

*Building a culture of
cooperation:
case management ATD projects
in Bulgaria, Cyprus and Poland*

For EMN Belgium Online Conference

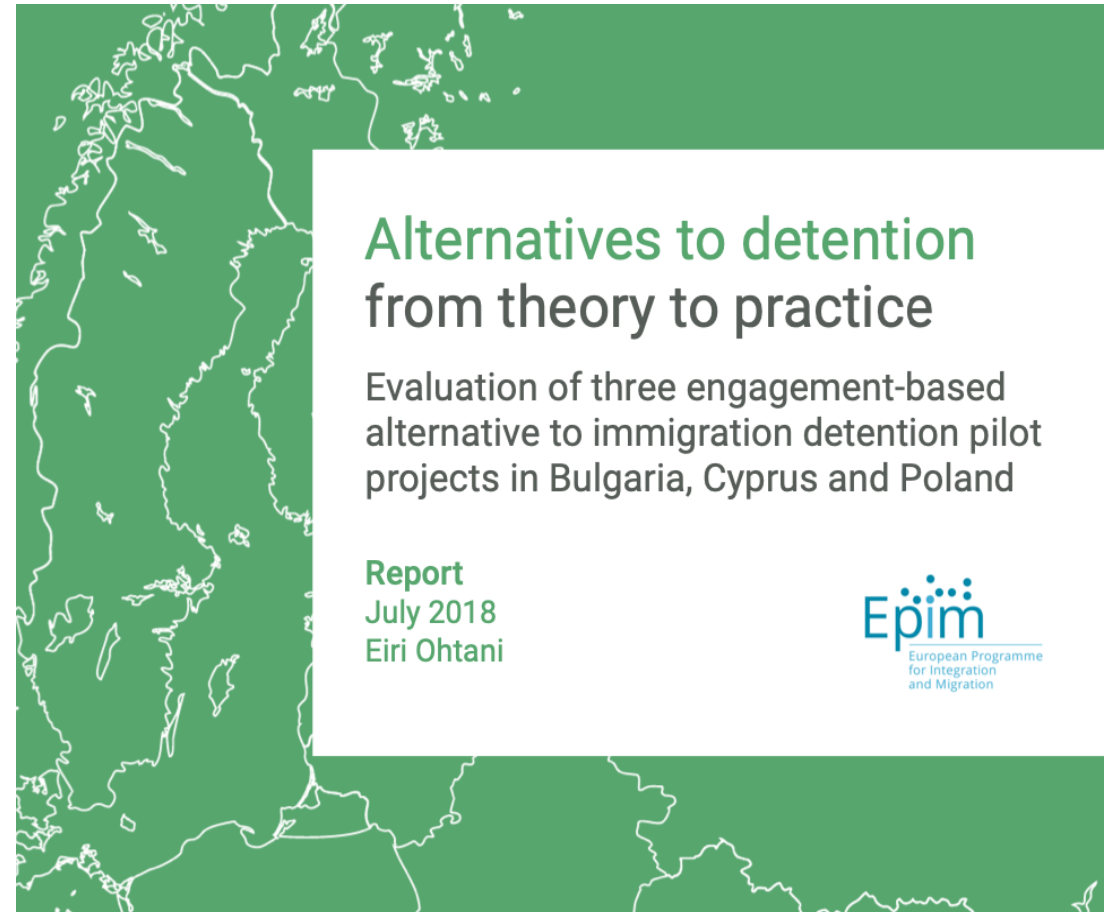
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Why pilots?

- To test the effectiveness of holistic **case management** in concluding the immigration process fairly and humanely (**case resolution**) **without detention**.
- To **monitor** and **evaluate** quantitative and qualitative data and share **learning** to shape future alternatives to detention and migration governance practices.

Longitudinal, continuous evaluation





What is case management?

- Individualized, holistic, social-work support to respond to individuals' changing needs and help work towards **case resolution**;
- **Open-ended** nature of **case resolution** (grant of visa, legal movement to another country, voluntary return);
- Importance of carefully conducted **screening and assessment**.

