



PRINCIPLE 2

Using evidence and whole-of-government approaches

Strengthening production and analysis of migration data and evidence

The production of reliable data on migration, complemented with a whole-of-government approach, enables good migration governance, which in turn allows for better allocation of resources, a better integration of the migrants and sustainable development.

The International Organization for Migration's (IOM) expertise and vast network of offices worldwide ideally position the Organization to support Member States and advance good migration governance. As such, IOM aims to continue to serve Member States and the international community as lead reference for data and evidence related to migration. To this effect, IOM endeavours to strengthen the production and analysis of national, regional and global data related to migration to shape proactive migration policies and protect the rights of all migrants.

As migration is a cross-cutting issue, IOM will continue to support Member States by providing technical assistance to improve whole-of-government approach to migration management, thereby reinforcing mutual linkages between ministries, policy areas and strategies. IOM will also facilitate inter-State cooperation and experience-sharing, as well as provide trainings on effective international practices. This approach integrates the collaborative efforts of all relevant ministries to optimize their impact and offer an integrated way to achieve a shared purpose: beneficial migration governance.

MIGRANTS, INTERNATIONAL MIGRANTS AND REFUGEES

IOM defines a *migrant* as “any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is. IOM concerns itself with migrants and migration-related issues and, in agreement with relevant States, with migrants who are in need of international migration services.”

Although there is no universally accepted definition of the term, an *international migrant* has been defined for statistical purposes as a person who changes his or her country of usual residence. A *long-term migrant* is a person who establishes residence in a different country for a period of at least a year, while a *short-term migrant* moves to a country for a period of at least three months but less than a year.

While most refugees are migrants according to these definitions, it should be noted that refugees are governed by a distinct legal framework. The 1951 Refugee Convention and its 1967 Protocol define a *refugee* as any person who, “owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country”.

Migration policy research

Migration policy should be based on sound evidence and robust analysis. IOM supports the development of effective and sustainable migration policies by conducting applied research and serving as a primary reference point on migration through its various migration research and analysis publications.

In 2019, IOM published the tenth World Migration Report (WMR), the Organization’s flagship publication designed to provide clear and accessible migration data, research and analysis that are relevant to policy deliberations and academic and applied research. Building on the success of the revised WMR series structure as first seen in *WMR 2018* (the most downloaded IOM publication of all time), the *World Migration Report 2020* will provide key data and information on migration, as well as balanced and evidence-based analysis of complex and emerging migration issues. The report will feature salient topics such as the following:

- Migrants’ contributions globally;
- Migration as an adaptation strategy to environmental change;
- Children and unsafe migration;
- Global governance of migration;
- Migrant inclusion and social cohesion;
- Migration and health; and
- Migrants caught in crises.

Since 2011, through a joint IOM-United Nations Development Programme (UNDP) initiative, the national governments of Bangladesh, Ecuador, Jamaica, Kyrgyzstan, Republic of Moldova, Morocco, Serbia and Tunisia have mainstreamed migration and the Sustainable Development Goals (SDGs) into their national development plans and strategies.

IOM's *Migration Research Series* focuses on policy-oriented and empirical research and analysis that aims to contribute to a better understanding of the multidimensional aspects of migration and inform migration policies at the national, regional and international levels. In 2020, IOM will continue publishing papers as part of the series for dissemination among policymakers, as well as practitioners, scholars, researchers and students interested in issues related to migration. IOM's most recent calls for MRS abstracts include "migration and technology" and "youth and migration".

More broadly, IOM continues to be a major publisher of migration research and analysis. In keeping with previous years, the Organization anticipates publishing more than 160 new publications in the IOM Bookstore in 2019, with publishing throughout 2020 continuing. In 2018, total downloads of publications on the IOM Bookstore reached more than 2 million, indicating a high level of interest in IOM research, data and knowledge on migration.

