



Migration EU eXpertise 2009-2015

Advancing migration cooperation with partner countries
through demand-driven, peer-to-peer expertise:
Lessons learnt and good practices



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ICMPD

International Centre for
Migration Policy Development

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miEUx
migration EU expertise



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FOREWORD

European Commission

There is no doubt that migration and mobility can represent powerful positive forces for development, if appropriate policies are adopted and implemented. With the ultimate goal of maximising the development impact of migration, development cooperation plays a key role in contributing to this objective. The EU-ICMPD joint initiative Migration EU eXpertise - MIEUX - represents a crucial mechanism to ensure that we can deliver relevant support contributing to reach this target.

In recent years, migration has received increased attention and is included as a priority area in the EU development agenda. The Agenda for Change, the EU development policy, recognises strengthening positive synergies between migration and development as a priority issue for external cooperation, whereas the EU's Global Approach to Migration and Mobility underlines the importance of setting up mutually beneficial partnerships with non-EU countries. The 2013 Communication on Maximising the Development Impact of Migration stressed the role of effective migration governance in maximising the positive and limiting the negative impacts of migration on development, and this was reiterated in the December 2014 Council conclusions on Migration in EU Development Cooperation, which supported the inclusion of migration in the post-2015 agenda and asked for greater ambition in the area of migration and development at EU level. Finally, the recently adopted European Agenda on Migration sets out a comprehensive approach on migration, aiming at a triple-win situation: an improved situation for countries of origin, countries of transit/destination and, of course, for the migrants themselves.

It is within this framework that the MIEUX programme has proven its particular relevance to successfully deliver tailor-made expert assistance to EU partner countries, in line with their expressed needs. By providing quick and targeted support to improve the migration capacities of governments in our partner

countries, the MIEUX programme represents a win-win strategy which benefits not only our partner countries, but also EU Member State public institutions through a regular exchange of experience, knowledge and institutional cooperation. The MIEUX approach, with its focus on the demand-driven nature and peer-to-peer exchange, is reinforcing EU migration dialogues and partnerships through the concrete understanding and fulfilment of needs identified in these frameworks.

Building on our positive experience and results, we look forward to continue providing EU support on migration to our partner countries through MIEUX for the coming four years.

Stefano Signore

Head of Unit

European Commission

Directorate General of International Cooperation and
Development

International Centre for Migration Policy Development

Dear Colleagues and Friends,

We are very happy to share with you, in this publication, the results of more than six years of cooperation with various countries all over the world within the framework of the EU - ICMPD joint initiative MIEUX. Over the years, MIEUX has achieved significant results both in terms of the number of interventions made and in their outcomes. MIEUX has been a success story and a pioneering global initiative, forging partnerships in the field of migration between the EU and partner countries.

Since 2009, with 100 requests, more than 70 completed and ongoing Actions, and more than 250 experts deployed, MIEUX has demonstrated its position as a truly global, EU-based expert facility, which strengthens the capacities of partners, and advances cooperation on migration through the 'peer-to-peer' approach.

We are very proud of the outcomes and impact achieved by each individual Action, and by their collective and cumulative effect. MIEUX has proved to be effective and efficient in helping build bi- and multi-lateral partnerships all over the world. We have helped governments to set their migration agendas and strengthened the knowledge, capabilities, structures, processes, policies and institutions in partner countries with the aim of better managing migration. MIEUX's added value derives from the knowledge acquired, partnerships and networks established, and cooperation opportunities generated.

In the years to come, MIEUX will continue to play an important role in supporting the efforts of partner countries' administrations and regional organisations to manage all areas of migration more effectively and to maximise its development impact. In doing so, we will expand our scope, encouraging more stakeholders to cooperate with us and benefit from our activities. Given the many different dimensions of migration, and the possibilities for various entities

to become more involved in the migration process, MIEUX intends to broaden its stakeholder outreach to include the judiciary and legislative bodies, and to encourage partnerships between governmental and civil society organisations or local administrations.

The publication is divided into four sections that aim to comprehensively explain the working modalities that we have developed over the years with our partners, covering multiple aspects of migration governance. In the first section, we explain the ways in which MIEUX provides demand-driven capacity building, and we set out the results achieved since 2009. The second section reflects upon the role of tailor-made capacity building to the partner countries' priorities, and MIEUX's approaches to deliver it. The third section describes concrete methods that we have tested out while supporting processes related to the elaboration of national policies on migration. The last section looks back at MIEUX's added value and highlights its future features. Lastly, the Annex describes briefly all the completed and ongoing Actions.

We believe that the lessons learnt, and experiences acquired and shared in this publication, will further contribute to the discussion and debate on the role and impact of demand-driven, short-term expert facilities in strengthening migration governance in partner countries.

We would like to thank you for your continued cooperation and support over the years. We very much look forward to the continuation of our established partnerships and to engaging in new cooperation opportunities with a wide variety of migration actors all over the world.

Ralph Genetzke
Head of Mission
ICMPD Brussels

LIST OF ACRONYMS

APCI	International Cooperation Agency	JHA	Justice and Home Affairs
APEI	Accelerated Partnership for Economic Integration	LGU	Local Government Unit
ASEAN	Association of Southeast Asian Nations	MERCOSUR	Mercado Común del Sur (Southern Common Market)
BM	Border Management	MFA	Ministry of Foreign Affairs
CFO	Commission on Filipinos Overseas	MIEUX	Migration EU eXpertise
COMESA	Common Market for Eastern and Southern Africa	MoA	Memorandum of Agreement
DAS	Department of Administrative Security of Colombia	MOLES	Ministry of Labour, Employment and Social Security of Myanmar
DCI	Development Cooperation Instrument	MoLSW	Ministry of Labour and Social Welfare
DG DEVCO	Directorate General for International Cooperation and Development	MoU	Memorandum of Understanding
DG HOME	Directorate General for Migration and Home Affairs	MP	Mobility Partnership
DGCR	Directorate General of Consular Affairs	MSA	Ministry of Security
DGIE	Rwanda Directorate General of Immigration and Emigration	MTE	Mid-Term Evaluation
DSPCA	Directorate of Support to the Paraguayan Communities Abroad	NGO	Non-Governmental Organisation
EAR	Expert and Action Roster	NJS	Ministry of Justice of Brazil
EC	European Commission	OE	Overseas Employment
ECOWAS	Economic Community of West African States	OITFM	International Migrant Remittances Observatory
EDF	European Development Fund	PASS	Palestinian Academy for Security Services
EEAS	European External Action Service	PGMP	Partenariat pour la Gestion des Migrations Professionnelles (Partnership in managing labour migration)
ENP	European Neighbourhood Instrument	PNAT	National Action Plan on THB, Peru
EP	Eastern Partnership	POEA	Philippines Overseas Employment Administration
EU	European Union	REC	Regional Economic Community
EU MS	European Union Member State	ROAME	Répertoire opérationnel africain des métiers et des emplois (Operational African Repertoire of Jobs and Professions)
GAMM	Global Approach to Migration and Mobility	ROM	Results-Oriented Monitoring
GDM	General Direction of Migration of Costa Rica	SICA	Sistema de la Integración Centroamericana (Central American Integration System)
GIS	Ghanaian Immigration Service	SoM	Smuggling of Migrants
HARID	Home Affairs Research and Information Department	ToT	Training of Trainers
IBM	Integrated Border Management	UNDP	United Nations Development Programme
ICMPD	International Centre for Migration Policy Development	UNFPA	United Nations Population Fund

Section one

THE JOINT EU-ICMPD INITIATIVE “MIGRATION EU EXPERTISE” 2009-2015

1.1. What is MIEUX?

Migration EU eXpertise (MIEUX) is a joint initiative of the European Union (EU) and the International Centre for Migration Policy Development (ICMPD), funded by the EU and implemented by ICMPD.

MIEUX was established in 2009 as an **innovative and pioneering, global, EU-based, migration experts’ facility** with the aim of enhancing the capacities of authorities from partner countries and regional organisations **in all areas of migration**.

