Every effort has been made to ensure the information in this document is accurate. Any omissions or corrections can be directed to our head office in Colombo.
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ABOUT OUR STRATEGY

The objective of the IOM Sri Lanka Country Strategy 2014-2017 is to provide a programmatic framework for addressing emerging issues and identifying priorities for action that will guide IOM’s response to the needs of the Sri Lankan Government, migrants, partners and Member States. This Country Strategy aligns with the IOM Regional Strategy for Asia and the Pacific and is set within the framework of IOM’s global strategic objectives.

Five years after the end of a three-decade armed conflict, Sri Lanka is in transition to become an upper middle income country. As such, Sri Lanka’s efforts as a nation have moved from short-term emergency response and conflict resolution to the challenges and opportunities of long term development. IOM’s main focus of work in Sri Lanka has also shifted from meeting humanitarian and early recovery assistance needs in the former conflict areas of the North and East towards addressing long term sustainable development goals across the country.

Against this background, the IOM Sri Lanka Mission recognized and seized the opportunity to plan how best its service areas can support this transition, in line with the Government of Sri Lanka’s priorities and in particular with the country’s main development framework of “Mahinda Chintana”.

To start this process, a Staff Strategic Retreat was held in December 2013 in Wattala, Sri Lanka, to gather the views of over 80 staff from Head and Sub-Offices on past and present achievements as well as on the future directions of the Mission. The valuable input gathered at the Strategic Retreat was reviewed, analysed and further articulated by the IOM Sri Lanka Senior Management Team, in coordination with the IOM Regional Office for Asia and the Pacific, and is now reflected in this final strategy document. Periodic consultations with key government counterparts and partners on what is expected from IOM in these transitioning times helped IOM Sri Lanka further refine its strategic position.

The strategy takes stock of migration opportunities and challenges the country faces, prioritizes areas of cooperation and establishes cross-cutting and multi-sector approaches to pursue its strategic objectives.

GIUSEPPE CROCETTI
Chief of Mission
IOM Sri Lanka

ABOUT US

Founded in 1951, the International Organization for Migration (IOM) provides services and advice to governments and migrants. With 156 Member States, IOM continues to expand its scope of activities to address the evolving migration challenges by providing a comprehensive set of responses to complex migration issues at the operational and policy levels.

Sri Lanka became a Member State of IOM in 1990 and IOM established its presence in the country in 2002. The IOM Sri Lanka Mission currently counts over 100 staff distributed among its Head Office in Colombo, a Migrant Health & Operations Centre in Colombo, and four Sub-Offices located in Jaffna, Kilinochchi (covering Mullaitivu), Vavuniya (covering Mannar) and Batticaloa.

ACKNOWLEDGEMENTS

IOM expresses its appreciation to the Government of Sri Lanka for its continuous and fruitful partnership and cooperation since the assisted return of more than 90,000 Sri Lankans during the Gulf War in 1990 and the establishment of the IOM Mission in Sri Lanka in 2002.

IOM extends its gratitude to the donors whose support has been, and will continue to be, instrumental in allocating the resources required to implement activities in the framework of this Strategy.

Finally, IOM thanks all of its other partners in Sri Lanka, including the United Nations, non-governmental organizations, community based organizations, academia, research institutions and the private sector, with whom we look forward to working together in the implementation of our initiatives.

*See Annex I
The Government of Sri Lanka, Ministry of:
- Agriculture
- Child Development and Women’s Affairs
- Defence and Urban Development
- Disaster Management
- Economic Development
- Education
- External Affairs
- Fisheries and Aquatic Resources Development
- Foreign Employment Promotion and Welfare
- Health
- Irrigation and Water Resources Management
- Justice
- Law and Order
- National Languages and Social Integration
- Public Administration and Home Affairs
- Traditional Industries and Small Enterprise Development
- Youth Affairs and Skills Development

The United Nations in Sri Lanka.

Donor Countries: Australia, Canada, China, the European Union, Greece, Japan, Netherlands, Norway, Poland, Portugal, South Korea, Sweden, Switzerland, the United Kingdom and the United States.


Diplomatic Missions: Embassy of Italy in Sri Lanka, New Zealand Consulate General in India.

Private sector, non-governmental organisations, community-based organisations, academia and research institutions.

OUR INITIATIVES
- Addressing migrants’ return and reintegration needs
- Empowering returnees within their own communities
- Understanding and addressing migrants’ vulnerabilities
- Preventing and responding to human trafficking
- Delivering refugee resettlement services
- Addressing transnational organized crime
- Enhancing migration data management and analysis
- Promoting integrated border management solutions
- Empowering migrant workers through skills enhancement and recognition
- Maximizing the developmental impact of migration

• Supporting labour migration through Regional Consultative Processes
• Strengthening border health systems
• Monitoring migrant health through health assessments
• Facilitating partnerships on migrant health
• Promoting self-reliance of former conflict-affected and resettled communities
• Implementing community participatory approaches to sustainable livelihood restoration
• Building resilience to natural disasters and climate variations
• Facilitating migration services
• Fostering partnerships with the private sector
• Mainstreaming gender into migration programming
• Addressing social integration through community development
• Promoting research, data collection and knowledge management
• Promoting sound programme monitoring and evaluation
• Communicating with stakeholders on migration issues
EXECUTIVE SUMMARY

IOM has identified six key areas for cooperation and promotes cross-cutting approaches across these areas which reflect IOM’s analysis of the current state of migration in the country\(^2\) and the organizational aim to address related opportunities and challenges.

Providing support for vulnerable migrants has formed an essential component of IOM’s work in Sri Lanka over the last twelve years, and will continue to be a core focus area. Over the years, IOM has assisted thousands of Sri Lankans to voluntarily return to the country from around the world and to reintegrate into their communities of origin under the IOM Assisted Voluntary Return and Reintegration (AVRR) Programme. IOM will continue to work to empower returnees within their own communities by complementing individual reintegration assistance with locally appropriate community development activities that build both physical infrastructure and human resources. These actions also help deter irregular migration by developing local economic opportunities and skills which facilitate the sustainable reintegration of those who choose to return home. Research, data collection and safe migration campaigns will further provide migrants with opportunities to identify and address concerns which may serve as push factors for irregular migration.

Support will be also extended by IOM to coordination mechanisms for enhanced assistance to vulnerable migrants by advancing the Government’s efforts in the prevention of and response to human trafficking through the provision of technical support to the National Anti-Human Trafficking Task Force.

IOM’s provision of cultural orientation services will continue to provide migrants with a realistic picture of what awaits them when they migrate, equipping them with knowledge and coping strategies for an unfamiliar environment, and helping them shape attitudes towards life in their new setting. IOM also supports refugees from other countries in Sri Lanka with its resettlement services and family reunification programme.

Working closely with the Sri Lankan Department of Immigration and Emigration, IOM will build upon and develop new technical solutions, supported by training and capacity building exercises that allow for the fostering of economic development while maintaining national security. These initiatives will enhance migration data management, intelligence and analysis, improve the quality of travel documents and related issuance systems and minimize incidences of abuses in the border management system.

Noting the sustained relevance of migration for overseas employment to the Sri Lankan economy and society, and cognizant of the associated vulnerability, protection, and welfare issues relating to this trend, IOM will maintain its support to the Ministry of Foreign Employment Promotion and Welfare in the implementation of its long term vision and commitment to labour migration. Aware of the importance of supporting labour migration through regional consultative processes, IOM will continue to extend all of the required operational and technical support to the strategic vision and related thematic areas pursued under the current Sri Lankan Chairmanship of the Colombo Process.

IOM’s migration health activities will serve to further the vision of the Sri Lanka 2013 National Migration Health Policy through the strengthening of the border health system in coordination with the Ministry

\(^2\) See Annex II
of Health, and by monitoring migrant health and facilitating partnerships through Sri Lanka’s well-established national health programmes.

IOM will continue to foster recovery and transition programmes aimed at livelihood development and restoration for former conflict-affected and resettled communities. These initiatives promote the self-reliance of vulnerable communities through enhancing access to services and resources and the development of skills and infrastructure for sustainable livelihoods.

Considerations of the past, current and possible future impacts of disasters and climate change will inform IOM’s work with the national Government, local authorities and affected communities to rapidly respond to disasters when required, and to better prepare for and build resilience to disasters and climate change. In this context, IOM will promote the Migration Crisis Operational Framework as a tool to enhance the Government’s preparedness and response capacity to migration crises and identify situations and conditions that, if left unmitigated, could lead to crisis situations.