Whole-of-government approach to migration

Guided by the principles of whole-of-government and whole-of-society approaches to migration policy, the International Dialogue on Migration (IDM) has been providing a multi-stakeholder platform for holistic, inclusive and diverse discussions on a full range of migration issues and their linkages with other policy domains since 2001. Through IDM, government representatives, migrants and diaspora, international organizations, civil society, businesses and scholars exchange best practices, lessons learned and recommendations with a view to advance effective migration management and good migration governance. Through an informed and well-planned selection of discussion topics, IDM contributes to advancing the understanding and collaboration between these actors on multiple topics related to migration, such as youth engagement, health, technology, environment and climate change, trade and development. IDM and its outcomes have demonstrated to be a useful tool for governments and other stakeholders in the review, creation and implementation of comprehensive migration policies and mechanisms. Participants report that IDM is effective in advancing understanding on migration issues and building their capacities to address the opportunities and challenges presented by migration. Moreover, the diversity of actors involved in IDM encouraged cooperation and partnerships at the governmental level, between relevant departments and beyond between concerned actors in the society. In keeping up with the practice, IDM will, in 2020, ensure that it provides an inclusive forum for the exchange of best practices and promotion of evidence-based effective migration policies that is valuable for its participants and supports their capacity-building efforts.



The 2019 IDM session was held on 28 February 2019 in New York. © IOM 2019/Rahma SOLIMAN

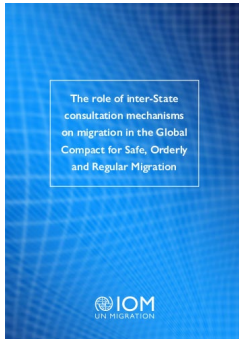
The Global Compact for Safe, Orderly and Regular Migration

The Global Compact for Safe and Orderly Migration is a landmark intergovernmentally negotiated agreement – constituting the first-ever UN global agreement on a common approach to international migration in all its dimensions.

The Global Compact for Migration was adopted at the [Intergovernmental Conference held in Marrakech, Morocco](#) on 10–11 December 2018 and endorsed by the United Nations General Assembly on 19 December 2018 ([A/RES/73/195](#)). Anchored in the [2030 Agenda for Sustainable Development](#) in which member States committed to cooperate internationally to facilitate safe, orderly and regular migration, the Global Compact for Migration is grounded in a number of guiding principles. These include

full respect for national sovereignty, rule of law and the international human rights framework. The Global Compact for Migration exhorts all to work together in a fully inclusive fashion addressing collective challenges.

The Global Compact for Migration comprises 23 objectives for better governing migration at local, national, regional and global levels.



This review revisits the role of Inter-State Consultation Mechanisms on Migration (ISCMs) in the Global Compact for Safe, Orderly and Regular Migration with the aim to identify their potential contribution in attaining the global compact commitments and the potential complementarity and added value of ISCM engagement in the Global Compact for Migration, recognizing the ISCM's mostly regional and interregional nature.

The UN Migration Network

The UN Network on Migration (hereafter referred to as the Network) is an initiative of the UN Secretary-General committing the UN system to provide effective and coherent system-wide support on migration. The Network has extensive [terms of reference](#) (ToR) and primarily seeks to do the following:

- Improve cooperation and collaboration among UN entities working on migration and support coherent action by the UN system at country, regional and global levels and towards implementation of the Global Compact for Migration, where such action would add value, while ensuring well-defined linkages with UN structures at all levels;
- Provide concrete support for member States, drawing on the expertise of all stakeholders, in their implementation, follow-up and review of the Global Compact for Migration, ensuring effective, timely and coordinated UN system-wide support in their endeavours; and
- Support efforts to make migration work for governments, migrants and communities, prioritizing the rights and well-being of migrants and their communities.