A **demand-driven, capacity building facility**, MIEUX provides **peer-to-peer expertise and tailor-made technical assistance** by deploying migration experts primarily from EU Member State (EU MS) administrations. Where relevant, experts from non-EU MS are deployed alongside their EU MS counterparts, thus applying the ‘triangular peer-to-peer cooperation’ (EU-South-South) approach.

Following the successful completion of its initial phase (2009-2011), with a budget of 3 million Euros, MIEUX entered its second phase in January 2012. This phase will come to an end in December 2015 (total budget 6 million Euros). Since the beginning of the second phase and in line with the thematic pillars of the **EU’s Global Approach to Migration and Mobility** (GAMM), MIEUX has enlarged and broadened its scope to encompass all thematic areas of migration,

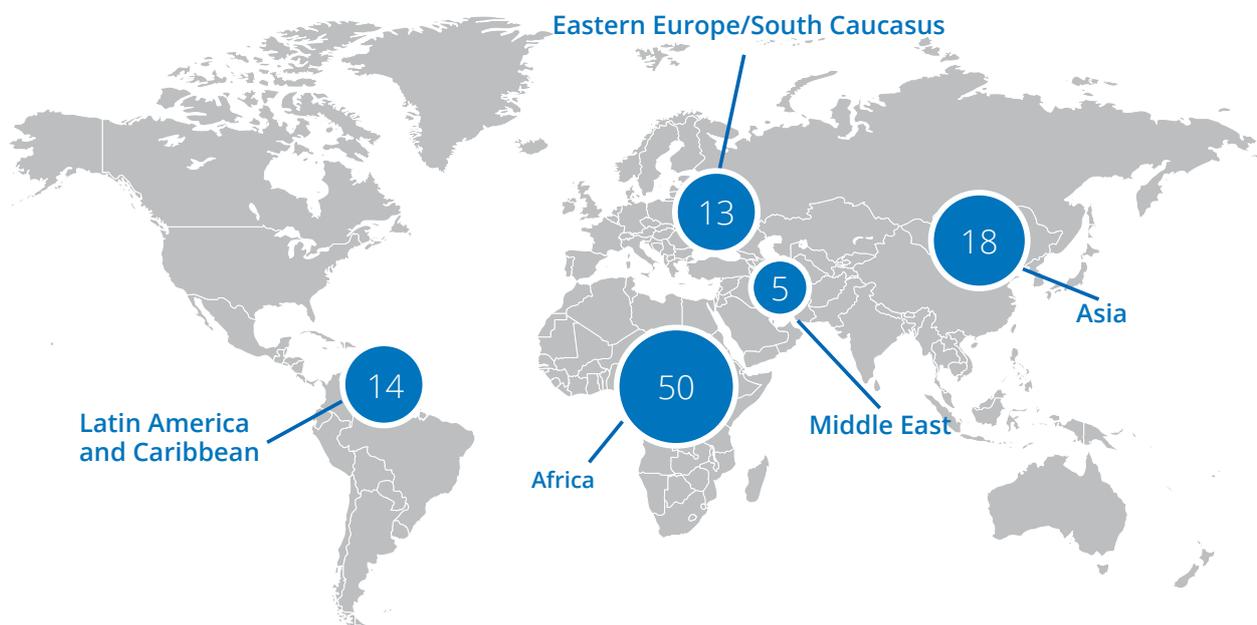
including legal migration, irregular migration, asylum and international protection, and migration and development. Cross-cutting topics related to migration management, policy development, data management and human rights are deeply embedded in all of MIEUX’s interventions.

MIEUX contributes to the attainment of various EU strategic goals in the area of migration and mobility, chiefly those set out in the **GAMM** and the **EU Agenda for Change** (more details in sub-section 1.7.). By its very nature, MIEUX contributes to the **implementation of partner countries’ national and institutional priorities** by supporting their efforts in developing policies, drafting legislation, strengthening institutional capacities, facilitating multi-stakeholder processes and partnerships at regional and national levels, and by advancing cooperation with the EU and EU MS.

MIEUX AT A GLANCE 2009-2015:



Geographical distribution of requests



249

Experts involved

165 representing 21 EU MS
 52 representing the non-governmental and academic sectors
 32 from non-EU MS

>4,300

Number of people who have attended MIEUX events

61

Number of countries that have sent a request to MIEUX

109

The total number of countries that have benefited from MIEUX

5

Regional organisations that have submitted a request

7

Joint requests generated by multi-national alliances

MIEUX provides technical assistance to partner countries or regional organisations covered by the Development Cooperation Instrument (DCI), European Development Fund (EDF), European Neighbourhood Instrument (ENI) and the Overseas Association Decision.

Since 2009, 100 requests have been submitted, 42 Actions have been completed, 31 Actions are currently being implemented and 16 requests were rejected, while seven were forwarded to other EU initiatives.

COMPLETED 42		ONGOING 31	REJECTED 16	FORWARDED TO OTHER EU-FUNDED FACILITIES 7
Angola	Malaysia	Benin	Afghanistan	Armenia II
Argentina + Brazil	MERCOSUR	Burundi I	Central African Republic	Armenia III
Armenia	Moldova/EP I	Burundi II	Democratic Republic of Congo	Georgia
Azerbaijan I	Moldova/EP II	COMESA II	East Timor	Moldova I
Azerbaijan II	Mozambique	Côte d'Ivoire I	Georgia II	Moldova IV
Bolivia	Palestine	Côte d'Ivoire II	Hong Kong	Moldova V
Brazil	Panama	Cabo Verde III	Jamaica	Ukraine
Cabo Verde I	Paraguay I	Ghana II	Mauritania	
Cabo Verde II	Philippines I	Jordan	Mauritius	IN PREPARATION
Cambodia	Rwanda	Kyrgyzstan II	Niger	4
Colombia	Southeast Asia	Lao PDR	Nigeria I	Dominican Republic
COMESA I	Senegal	Lebanon	Nigeria II	Niger
Costa Rica	SICA	Mauritius/APEI	SADC	Nigeria IV
ECOWAS	Sierra Leone I	Malawi II	São Tomé and Príncipe	Peru II
Ethiopia	The Gambia	Malawi III	Syria	
Ghana I	Togo I	Mali	The Gambia II	
India	Uganda	Mexico		
Kazakhstan	Uzbekistan	Morocco I		
Kyrgyzstan I	West and Central Africa I	Morocco II		
Kenya	West and Central Africa II	Myanmar		
Malawi I	Zambia	Nigeria III		
		Paraguay II		
		Peru I		
		Philippines II		
		Sierra Leone II		
		Tajikistan I		
		Tajikistan II		
		Togo II		
		Thailand		
		Tunisia		
		West Africa		

MAP: MIEUX ONGOING AND COMPLETED ACTIONS







Globally, 34 Actions (or 49.5% of the total number) were or are being implemented in Sub-Saharan Africa, 14 (20.5%) in Asia, 11 (16%) in Latin America, five (7%) in the Middle East and North Africa, and five (7%) in Eastern Europe.



GRAPH 1: MIEUX COMPLETED AND ONGOING ACTIONS BY GEOGRAPHIC REGION

In terms of requests, a similar geographic trend is evident, with the largest number of requests coming from Sub-Saharan Africa, followed by Asia



GRAPH 2: REGIONAL DISTRIBUTION OF MIEUX REQUESTS RECEIVED

1.2. How do institutions engage with MIEUX? A streamlined application process

MIEUX distinguishes itself from most other facilities through its streamlined application procedures and quick reaction to the requests received. Governments and regional organisations can generate requests for technical assistance on any subject related to migration. Requests may be submitted by post, email or fax. Following the request, an Action Fiche is designed jointly by the requesting entity and the MIEUX team within three weeks.

In response to the requests submitted, a broad 'menu' of activities is available, corresponding to a variety of aspects, such as policy making and implementation, institutional development, data management, cooperation, regulatory framework, etc. The interventions which are selected take the form of individual Actions which respond directly to the priorities identified by the partner institutions.

