



Closing conference

Building bridges across Armenia's migration management system

The Reinforcement of the Migration Management System in the Republic of Armenia (ReMMAR) project supported Armenia in strengthening migration management during a period of institutional restructuring and heightened pressures, including the 2023 Nagorno-Karabakh displacement crisis. By addressing the needs of government institutions, civil society organisations (CSOs), and beneficiaries simultaneously, the project contributed to more coordinated, responsive, and sustainable migration management systems. Implemented by People in Need (PIN), ReMMAR **strengthened access to migration-related services, improved coordination between institutions and civil society, and enhanced support mechanisms** for vulnerable populations across Armenia.

The Migration Policy Dialogue Platform

Migration Policy Dialogue Platform (PDP)



Through the project, migration officials and social workers enhanced their knowledge and skills, while the establishment of a **Call Service Unit within the Migration and Citizenship Service (MCS)** contributed to improved access to information and services for migrants and returnees. The Government of Armenia also **adopted eight EU best practices in the area of migration and integration**, including training modules/ manuals, call-centre procedures, workflow/ digitalisation steps, and strengthened CSO engagement.

The PDP emerged as one of the project's most significant and sustainable achievements, where government institutions and civil society could jointly discuss migration challenges and priorities. By project end, **the platform continued to serve as a coordination mechanism beyond the project period**. As one government representative explained: *"Before the PDP meetings, there wasn't yet a specific institution to deal with the migration flows... But during the PDP we raised all the relevant questions and challenges, and the management of MCS used to take part in the meetings as well. (Government Representative)"*

Empowering civil society

A sequenced model of capacity-building, mentoring, and sub-grants helped CSOs move from ad hoc support towards more structured and sustainable operations, while increasing their visibility and confidence in engaging with public institutions. Building on the training programme, **19 sub-granted CSOs** strengthened their organisational capacities through tailored mentoring, applying improved approaches to planning, monitoring, case management, reporting, and service quality. The strengthened capacities enabled CSOs to deliver more effective support for more than **1,800 beneficiaries**, including over 1,400 forcibly displaced persons from Nagorno-Karabakh, as well as labour migrants, returnees, host communities, and more than 500 children.



Mentoring: the bridge

Mentoring turned knowledge into practice by helping organisations apply new approaches in their own operational contexts. As one head of a sub-granted CSO explained, the support went far beyond monitoring: *“The project's mentoring approach is excellent. I'm genuinely curious how they recruit their staff, as they are so helpful that you sometimes forget they are your donor; you feel comfortable enough to sit and discuss even the most trivial issues with them. I highly value the mentors' visit. They could have held those meetings online, but they chose to meet with us in person. Their visit was not just supervisory - it was meant to share knowledge and guide us.”*



Czechia study visit

Coordinated response, stronger systems

The study visit to Czechia strengthened institutional cooperation while helping align Armenia's migration management with EU best practices. Lessons from the visit informed later improvements in migrant integration, client services, and policy dialogue. As one participant highlighted, the visit helped build **institutional links** that continued beyond the exchange: *"The Czech experience of how to work with migrants in the whole system was really important for making this connection. After that visit, relationships were established between Armenian and Czech sides at different ministry levels, followed by two additional visits."*

About the MPF

This grant project is part of the EU-funded Migration Partnership Facility (MPF), managed by the International Centre for Migration Policy Development (ICMPD) to support the external dimension of the EU's migration policy. Through the MPF, the EU funds projects that promote dialogue and cooperation on migration and mobility between EU Member States and partner countries outside the EU.

About the project

ReMMAr supported the strengthening of migration governance in Armenia by enhancing institutional coordination, building the capacity of civil society organisations, and fostering structured dialogue between key stakeholders. Through the establishment of the Migration Policy Dialogue Platform, targeted mentoring, and a flexible grant scheme, the project translated capacity-building into practical improvements in service delivery and policy readiness. Implemented in close cooperation with national authorities and partners, ReMMAr contributed to more coherent, responsive, and sustainable migration management systems.

About the evaluation

Testimonies used in this document were gathered as part of a final evaluation of ReMMAr project conducted in 2025. The evaluation was led by Tandans Data Science Consulting who makes part of a consortium of six consultancies and NGOs, namely Blomeyer & Sanz, Diversity Development Group, Migration Policy Group, Policy Impact Lab, Samuel Hall and Tandans.



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