IOM Sri Lanka takes a cross-cutting approach to much of its programming which reflects the interconnectedness of migration-related issues in the country. IOM Operations & Migrant Services uses migrant-centred immigration and visa support solutions to support both Government clients and migrants. The provision of trusted document integrity and verification services which IOM offers in support of sound visa decision-making and regular migration processes will continue to be a key priority action for the organization. Further cross-cutting approaches include partnerships with the private sector and gender considerations. IOM Sri Lanka has found that private sector partnerships are essential to the success of the organization’s programming, including in economic rehabilitation and as an enhancement to IOM’s support to vulnerable migrants. Gender mainstreaming is an integral part of IOM’s work and aims at ensuring that women and men are provided with equal opportunities to develop and utilize their skills and to participate in decisions affecting their lives.

IOM will support the Government with the advancement of community development as another cross-cutting issue, particularly through social integration in the former conflict-affected regions. IOM fosters local level development through improving access to resources, livelihood and socio-economic opportunities and youth development programmes, and where appropriate and viable, through support for the wider national reconciliation process.

Further cross-cutting approaches by IOM include the promotion of research, data collection, knowledge management, and sound programme monitoring and evaluation. IOM has gained a wealth of knowledge and expertise during the twelve years of operations in Sri Lanka, which supports and informs migration policy and practice across a broad range of inter-linked issues and is relevant to local, regional and international dialogues. IOM’s monitoring and evaluation framework promotes real-time organizational learning and accountability and allows for feedback on the effectiveness of initiatives to be quickly available to Donors and other partners. IOM also communicates with stakeholders on migration issues relating to its research, evaluation findings, and on its role and capacities as an organization, creating a trusted and understood reputation with partners, beneficiaries and the public.

IOM recognizes that partnerships are fundamental for effective long-term sustainable development and provide an important platform for advancing cooperation on migration. Therefore, in the implementation of this country strategy, IOM Sri Lanka looks forward to working with all of its partners, including the Government, donors, United Nations, non-governmental organizations, community based organizations, academia, research institutions, and the private sector, at national, regional, and global levels for better and more effective migration management.
1. KEY AREAS FOR COOPERATION

1.1 SUPPORT FOR VULNERABLE MIGRANTS

Support for vulnerable migrants in need of assistance has formed an essential area of IOM’s work in Sri Lanka over the last twelve years, and will continue to be a core focus area of IOM’s programming.

Vulnerable migrants can be defined as: Migrants who are in a situation of distress or at risk of being abused or exploited and whose human rights are threatened. They can be among others, migrants stranded in transit or destination countries, unaccompanied minors, asylum seekers and refugees, stateless persons, victims of human trafficking, individuals with emergency medical needs, the elderly, single parents with children with no support mechanisms in countries of origin, and migrants who may have developed vulnerabilities or special protection needs as a result of suffering violence during the migration process. Source: IOM Regional Strategy for Asia and the Pacific, 2012 - 2015.

Sustainable return denotes the durability of return over a period of time, which can be assessed by the continued presence of the returnee in the country of origin or by the fact that he/she no longer opts for emigration at any price (e. g. irregular migration channels) to leave behind difficulties encountered in the country of origin. Source: IOM AVRR Annual Report of Activities 2010.

ADDRESSING RETURN AND REINTEGRATION NEEDS

IOM’s Assisted Voluntary Return and Reintegration (AVRR) programmes will continue to form a major component of this area of intervention through the provision of assistance to vulnerable Sri Lankan individuals and families who choose, but have no independent means, to return home. Over the years, IOM has assisted thousands of Sri Lankans to voluntarily return to Sri Lanka from many destination or transit countries around the world and to reintegrate into their communities of origin. IOM emphasizes that voluntariness remains a precondition for all of its AVRR activities. Reintegration and return programming continues to be considerate and informed of social and economic contexts and real-time challenges for returnees thanks to IOM’s long-term presence and well established network of contacts.

EMPOWERING RETURNEES WITHIN THEIR OWN COMMUNITIES

Limited economic opportunities compounded by low skills to engage in income generation and livelihood activities within the communities of origin, as well as misperceptions that irregular migration always brings success, represent important push factors for prospective irregular migrants and can present a barrier to the sustainable reintegration of those who choose to return home. Hence, IOM will complement individual reintegration assistance with small scale community productive infrastructure development linked to market driven job based skill trainings and job referrals or employment and income generating activities for community members, including youth. To provide each returnee with the chance of a better future within their own communities, AVRR’s community development component will aim at developing both the physical infrastructure and human resource base through: a) institutional capacity building training to committee members of Community Based Organizations (CBOs); b) revolving funds for CBOs; c) technical support for CBOs; and d) links with the private sector for collective purchasing and marketing. Furthermore, IOM plans to provide improved access to psychosocial support services for returnees.

Returnees can only be truly reintegrated within their own communities if their future is supported by local-level decision making and empowerment through equal access to socio-economic opportunities and support networks. Therefore, IOM’s community-centred approaches aim at addressing the needs of both the returnees and their receiving communities and are sensitive to gender and the special needs of children and other highly vulnerable groups, including the economic and social challenges that may be faced by returnees. Since decision-making processes on livelihood development are made inclusively by the communities themselves, they are also more sustainable.

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4 Vulnerable migrants can be defined as: Migrants who are in a situation of distress or at risk of being abused or exploited and whose human rights are threatened. They can be among others, migrants stranded in transit or destination countries, unaccompanied minors, asylum seekers and refugees, stateless persons, victims of human trafficking, individuals with emergency medical needs, the elderly, single parents with children with no support mechanisms in countries of origin, and migrants who may have developed vulnerabilities or special protection needs as a result of suffering violence during the migration process. Source: IOM Regional Strategy for Asia and the Pacific, 2012 - 2015.

4 Sustainable return denotes the durability of return over a period of time, which can be assessed by the continued presence of the returnee in the country of origin or by the fact that he/she no longer opts for emigration at any price (e. g. irregular migration channels) to leave behind difficulties encountered in the country of origin. Source: IOM AVRR Annual Report of Activities 2010.
UNDERSTANDING AND ADDRESSING MIGRANTS’ VULNERABILITY

Providing migrants an opportunity to communicate directly about their situation and identify emerging concerns empowers them and can serve as an important driver for desired behaviour change. IOM will conduct further evidence-based research to explore effective ‘behaviour change and communication’ with the goal of better understanding potential migrants’ perceptions on migration, their push factors and how to best disseminate accurate information to deter attempts or re-attempts at irregular migration.

Considerations of each migrant’s age, gender, livelihoods and education, as well as social, economic and special needs indicators will be included in the research and data will be disaggregated to reflect these findings.

IOM will also explore the means to support a study on the factors which contribute to the particular vulnerability of some population groups to human trafficking by analysing structural and non-structural levels of vulnerability and resilience of at-risk populations. IOM will support community police structures to enable them to link with and support families of migrant workers with children left behind and other particularly vulnerable groups such as elders and single-parent households.

With the assistance of local institutions and community liaison officers in target villages where there is a high prevalence of irregular migration, IOM’s safe migration information campaigns will continue to enhance public access to accurate information on the risks and dangers of irregular migration with an aim to reduce the flow of irregular migrants from Sri Lanka. Campaigns will be accompanied by an expanded IOM hotline service offering advice on safe migration to potential migrants. The hotline will also be used to generate statistics to help analyse migration patterns and perceptions and will assist IOM to identify and select beneficiaries for its campaigns and programming.

IOM recognizes that the core need behind addressing the vulnerabilities of migrants is to determine how to effectively raise their levels of resilience to current and future stresses. To this end, the situation of each migrant participating in the proposed research and outreach activities will be contextualized with information about their communities’ physical, social and economic well-being and resources and, at the same time, integrated with Government services. IOM can then contribute to increased resilience levels of migrants and reduced vulnerability levels of families, communities and regions.

Inaccurate or unrealistic expectations held by Sri Lankan migrants and their families who seek long-term or permanent residence in various countries can cause stress to the newcomers upon their arrival. This transition can also put pressure on the social service providers of the host community who work to help the newcomers adjust. IOM’s provision of cultural orientation services commissioned by some destination countries can reduce such anxiety on the part of migrants by painting a more realistic picture of what awaits them, equipping them with coping skills to deal with an unfamiliar environment, and helping them shape attitudes towards life in their new setting.