The Action Fiche is subsequently submitted to the MIEUX Project Steering Group for deliberation. This Group comprises representatives of the EC's Directorate-General for International Cooperation and Development (DG DEVCO), Directorate-General Migration and Home Affairs (DG HOME), and the European External Action Service (EEAS).

How does MIEUX work?



Once the Action Fiche is approved, implementation of the Action commences, utilising the peer-to-peer approach which entails experts (practitioners) from EU MS administrations and/or from non-EU MS transferring their expertise to peers in the partner countries. Most activities take place in the countries requesting the assistance. MIEUX covers expertise costs but does not cover the cost of equipment.

Activities carried out under MIEUX may take the form of support in developing and reviewing legislation; the elaboration, implementation and evaluation of policies and strategies; the development of manuals and handbooks, guidelines on specific topics and standard operating procedures; policy workshops; information exchange sessions; consultations with specific target groups; fact-finding missions and reports; study visits; etc. The activities proposed for each Action are assessed against their relevance, quality, ownership, impact and sustainability at institutional and national levels, and against coherence with other ongoing or recently completed projects.

We have chosen MIEUX because of its features and due to the fact that it can be easily mobilised, which enables the time required for implementing activities to be shortened. Equally, the fact that its focus is on expertise makes it a unique tool.

*Ms. Fatine Aouab
Head of International Cooperation Division
Inter-ministerial Delegation for Human Rights
Kingdom of Morocco*



1.3. Why do institutions engage with MIEUX? Key features and added value

While MIEUX's distinguishing features have been acknowledged and have proved their worth over the years, they are continually developed and fine-tuned.

- **Demand-driven, Short-Term Actions:** MIEUX is a demand-driven facility which reacts quickly to requests for assistance in order to undertake short-term Actions. The ability to identify where interventions need to be made as a priority enables the swift deployment of experts who strengthen the migration management capacities of partner countries.
- **Rapid Reactions:** Speed of reaction is key to MIEUX's ability to build capacities, promote dialogue and implement new policies in a timely manner, even in complex scenarios.
- **Peer-to-Peer:** MIEUX employs highly-experienced migration management professionals from EU MS and Southern administrations to ensure that they and their beneficiary peers are 'talking the same language' in a genuine spirit of collaboration.
- **South-South Cooperation:** By using the skills and experience of migration professionals from Southern institutions where appropriate, MIEUX fosters regional partnerships and facilitates the transfer of best practices and policies on a South-South basis.
- **Ownership and Sustainability:** MIEUX does not impose solutions on its partners but rather seeks to ensure the ownership and sustainability of its Actions by ensuring results are incorporated into existing policy and institutional frameworks at regional or national levels.
- **Flexibility:** While MIEUX's application procedures are designed to be flexible and accommodating, implementation also ensures it can adapt to institutional or political changes which may occur during the course of its engagement with a partner country.
- **A Trailblazer:** MIEUX acts as a test bed for exploring new areas for intervention, new forms of cooperation, and innovative ideas and policies before feeding them into relevant processes.
- **Creating Synergies:** MIEUX Actions complement EU and other donor initiatives (including EU MS) on the ground, and in some instances they bridge the gap between medium- and long-term programming. Duplication is avoided and existing programmes are supplemented through a targeted, goal-oriented approach.
- **Diverse Tailor-made Activities:** The nature of the activities undertaken by MIEUX varies greatly, from the organisation of special training to the development of migration policies. All activities are designed to ensure both impact and sustainability.
- **Getting Results:** MIEUX is very much a results-oriented facility. The ability to prioritise and focus its interventions based on the needs of the requesting agency means that MIEUX can mobilise specialised experts who are tasked with obtaining concrete results in a short period of time.

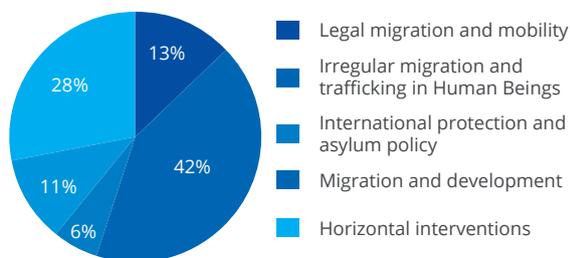
MIEUX has been a vital vehicle in which I have developed a better critical and practical understanding of the migratory phenomenon. My participation in the MIEUX Action in Malawi is particularly relevant as it has enabled me to understand the fluid dynamics of the migratory and diasporic fields in which we work. For far too long, we have operated within a stale and static narrative of migration in which the nature of the topic is lost. Participation in MIEUX activities can serve as an exemplar for changing such practices as it positions peers from various backgrounds in a dialogue through which the exact nature of migration is explored. Put simply, participation in MIEUX activities reminds participants that migration and diaspora is about people.

MIEUX is an excellent opportunity for personal and professional development. It is, without question, a learning curve. The peer-to-peer transfer of practices and experience is fundamentally based on the effectiveness of the experts and the Project Officers in nurturing a culture of communication, trust and listening. I am strongly encouraged by the ability of the peer-to-peer transfers to develop local ownership of projects in partner countries.

*Dr. Martin Russell
Associate Director
Diaspora Matters
MIEUX Expert in Malawi*

1.4. What has MIEUX achieved in the field of migration and mobility?

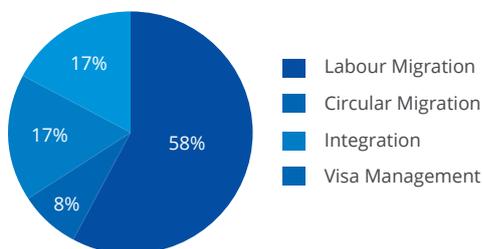
The first phase of MIEUX focused on addressing the needs and priorities of partner countries and regional organisations in the management of irregular migration. The broadening of thematic areas under the second phase has enabled a significant diversification of the scope and characteristics of Actions, thus increasing the impact of MIEUX’s interventions whilst strengthening its role in addressing newly identified topics of interest and concern to the migration community. One example is the sharp increase in the number of requests received in relation to migration and development as the topic gains a much higher profile internationally.



GRAPH 3: MIEUX ACTIONS BY AREAS OF INTERVENTION (2009-2015)

MIEUX Actions within Legal Migration and Mobility:

A number of specific or multi-thematic Actions have dealt with various subjects under this broad theme, including the management of labour migration, circular migration, integration of migrants and visa issues. The majority of Actions have been implemented in Asia, Central Asia and Africa.



GRAPH 4: MIEUX ACTIONS IN LEGAL MIGRATION AND MOBILITY

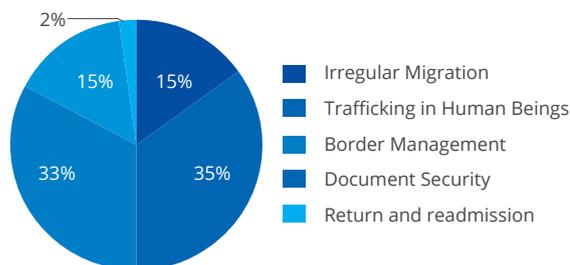
Within the field of legal migration and mobility, MIEUX Actions have built capacities which:

- Contribute to the implementation of existing regional frameworks and agreements to manage circular migration (e.g. the regional Action involving the countries of the Accelerated Partnership for Economic Integration (APEI) in Africa);

- Support countries in establishing implementation methodologies of the existing frameworks, such as the Répertoire Opérationnel Africain des Métiers et Emplois (ROAME) (an Action involving Benin, Cameroon, Mali and Senegal);
- Develop regional Action Plans on managing labour migration (e.g. West and Central Africa II) and national equivalents (e.g. Togo I);
- Create regionally- and nationally-deployed guidelines which support the operationalisation of policies (e.g. Mali – operational guidelines on labour migration; Togo I – development of guidelines on labour migration management and job fiches);
- Design national integration Action Plans and measures (e.g. Cabo Verde I – the national immigration strategy; Costa Rica – national Action Plan on integration);
- Develop training tools for local and central labour officers on managing labour migration (e.g. Myanmar);
- Equip consular offices or labour attachés with mechanisms to protect the rights of migrants (e.g. Paraguay I, the Philippines I);
- Conceive methodologies and modalities for targeted awareness-raising campaigns on legal migration (e.g. Kyrgyzstan I, Myanmar, the Philippines I);
- Advise on pre-departure orientation training (e.g. the Philippines I, Tajikistan I);
- Support the improvement of labour data management systems (e.g. Lao PDR, Tajikistan I);
- Address issues related to the protection of migrant workers’ rights, both regionally (e.g. Southeast Asia) and nationally.