Key information about the pilots

Pilot implementors (2017 -)

- Bulgaria - Center for Legal Aid - Voice in Bulgaria
 - Cyprus - Cyprus Refugee Council
 - Poland - Stowarzyszenie Interwencji Prawnej (SIP)
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- Each pilot has (approx.) two trained **case managers**;
 - Over the two years, **screened 183 individuals** at risk of / in detention and **126 people were accepted** onto the pilots;

Monitoring and evaluation framework

- Development of the framework took six months;
- Analysis of both quantitative and qualitative data;
- Tested the framework via an interim exercise in 2018;
- Used client summary sheets with a set of key six questions and commentaries;
- Case studies analysed,
- Interviews analysed;
- Participant observation at meetings to gather contextual information;
- Regularly used results for reflection and learning;
- Implementors agree that it enabled a consistent and structured implementation of case management across the pilots and assisted the pilots to develop full understanding of case management;
- Functions as a mechanism for quality control for the pilots' work.

M&E questions – (See page 6 in particular)

Quantitative questions frequently asked about ATD

How many people are processed by the ATD?

How many people return to their country of origin?

How many people regularise their status?

How many people abscond?

How many times does the case manager have to meet with individuals?

Qualitative questions considered by the evaluation

How do people respond to engagement-based ATD?

How does case management help people to engage with immigration procedures and take steps towards case resolution?

How can case management be provided?






















What can undermine the impact of case management and how?

Profile of the participants

- **People at risk of detention, detained people working towards release;**
- Voluntary participation only (not everyone needs case management);
- Criteria inc. willingness to work with the pilot, access to housing/subsistence, no serious criminal records;
- **Female 27%, male 73%; varied age groups;**
- **79% were previously detained, 82% show some vulnerabilities;**
- **Length of stay in the country, from 6 months to 15 years;**
- **Length of time in the pilots, from a few months to 24 months (47% over 12 months).**

Long term case management support

Length of time in the pilots

	Bulgaria	Cyprus	Poland
1–3 months	2 	6 	1 
4–6 months	2 	8 	3 
7–9 months	2 	8 	3 
10–12 months	4 	5 	8 
13–15 months	3 	5 	6 
16–18 months	10 	1 	5 
19–21 months	4 	0	3 
22–24 months	10 	0	0

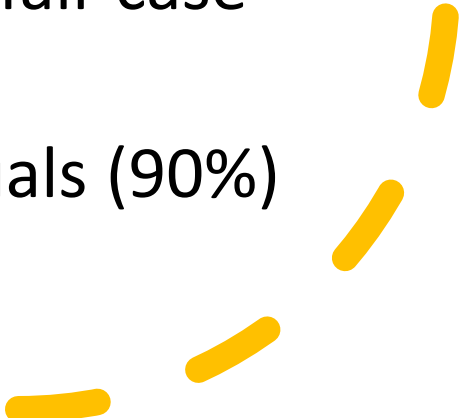
Quantitative summary (See page 17)

Output summary¹¹

Total	Numbers	%
Numbers accepted onto the pilots	126	
Numbers reached case resolution (excluding forced removals)	32	25.4%
– Refugee status	– 2	– 1.6%
– Subsidiary protection	– 8	– 6.3%
– Other types of temporary or permanent residency status	– 11	– 8.7%
– Returned to country of origin voluntarily	– 11	– 8.7%
Numbers forcibly removed	3	2.4%
Numbers absconded or disengaged	15	11.9%
Numbers continuing to engage with the projects but without case resolution	76	60.3%

