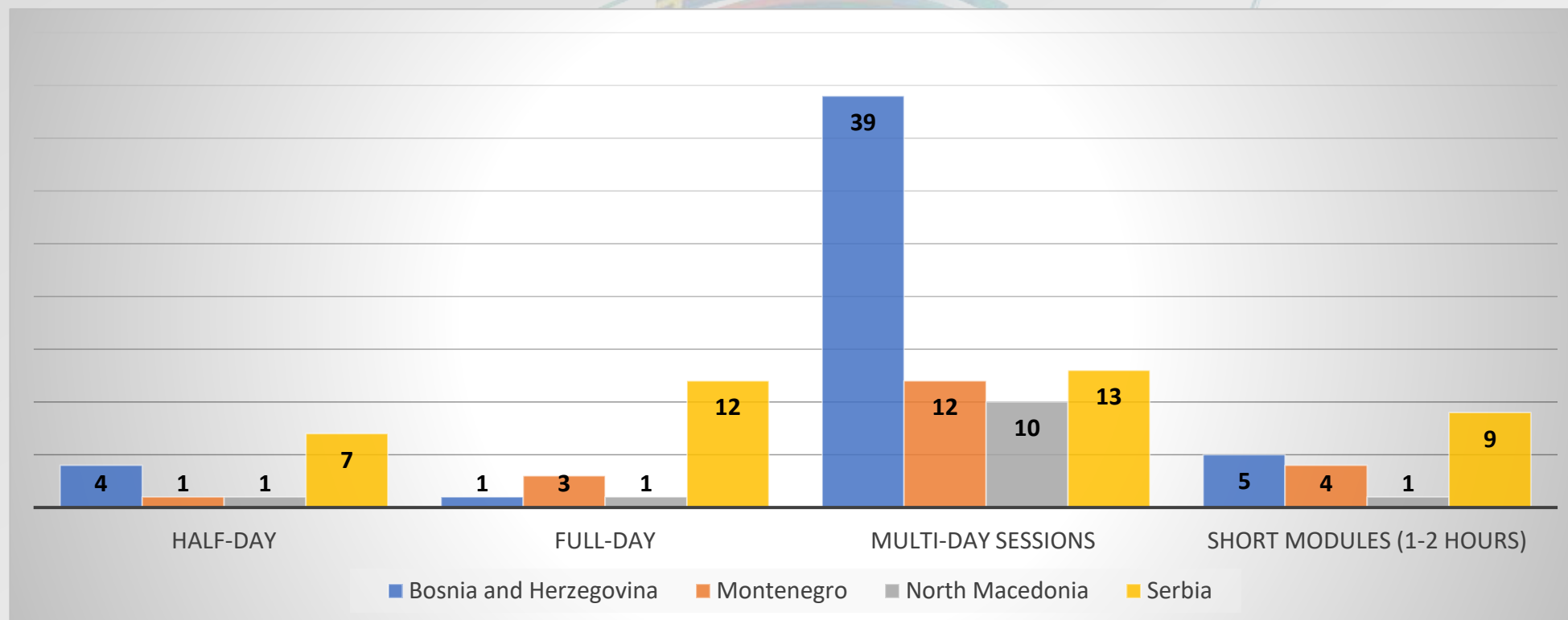
Training Background & Preferences

Preferred Frequency of Training Opportunities



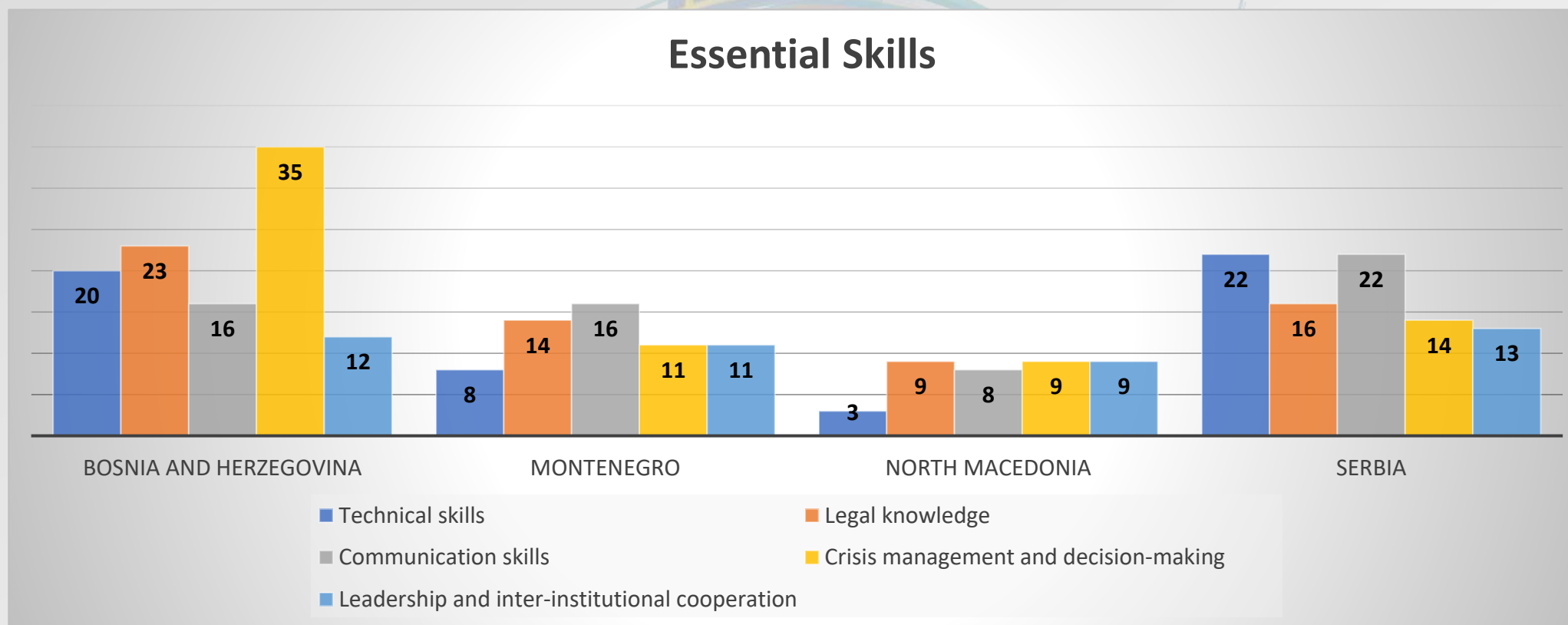
Training Background & Preferences

Preferred Training Duration



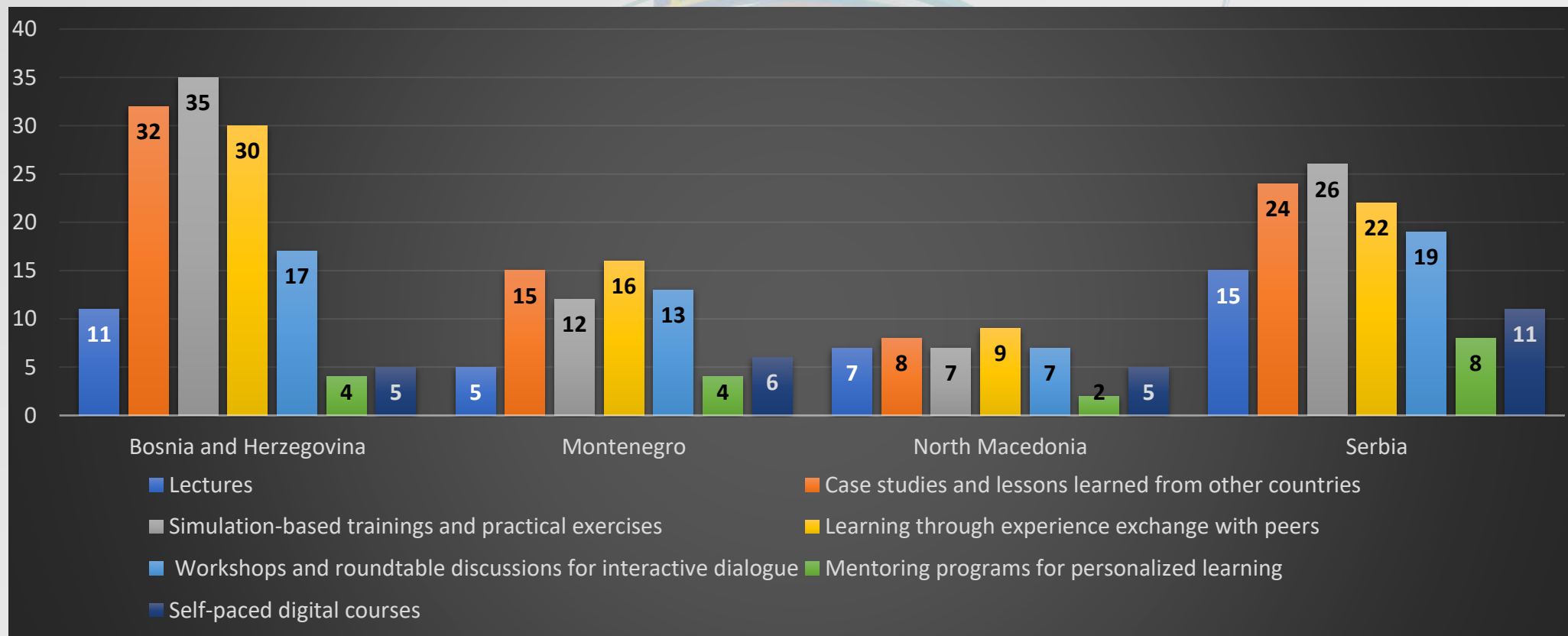
Training Background & Preferences

Key Skills for Improving Work Performance



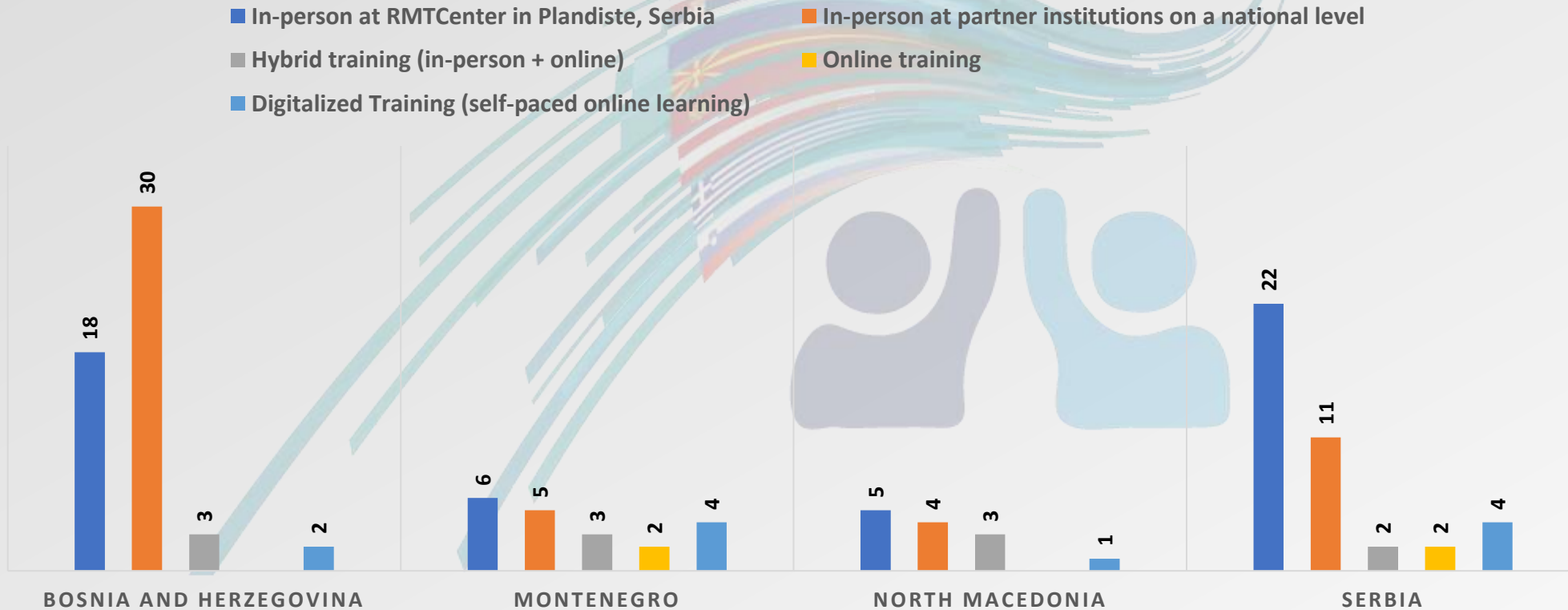