MIEUX Actions within Irregular Migration and Trafficking in Human Beings:

In addition to the management of irregular migration and trafficking in human beings, this category includes topics such as border management, document security, and return and readmission.



GRAPH 5: MIEUX ACTIONS IN IRREGULAR MIGRATION AND TRAFFICKING IN HUMAN BEINGS

In contrast to legal migration, a great number of Actions in the field of irregular migration and trafficking in human beings are implemented in Latin America and Africa, where these issues rank high on the partner countries' agendas.

Within the area of irregular migration and trafficking in human beings, MIEUX's interventions have focused on developing capacities to:

- Review and adjust regulatory frameworks (e.g. Angola, Azerbaijan I, Cabo Verde II and III);
- Strengthen national and regional capacities in order to encourage joint efforts and Actions (e.g. Colombia and a regional Action covering Burkina Faso, Gabon, Mali, Mauritania, Senegal);
- Establish structures and practices related to the apprehension, detention and return or readmission of irregular migrants (e.g. Azerbaijan II);
- Assess the state of play, guiding and advising on the development of border management strategies or Action Plans, contributing to the improvement of inter-agency cooperation or supporting the creation of border guard contingents (e.g. Burundi I, Cambodia, Malaysia, Panama, Senegal, Sierra Leone I);
- Design standard operating procedures and improve practices at borders (e.g. Mozambique, Malawi I, Sierra Leone I, Rwanda);
- Develop practical handbooks for standardised national border management procedures with a strong focus on human rights and international protection (e.g. ECOWAS, Palestine);
- Develop methodologies for the monitoring and evaluation of national Action Plans against trafficking in human beings (e.g. Peru, Zambia);
- Develop training modules on trafficking and smuggling (e.g. Colombia, Costa Rica);
- Improve the national victims' protection systems, including referral systems (e.g. Ethiopia, Morocco I, Thailand, Uganda, Uzbekistan);
- Establish modalities and methodologies, and design awareness-raising campaigns against trafficking and illegal recruitment, based on the needs and background of various target groups (e.g. Kyrgyzstan I, Myanmar, Philippines I);
- Enhance investigation techniques and capacities related to the crime of trafficking and smuggling (e.g. the Philippines II, Tajikistan II);
- Draft national strategies and Action Plans or specific protocols and guidelines on trafficking (e.g. Côte d'Ivoire II, Uganda);
- Enhance capacities to detect false and forged documents (e.g. Kenya, Mozambique, West and Central Africa I).

In a global society, smuggling and human trafficking are worldwide threats that harm fundamental human rights, and fighting these phenomena is essential. MIEUX's Action in Côte d'Ivoire is really contributing to the development of the Ivorian strategy against the Trafficking of Human Beings and also to the preparation of an Action Plan.

I found MIEUX's project management to be very effective thanks to the field intervention with other thematic experts, the team dynamic created and the full involvement of all the Ivorian actors. I would add that this project is a two way street and I have also learned a lot from it.

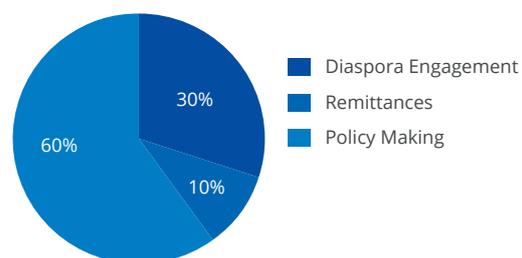
*Ms. Luisa Maia Gonçalves
Head of the Department for International Relations
Cooperation and Public Relations
Foreigners and Borders Service (SEF), Portugal
MIEUX Expert in Côte d'Ivoire*

MIEUX Actions within International Protection and Asylum Policy:

In the area of international protection and asylum, four Actions have been implemented by MIEUX as follows: an Action in Morocco on integration of refugees; an Action in Angola and one in Cabo Verde on the development and amendment of the legal framework; an Action on climate change, migration and displacement in Benin, Guinea Bissau and Togo.

MIEUX Actions within Migration and Development:

This area includes Actions related to the development of sectoral strategies on migration and development or remittances, diaspora engagement, etc. The majority of the Actions in migration and development are implemented in the Middle East and North Africa, and Sub-Saharan Africa.

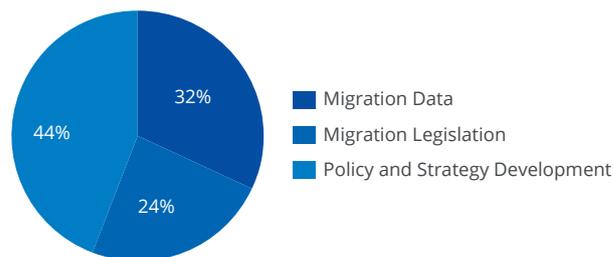


GRAPH 6: MIEUX ACTIONS IN MIGRATION AND DEVELOPMENT

Within migration and development, MIEUX has provided capacity building and expertise designed to:

- Support partner countries in designing specific policy frameworks and strategies related to migration and development in general (e.g. Côte d'Ivoire II, Togo II) or on a specific topic (e.g. the Strategy on Remittances in Benin, the Investment Strategy in Lebanon);
- Provide expertise in crafting diaspora engagement policies and Action Plans, and establishing inter-agency cooperation and coordination structures (e.g. Burundi II, Ghana II, Malawi III);
- Enhance the development impact of remittances (e.g. Benin);
- Establish mechanisms, methods, criteria and practices to reach out to diaspora members, and include them in various activities and interventions (e.g. Ghana II, Tajikistan I);
- Strengthen the communication capacities of diaspora units to reach out to diaspora;
- Advise on the development of questionnaires for mapping exercises and diaspora-related data collection and analysis;
- Create places for interaction, discussion and exchanges between diaspora members and governments with the aim of developing policies and services;
- Foster a regional debate on the nexus between migration and development, and the mainstreaming of migration in development plans (e.g. Southeast Asia).

Horizontal interventions: Apart from the four previously mentioned thematic areas, MIEUX provides assistance in the cross-cutting topic of migration management, which simultaneously touches upon several of the GAMM pillars. This category includes migration management per se, migration legislation, migration data and migration policy. The implementation of this type of Action demands complex approaches and methodologies, as they require close coordination and cooperation, as well as a holistic review of existing frameworks, and procedures and drafting processes.



GRAPH 7: HORIZONTAL MIEUX ACTIONS

MIEUX has focused on building capacities and providing expertise designed to:

- Develop national migration policy documents and strategies which respond to the priorities and realities of the country (e.g. Cabo Verde I, Kyrgyzstan II, Malawi II, Sierra Leone II);
- Guide partners through the analysis phase of the policy making process with a view to pooling various data and statistics available for policy formulation purposes;
- Determine and formulate national policy goals, objectives, principles, policy options, etc.;
- Establish approaches and methodologies in relation to the process of developing and coordinating national policies;
- Establish sustainable coordination and cooperation inter-agency structures related to the process of elaborating and implementing migration policies (e.g. Cabo Verde I, Malawi II);
- Improve data management systems for evidence-based policy making in order to generate better data (e.g. Armenia, Jordan, Lao PDR, Rwanda, The Gambia, Tunisia);
- Review and amend legislation (e.g. Angola, Azerbaijan I, Cabo Verde II and III);
- Support institutional reforms and restructuring (e.g. Cambodia, Ghana I);
- Facilitate the exchange of views on migration issues of mutual interest between the EU and partner countries (e.g. Kazakhstan, Uzbekistan).