SUPPORT COORDINATION MECHANISMS FOR ENHANCED ASSISTANCE TO VULNERABLE MIGRANTS

Activities to assist the Sri Lankan Government’s efforts in the prevention of and response to human trafficking will remain a priority area for IOM Sri Lanka through the provision of technical support to the National Anti-Human Trafficking Task Force which is coordinated by the Ministry of Justice (MoJ) and comprises eighteen Government agencies.

Recently, IOM supported the Task Force in the development of Standard Operating Procedures (SOPs) for the identification, protection and referral of trafficking victims and the development of a handbook for staff at Sri Lankan overseas missions and conciliation staff at the Sri Lanka Bureau of Foreign Employment.
IOM will now support the implementation of mechanisms established in the SOPs including the delivery of training for law enforcement officers and staff of Sri Lankan overseas missions in several destination countries to raise awareness of counter trafficking measures and enable them to more effectively support potential or identified victims of trafficking and more broadly, migrants in distress who seek their assistance.

IOM further assists, through travel and operational support services, the Government of Sri Lanka in the provision of return assistance to nationals of other countries who are stranded in Sri Lanka as well as with the return of Sri Lankan nationals stranded overseas during conflict or in emergency situations or distress.

DELIVERING IOM’S RESETTLEMENT SERVICES
Refugees who are nationals from other countries will continue to receive assistance from IOM’s Resettlement Services. These services are delivered in Sri Lanka on behalf of the IOM’s Resettlement Support Centre for South Asia based in Damak, Nepal. IOM Sri Lanka’s case processing services include document processing, health assessments, cultural orientation and international travel assistance in preparation for refugees’ resettlement to third countries. From 2002 to 2014, IOM assisted 1,469 recognized refugees across 19 countries with the United States and Canada featuring as the two top destination countries. IOM will also continue its family reunification programme which assists family members in Sri Lanka to join their relatives in the country of resettlement.

1.2 IMMIGRATION AND BORDER MANAGEMENT
Post-conflict Sri Lanka is experiencing an increased cross border movement of people and goods as a result of rapidly rising trade and tourism, a revitalized economy, and increased cultural ties with other countries. Maintaining national security and economic development in the post conflict context poses to Sri Lanka a twin policy priority.

ADDRESSING TRANSNATIONAL ORGANIZED CRIMES
Every country must have a strategy to manage the entry and exit of people in order to maintain safety, security, social order, and economic prosperity. Borders are the first line of defence of a country and carry various political and social functions — the most important of which are sovereignty, protection and the formation of legal, economic, and social identities. In a globalized economy, borders can appear to lose some of their functions, but the security implications of migration, including trans-border crimes such as people smuggling, human trafficking and international terrorism, are yet to be fully addressed. Sri Lanka is no exception. Securing the country’s borders is a key policy priority for the Government of Sri Lanka to ensure it has the capacity to identify high risk travellers before their arrival. This can be achieved through improved intelligence gathering, data analysis, travel history analysis, passenger profiling, and cooperation with international enforcement agencies such as Interpol and foreign immigration services.

Building effective inland immigration capacity together with a strict application of enforcement and prosecution and the removal of violators are key areas of interest to the Government.

Effective management of borders has the clear potential for contributing to a country’s development and prosperity. IOM’s Immigration and Border Management (IBM) programmes in Sri Lanka will support the Government in achieving
the twin objectives of maintaining national security and economic development through support in the core areas of border and migration management assessments, improvements to border management information systems, identity management, data management, migration intelligence and risk analysis, and training and capacity building for border and migration officials.

**ENHANCING MIGRATION DATA MANAGEMENT, INTELLIGENCE AND ANALYSIS**

IOM will continue to support the Sri Lankan Department of Immigration and Emigration (DIE) in managing an Integrated Enquiry Management System (IEMS) which was first established with IOM’s technical assistance in 2007.

The IEMS facilitates the verification of migration operational data related to border controls, and passport issuance information between the DIE and multiple national and foreign agencies for better decision making. Over the years, through a multi-phased approach, IOM has contributed to optimizing the potential of IEMS by creating links with multiple databases on a broader range of issues.

Furthermore, IOM will work to identify means and ways to support relevant Government departments and line ministries in their efforts to collect, collate, assess, analyse and disseminate migration intelligence. As elsewhere, the absence or lack of coordinated migration intelligence hinders opportunities for disrupting people smuggling, human trafficking and other cross border crimes thus impeding changes in policies and legislation.

IOM expects, through its programme support, to contribute to the effective undertaking of a full tactical intelligence cycle which would in turn produce policy and operational recommendations for intelligence-led preventive action with increased international liaison and exchanges with other foreign immigration and intelligence agencies.

**IMPROVING TRAVEL DOCUMENTS ISSUANCE SYSTEMS AND EXAMINATION PROCEDURES**

Effective identity management and access to identity information in a timely and credible manner is of crucial importance for better decision making in migration management. The integrity of the Sri Lankan passport application and assessment process is, at present, challenged by various factors. IOM will continue to assist the DIE in the introduction of biometrics fingerprint features into the passport application lodgement and assessment process in Sri Lanka to help detect fraudulent claims of identity and strengthen the integrity of the overall process.

IOM will also support DIE through provision of equipment for document examination and related technical training for timely impostor recognition at the international airport.

The Readmission Case Management System (RCMS) was recently established at the DIE through technical support from IOM with the objective of facilitating the smooth readmission of persons to Sri Lanka. The online RCMS in Sri Lanka enables the issuance of temporary travel documents, containing security features, to undocumented persons whose return to Sri Lanka is requested by host country authorities.

**MINIMIZING INCIDENCE OF ABUSES IN THE BORDER MANAGEMENT SYSTEM**

IOM has also assisted with the establishment of a Transit Database at the DIE which is linked with the Sri Lanka border control system. The database enables the collection and storage of information for passengers transiting through Bandaranaike International Airport. The availability of advance and real time passenger information from airlines allows the DIE to intercept and minimize the incidence of irregular migration and abuses in the border control system.
1.3 LABOUR MIGRATION AND HUMAN DEVELOPMENT

In view of the continuing relevance of migration for overseas employment to the Sri Lankan economy and society, and cognizant of the associated vulnerability, protection and welfare issues relating to this trend, IOM will continue its support to the Ministry of Foreign Employment Promotion and Welfare (MFEPW) in the implementation of its long term vision and commitment to labour migration as enshrined in the 2008 National Labour Migration Policy.

EMPOWERING MIGRANT WORKERS THROUGH SKILLS ENHANCEMENT AND RECOGNITION

IOM most recently supported MFEPW in enhancing foreign language skills as one of the key pre-departure requirements for migrants through the establishment of a model multimedia English language learning centre. The centre’s importance is highlighted by the fact that a lack of foreign language proficiency hinders migrant workers’ ability to raise and solve workplace conflicts and may leave them more exposed to exploitation or abuse. Improving foreign language skills will therefore contribute to the empowerment of Sri Lankan migrant workers which will in turn contribute to more dignified working conditions — noting that the responsibility to protect migrant workers lies with the Government of Sri Lanka. This approach is in line with the Government’s commitment to expand and improve the Technical and Vocational Education and Training (TVET) sector under the “Mahinda Chintana”, and the National Human Resource Development and Employment Policy. Towards this end, IOM will extend programme support to the skills enhancement of migrant workers, including vocational and foreign language skills. Further collaboration in areas such as the testing and certification of migrant workers and international qualification recognition programmes will also be pursued.

MAXIMIZING THE DEVELOPMENTAL IMPACT OF MIGRATION

The National Labour Migration Policy has a focus on the linking of development and migration processes in recognition of the contribution of labour migration to employment, economic growth, development and the generation of income. Migrants contribute to investments, the transfer of technology and skills, human capital formation, the enhancement of social capital, the promotion of trade and business links and good governance. While overseas employment cannot be considered a strategy for sustainable economic growth and national development in the long run, the Government recognises the significant contributions of labour migration towards development with worker remittances topping USD 6.8 billion or ten per cent of GDP in 2012 making it the top foreign exchange earner of the country. IOM supports the Government in initiating programmes that will identify new overseas markets and opportunities. This will contribute to the promotion and development of employment opportunities outside Sri Lanka for Sri Lankans. Labour market surveys, market analyses and market promotion plans in other countries will help ascertain emerging opportunities and new demands.