The Network brings together a large part of the UN system – currently comprising 38 entities – to work collectively to support member States in advancing the collective goals and purpose of the Global Compact for Migration. The Network operates with a small executive committee of eight key UN entities that give overall guidance and set priorities. The executive committee includes IOM, UNDP, UNICEF, International Labour Organization, Office of the United Nations High Commissioner for Human Rights, United Nations Department of Economic and Social Affairs, United Nations High Commissioner for Refugees and United Nations Office on Drugs and Crime.

The secretariat of the UN Network on Migration is housed in IOM and IOM's Director General António Vitorino serves as the Network Coordinator. The Network is accountable to the UN Secretary-General and General Assembly.

Key actions of the Network in 2020 will include the following:

- Capitalization of the [Migration Multi-Partner Trust Fund \(MPTF\)](#), finalization of the MPTF results framework and solicitation, as well as operationalization of a pipeline of potential projects for MPTF support, subject to approval by the Fund's Steering Committee.
- Implementation of the [Network workplan](#). This first workplan of the Network focuses on key issues where the UN system can add value in delivering concrete results as a matter of priority in supporting the implementation of the Global Compact for Migration with a focus on rolling out implementation in pilot countries.
- Support member States' regional reviews of the Global Compact for Migration in 2020, including through regional coordination mechanisms.
- Initiate planning and action geared towards the International Migration Review Forum (IMRF). The IMRF is a collective and demonstrable commitment by member States towards implementation of the Global Compact for Migration, firmly placing migration on the UN agenda. The first IMRF will be held in the first quarter of 2022. The Network, through its Coordinator, has been asked to support the regional reviews and other local, national, regional and global inputs towards the Secretary-General's report to precede the IMRF.
- Continued outreach – both formally and informally – with Network members and external partners, including migrants, civil society, migrant and diaspora organizations, faith-based organizations, local authorities and communities, the private sector, employers' and workers' organizations, trade unions, parliamentarians, national human rights

institutions, the International Red Cross and Red Crescent Movement, academia, the media and other relevant stakeholders at global, regional and national levels, as set out in the Network's ToR.

- Prepare an initial report of the UN Secretary-General by December 2020 on the implementation of the Global Compact for Migration, including activities of the UN system and functioning of the institutional arrangements.

2030 Agenda for Sustainable Development

IOM's entry into the UN in 2016 and the UN Development System reform bring substantial changes to the way the UN operates in the country, committing IOM to articulate its activities and mandate in relation to achieving sustainable development outcomes. The inclusion of migration in the 2030 Agenda for Sustainable Development and other global agendas similarly presents a momentous opportunity to assess the impact of migration on a range of development issues and better understand how development can impact on migration and migrants.

In 2020, IOM will continue to support governments in understanding how to manage migration within their efforts to achieve the 2030 Agenda and the Global Compact for Migration by understanding how all these governance areas are interrelated, how these are affected by migration and to what extent other sectoral policies facilitate or impede migrants' ability to contribute to society. This necessitates the whole-of-government approach, which implies coordination across all government sectors for the development of policies that are aligned with and respond to the effects of migration and the needs of migrants. To achieve this, IOM supports governments "mainstreaming" migration into local and national policy planning. This means amending or developing new national, regional and local laws, policies and plans that take into consideration these interlinkages and the needs and challenges of migrants. This ensures that policies ranging from health to education and from urban planning to housing are inclusive of migrants and coherent with migration governance priorities. IOM will also continue to assist governments to then pilot and implement these policies and plans as needed.

IOM Headquarters will also continue to provide guidance to its country missions to liaise with their respective government counterparts and explain how migration is relevant and should be incorporated in the SDGs and support Member States to complete the Voluntary National Reviews at the High-level Political Forum 2020. As countries may decide to report on specific SDG goals or all goals, IOM will continue to assist governments to report on all migration aspects of the SDGs.