Given its innovative nature, MIEUX is increasingly well placed to provide expertise in areas which are currently in the spotlight, such as environmental migration or the protection of unaccompanied minors.

For a comprehensive overview of the Actions by theme and country, please refer to the Annex.

1.5. MIEUX as a capacity building and cooperation facility for partner countries in all areas of migration and mobility

MIEUX facilitates the **transfer of know-how, practices, methodologies and expertise** from EU MS administrations and non-EU MS to partner country authorities. MIEUX activities allow all parties involved to benefit from tailored migration expertise, thus improving local, regional and international understanding of particular areas of migration, and consolidating their capacities and knowledge-base to undertake and advance required policy measures.

ROM Report (2013):

MIEUX has a multi-faceted impact on policy formulation, on the reinforcement of partnerships and cooperation, and on capacity development at national and regional levels.

Through its interventions, MIEUX continues to strengthen the individual constituents which collectively contribute to improving migration governance in partner countries.



CONSTITUENT	RESULTS ACHIEVED	EXAMPLES OF ACTIONS
POLICY	<ul style="list-style-type: none"> • Strengthened capacities and skills to craft, advance and implement national migration-related policies (comprehensive or sectoral) • Established methods, approaches and methodologies related to the process of developing national migration policies and strategies, policy implementation tools, and data collection and analysis mechanisms • Created the conditions to allow the identification of acceptable and viable policy solutions and options • Strengthened the process of developing migration policies with strong coordination, capacity building and data exchange elements 	Armenia, Burundi II, Cabo Verde I, Ghana II, Kyrgyzstan II, Malawi II and III, Panama, Senegal
NATIONAL COOPERATION AND COORDINATION SETTING	<ul style="list-style-type: none"> • Increased dialogue, trust, consensus, cooperation and coordination by supporting and encouraging the establishment of, or by providing support to, existing inter-agency mechanisms and platforms (whole-of-government and inclusiveness approaches) needed to exchange information and formulate concrete interventions at local and central levels 	Benin, Cabo Verde I, Ethiopia, Kyrgyzstan I, Philippines II, Sierra Leone II, Togo II, Uganda

<p>INSTITUTIONAL SET-UP</p>	<ul style="list-style-type: none"> • Enhanced the capacity of partner countries' administrations to manage migration at policy, institutional and operational levels, including their regulatory frameworks, responding to national or regional strategic and political objectives • Consolidated the capacities of institutions to fulfil their political and international commitments • Strengthened regulation, protection, facilitation capacities, services and operational systems • Equipped authorities with working methodologies, practices and modalities in order to undertake structural changes 	<p>Azerbaijan II, Cambodia, Colombia, Costa Rica, Ghana I, Kenya, Morocco I, Tajikistan II, Thailand, The Gambia, Uzbekistan</p>
<p>PARTNERSHIPS AND DIALOGUE AT REGIONAL LEVEL AND WITH THE EU/ EU MS</p>	<ul style="list-style-type: none"> • Advanced cooperation and increased dialogue between the EU/EU MS and partner countries • Facilitated regional consensus and mutual understanding in the process of exploring and identifying joint regional approaches and solutions • Fostered EU-South-South (triangular) peer-to-peer expertise cooperation • Contributed to the creation of formal and informal professional networks between administrations of EU MS and partner countries, and also among different institutions in partner countries 	<p>Burundi II, COMESA I and II, ECOWAS, MERCOSUR, Moldova/EP I and II, Myanmar, SICA, Southeast Asia, Togo I and II, Tunisia</p>
<p>KNOWLEDGE-BASE</p>	<ul style="list-style-type: none"> • Improved understanding and knowledge base at expert and policy levels in specific areas of migration with a view to setting national and regional agendas on migration and undertaking required action • Shifted migration narratives and discourses on migration • Broadened the evidence base through targeted activities, processes and institutional transformations 	<p>Angola, Jordan, Lao PDR, Morocco II, Rwanda, Sierra Leone II, Zambia</p>

The knowledge I have gained from the workshops with the MIEUX experts has definitely broadened my understanding of the importance of monitoring project implementation. As PESO Manager of Cebu City, I will definitely be applying the tools and techniques in the implementation of our own programmes and services for better results. It was also great to have interaction with fellow PESO managers and other participants, and sharing experiences and ideas on matters related to the illegal recruitment and trafficking of people.

*Ms. Suzanne Ardosa
Manager
Public Employment Service Office (PESO), Cebu City
The Philippines*

1.6. MIEUX's contribution to regional integration processes, cooperation and dialogues on migration and mobility

MIEUX places a strong emphasis on advancing and strengthening cooperation and migration policy frameworks at regional level. In doing so, MIEUX follows a twin-track approach: providing support to regional organisations and regional integration processes all over the world; and promoting cooperation between neighbouring or partner countries through joint interventions. This approach aligns with the *EU Agenda for Change* which emphasises the role of regional development and integration for trade, investment, peace and security, as well as the necessity to encourage policies to facilitate regional labour mobility.

In the past three decades, **inter-governmental dialogue on migration and regional integration processes** has become an integral part of migration cooperation and governance. In response to growing international migration flows, most regions of the world have developed regional consultations and processes. This dialogue fulfils the need for information exchange and constitutes a framework of cooperation between states, bringing together countries of origin, transit and destination. In this context, MIEUX supports countries participating in a number of migration dialogues, such as the Budapest Process, EUROMED Migration and the Rabat Process.

Furthermore, migration has now become a priority area in a large number of **Regional Economic Communities (REC)**. Indeed, such entities play a key role in the promotion of economic development, which requires deep-rooted regional security and stability. This accounts for the importance of promoting well-managed, cross-border movement of people, something which usually encourages trade, investment and development, while improving regional security.

MIEUX has been approached by several regional organisations and groups of neighbouring countries sharing similar migration concerns and challenges which they wished to address in a concerted and coordinated manner. MIEUX has provided expertise to the following RECs and regional organisations:

- The Central American Integration System (SICA) on integrated border management (IBM);
- The Common Market for Eastern and Southern Africa (COMESA) on migration legislation, migration management, trafficking in human beings (THB), and management;
- The Common Southern Market (MERCOSUR) on THB, border management (BM) and human rights;
- The Economic Community Of West African States (ECOWAS) on BM and human rights.

MIEUX has also received requests from groups of states or covering a number of countries, such as:

- The Republic of Moldova, which put forward two requests covering the EP Countries, on various political and operational issues stemming from the EU-EP Countries' frameworks for cooperation and dialogue;
- Burkina Faso, Gabon, Mali, Mauritania and Senegal on document security and irregular migration;
- Benin, Cameroon, Mali and Senegal on labour migration management;
- Southeast Asia (involving all 10 ASEAN member states) on regional mobility, and inter-governmental cooperation in the area of migration and development;
- Mauritius generated a request on the regional framework on circular migration, covering the APEI countries (Malawi, Mauritius, Mozambique, the Seychelles and Zambia);
- Benin, Guinea Bissau and Togo on migration, climate change and environment.

Through these various regional Actions, MIEUX has contributed to the promotion of regional dialogue and cooperation in the field of migration and mobility, while supporting the integration of the commonly agreed regional standards into national practices.



MIEUX Action in the Common Market for Eastern and Southern Africa (COMESA) I

MIEUX has supported COMESA in conducting a study entitled Harmonisation of National Law with the COMESA Model Law on Immigration which aimed to analyse the harmonisation of COMESA Member States' laws with the COMESA Model Law on Immigration. To this end, a number of regional workshops were organised which gave COMESA Member States the opportunity to strengthen their informal and formal cooperation in the area of migration.

The main element of expertise provided by MIEUX that we found beneficial was the peer-to-peer training based on the sharing of best practices by deploying stakeholders in the region and other experts from outside the region. Thanks to the two MIEUX Actions, COMESA has been able to enhance the implementation of its programme on free movement of persons to support regional integration with some Member States, reaching a 100% implementation of its Protocol on the Gradual Relaxation and Eventual Elimination of Visas. COMESA has also assisted Member States in aligning their laws to the COMESA Model Law aimed at harmonising immigration laws and developing structures at regional and national levels that have identified challenges in implementation of the programme, as well as gathering recommendations from stakeholders on addressing those challenges to move the programme forward.