SUPPORTING LABOUR MIGRATION THROUGH REGIONAL CONSULTATIVE PROCESSES

Aware of the importance to enhance dialogue and cooperation among labour sending and receiving countries, bilaterally, regionally and internationally, IOM will support the current Sri Lankan chairmanship of the Colombo Process (CP), vested with the leadership of the Minister of Foreign Employment Promotion and Welfare as its Chair-in-Office. CP Member Countries are constantly faced with the complex responsibility of ensuring that their labour migration systems

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benefit labour migrants and their families while contributing to long-term economic growth and development in both source and destination countries. The strategic vision and related thematic areas pursued under the Sri Lanka Chairmanship of CP pave the road for building on the many accomplishments achieved under the previous chairmanships and for further engaging on issues of mutual interest. In its capacity as the Secretariat for the Colombo Process, a responsibility that IOM Sri Lanka as the Mission in the chairmanship’s country shares with its Headquarters, IOM stands ready to extend all of the required operational and technical support to the Sri Lankan Chairmanship, and looks forward to supporting continued dialogues and partnerships.

1.4 MIGRATION HEALTH

IOM’s migration health activities in Sri Lanka work towards the vision enshrined in the 2013 National Migration Health policy, one of the first of its kind in the region, which recognizes that migrants and mobile populations benefit from an improved standard of physical, mental and social wellbeing, which enables them to substantially contribute towards the social and economic development of their home communities and host societies.

STRENGTHENING BORDER HEALTH SYSTEMS

One of the priority areas identified in the National Migration Health Policy for early implementation under the key strategic area of inbound migration is the strengthening of core capacities and quarantine activities at Sri Lankan ports of entry. Cross-border migration is increasingly becoming a challenge to the health authorities. With IOM’s assistance to the Ministry of Health (MoH), a comprehensive border health system was launched in 2013 to minimize the risk of the cross-border transmission of disease.

In the upcoming strategic period, IOM will build on its on-going support to the MoH and other national entities to achieve its aim of island wide expansion and the integration of the border health strategy to both international airports and all five seaports.

An empirical assessment of the existing border health systems and systematic evaluation of health services provided at the points of entry (air and seaports) and national travel vaccination centres was recently undertaken by the Ministry of Health’s Directorate of Quarantine with IOM’s support. The results of this assessment were later used to inform the development of a national border health strategy which includes the Standard Operating Procedures (SOPs) for border health officials. The SOPs, developed with IOM support, outline routine quarantine health functions, the revision of legislation and the establishment of the border health information system. They also provide technical guidance in managing events of public health importance.

Building upon this formative phase of developing SOPs, piloting the border health information system, and building the capacity of the Ministry of Health and other stakeholders in addressing cross-border health issues, in the upcoming strategic period IOM will assist the MoH in undertaking a ‘roll-out’ of the border health strategy. This will occur via national level training of the relevant border officials at all points of entry (sea and land ports) on implementing the developed SOPs, as well as by integrating the pilot border surveillance system into these settings. To complement the roll-out process, IOM will conduct a scientific review of the current operational status of Sri Lanka’s National Border Health Information System.
PROMOTING SELF-RELIANCE OF VULNERABLE COMMUNITIES

Five years on from the end of Sri Lanka’s conflict, IOM is now focusing its initiatives in the North and East towards mid to long-term stabilization of former conflict-affected and resettled populations and the enhancement of community resilience through livelihood support and capacity development. These initiatives focus on the most vulnerable groups within the targeted communities, as a means to enhance access to services and resources, and ultimately, to promote their empowerment and inclusion in the social and economic life of their communities.

To develop sustainable community-level self-reliance and promote longer-term self-sufficiency, IOM’s livelihood strategies will focus on the improvement of small scale Productive Community Infrastructure (PCI) in fishery and agriculture sectors linked to sustainable and optimal asset utilization and profitability. Examples of IOM’s

MONITORING MIGRANT HEALTH

The incidence of imported malaria cases in Sri Lanka is one of the major challenges to the national malaria programme, just as the country is entering a phase of elimination of the disease. IOM’s health unit will also continue its partnership with the National Malaria Programme which was initiated in 2012. All IOM facilitated Sri Lankan migrants voluntarily returning from West African and other malaria endemic countries are being screened for malaria upon arrival at the airport, using a rapid diagnostic test. The travellers identified as positive for malaria through this IOM-MoH joint screening process are referred to the National Programme for Malaria for further investigation and treatment. This intervention has been commended by the national and international health authorities.

In line with the National Migration Health Policy, IOM will also continue implementing migration health assessments and provision of technical assistance to the MoH in developing standards for health assessments. IOM will offer migrants direct access to health assessments at IOM’s dedicated health assessment facility established in 2014, in Colombo. The centre adheres to international best practices and provides early detection and management of pulmonary tuberculosis (TB). One of the strategies under the key results area of the National Migration Health Policy calls for the establishment of health assessments for resident visa applicants to Sri Lanka. IOM will thus provide technical assistance to the MoH in developing a programme implementation plan for this process.

FACILITATING PARTNERSHIPS ON MIGRANT HEALTH

IOM will continue its support to Sri Lanka’s well-established national vertical health programmes to address migratory related health issues. These programmes include the National Anti-Malaria Campaign, National Programme on Tuberculosis and Chest Diseases, and the Sexually Transmitted Diseases & HIV/AIDS Control Programme. Health promotion activities will be conducted across various IOM projects and coordinated by IOM’s Health Unit in line with the Sri Lankan Government’s national policies.

1.5 EARLY RECOVERY AND LIVELIHOOD DEVELOPMENT

Since the end of the conflict, IOM has worked towards the formulation and implementation of recovery and transition programmes to enable former conflict-affected and resettled communities to move from the emergency relief stage to early recovery. This helps to avoid the risk of relief assistance becoming an alternative to development and instead fosters self-sufficiency of affected communities and future development interventions.

*K.P. Wickramage et al, High attack rate for malaria through irregular migration routes to a country on verge of elimination, Malaria Journal, 12:276, 2013.*
livelihood interventions include the renovation of minor tanks and irrigation structures, the provision of fishing infrastructure, the clearing of abandoned paddy lands and support for farming families to re-engage in paddy and other farming activities, the construction of paddy storage facilities, agro-wells and salt water exclusion bunds.

The renovation of agriculture-related infrastructure is proving effective in enabling communities to engage in farming, minimizing the cost of investment and reducing economic vulnerability thereby contributing to the sector with increased production, income, and employment.

As a result, farmers can improve their ability to compete with markets outside their district or province and become more economically resilient. Similarly, statistics from the Ministry of Fisheries and Aquatic Resources Development showed a substantial increase in the fish stock recorded for the Northern Province as a result of the increased number of fishing boats, more productive infrastructure such as ice factories, the improvement of jetties, and better access to roads and auction centres.

All of these actions are increasingly attracting investment to the sector, and when balanced with an approach that considers the environmental implications of livelihood development on natural resources, strengthen the sustainability of these livelihood sectors as a whole.

PARTICIPATORY APPROACH AS A KEY TO SUSTAINABLE LIVELIHOOD RESTORATION
The participation and active engagement of communities through village and rural development societies is promoted throughout the project cycle to ensure high levels of ownership over the efficient and effective access, use and maintenance of PCI, as well as encouraging local level transparency, equality and inclusiveness.

To achieve long-lasting outcomes, it is critical that the community recognizes and builds upon their ownership of the project. Community in-kind contributions in the form of labour or materials are also encouraged, which further reinforce local level support and sustainability of the project. Sustainability is further enhanced by IOM actively seeking Government and civil society participation in coordination and implementation activities.

IOM liaises with Government line departments responsible for allocating human and financial resources at the point of handing over the infrastructure. This ensures that the future maintenance needs of the PCIs are met. Likewise, community based organizations (CBOs) are given sufficient training and skills to support the maintenance of the infrastructure.

IOM livelihood initiatives will be delivered through all three sub-offices of Kilinochchi (also covering Mullaitivu district), Vavuniya (also covering Mannar district) and Batticaloa. This geographic coverage gives IOM a broad physical presence across the North and East, allowing IOM to maximize support for communities by building and maintaining strong local networks, possessing accurate knowledge of the local conditions, and staying directly abreast of contextual changes.

Participatory approaches include considerations of past, current and future risks which may impact the livelihoods and general well-being of communities. IOM’s development programmes are undertaken with a consideration of the risk of natural disasters as well as climate change, and use a combination of local knowledge and professional research and data to support the development of ‘disaster-sensitive’ and ‘climate-sensitive’ livelihood choices. This foresight is desirable in the development of sustainable productive community infrastructure.