Training Background & Preferences

Learning Methods



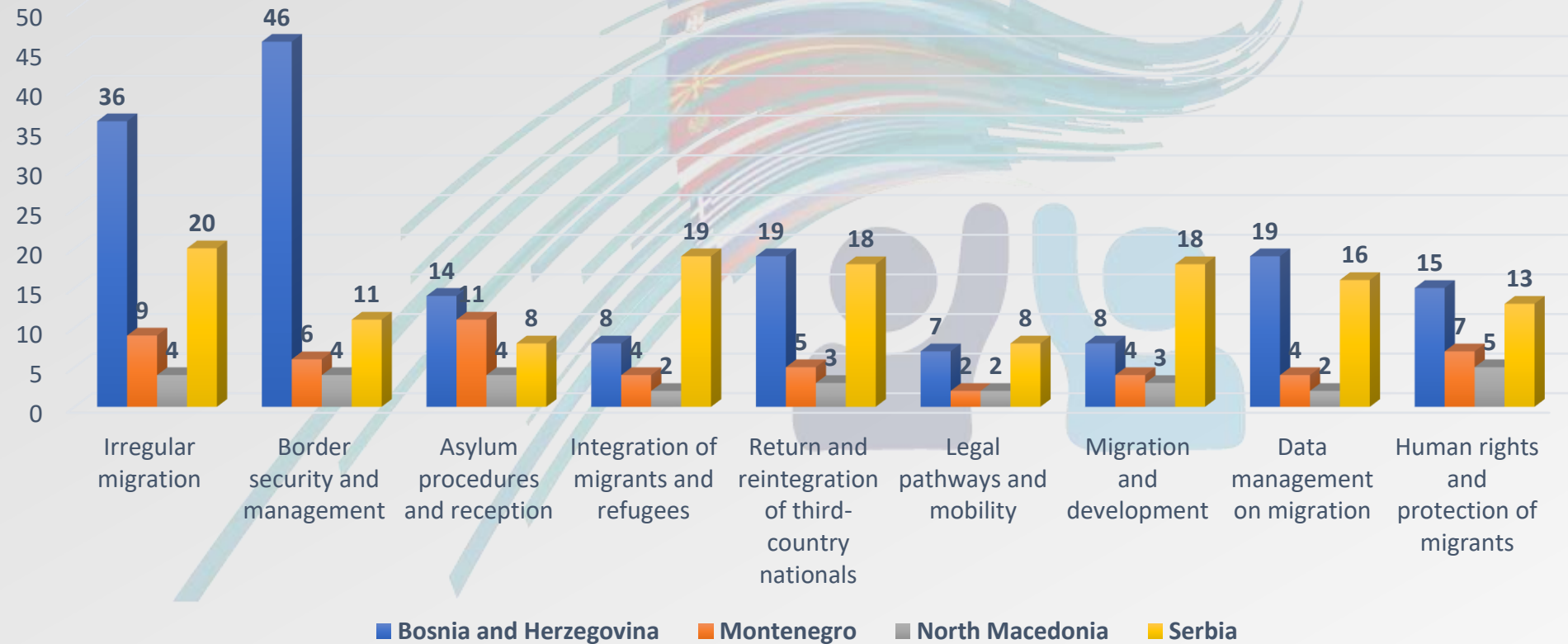
Training Background & Preferences

Training Format



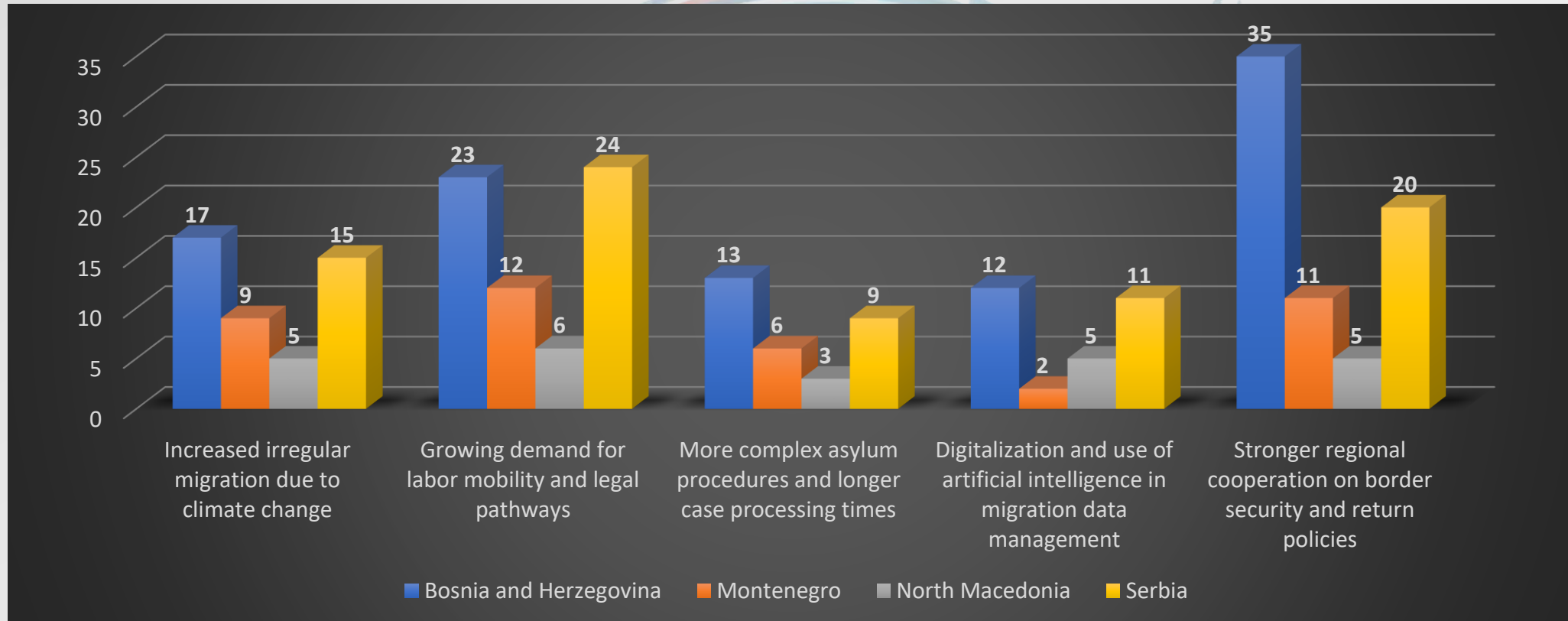
Institutional and Professional Context

Pressing Migration Issues in Your Country



Institutional and Professional Context

Emerging Trends in Migration Management



Priority Topics for Training Program Development