In addition, IOM will step up a whole-of-organization effort to better position the Organization to support Member States in implementing the 2030 Agenda for Sustainable Development. It will prioritize four strategic areas to focus efforts on in the coming years; these include the following: (a) developing a holistic strategy to implement the 2030 Agenda in synergy with approaches adopted for the implementation of other related frameworks; (b) strengthening IOM's internal capacities to operate and report on the 2030 Agenda; (c) forging partnerships with key players in the UN system and beyond; and (d) communicating IOM's contribution to SDG implementation.

As part of this collective effort, IOM is equipping staff at global, regional and field levels with the necessary knowledge and skills to support Member States to deliver on the migration-related SDGs, and to work with UN Country Teams to ensure that migration is properly reflected in UN Sustainable Development Cooperation Frameworks. This includes the development of an internal training package on the 2030 Agenda to help IOM staff understand how it is relevant to their work in the field.

To complement these efforts, IOM has also developed and will continue to disseminate and apply some key policy tools, including *Migration and the 2030 Agenda: A Guide for Practitioners*, and systematically connect migration and development policies going forward. The Guide and the related training module that complements the one currently delivered on the Migration Governance Framework (MiGOF) aims to serve government actors, both national and local, involved in any process of SDG implementation, including those working specifically in migration, and those working in other sectors who are interested in integrating migration. In 2020, IOM plans to develop and deliver a specific module for government actors working in the migration field who wish to integrate the SDGs into their work and the potential connections between migration and the full set of SDGs, as well as the formulation and implementation of national implementation plans in the framework of the Global Compact for Migration.





Integrating migration into development and other sectoral policies

A national migration health agenda

A national migration health agenda aims to capture the health status and well-being of various migrant groups residing within a State and enable the development and implementation of “migrant-inclusive” health systems to achieve health equity and inclusiveness. In 2020, IOM will continue to support the development and implementation of policies and legal frameworks of States to ensure migrants are

granted equitable access to affordable health care and that local health systems improve their capacity to meet migrant health needs. Guided by the Sustainable Development Goals, the Global Compact for Migration and the World Health Organization’s Global Action Plan for Promoting the Health of Refugees and Migrants, IOM will facilitate the prioritization of comprehensive migration health objectives according to the national context and migration realities of Member States, carried out in partnership with relevant stakeholders at local, national and

The Sustainable Development Goals (SDGs) contain several targets that directly reference migration, as listed below.³

Student Mobility	→ Increasing international student mobility	4.B	
Human Trafficking and Exploitation	→ Combating all types of trafficking and exploitation → Addressing trafficking and exploitation of women and children	5.2, 8.7, 16.2	  
Labour Migration and Employment	→ Promoting decent work → Combating child labour and the worst forms of child labour → Combating trafficking for forced labour → Addressing the feminization of migration → Improving labour migration governance	8.5, 8.7, 8.8	
Migration Governance	→ Facilitating orderly, safe, regular and responsible migration and mobility → Implementing planned and well-managed migration policies	10.7	
Remittances	→ Lowering remittance transaction costs	10.C	
Migration Data	→ Improving data across migration topics → Increasing disaggregation of data by migratory status → Increasing disaggregation of migration data by other variables	17.18	



In partnership with local and international partners, IOM helped deliver measles and Japanese encephalitis vaccines to children in communities in the Philippines affected by Typhoon Mangkhut. © IOM 2019/Andrea EMPAMANO

regional levels. This will include building national capacities to establish multisectoral migration health task force(s) or committees that will draw representation and ensure coherent inputs from multiple sectors in government, civil society and private sector, among others. These policies will focus on implementing international standards that protect migrants' right to health, promote equal access to health services for all migrants, extend social protections in health and promote policy coherence among migration policies in all sectors.