WORKING IN PARTNERSHIP
IOM has participated as a member of the Inter-Agency Humanitarian Country Team to the Joint Needs Assessment (JNA) carried out in June 2014 in the former conflict affected districts of Jaffna, Mullaitivu, Kilinochchi, Vavuniya, Mannar,
IOM Sri Lanka’s Disaster Risk Reduction (DRR) framework for Sri Lanka adopts a ‘3Cs’ approach built around Community resilience, Capacity building and Coordination. IOM strives to provide comprehensive services at the institutional level that influence the capacity of stakeholders to reduce disaster risk.

At the community level, IOM promotes knowledge sharing, structural development and direct beneficiary level assistance. IOM also considers disaster risk when designing and implementing other programming, to ensure that it builds resilience and recognizes local level vulnerabilities. This is especially significant when it is recognized that the impact of disasters can cause both short and long term security, socio-economic and physical shifts which may influence migration-related decisions.

IOM will continue to support the Ministry of Disaster Management in the implementation of the Sri Lanka Comprehensive Disaster Management Programme for 2014-2018.

IOM Sri Lanka’s DRR activities include the provision of disaster-sensitive infrastructure such as the construction and renovation of minor irrigation tanks, channel networks, bunds and roads, as well as the construction of paddy storage facilities, agro wells and salt water exclusion bunds which minimize the intensity of the damage caused by flooding and drought.

IOM will also invest in supporting home gardening through the provision of training on flood and drought resistant seeds to farmers and households to ensure food security at the community level. Of particular concern in Sri Lanka is the impact of climate change on food security, therefore projects relating to agricultural livelihoods as well as general community development will be sensitive to this issue.

In line with the National Environment Policy, IOM will integrate green energy approaches into its programming by building on earlier work such as the promotion of solar power for disaster-affected communities which brought light via solar lamps to hundreds of families enabling adults to work, children to study and women to safely wash after nightfall. This ensures that emergency response...
projects meet the immediate needs of affected populations, while not causing further damage to already vulnerable areas.

Though IOM’s priority focus is on reducing risk to disasters, IOM’s pre-positioning for emergency situations continues to ensure the capacity to respond quickly to improve the shelter, water, and hygiene conditions of affected populations by supplying essential non-food items within 48 hours from the occurrence of a disaster.

IOM’s extensive local knowledge and relationships in the field allows it to not only respond in a timely manner, but to also have an understanding of what special requirements or challenges may need to be considered to meet the needs of the most vulnerable affected groups.

In the up-coming strategic period, DRR-oriented interventions will continue in the northern districts of Mullaitivu, Kilinochchi, Vavuniya and Mannar and will expand into the Batticaloa district in the East. Batticaloa is one of the most disaster prone districts in Sri Lanka and annually suffers from serious damage to agriculture and livestock farming as a result of recurring flooding. Abandoned tanks, poor maintenance of drainage and soil erosion intensify the level of damage floods can have on local livelihoods.

In response to this trend, IOM plans to address key priority needs as identified in the district development plan by improving drainage networks and storm water channels to mitigate the negative effects of flooding on farming communities. Disaster proofing and rehabilitation of key public infrastructure, including schools, will be promoted.

These actions will be enhanced by an understanding of the effects of local level environmental management on hazard risk, for example, promoting the responsible disposal of waste to ensure that drainage networks are kept clear. IOM will also work to collect information on how disaster risk and the impacts of climate change can influence migration patterns.

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7 See Annex III
2. CROSS-CUTTING APPROACHES

2.1 FACILITATING MIGRATION SERVICES

IOM is uniquely positioned to assist governments seeking solutions to the challenges faced by their overseas visa and immigration offices in processing ever more complex and increasing caseloads with limited resources. With visa and immigration fraud as an ever-present challenge, governments are increasingly looking to trusted external service providers to facilitate reliable and affordable document integrity and verification solutions in support of sound visa decision-making and risk analysis in immigration-related matters.

IOM Operations and Migrant Services delivers accurate, objective, timely, and migrant-centred Immigration and Visa Support Solutions (IVSS) to Government clients and migrants. These IVSS services include Document Integrity and Verification Services for verifiable documents such as academic records and trade qualifications, work references and records, as well as civil status documents such as birth, death, marriage and divorce certificates, adoption papers and passports.

Other services conducted through the IVSS portfolio are the provision of logistical support for visa processing, the provision of visa application assistance, and the conducting and facilitation of immigrant interviews and self-payer travel assistance. At the request of governments and with the consent of the applicant, IVSS services are conducted prior to or in connection with the visa application process and on a fee-for-service basis.

Extending or expanding IOM facilitated migration services in the up-coming strategy period, wherever appropriate and possible, therefore constitutes a key priority for the organization.

2.2 FOSTERING PARTNERSHIPS WITH THE PRIVATE SECTOR

Involvement of the private sector, including financial institutions, is essential to the economic rehabilitation of former conflict-affected communities in the North and East. Private sector companies and institutions are looking for new markets in the country while also wishing to contribute to national economic revitalization efforts. IOM offers to private sector partners the benefit of its knowledge and experience in working with these communities, while they provide much-needed additional assistance to IOM’s beneficiaries, be they former internally displaced, recently resettled communities, prospective or returning migrants.

IOM has partnered with various private sector partners over the last years. Currently a partnership with the Bank of Ceylon (BOC) and the SANASA Bank gives beneficiaries access to loans often combined with financial literacy training. These actions, mainly for returnees, are available both in Colombo through the BOC Head Office and in BOC branches, and act as an enhancement of IOM’s reintegration assistance. IOM also has supported many beneficiaries to restart their livelihoods, especially in the agriculture sector, by promoting market linkages through IOM’s network of private partners such as Prima Group who collaborated with IOM in introducing maize cultivation to IOM’s beneficiaries. Prima Group provided high breed seeds, technical support and signed agreements with farmers to buy back their crop. BOC extended loans to the farmers to start up maize cultivation. The combined engagement of BOC and Prima Group helped IOM greatly maximize its efforts towards sustainable and locally relevant income generation programmes for IOM’s beneficiaries.

Through its beneficiary profiling and registration, IOM is able to identify beneficiaries’ job skills and qualifications and link them with the interests and expertise of private sector partners for possible job placements. The Sri Lankan John Keells Group successfully partnered with IOM in this initiative and gave employment to a number of IOM beneficiaries among AVRR and other programmes.

In other instances, IOM has explored and successfully sought private sector contributions to its programmes by way of the provision of in-kind technical advice. IOM partnered with the International Water Management Institute to address programme-related needs by bringing their sectorial expertise in solving water management issues experienced by IOM beneficiaries. Such partnerships continue to be
fostered, including for the sharing of information on current trends and challenges in Sri Lanka relating to livelihoods, such as the impact of climate change on certain crops.

Programme budget savings, thanks to substantial price negotiations with private suppliers through their corporate social responsibility (CSR) arms, have allowed IOM to increase its level of support to beneficiaries. This was the case of support successfully secured from E. B. Creasy who, through their CSR arm, provided highly discounted solar-powered systems to pump water in the frame of IOM’s water and sanitation programmes.

In an attempt to further enhance sustainability and add value to all of its programmes, IOM will continue to seek partnerships and alliances with the private sector that can help fulfil the strategic objectives and programmes through various direct or indirect forms of programmatic partnerships, advocacy, fundraising support, or contributions in kind. Current cooperative efforts will be sustained and considered when designing future projects, but new alliances will be explored as specific needs arise. IOM encourages prospective partners to identify ways that their programming can support communities while also meeting private sector CSR goals.

2.3 MAINSTREAMING GENDER INTO MIGRATION PROGRAMMING

Gender analysis deals with men and women and how their roles are defined or perceived and how they evolve together with changes in a given social and economic context. Considering gender also means that the specific vulnerabilities and resilience of men and women are included in the designing, implementation, and evaluation of programming. Gender mainstreaming is an integral part of IOM’s work and aims at ensuring that women and men are provided with equal opportunities to develop and utilize their skills and to participate in decisions affecting their lives.

It is estimated that over 89,000 women are widowed as a result of the Sri Lankan war, with 40,000 widows located in the North and 49,000 in the East*. IOM’s projects implemented in the former conflict affected areas of the Northern and Eastern Provinces prioritize and empower women-headed households including through Women’s Rural Development Societies (WRDS) which IOM resources and trains to manage revolving funds from which women-headed families obtain interest free loans to start livelihood activities. IOM also encourages membership of women in the Fisheries Corporate Societies, particularly relating to their proactive role in linking fishery activities conducted by men to market places. Furthermore, IOM complements the building of community centres with training activities aimed at increasing women’s capacity to manage the centres and use them for various income-generation activities, vocational training and skill development courses for community members.