Priority	Topic	SERBIA			MONTENEGRO			BOSNIA AND HERZEGOVINA			NORTH MACEDONIA			TOTAL AVERAGE VALUE
		Total Value	Number of QUESTIONNAIRES filled	Average Value	Total Value	Number of QUESTIONNAIRE S filled	Average Value	Total Value	Number of QUESTIONNAIRE S filled	Average Value	Total Value	Number of QUESTIONNAIRE S filled	Average Value	
1	32. Stress Prevention and Management for Public Servants	170	41	4.15	82	20	4.1	222	53	4.19	55	13	4.23	4.17
2	14. Protection of the Rights of Victims of Human Trafficking: Approaches, Legal Framework, and Cultural Dimensions	165	41	4.02	79	20	3.95	212	53	4.00	56	13	4.31	4.07
3	20. Smuggling of Human Beings in Mixed Migration Flows	158	41	3.85	73	20	3.65	226	53	4.26	48	13	3.69	3.87
4	6. EU Pact on Migration and Asylum: New Tools and Instruments in European Migration and Asylum Policy	153	41	3.73	84	20	4.2	188	53	3.55	50	13	3.85	3.83
5	11. Human rights of Migrants and their families	159	41	3.88	71	20	3.55	203	53	3.83	52	13	4.00	3.81
6	31. Rules of Ethical Conduct for Employees and Code of Conduct	153	41	3.73	77	20	3.85	214	53	4.04	47	13	3.62	3.81
7	16. Country of origin information	142	41	3.46	80	20	4	199	53	3.75	52	13	4.00	3.80