Enhancing governments' capacity to formulate sound migration policies

In 2020, IOM will work to strengthen the use of evidence and whole-of-government approaches, particularly through the use of strategic foresight as a methodology to help migration-relevant stakeholders prepare for future migration trends and dynamics. This is in line with IOM's Strategic Vision and also responds to global (United Nations) and regional (such as the European Union) efforts to incorporate such methodology into their workplans. The approach further contributes to all three components of IOM's Organizational Effectiveness, particularly in the areas of enhanced data and evidence and knowledge management to ensure that IOM is purposeful. IOM will build on its previous work on strategic foresight on possible migration scenarios by 2030 (*Tomorrow's World of Migration and Mobility*) and utilize the expertise of IOM's Migration Research Leaders' Syndicate to take stock of IOM, other partners and governments' initiatives in this area. Through the use of research, focus groups, public events, seminars, briefing notes and various media outlets, IOM aims to identify intervening trends, including the effects of climate change and other evolving migration issues that States are likely to have to address in the future. The initiative will thereby contribute to enhanced data and knowledge management and prepare governments and decision makers for changes in international migration in the next decades. It can further serve as a reference point to replicate the methodology at the regional level.

IOM's Global Migration Data Analysis Centre

Established in Berlin in September 2015, the Global Migration Data Analysis Centre (GMDAC) represents part of IOM's response to growing calls for comprehensive and timely migration data. Timely data on migration are often scarce or scattered, making it difficult for decision makers to design appropriate migration policies. GMDAC works strategically with the main international organizations in the field, with data producers and suppliers, as well as relevant IOM divisions and offices, and directly with governments to meet policy needs. GMDAC has several areas of work that are aimed at the following: (a) advancing informed decision-making on migration; (b) improving access to and communication of migration data; (c) strengthening migration data capacities; (d) forecasting and data innovation; (e) measuring progress on migration-related SDGs; and (f) improving evidence-based programming through data collection and analysis.

Improving access to and communication of migration data: Global Migration Data Portal

The importance of migration data for developing evidence-based policies and ensuring good migration governance has been underscored in the 2030 Agenda for Sustainable Development, the Global Compact for Migration and the newly formed UN Migration Network.

The Global Migration Data Portal has expanded its content and reached an approximately 40,000 monthly users across all UN member States. Most importantly, the Portal has been mentioned in the Global Compact for Migration, paragraph 17(e), as a key migration data depository, and featured in partners' websites and publications from IOM and others. Portal users can browse data from over 20 international data providers on the interactive world map, read more than 30 thematic pages, find tools on migration data collection and analysis, explore migration data topics related to the SDGs and the Global Compact for Migration, and search blogs and videos featuring migration experts. In 2019, new features include translations in German, Spanish and French, and overviews on regional migration sources.

GLOBAL MIGRATION DATA PORTAL

IOM's Global Migration Data Portal compiles various migration data across topics at the national, regional and global levels and serves as a unique access point to statistics from diverse sources. The portal is a one-stop shop for migration data and coordinates with relevant data providers across agencies.

In the next year, the Portal will grow its regional content in the Americas through partnerships with IOM regional offices and regional migration consultation groups and bodies. In addition, the Portal will focus on building the data knowledge and capacity of migration stakeholders' thorough activities such as webinars, including on topics like big data. Continued maintenance is also foreseen as information must be kept updated based on the release of new data, reports and policy developments.

Strengthening migration data capacities

The 2030 Agenda for Sustainable Development and the Global Compact for Migration emphasize the importance of enhancing data on migration, especially in regions such as Africa where statistical capacities may often be limited. The commitments made under these initiatives require a programme of work to build the capacities of States to collect and analyse migration-related data.

As such, GMDAC – in partnership with Eurostat, the United Nations Statistics Division and the African Union – aims to strengthen the migration data capacities of African States so that they are better able to monitor progress on the implementation of the Global Compact for Migration and the migration-related targets of the SDGs. The first phase will consist of assessments of migration data

collection, analysis and sharing mechanisms across African countries, followed by national consultations with government representatives and relevant agencies. The following phases will aim at building the capacity of national and regional actors to collect, manage and analyse migration-related data through updating migration profiles, creating dedicated training modules and holding workshops and in-country follow-up and support missions, including secondments of African officials to Eurostat and GMDAC offices. These activities will contribute to the development of national and regional migration data plans and culminate in a migration statistics conference for all African States. This programme builds on existing data capacity development work implemented by GMDAC in a number of countries in Africa and other regions.