MIEUX has largely provided the much-needed assistance that has enhanced the capacity of the COMESA Secretariat to be able to assist Member States in enhancing the implementation of their commitments on Free Movement of Persons under the COMESA Treaty and related legal instruments, such as the Protocol on the Gradual Relaxation and Eventual Elimination of Visas.

*Mr. Brian Chigawa
Director
Legal and Institutional Affairs
COMESA Secretariat*

RECs, regional integration processes, migration dialogues, and cooperation forums and platforms are catalysts for policy, legal and practice changes. They facilitate the formulation of concrete solutions to common issues and contribute to strengthening the capacities of regional and national authorities while building trust and confidence between the parties. Importantly, the experiences and outcomes which

result from these Actions feed back into the existing regional processes or can lead to joint interventions, including some under MIEUX, creating coordinated approaches to common migration challenges. Consequently, these platforms for migration dialogues should be seen as a cost-effective route to knowledge-transfer, and similarly as laboratories for ideas and testing grounds for new initiatives and regional measures.

MIEUX Action in Southeast Asia

A joint request from Indonesia, the Philippines and Vietnam prompted a regional Action in Southeast Asia which has supported the efforts of various partners in the region, notably governmental authorities, to advance the ongoing regional cooperation on mobility and migration issues, and to support the efforts of mainstreaming migration and development in the regional cooperation framework. The Action was developed to complement the ongoing regional discussions on specific aspects of migration.

The Action was designed to help advance the dialogue and further establish synergies between the EU and Southeast Asian countries; to build on the existing regional cooperation frameworks and efforts to address common migration concerns; to foster policy debate, including on the post-2015 agenda, as well as moving a number of ideas and initiatives forward.

Overall, the Action in Southeast Asia has been very significant in establishing and strengthening governments' networks, most especially at bilateral and regional levels.

Implementation of the Action under the MIEUX framework is simple, flexible and fast, but at the same time effective and efficient. The communication and coordination were smooth and responsive, and the support that we have received is invaluable. Thus, we would like to commend and to express our appreciation to the ICMPD-MIEUX team, as well as the Southeast Asia and EU experts who were involved in this Action, for their continuous guidance and the substantial input and recommendations they have made in contributing to the success of the Action

*Mrs. Imelda M. Nicolas
Secretary
Commission on Filipinos Overseas
The Philippines*

MIEUX's regional activities have contributed to **improving levels of understanding, and building the foundations for cooperation, communication and the exchange of policies and practices** between the EU, EU MS and partner countries on the one hand, and among partner countries benefiting from these Actions on the other. MIEUX's Actions at regional level do not aim to establish parallel or new regional cooperation platforms, but rather they build upon and tap into existing interventions. These Actions contribute to the **identification of regional policy and strategic cooperation goals**, bringing MIEUX's added value and expertise into play to achieve specific results.

MIEUX's expertise, provided under various regional cooperation frameworks, has been instrumental in:

- Bringing **content-related added value** to the development and implementation of regional standards, policies and legislation designed to further facilitate the movement of people, and to tackle the shortcomings related to this process;
- **Building awareness of the impact** of migration on the development of regions, in particular in the context of regional mobility and migratory trends, with a view to improving free movement policies;
- **Sharing the EU's experience** of creating a free movement area for citizens, its implications and advantages to the regional integration process and socio-economic development;
- Contributing to **a better understanding of migration and mobility**, and fostering discussions on new topics requiring immediate attention and action by a group of states or RECs;
- **Identifying common policy approaches and effective practices** in particular areas of interest, and developing thematic networks for future Actions;
- Providing opportunities to **strengthen and adjust the existing cooperation frameworks** and modalities by carrying out analyses and formulating regional responses, solutions and objectives;
- **Identifying and discussing major issues and challenges** at regional level and establishing common practices and standards on a wide range of migration-related issues;
- **Strengthening regional cooperation mechanisms** by producing specific policy and training tools, methodologies and methods related to the implementation of legislation, including on free movement and mobility, data management and harmonisation, mainstreaming of migration into development thinking and planning, labour migration management, security and cross-border cooperation, etc.;
- Bringing together stakeholders from governments, international organisations, regional communities, academia, the private sector and civil society **to exchange perspectives and experiences in responding to the dynamics of migration**. MIEUX's expertise has equally helped identify good practices in the shared management of challenges and opportunities to ensure positive development outcomes.



1.7. MIEUX's contribution to the EU's and EU Member States' cooperation priorities with partner countries in the area of migration and mobility

Maximising the positive impact of well-managed migration on development is an important policy priority for the EU. Through its interventions, MIEUX contributes, in practical terms, to the **operationalisation of the EU's strategic goals on migration, mobility and development**.

MIEUX interventions are aligned with the **EU's Global Approach to Migration and Mobility**¹ (GAMM) that aims to enhance international cooperation, coherence and coordination between EU and non-EU countries, and to provide a platform to exchange knowledge and best practices in order to achieve common goals. The GAMM is seen as a contribution to a more consistent, systematic and strategic policy framework for relations with third countries in the area of migration and mobility. Its goal is to address the challenges related to migration but also to make the most of the benefits brought by migration, and to further the common interests that countries have in this area. MIEUX contributes to these aims, thus supporting the GAMM's practical implementation, including some of its instruments, such as the Mobility Partnerships.

Concurrently, MIEUX falls under the objectives of the **EU Agenda for Change**² which considers migration as a cross-cutting issue for development. In particular, MIEUX Actions are well placed to contribute to the development-migration nexus by providing assistance to third countries in elaborating and enhancing their migration policies, and strengthening their capacities to manage migration and mobility through targeted activities. These activities, in turn, support the overall efforts to maximise the developmental impact of an increase in the regional and global mobility of people.

Mid-Term Evaluation Report (2014)

MIEUX's objectives are highly relevant to both EU development cooperation and to partner countries' overall capacity development worldwide.

MIEUX is not only well-positioned to respond to the strategic priorities of partner countries, regional organisations and the EU, but also to the cooperation objectives of the EU MS which have developed strong ties with partner countries or are attempting to build new forms of collaboration.

The most important and interesting part of the MIEUX Actions for me was to gather information out in the field. The main advantage of such on-site data collection is that you can see with your own eyes the reality. I could therefore apply the information obtained in the MIEUX project in my daily work.

For the experts in the country concerned, it is very important to have a direct transfer of experience. A situation analysis is developed on the basis of information collected during field visits, and the experts take account of it when developing the training agenda. The experts highlight practical problems based on this analysis and, through this process, issues are raised and discussed, experts share their opinions with partner countries' officials and subsequently make suggestions to amend practices. By establishing this direct dialogue with local experts, the transfer of good practices is ensured.

*Mr. László Balázs
Head of Alien Policing Department
Hungarian Police Headquarters
MIEUX Expert in Palestine and Cambodia*

MIEUX is therefore an excellent **cooperation facility for EU MS administrations** when it comes to contributing to their priorities. As such, the EU MS participating in MIEUX Actions are able to directly benefit, inter alia, by:

- Strengthening cooperation with their traditional partner countries and regional organisations or engaging in and fostering new forms of bi- and multi-lateral cooperation;
- Expanding cooperation networks, including experts' networks, at EU and international levels;
- Deploying experts to countries or regions of interest with the aim of sharing practices and know-how with beneficiaries and exchanging information;
- Exposing national officials to various professional environments and opportunities, including triangular peer-to-peer cooperation, and capitalising on the knowledge acquired in developing further cooperation opportunities with partner countries;

¹ COM(2011) 743 final, Brussels, 18.11.2011, welcomed by the Council in May 2012.

² COM(2011) 637 final, Brussels, 13.10.2011, welcomed by the Council in May 2012.