The economic empowerment of vulnerable women in post-conflict settings is crucial in terms of protecting women from risks of abuse and exploitation. In the aftermath of the conflict, WRDSs which had stopped functioning due to community displacement were reformed or re-established by mobilizing women to take part in community activities and networks including the Government and other service providers introduced to them. Re-established WRDSs thus created platforms for women to lead and raise their concerns to relevant Government authorities. Many women managed to overcome the psychological trauma of loss through engaging with other women and working as a team. Membership in WRDSs boosted women's morale and psychological strength and enabled them to stand up collectively on issues of violence against women and take, in some instances, legal actions.

IOM has also successfully contributed to the opening of the first Government shelter for women victims of human trafficking to ensure their necessary assistance and protection in collaboration with the Ministry of Child Development and Women’s Affairs which will be responsible for the full functioning of the shelter management.

Sri Lankan women’s participation in the formal workforce is lower than that of men, but is much higher than in some other countries in the region. Levels of enrolment of girls in schools at all levels,
including higher education, are high, particularly compared to regional averages. Sri Lankan women bring a significant amount of remittances from work abroad, making them an important component of the national economy and a force of support for local communities. Fundamental to the context of post-conflict Sri Lanka, IOM recognizes the capacity that women have as positive agents of change and development from the household level upwards.

IOM will thus continue to formulate gender-sensitive programming by identifying and addressing gender-specific objectives and promoting the inclusion of gender aspects in project activities and approaches. A gender balance will also continue to be encouraged in training programmes, particularly within those involving law enforcement partners. Gender sensitivity awareness continues to be built into IOM’s community level efforts, including those relating to reintegration, DRR and livelihoods.

2.4 ADDRESSING SOCIAL INTEGRATION THROUGH COMMUNITY DEVELOPMENT

IOM’s community development programmes in the former conflict affected regions are designed to promote intra and inter community linkages and contribute to social cohesion among the most vulnerable and disadvantaged groups by mobilising them around issues of good governance, social inclusion and reconciliation while sharing improved access to resources, livelihood and socio-economic opportunities. IOM recognizes that within communities there can be distinct levels of diversity, and therefore encourages the equitable participation of all community members. Youth are of particular importance within a community, due to their unique vulnerabilities and capacity, yet they are often excluded from decision-making processes.

IOM has contributed to improved social integration through youth development programmes by mobilizing over a thousand youth from the most conflict affected districts of Kilinochchi and Mullaitivu in a series of sport and cultural events designed to foster a greater understanding among youths of different backgrounds, thus contributing towards the broader reconciliation process. These initiatives included football and netball tournaments for young men and women from the North culminating in a ‘peace match’ against teams from the South. Northern students’ exposure visits to Colombo and the historic southern city of Galle, enabled them to see how different ethnic communities share a community in harmony, and provided inspiration to think positively in spite of difficulties. A visit to Parliament was arranged in consultation with the Minister of National Languages and Social Integration.

Furthermore, IOM intends to develop synergies between CBOs and small and medium entrepreneurs located in the North and South of Sri Lanka through exchanges of products and services originated in their respective localities. As a result of this interdependency established on mutual economic interests, newly created business networks can contribute to social integration by creating relationships among communities with cultural and ethnic differences to work together for a common goal and a better future.

IOM will continue to support, through its overall programming, the wider national reconciliation process, where appropriate and viable, by fostering inter-ethnic dialogue and collaboration among conflict-affected communities benefitting from IOM’s programmes. These actions will serve to increase confidence and trust in Government systems and involve and empower youth through leadership education, skills development and employment opportunities.

2.5 PROMOTING RESEARCH, DATA COLLECTION AND KNOWLEDGE MANAGEMENT

IOM’s research work in Sri Lanka supports and informs migration policy and practice across a broad range of inter-linked issues. IOM has undertaken policy-oriented and operational research based on pragmatic and evidence-based analysis over the years, which has informed the implementation of multiple projects of IOM and partners and has positively influenced national policy debates and stimulated new operational approaches and activities. IOM’s sound ethics-based and principled approaches to research mean that international communities of practice

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*Social Integration is defined as a dynamic and principled process where all members participate in dialogue to achieve and maintain peaceful social relations: http://www.un.org/esa/socdev/mb/peacedialogue/soc_integration.htm.*
welcome the findings, and as such, IOM Sri Lanka has often been asked to disseminate its research findings through international academic journals, especially in the field of migration health. IOM's research is not only relevant therefore to local contexts, but also to regional and international dialogues and practices.

IOM will build upon its extensive research practice in Sri Lanka by ensuring that research is factored in as an integral and inter-sectorial feature of its own programmes.

IOM has gained a wealth of knowledge and expertise during its first twelve years of operations in Sri Lanka. Research is just one important aspect of informing and building this knowledge. In line with IOM's global institutional initiative in support of a more comprehensive approach towards knowledge management, IOM will work in the up-coming strategy period to improve its capacity to analyse, develop, process and share knowledge assets generated by its projects and processes, with a view to continue to add value to its work and that of its partners and beneficiaries.

2.6 PROMOTING SOUND PROGRAMME MONITORING AND EVALUATION

IOM adopts monitoring and evaluation (M&E) mechanisms to enhance the effectiveness of the implementation of its programmes by establishing clear links between past, present and future activities and results. IOM uses a ‘theory of change’ approach to its M&E to identify ways in which lessons can be learned and utilized through the project cycle, rather than solely at its conclusion. Furthermore, IOM's M&E framework promotes organizational learning and accountability, ensures informed decision-making and guarantees the effectiveness of the Organization as a whole. A shared M&E structure across all of IOM’s programmes means that lessons learnt can be shared between different organizational projects and divisions, and that feedback on the effectiveness of initiatives can quickly be available to Donors and other partners.

IOM Sri Lanka has put in place an M&E mechanism to extract result-oriented information that can be used throughout the project cycle as the basis for programmatic fine-tuning, reorientation and planning. This mechanism looks at M&E both as an established practice of internal oversight and as an external instrument to communicate clear, detailed information on the progress made towards the achievement of objectives and project purposes to partners and Donors. This practice is not only crucial for IOM reporting lines, as the Organization's income is almost entirely generated from resources allocated by its Donors, but also for IOM itself to ensure real-time transparency and learning throughout projects.

IOM will develop dedicated indicators, targets and baselines to ensure that an informative and effective performance measurement system is in place to assess progress towards the achievement of IOM Sri Lanka's country strategy, and will conduct a mid-term and final review to evaluate the strategy’s impact and inform a new national strategy for beyond 2017.

2.7 COMMUNICATING WITH STAKEHOLDERS ON MIGRATION ISSUES

Effective communication is about matching the right message, with the right audience, at the right time and in the right way. IOM regards communication as an essential and value added component of its work. By improving how IOM communicates about what the Organization is and does, and how or why it does it, IOM believes that both the Organization and the people it serves will benefit.

Through effective communication about its role and capacities, IOM gains a trusted and understood reputation with partners, beneficiaries and the public, beneficiaries gain a clear comprehension of the services and support offered by IOM, and the public debate on migration is active and informed.

As a part of this strategy, IOM Sri Lanka will mobilize its resources to update its online presence, including its website. The IOM Sri Lanka website will be used as a platform to inform and participate in social media dialogues, as well as create a dynamic space for communicating about the needs and the achievements of its beneficiaries. Materials and media available on the IOM website will also contribute to the goals and objectives of donors, other partners and research communities.
THE WAY FORWARD

In taking this strategy forward, IOM recognizes and relies on the essential role that Donors can play through the provision of financial and technical support to enable IOM Sri Lanka to effectively and sustainably pursue its strategic objectives with the support of, and in partnership with the Government of Sri Lanka. The overall aims of the strategy are therefore set on an aspirational, yet realistic, level in line with the current level of assistance extended to IOM by its Donors.

In the absence of man-made or large scale natural disasters at the time of writing this document, the strategy does not elaborate on IOM’s disaster response plans. It is understood, however, that in the event of a sudden or slow onset disaster prompting a migration crisis within or across Sri Lankan borders, IOM will mobilize its resources and response action in line with its Migration Crisis Operational Framework.

The Country Strategy is a three-year strategic framework for addressing emerging issues and identifying priorities for action. IOM will monitor internally the implementation progress mid-term and share, upon completion, the evaluation of its final achievements. The strategy will guide the development of new programming and ensure that current initiatives remain effective in light of changes in vulnerability and resilience levels within a post-conflict and rapidly developing Sri Lanka.