A related programme of work to be jointly implemented by GMDAC and UNICEF aims to identify gaps and good practices in local data capacities and provide recommendations on how to sustainably enhance the collection, analysis and use of high-quality, timely and disaggregated data on children on the move at the country level. Research has shown that data on children on the move allow States to better protect children and provide them access to essential services in transit and destination countries, including in emergency contexts. But evidence also shows that national ministries, offices and agencies collect and share data on children on the move on a limited and often ad hoc basis. In some cases, the lack of resources or analytical capacities hampers timely analysis of the data, even where such data exist. The project will be conducted in close collaboration with five selected countries.

The proposed programmes on improving data capacities seek to support member States in measuring progress towards the goals and commitments of the Global Compact for Migration, the Global Compact on Refugees, as well as SDG targets.

Forecasting and data innovation: Scenario-building and big data

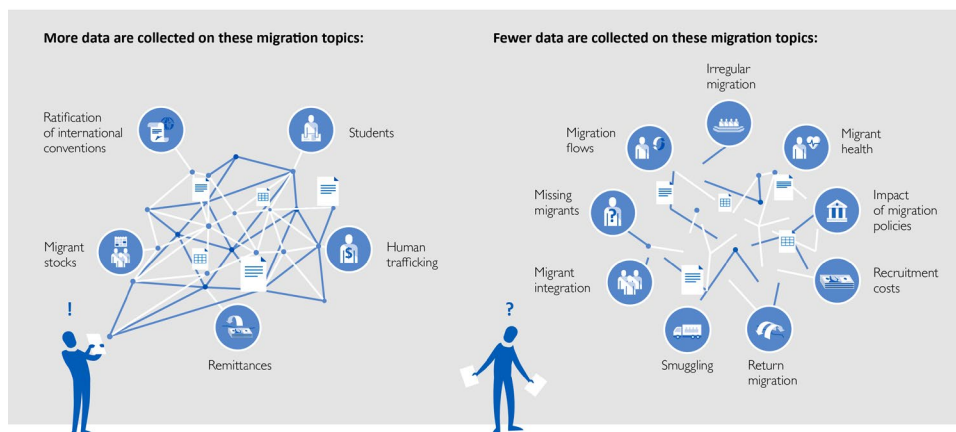
The exponential growth in the use of digital devices and Internet services around the world mean that vast amounts of data that could offer relevant insights into human mobility are generated in real time and at little cost. An increasing number of applications show the potential of using data from mobile phone calls and social media activity to analyse patterns of displacement and mobility that are currently hard to capture through traditional data sources (censuses, surveys and administrative records). Still, this vast potential remains largely untapped due to access, privacy and ethical issues.

To address some of these challenges and facilitate investments in this area, in June 2018, IOM's GMDAC and the European Commission's Knowledge Centre on Migration and Demography (KCMD) launched the Big Data for Migration Alliance (BD4M). The alliance is a network of individuals working in different sectors

Global data gaps

Good data on migration are essential for countries to effectively manage migration and ensure that migrants are not left behind. Yet significant data gaps exist on a variety of migration topics.

Data gaps can mean data that are



Source: Own elaboration based on Laczko, 2017; United Nations, 2016.

© IOM's GMDAC 2017 www.migrationdataportal.org

– research, government, business and civil society – who are interested in harnessing the potential of new data sources for public policy purposes. The BD4M aims to: (a) facilitate the development of new forms of partnerships between the private and the public sector for responsible sharing of data or analytical products; (b) foster dialogue between regulators, data producers and data users to tackle confidentiality, security and ethical concerns related to use of privately-held data; (c) bring together existing applications of new data sources in the field of migration and mobility to identify what works in which contexts; and (d) provide support for countries interested in exploring ways to make use of new data sources to understand migration and mobility.