- Deepening their understanding of the institutional realities and migration context in beneficiary countries for planning and collaboration purposes;
- Increasing the visibility of the EU and EU MS by showcasing practices from the EU;
- Preparing the ground for future bi- and multi-lateral interventions and complementing ongoing cooperation, projects and initiatives;
- Tapping into European financing in order to meet cooperation priorities;
- Increasing interaction amongst experts and public servants from EU MS by engaging with MIEUX's multi-national and multi-disciplinary teams of experts.

Mid-Term Evaluation Report (2014)

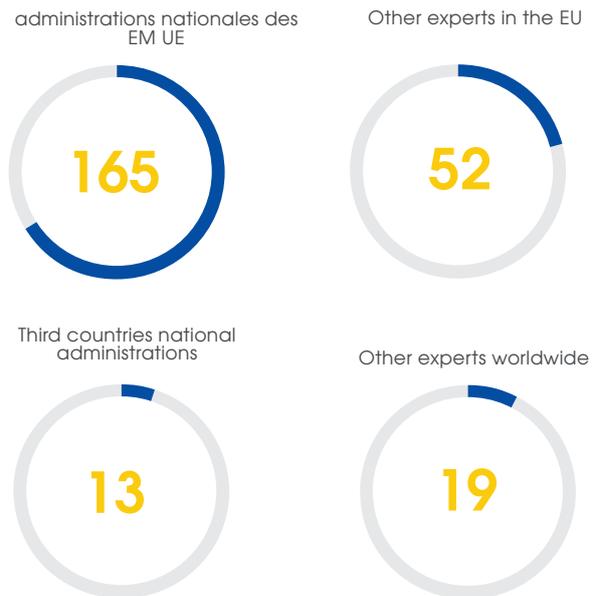
MIEUX further develops bilateral cooperation between EU MS and partner countries.

MIEUX has introduced strong ties between EU MS public services responsible for migration issues and public services responsible for migration issues in the partner countries.

The success of MIEUX is largely attributed to the involvement and participation of EU MS experts in its Actions. As a result, MIEUX has benefited from the full and close support of the EU MS by:

- Identifying and cooperating with suitable experts and deploying teams of experts;
- Responding to partner countries' requests, initiated with the support and involvement of EU MS;
- Being actively promoted and publicised among partner countries by EU MS officials and agencies, including local embassies in partner countries;
- Capitalising on the knowledge base and experience of EU MS authorities and experts in beneficiary countries.

Since 2009, 249 experts have been recruited for MIEUX activities, 165 representing 21 EU MS and 52 representing the non-governmental and academic sectors. A total of 32 experts have been appointed from the South, including 13 from the governmental sector.



GRAPH 8: OVERALL DISTRIBUTION OF EXPERTS

DISTRIBUTION OF EU MS ADMINISTRATION EXPERTS

EU MS	EU MS EXPERTS
Austria	8
Belgium	8
Bulgaria	3
Czech Republic	2
Denmark	2
Finland	2
France	19
Germany	3
Greece	1
Hungary	9
Italy	14
Lithuania	7
Malta	1
Netherlands	22
Poland	8
Portugal	13
Romania	7
Slovenia	8
Spain	16
Sweden	2
UK	10
Total: 21 EU MS	165

The mobilisation of the required expertise is done through MIEUX's expert management mechanism, which is adapted to the needs and institutional practices of EU MS administrations. It also allows them to approach MIEUX in different ways, including by:

- Sharing their experts' CVs which are stored in the MIEUX Expert and Action Roster (EAR);
- Appointing focal points to facilitate the coordination of Actions, activities, the deployment of experts and to share information;
- Involving Immigration Liaison Officers in MIEUX Actions.

This mechanism allows for the effective and efficient management of experts through standard operating procedures, and provides the necessary support and assistance to experts at both administrative and content levels at all stages of an Action's implementation.

MIEUX's activities paved the way for joint initiatives between European and Central Asian governments, during both the analysis of the migration situation in Kyrgyzstan and the subsequent workshops aimed at developing a communication strategy for the Kyrgyz Government. Additionally, MIEUX's Action in Kyrgyzstan has enabled the Kyrgyz authorities to get to know the best practices of EU MS, notably Bulgaria and Italy. A study visit to Italy in October 2013 created the space for an exchange of knowledge which was beneficial to both countries. Consequently, we can say that MIEUX's Actions strengthen relations between States.

*Mrs. Maria Virginia Rizzo
Deputy Prefect, Ministry of Interior, Italy
MIEUX Expert in Kyrgyzstan*



1.8. MIEUX's relevance: key messages and lessons learnt - An independent view: conclusions of the monitoring and mid-term evaluation exercises

MIEUX was subject to a **Results-Oriented Monitoring (ROM)**³ exercise (results made available in July 2013), as well as a **Mid-Term External Evaluation**⁴ (2014), with the aim of evaluating how MIEUX is managed and implemented. The reports identified a set of lessons learnt (presented below) derived from the practices established in the overall implementation of MIEUX, the Experts' Management Mechanism, cooperation with partner countries, EU MS and EU institutions, etc.

In terms of the **management of MIEUX**, the findings of both reports indicated that:

- MIEUX is implemented in an efficient way and is effective in achieving the expected results;
- The requests are well handled and the centralised management of the Actions is beneficial;
- The EAR is a sustainable monitoring and evaluation tool, and expert database;
- The commitment of beneficiaries is evident at all stages of implementation;
- Beneficiaries expressed satisfaction with the expertise provided and the results of Actions;
- Its rapid reaction nature is crucial to build capacity, promote dialogue and operationalise new policies;
- Ownership is ensured at various stages: formulation of activities, achievement of results, incorporation of outcomes into national practices, etc.

With regard to the **impact and sustainability of MIEUX**, the reports concluded that:

- Its objectives are highly relevant both for EU development cooperation and for partner countries;
- MIEUX suits the priorities and needs of beneficiaries;
- Cooperation networks have been expanded at national (e.g. among agencies) and international levels (EU-national authorities, among experts);

³ Overall monitoring, plus selected Actions (Azerbaijan I and II, Costa Rica, Togo I, Southeast Asia, Zambia/COMESA II).

⁴ Overall evaluation of the Programme, including selected Actions (Kyrgyzstan I, and Sierra Leone I and II).

- MIEUX has a multi-faceted capacity to impact on policy formulation, the reinforcement of partnerships and capacity development;
- MIEUX opens up a window that allows fresh perspectives to be taken on issues affecting both the EU and beneficiary countries;
- The intervention of MIEUX strengthens multi-stakeholder migration governance, both at national and regional levels;
- MIEUX bridges a gap between medium- and long-term EU programming and other donor initiatives, including EU MS;
- The programme establishes active synergies with other EU and EU MS-funded Actions and successfully avoids duplication;
- Peer-to-peer is a reliable system to operationalise policies and to open up spaces for dialogue in challenging contexts, thus facilitating long-term processes;
- MIEUX interventions allow the exploration and testing of new forms of cooperation and innovative ideas with partner countries;
- MIEUX contributes to building trust, opens new channels and introduces new opportunities for cooperation with partner countries.



Section two

THE UNIQUE NATURE OF MIEUX'S SHORT-TERM, 'PEER-TO-PEER', SOUTH-SOUTH TECHNICAL ASSISTANCE IN BUILDING MIGRATION-RELATED CAPACITIES

Capacity building in the area of migration has long been regarded as critical to increase and sustain the effectiveness of migration-related policies, processes, efforts and actions undertaken by governments. In 2005, the *Report of the Global Commission on International Migration*⁵ identified capacity building as an essential element in working towards an enhanced governance of international migration.

From the EU's perspective, capacity building is an important form of cooperation with partner countries. As outlined in the *Agenda for Change*,⁶ the EU is committed to assisting developing countries in strengthening their policies, capacity and activities in the context of both the regional and global mobility of people. Equally, the EU supports targeted efforts to make full use of the interrelationship between migration, mobility and employment with a view to maximising the development impact of the increased regional and global mobility of people. Similarly, the *GAMM*⁷ identifies capacity building and exchanges of experts as ways to open up dialogue and operational cooperation between the EU and partner countries. *The Council Conclusions on Migration in EU Development Cooperation*⁸ refer to the different forms of contribution, not only economic, but also the

transfer of knowledge and experience that should be made by the EU in relation to partner countries.