The strategy recognizes that partnerships are fundamental in the effectiveness of long term sustainable development, and that they provide an important platform for advancing cooperation on migration. In the implementation of this strategy therefore, IOM Sri Lanka looks forward to working with all of its partners, including the Government, Donors, United Nations, non-government organizations, community based organizations, academia, research institutions, and the private sector, at the national, regional, and global levels for better and more effective migration management. IOM Sri Lanka hopes that the strategy not only succeeds in enhancing the cross-cutting and responsible approaches to migration that the Organization is already taking, but also enriches the goals of Government, donors and partners, and at the core of the mission’s strategy, addresses the needs of beneficiaries and migrants themselves.
ANNEX I

IOM’S STRATEGIC FOCUS

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.

2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.

3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.

4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration’s benefits.

5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.

6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.

7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.

8. To assist States to facilitate the integration of migrants in their new environment and to engage Diasporas, including as development partners.

9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.

10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.

11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.

12. To support the efforts of States in the area of labour migration, in particular short term movements, and other types of circular migration.
ANNEX II

MIGRATION CONTEXT – ISSUES AND TRENDS

Key Development Facts
Since the end of conflict in 2009 Sri Lanka has witnessed a sharp economic growth as recorded by the rising of the GDP to 7.3 per cent in 2013\(^{10}\) and expects to graduate to the status of an upper middle income country by 2016\(^{11}\). The national poverty headcount ratio has declined from 8.9 percent in 2009/10 to 6.7 per cent in 2012/13\(^{12}\), although pockets of poverty exist specifically in the districts of Batticaloa (in the Eastern Province), Mannar and Mullaitivu (in the Northern Province) and Moneragala (in Uva Province). Sri Lanka has progressively improved in human development indicators over the years and is ranked #73 in the category of High Human Development Countries\(^{13}\). Sri Lanka is also on track to meet most of the Millennium Development Goals (MDGs). The national unemployment rate is low at 4.1 per cent at the end of 2013\(^{14}\); however, youth unemployment is high and there is limited female labour force participation. Approximately 9 per cent of the population lives within 20 per cent of the poverty line, making it susceptible to recede into poverty in the presence of adverse factors\(^{15}\). Literacy rates are high but further skills development is needed for the country to advance towards a knowledge economy. While Sri Lanka is ranked #62 out of 148 countries in terms of quality higher education and training, it is ranked #135 in terms of labour market efficiency\(^{16}\).

Labour Migration and Human Development
Sri Lanka has long been a country of origin for labour migrants, with the majority going to the Middle East for short-term work. Foreign employment remains a vital sector to the national economy with worker remittances topping USD 6.8 billion or 10 per cent of GDP in 2012 making it the top foreign exchange earner of the country\(^{17}\). Top destination countries for labour migrants in 2012 include Saudi Arabia followed by Qatar, Kuwait and United Arab Emirates\(^{18}\). In 2012, it was estimated that a total of 282,331 Sri Lankan migrant workers were deployed, out of whom 49.07 per cent were female. Domestic worker employment is still the top occupation for Sri Lankan migrant workers, in spite of a declining trend\(^{19}\).

To increase the employability of the Sri Lankan workforce, particularly of youth, and to meet the local and foreign labour market demand by 2020, the Government of Sri Lanka has taken steps to improve the Technical and Vocational Education and Training sector through the Skills Sector Development Program which was developed and coordinated by the National Planning Department of the Finance and Planning Ministry in 2013.

After a decade, the Regional Consultative Process on the management of overseas employment and contractual labour for countries of origins in Asia, known as the Colombo Process (CP), returned to its birthplace, Sri Lanka, at a very opportune time under the leadership of the Hon. Minister of Foreign Employment Promotion and Welfare as its Chair-in-Office. Migration flows from the CP region are characterized by high rates of temporary labour migrants going to the Middle East, especially to the Gulf Cooperation Council countries, to work in less-skilled and semi-skilled jobs. Enhanced cooperation with other regional consultative processes, such as the Abu Dhabi Dialogue and the Asia-EU Dialogue, is therefore a clear priority of the CP membership.

Migration Flows
The long-drawn out conflict between the Sri Lanka Government and the Liberation Tigers of Tamil Eelam (LTTE), along with other socio-economic factors, resulted in significant out migration flows of Sri

\(^{10}\) World Bank, Sri Lanka: Country Snapshot, March 2014
\(^{13}\) United Nations Development Programme, 2014 Human Development Report
\(^{16}\) ADB, http://www.adb.org/projects/42251-018/details
\(^{17}\) World Bank, http://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS
Lankans often engaging people smugglers to support their move to other countries to seek asylum or economic and employment opportunities. According to UNHCR data, there were 124,436 Sri Lankan refugees globally as of 30 June 2013\textsuperscript{20}. Since the end of the conflict, there have been improvements in the security and economic situation of Sri Lanka, which resulted in a number of assisted voluntary returns of irregular migrants (mainly from Australia, Indonesia, Malaysia, Europe, North America and West Africa) and in spontaneous or facilitated returns of refugees (mainly from India) with peaks of such movements recorded in 2011-2012. Many of these returnees continue to need livelihood opportunities to smoothly reintegrate in the rural areas of Northern, Eastern and some Southern districts of Sri Lanka. The limited livelihood opportunities in these regions for employment and income generation continue to be a push factor for those who attempt to migrate in an unsafe and undocumented manner, particularly in the case of youth. Limited reintegration assistance related to livelihoods also raises the risk of repeat irregular migrants. The risk of irregular migration is further triggered in some districts by reduced access to information about appropriate, safe and regular migration opportunities or on services and agencies available at local and national levels for skills enhancement opportunities that support regular migration among prospective migrants. This combination of factors has led many migrants into the vicious network of human smugglers and traffickers.

The National Anti-Human Trafficking Task Force, chaired by the Ministry of Justice and comprising of 18 Agencies, was established in 2010. The Task Force has contributed to the increase of coordinated actions in combating human trafficking through the organization of counter trafficking training programmes and the facilitation of the sharing of expertise and joint efforts to enhance mechanisms for the provision of identification, protection and assistance for victims of trafficking. Sri Lanka maintained its position on the Tier 2 Watch List in 2014\textsuperscript{21}. Work continues to increase the capacity of Sri Lankan law enforcement to successfully prosecute and convict traffickers while contributing to the safeguards of protection for the victims. The establishment of the first Government-run shelter for trafficked persons and the development of the Standard Operating Procedure for the identification, protection and referral of victims of trafficking are important steps forward.

The Government of Sri Lanka has a policy on the promotion of tourism and investment and has announced the target of 2.5 million tourist arrivals by 2015, which is six times higher than current arrival indices. Overall levels of cross border movement are expected to rise two fold in the coming years and the national border control system should be ready and able to facilitate such an increase in the entry and exit of people across borders. In order to institute appropriate migration governance actions and respond effectively to diverse migration challenges and increased mobility patterns, Sri Lanka is faced by the challenge to adopt comprehensive, cooperative and integrated approaches to immigration and emigration processes. Improved immigration and border control systems can help minimize the negative impact of migration and preserve its integrity as a natural social process and a positive force for development in both countries of origin and destination. In recent years, the Sri Lankan Department of Immigration and Emigration has strengthened its capacity in the area of document and passenger examination at borders while coordinated intelligence work combined with improved sea border patrolling has led to the detection of a number of attempts of irregular migration to and from the country. To enhance and better facilitate the mobility of Sri Lankan nationals, regionally and internationally, the Department of Immigration and Emigration is also tasked with improving the quality, reliability and integrity of its travel documents, and related issuance and management systems. Effective, robust and internationally compliant processes are a key to curb people smuggling, human trafficking and other trans-border crimes.

While the Sri Lankan Government has taken steps to reduce the outflow of skilled migrants from the country in order to limit ‘brain drain’ and facilitate their contribution toward the national development process, Sri Lanka witnesses a considerable number of migrant outflow seeking long-term or

\textsuperscript{21} US Department of State, Trafficking in Persons Report, 2014.
permanent residence in various countries around the world in an attempt to pursue better economic perspectives and comparative advantages these countries offer or are perceived to offer. These migrants are sometimes not fully aware about the living conditions in their destination countries and may have unrealistic or inaccurate expectations of life in the new country.

In recent years, country statistics indicate that Sri Lankan students are showing a higher interest in continuing their studies overseas, even though Sri Lanka follows a free education system. In this context of increased student mobility from Sri Lanka, it is important that students have access to correct and timely information and services in relation to the legal process of migrating for study purposes.