Priority Topics for Training Program Development

8	15. Prevention of Torture and Protection of Migrants' Rights	157	41	3.83	70	20	3.5	213	53	4.02	50	13	3.85	3.80
9	10. Human rights and migration	158	41	3.85	76	20	3.8	198	53	3.74	49	13	3.77	3.79
10	30. Migration in crisis situation	157	41	3.83	72	20	3.6	201	53	3.79	48	13	3.69	3.73
11	33. Psychosocial Support for Refugees and Asylum Seekers	160	41	3.90	70	20	3.5	183	53	3.45	50	13	3.85	3.68
12	28. Migration and security	156	41	3.80	64	20	3.2	214	53	4.04	46	13	3.54	3.65
13	5. Global and regional migration governance	155	41	3.78	73	20	3.65	192	53	3.62	45	13	3.46	3.63
14	4. Institutional and legal aspects of migration	146	41	3.56	77	20	3.85	190	53	3.58	44	13	3.38	3.60
15	9. Data and Technology in Migration Management	132	41	3.22	68	20	3.4	208	53	3.92	49	13	3.77	3.58

Priority Topics for Training Program Development

16	12. Youth and Migration	150	41	3.66	63	20	3.15	189	53	3.57	51	13	3.92	3.57
17	18. Preventing and Combatting Irregular Migration	152	41	3.71	59	20	2.95	217	53	4.09	46	13	3.54	3.57
18	3. Migration and Gender	136	41	3.32	72	20	3.6	179	53	3.38	47	13	3.62	3.48
19	8. Statistics and Migration Flow Management	136	41	3.32	65	20	3.25	205	53	3.87	45	13	3.46	3.47
20	2. Cultural differences in migration flows	141	41	3.44	70	20	3.5	177	53	3.34	46	13	3.54	3.45
21	7. Project Cycle Management in the Context of Migration Management	146	41	3.56	64	20	3.2	186	53	3.51	45	13	3.46	3.43
22	22. Legal Migration	150	41	3.66	59	20	2.95	191	53	3.60	40	13	3.08	3.32
23	17. Integration	156	41	3.80	57	20	2.85	168	53	3.17	44	13	3.38	3.30
24	13. International Standards for the Protection of Migrant Workers	141	41	3.44	53	20	2.65	185	53	3.49	46	13	3.54	3.28

Priority Topics for Training Program Development

25	21. Implementation of the readmission procedure	155	41	3.78	49	20	2.45	208	53	3.92	36	13	2.77	3.23
26	19. Detention Systems and Standards of Apprehended Migrants	137	41	3.34	56	20	2.8	208	53	3.92	37	13	2.85	3.23
27	29. Migration and depopulation	142	41	3.46	55	20	2.75	183	53	3.45	40	13	3.08	3.19
28	1. Introduction to migration management and protection	149	41	3.63	55	20	2.75	164	53	3.09	36	13	2.77	3.06
29	26. Migration and Development	147	41	3.59	43	20	2.15	173	53	3.26	39	13	3.00	3.00
30	24. Highly skilled migration	133	41	3.24	45	20	2.25	171	53	3.23	35	13	2.69	2.85
31	25. Internal migration	145	41	3.54	39	20	1.95	162	53	3.06	36	13	2.77	2.83
32	27. Migration, environment and climate change	141	41	3.44	43	20	2.15	155	53	2.92	36	13	2.77	2.82
33	23. Seasonal and Circular Migration	140	41	3.41	41	20	2.05	180	53	3.40	30	13	2.31	2.79



Open Feedback

Experts Available for Training Development

Bosnia and Herzegovina	Smuggling of Human Beings in Mixed Migration Flows	Migration and Security	Implementation of the Readmission Procedures	Border management, irregular migration	Rules of Ethical Conduct for Employees and Code of Conduct	Detention Systems and Standards of Apprehended Migrants	Protection of the Rights of Victims of Human Trafficking	Seasonal and Circular Migration; Internal Migration; Legal Migration
Montenegro	Smuggling of Human Beings in Mixed Migration Flows	Migration and Security	Readmission, Reintegration, Border Management	Psychosocial Support for Refugees and Asylum Seekers	Stress Prevention and Management for Public Servants	Human Rights and Migration	Protection of the Rights of Victims of Human Trafficking	
North Macedonia	Asylum and reception - country of origin, international protection	Techniques for interviewing asylum seekers	Techniques for interviewing vulnerable categories of asylum seekers	Interviewing victims of human trafficking	Fact and evidence assessment, etc.	Migration and human rights		
Serbia	Asylum, Reception and Integration	Migration in Crisis Situation	Implementation of the Readmission Procedure	Psychosocial Support for Refugees and Asylum Seekers	Project Cycle Management in the Context of Migration Management	Statistics and Migration Flow Management	Migration and Development	