A few initiatives within the framework of the BD4M are already underway, such as the creation of a repository of big data and migration applications, the publication of a paper on how Facebook data can help identify trends in migrant stocks and a joint initiative with the Governance Lab at New York University and the European Commission's KCMD to identify 10 key policy questions on migration. Funding is required to implement the wider programme of work of the alliance.

IOM's GMDAC has been involved in several other data innovation initiatives relating to migration forecasting, scenario development and migration potential. Currently, GMDAC is the lead partner on migration scenarios in a [European Union-wide research project](#). GMDAC is systematically reviewing the fast-growing academic

and grey literature in this field and translating emerging findings to policy audiences. GMDAC will also develop new migration scenarios for Europe. Previously, GMDAC has made substantial contributions to estimating global, regional and national migration potential based on unique survey data available for more than 150 countries. Ongoing work is focused on exploring the potential of survey data to predict actual migration flows. Lastly, GMDAC aims for the establishment of a Global Council of the Future of Migration, bringing together policymakers, practitioners and leading experts to track trends, release recommendations and exchange best practices on a regular basis. Advancing research on migration potential and establishing a Global Council of the Future of Migration will require additional funding.

Improving evidence-based programming through data collection and analysis: Impact evaluations and the Missing Migrants Project

IOM's GMDAC has successfully started a global programme on impact evaluations. Since 2018, GMDAC has piloted four rigorous impact evaluations of IOM information campaigns online and in Ethiopia, Guinea and Senegal. The programme is expanding its support to other IOM service areas, including reintegration support, social cohesion programmes, pre-departure programmes, integration programmes and health interventions. IOM's regional offices and country missions regularly request GMDAC's assistance on questions related to measuring impact of their programmes. To sustain the Impact Evaluation programme and scale up its support across thematic areas and regions, GMDAC requires additional funding.

IOM's Missing Migrants Project hosts the only existing database on migrant fatalities globally and has become a key reference for information on migrant deaths and disappearances. Since the project began in 2014, the deaths or disappearances of more than 32,000 men, women and children have been recorded during migration. Today, the project hosts the only existing database on migrant fatalities globally and has become a key reference for information on missing migrants. In order to address the lack of data on migrant deaths and disappearances, as identified by IOM staff and experts contributing to IOM's annual *Fatal Journeys* report, regional monitors will be stationed in each of IOM's regional offices. These monitors will expand and improve upon existing data sources and strengthen partnerships with relevant State and humanitarian agencies to improve Missing Migrants Project data.



Missing Migrants Project tracks incidents involving migrants, including refugees and asylum seekers, who have died or gone missing in the process of migration towards an international destination. Migrant fatalities were recorded worldwide in 2019.

Source: www.missingmigrants.iom.int/2019.

Note: This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by IOM.

Leveraging IOM's displacement tracking matrix data to provide protection assistance

One of the five pillars of Protection in Humanitarian Action is data and research – the collection, analysis and use of primary or secondary protection related data, especially for programming purposes. In 2020, IOM will intensify the utilization of its existing Displacement Tracking Matrix (DTM) data for protection purposes by analysing it through a protection lens for use in programming, monitoring and evaluation. IOM will also jointly or independently engage in protection assessments, conduct protection related research and engage in analysis to inform its own operations, as well as those of partners. By employing a whole-of-government approach, IOM will engage with all relevant duty-bearers working to enhance their capacities to reduce protection risks faced by migrants, displaced persons and affected populations. Capacity-building and training thus form the second pillar of Protection in Humanitarian Action, consisting of theoretical and practical protection training, mentoring, coaching, on-the-job training for staff and external actors.