The inflow of refugees from other countries is also a challenge faced by the Government of Sri Lanka, especially in recent times with the recorded increase in the number of individuals and families who elect to seek asylum in Sri Lanka.

**Internal Displacement and Resettlement**

The Northern Province of Sri Lanka was significantly affected by three decades of protracted civil conflict which caused severe social and economic losses to the region, as well as the destruction of physical resources and infrastructure. The effects of the war were felt in the forms of loss of life, livelihoods and assets, displacement and long term associated trauma. Since the end of the conflict in 2009, socio-economic indicators in the Northern Province are rapidly improving as a result of infrastructure development in essential service delivery areas which are now setting a conducive environment for the long term sustainable development of conflict affected communities and for a durable solution of resettled and remaining internally displaced people. Community and household level support initiatives under the Sri Lankan Government’s Divenuguma policy of 2013 and other policy actions are complementing macro scale development plans and improving social and economic status of households and communities alike.

Former conflict-affected districts are currently experiencing economic growth due to improved infrastructure, networks and an influx of formal and informal financial institutions such as private banks and leasing companies. However, the strengthening of the economy in the North and East and the consequent integration of these regions into the national economy are long term processes that require combined efforts at both the macro and micro economic levels. The Government has taken steps to assess and identify sustainable livelihoods recovery and development needs of the resettled and remaining displaced persons in conflict affected districts through a Joint Needs Assessment conducted in 2014 together with the Inter-Agency Humanitarian Country Team. Further support is required to continue with reconciliation processes though progress is being made in this area with social integration efforts and community consultative processes.

Sri Lanka’s health indicators are considered some of the best in Asia. Sri Lanka has achieved remarkable progress in combating and even eradicating many diseases of public health importance. Sri Lanka is among the leading nations in the Asia-Pacific region to have a very low prevalence of vaccine-preventable diseases (e.g. tetanus, diphtheria), vector borne diseases (e.g. malaria), and HIV. However, other endemic diseases such as dengue continue to pose challenges to the public health of Sri Lankans. Sri Lanka has a well-established community disease surveillance system with mandatory reporting and a strong network of public health workers providing free health services to its population.

It has been recognized that globalization and the increased mobility of people greatly facilitate the spread of diseases, resulting in the re-emergence of eliminated diseases, or the introduction of new diseases and strains. Hence, the challenge is to develop policies that boost the positive potential of migration for development, while reducing the potential negative repercussions.
Overcoming the health-related issues of migration is a major challenge in a nation that is growing and progressing as rapidly as Sri Lanka. Under the broader framework of the 2008 World Health Assembly (WHA) Resolution on the “Health of Migrants”, the Sri Lankan Ministry of Health has laid the foundation to address migration health issues through the National Migration Health Policy. This policy marks a major milestone for Sri Lanka in addressing the health needs of all migrant populations (internal, inbound and outbound) and for advancing the WHA resolution.

**Natural Disasters and Climate-Related Hazards**

Due to its geographic location, Sri Lanka has historically been prone to multiple forms of natural disasters, notably droughts, floods, landslides, cyclones and coastal erosion. Areas affected by the conflict were, and still are, increasingly vulnerable to the impact of disasters due to physical degradation caused by decades of war and a lack of financial resources to prepare for future events.

Tsunamis are infrequent, but the 2004 Asian tsunami caused severe physical damage to the coastal areas of the country, and claimed tens of thousands of lives in Sri Lanka. To address disaster preparedness and response, the Ministry of Disaster Management developed a National Policy on Disaster Management, commended in its vision by the international community, and further rolled out the Sri Lanka Comprehensive Disaster Management Programme for 2014-2018, launched on 24 September 2014.

Climate scenarios project less and less frequent precipitation in the already dry areas of Sri Lanka, potentially increasing the frequency and duration of droughts. Higher and more variable rainfall is expected to increase the frequency and intensity of floods, especially affecting monsoon dependent areas. Climate change is expected to significantly impact agriculture, water resources, energy, environment and fisheries in Sri Lanka. In order to address the cross-sectorial nature of major environmental challenges caused by climate change, and to fulfill the commitments under the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol, a National Advisory Committee on Climate Change (NACCC) was established, under the purview of the Ministry of Environment, to promote better decisions and coordinate all activities pertaining to climate change related policies and actions. Both disasters and climate change in Sri Lanka have the potential to affect internal and external migration patterns. Communities faced with a loss of livelihoods may choose to migrate abroad for work, or internally relocate to areas with more resources and opportunities.
Crisis today creates challenges for nations and international community. Crisis produces increasingly complex and often large-scale migration flows and mobility patterns, through which human mobility dimension in human crisis has become more visible. Affected populations are exposed to significant vulnerabilities and generate serious and longer-term migration management challenges. Too often, however, the migration dimensions of a crisis are overlooked in the crisis response.

In response to this gap, IOM developed the IOM Migration Crisis Operational Framework throughout 2012 at the request of IOM Member States. During the 101st Session of the IOM Council, held on 27 - 30 November 2012, IOM Member States unanimously adopted Resolution 1243, endorsing the Migration Crisis Operational Framework (MCOF). The MCOF is a practical, operational and institution-wide tool to improve and systematize the way in which the Organization supports its Member States and partners to better prepare for and respond to migration crises.

The IOM MCOF is based on the concept of “migration crisis”, a term that describes the complex and often large-scale migration flows and mobility patterns caused by a crisis which typically involve significant vulnerabilities for individuals and affected communities and generate acute and longer-term migration management challenges. A migration crisis may be sudden or slow in onset, can have natural or man-made causes, and can take place internally or across borders.

The migration crisis approach can apply to all types of population movements resulting from a crisis situation. It also draws attention to particular groups affected by crisis, including international migrants. The needs and specific vulnerabilities of this population can be overlooked in crisis response, and this calls for improved coordination and capacities. Migrant-specific vulnerabilities can include: a lack of knowledge of or access to mechanisms of nationally based assistance; heightened exposure to violence and exploitation; a shortage of personal means to escape crisis areas; and a lack of access to travel documents or embassy officials. Crises have lasting implications on the well-being of migrants, especially when the latter have not only lost livelihoods and belongings, but have also been forced to return to contexts of economic difficulty and social instability, often posing an additional challenge to the existing structures and resources.

IOM utilizes the MCOF to assist in planning for and responding to Migration Crisis. The MCOF allows States to improve and systematize the way in which they respond to the assistance and protection needs of crisis-affected populations.

As a practical tool, the MCOF is structured around three pillars: “phases of crisis”, “sectors of assistance”, and “linkages with other sectors and systems.” The phases of crisis and sectors of assistance are represented on a multi-layered wheel that can be used to illustrate the linkage between each sector of assistance and existing systems, including the Inter-Agency Standing Committee’s (IASC) Cluster Approach, and other systems (Refugee Regime, security and peace, and development).

The wheel template can be adapted to represent the particular conditions and context of any crisis situation that involves internal or cross-border movements, from man-made disasters, to slow onset or sudden natural disasters, to protracted crisis, health crisis, or any other crisis-inducing situation (see an example illustrated on the next page).
Diagram of Sudden Onset Natural Disaster: Internal and Cross Border Movement

CLUSTERS
- Camp Coordination & Camp Management
- Water, Sanitation and Hygiene
- Early Recovery
- Education
- Protection
- Logistics
- Emergency Telecommunications
- Health
- Food Security
- Shelter

OTHER CLUSTERS/SECTORS/GROUPS
- Housing, Land and Property Rights
- Gender-based Violence
- Coordination
- Rule of Law and Justice
- Mental Health & Psychosocial Support
- Safety and Security
- Environment
- Child Protection
- Agriculture
ANNEX IV

IOM SRI LANKA OFFICE LOCATIONS

Head Office
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Migrant Health and Operations Centre
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Tel: +945933333 | Call Centre: +94115112200

Jaffna
139, Temple Road, Jaffna
Tel: 021 2228620 | Fax: 021 2229681

Vavuniya
10, 10th Lane, Vairapuliyankulam, Vavuniya
Tel: 024 2224661 | Fax: 024 2220579

Kilinochchi
155, Mille Post, Jaffna Road, Kilinochchi
Tel: 021 2285386 | Fax: 021 2285386

Batticaloa
59/2, Mamangam Kovila Road, Batticaloa
Tel: 065 5673402 | Fax: 065 2226968
IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges to migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.
Every effort has been made to ensure the information in this document is accurate. Any omissions or corrections can be directed to our head office in Colombo.