Open Feedback

Potential Institutions for Project Participation

Bosnia and Herzegovina	Ministry of Security (Border Police, Service for Foreigners' Affairs, Directorate for Coordination of Police Bodies)	SIPA	IOM	Ministry of Security of Republika Srpska	Police administrations distributed across the counties	Faculty of Criminalistics, Faculty of Law, Faculty of Political Sciences	Social services, asylum centers, field officers
Montenegro	MUP, MVP i Police Directorate	Center for Social Work, Ministry of Labor, Employment, and Social Dialogue	International Agencies (UNHCR, Red Cross, etc.)	Inspection Affairs Directorate	Police Academy	Directorate for Reception	Prosecutor's Office
North Macedonia	The Asylum Sector has national trainers with certificates from the EUAA in the field of asylum	IOM	UNHCR				
Serbia	Various Ministries (MoI, Ministry of Foreign Affairs, MoLEVSA, Ministry for Family Care and Demography, Ministry of Health, MDULS, MLJP)	University of Belgrade (Faculty of Political Sciences, Faculty of Philosophy, Faculty of Geography - Demography)	NGO (Grupa 484, ASTRA)	Research Institutes	Statistical Office of the RS		

Open Feedback

Additional Topics for Future Training Programs

Bosnia and Herzegovina	Resolving the issue of interpreters and communication methods - <i>rešavanje pitanja prevodioca i načina komunikacija</i>	Legal aspects of dealing with irregular migrants	Verification and determination of migrant identity, language barriers	Practical procedures: From migrant identification to readmission	International cooperation - exchange of experiences	Identification of criminal elements among migrants	Abuse of irregular migration	Document forgery	Protection of the national border, Security of border crossings
Montenegro	Training on the use of technology in COI research (e.g., training on digital tools for collecting, analyzing, and presenting COI data)	Education of migrants	Training on abuses of the international protection system						
North Macedonia	Processing an asylum seeker who has experienced human trafficking								
Serbia	Crime among migrants	The position of foreign workers - <i>Položaj radno angažovanih stranaca</i>							



Key Findings

- In all countries, participants prefer training based on **simulations and practical exercises**, with **case studies and experience exchange** also being popular.
- Training format preferences indicate that participants generally prefer **in-person training** at regional center and national partner institutions, while hybrid and online training are less popular.
- **Crisis management, decision-making, legal knowledge, communication skills, and technical skills** are key areas for participants.



Key Findings

- The biggest challenges related to migration include **"irregular migration," "border security and management,"** and **"return and reintegration"** of migrants, particularly in Bosnia and Herzegovina and Serbia, while in Montenegro and North Macedonia, issues related to **asylum procedures** are more pronounced.
- The **increasing demand for legal migration pathways and labor mobility** is a key trend in all countries, with a strong emphasis on enhanced **regional cooperation**.



Recommendations

- Training Format: Prioritize hosting **face-to-face training events, both at RMTC Plandiste and at relevant national institutions**
- For participants with geographic or logistical constraints, consider a **flexible approach** (hybrid and online format) to ensure all participants can access and benefit from the training
- Training Duration: Training programs should be **multi-day**, allowing for a thorough understanding of key topics.

Recommendations

- Training Method: Focus on **simulations and practical exercises**, as well as **case studies and exchanging experiences** with colleagues.
- Training frequency: It is recommended to hold **quarterly training sessions** in all countries, with the possibility of organizing **on-demand training**, but to a lesser extent.
- The selection of specific training topics should **take into account the key skills** participants consider essential for their work, such as crisis management, decision-making, legal aspects of migration, and communication skills. Additionally, it should **address the main migration challenges and trends** identified by the participants in the survey



Thank you for your attention!