Qualitative impact of case management

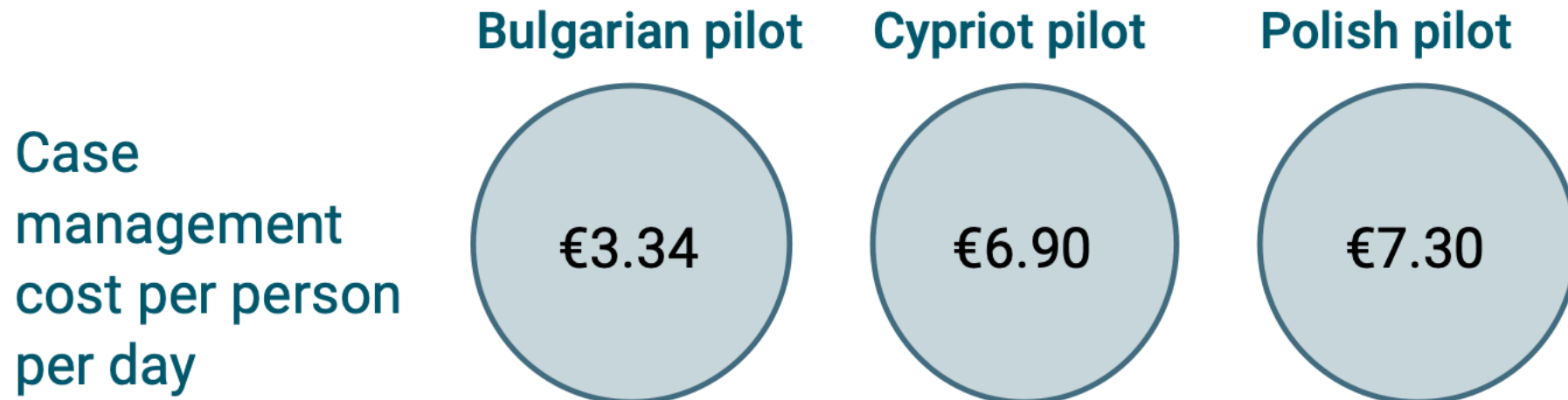
Positive impact of towards case resolution in majority of cases (between 80% and 99%)

- **ability to engage with the immigration procedures (96%)**
 - **level of risk (of disengagement) (92%)**
 - **level of trust in the system? (91%)**
 - **ability to participate in informed decision-making process (99%)**
 - **contribution towards timely and fair case resolution (80%)**
 - **coping and well-being of individuals (90%)**
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'The support of the organizations like SIP helps a lot to concentrate on the procedures and to become active. When you get the proper information when you start to understand what is going on, what you can do or what you cannot, where your limitations are – this makes you feel you have an influence on your life and you want to do it.

You (case manager) provided me with all this information, no one else. You gave me a lot of knowledge and support. Before there were some people who would tell me “you got a negative decision, you have to appeal”, OK, let's appeal it, but that was it. Nobody would explain me what was in the appeal, why, what would happen next. Everything was happening somehow by me, without my will or engagement. And it completely changed when I met you.'


Case management cost per person per day



Good practice in case management?

- **Treating individuals with respect and dignity nurtures trust;**
- **Trust takes time to build, and is the foundation for successful screening and assessment and case management;**
- People need time to absorb and digest information;
- **Quality legal advice is critical in helping individuals to understand accurately their situation within the system;**
- Flexibility, responding to needs;
- Exploring all options is challenging but possible with sensitivity;
- **Case management for those who need it must start early in the process;**
- There is 'no algorithm' in case management.

Structural barriers that limit the effectiveness of case management

- **Timing and ‘failure demand’;**
 - **Lack of information about and understanding of immigration systems and procedures;**
 - **Lack of trust in immigration systems undermines and reduces willingness to cooperate;**
 - **Mental and physical ill health, past trauma and other situations of vulnerability can make it difficult or impossible for individuals to focus on case resolution;**
 - **Lack of access to secure housing and subsistence support;**
 - **Case management is only one of the many factors which influence and shape individuals’ attitudes and behaviours.**
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Updates

- Deepening cooperation with the national authorities in:
 - **Bulgaria (Centre for Legal Aid – Voice in Bulgaria);**
 - **Cyprus (Cyprus Refugee Council);**
 - Poland (Stowarzyszenie Interwencji Prawnej (SIP)).

- Additional pilots supported by EPIM in Greece, Italy and Belgium:
 - Greece (HumanRights360);
 - Italy (CILD & Progetto Diritti);
 - Belgium (JRS Belgium).

Building the new normal of rights, dignity & care

- **A positive role of holistic, quality, case management in ATD development & reform of migration governance system as a whole;**
- **Pilots as processes: no 'one size fits all' or 'perfect example';**
- Case management as a professional skill;
- Structural inadequacies can create barriers to case resolution in the community;
- Pilots create new data and evidence, learning, dialogue, relationships and opportunities;
- **Cooperation among the authorities, civil society organisations, practitioners, relevant stakeholders with migrants at its centre.**



The evaluation and the pilots have been supported by EPIM (European Programme for Integration and Migration). www.epim.info

Alternatives to detention: building a culture of cooperation is available at <https://www.epim.info/publications/2020-evaluation-report-of-epim-atd-pilot-projects/>

The pilot implementors' contact details:

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