In the context of MIEUX, the term '**technical assistance**' incorporates the process of developing knowledge, skills, technical know-how or productive aptitudes.⁹ It also entails facilitating the **transfer of expertise and practices** by applying '**peer-to-peer**' (EU MS-partner countries' experts) and '**triangular peer-to-peer cooperation**' (EU-non-EU MS-partner countries' experts) approaches through tailored activities which match the required expertise to the particular situation.

This process contributes to strengthening the knowledge-base, capabilities, skills, structures, processes, policies and institutions, and to establishing working methodologies, practices and standards that governmental partners require, with the aim of achieving national or institutional objectives and priorities in an effective and sustainable fashion. The process targets both individuals and institutions.

Mid-Term Evaluation Report (2014):

MIEUX strengthens multi-stakeholder migration governance, both at national and regional levels

⁵ *Migration in an interconnected world: New directions for action*, Report of the Global Commission on International Migration, 2005.

⁶ COM(2011) 637 final, Brussels, 13.10.2011, welcomed by the Council in May 2012.

⁷ COM(2011) 743 final, Brussels, 18.11.2011, welcomed by the Council in May 2012.

⁸ http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/146182.pdf.

⁹ Adaptation after the *EC Guidelines No.3 "Making Technical Cooperation More Effective"* (March 2009).

The end goal of the expertise provided is to build and develop the capacities of partner institutions to better fulfil their core functions and to achieve their own missions. For MIEUX, capacity building is regarded:

- As a means to strengthen institutions' abilities to perform mandated activities and to help public servants to implement defined activities;
- As a process manifested through a plethora of modalities, such as various stakeholders' engagement in processes, fostering communication and networks, etc.;
- As an end, notably, in the context of strengthening overall capacities to fulfil institutional missions and to participate in policy making.

2.1. The added value of the 'peer-to-peer' approach as a key feature of MIEUX

Improving the knowledge base of migration in partner countries through the peer-to-peer approach is at the heart of each Action. The peer-to-peer approach has considerable advantages over approaches which simply entail the hiring of consultants or private experts. Partner authorities and experts are familiarised with EU practices on migration, the experience of EU MS and vice versa. Thus, MIEUX promotes not only the transfer, but the **exchange of expertise**, which also benefits participating EU MS.

It is the innovative and inclusive nature of MIEUX that made me look closer at and participate in this project. Utilising experts both from North and South, and gathering together a diverse range of public policy makers (from civil society, state and parastatal organisations), in my opinion, ensures that a global and cohesive view can be taken of issues, which in turn helps find appropriate solutions.

Missions accomplished in Burundi and Togo are also a great way to practically test migration policies that have been defined by national or international bodies. They allow public policy makers to assess the gap between declared ambitions and the reality on the ground, something which calls for patience and understanding.

*Mr. Louis Berthelot
Political Counsellor at the Migration and Development Service
Ministry of Foreign Affairs and International Development
France
MIEUX Expert in Burundi and Togo*



Given current regional and global realities, such as increased flows between developing countries (South-South migration) and growing intra- and inter-regional mobility and migration, as well as the necessity to find common solutions to shared regional challenges, MIEUX has begun to deliver expertise via mixed teams of experts originating from both within and outside EU MS. This facilitates the transfer of expertise through a **'triangular peer-to-peer cooperation approach'** (EU MS-South-South experts). For example, this approach has been applied in the Actions implemented in Malawi, Mali, Myanmar, Southeast Asia, Togo, etc.

The MIEUX programme is, for me, a genuine innovation in the field of migration expertise. Experts from the South, often considered as 'locals', have few opportunities to improve their expertise at international level. MIEUX is a departure from this, giving me the chance, on the one hand, to enhance my experience as an adviser dealing with Malians living abroad, and, on the other, to rub shoulders with my peers from the North and to benefit from their experience.

My participation in the Action in Burundi was useful, I think, for the Burundian side as they were inspired by the Malian diaspora experience to formulate their own policies based on the realities of their situation. Thanks to MIEUX, I have strengthened my own professional capacities through the sharing of experience with my French counterparts. We worked together with great conviviality and complementarity, and in a spirit of sharing information with the support of a highly capable MIEUX team that was always prepared to listen.

*Mr. Seydou Keita
Expert Migration and Development
Ex- Advisor to the Ministry of Malians Abroad, Mali
MIEUX Expert in Burundi*

This approach, which is applied in particular instances and which has been well received by institutions where it has been used, provides an excellent opportunity for sharing practices and is recognised by partner countries as an important way to complement the expertise provided by EU MS. Similarly, with this approach, MIEUX stimulates cooperation between non-EU countries by identifying and engaging expertise which is not present in EU MS administrations or has **comparative advantages**.

Such advantages may include similarities in countries' backgrounds (e.g. context, capacities, policies, institutions and systems), experiences, pursuance of common regional commitments and goals, and harmonisation of regional practices, etc. It offers scope for leveraging complementary practices (from a non-EU MS), encouraging the development of networks for knowledge exchange, boosting coordination, scaling-up the impact of assistance, and supporting efforts to strengthen regional cooperation on mobility and migration. Additionally, triangular cooperation acts as a bridge between the partner countries, EU MS and non-EU MS (Southern administration), promoting synergies between them and helping develop collaborative work frameworks.

The POEA is the institution that has successfully managed the country's overseas employment (OE) programme for over three (3) decades. The Philippine OE programme is recognised internationally as the 'model programme' of labour migration. Hence, the POEA is very rich in experience and the MIEUX Action is another venue for the POEA to share this expertise. The 'peer-to-peer' transfer of skills, expertise and know-how among government officials is a very effective approach because it is easy to establish connection among them since they come from the same discipline. They could easily relate to one another as they have common interests and agendas. Further, in the 'peer-to-peer' approach, the expert who has personal or first-hand experience in his area of concern brings along accurate information, thereby giving more credibility to the whole process.

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MIEUX Expert in Myanmar*

One added value of MIEUX's peer-to-peer approach is that capacity building processes are led and conducted predominantly by **practitioners** from migration-related agencies. This permits a smoother assimilation and acquisition of skills and knowledge through exposure to practical examples, hands-on experience and practical advice. The practical dimension of technical assistance impacts the experiential learning and absorption of know-how, given that institutions and individuals assimilate skills and knowledge more easily through practical routines and experiences, which in turn consolidates institutional memory.

In order to facilitate a high degree of connectivity between experts and the delivery of expertise through the peer-to-peer approach, MIEUX has established a number of practices, such as:

- The mobilisation of practical and specialised expertise in all areas of migration;
- The participation of experts throughout the implementation of an Action (multiple activities). This increases their understanding of, and exposure to, the situation in the partner country, and enables the delivery of tailor-made assistance. Experts are then more prepared to meet the expectations of partner countries and the Action's objectives, and to deliver tailor-made outputs;
- Ensuring expert teams are, by and large, made up of experts from different EU MS administrations in order to guarantee a broader EU dimension and expose partners to different EU MS practices.



Knowledge is a critical factor in the ability of an organisation to make policy reforms and to manage the various aspects of migration. Consequently, another significant dimension of MIEUX's peer-to-peer approach is **knowledge transfer**. This allows partner institutions to acquire, manage and create knowledge that did not previously exist in the organisation.

Experience indicates that effective knowledge transfer relies on the absorptive capacities of beneficiaries, and the internal resources which allow them to further improve on their own. Under MIEUX, the transfer of knowledge has a number of components, depending on the degree of absorption. For instance, the '**replication model**' entails the transfer of training techniques, data management tools (e.g. The Gambia Action on data management) and institutional procedures (e.g. Ghana I Action on institutional reform). Alternatively, the '**combination model**' calls for the adaptation of knowledge to suit the local context and institutional culture. This model is applied, for instance, in Actions supporting the formulation of policy objectives and options (e.g. Kyrgyzstan II, Malawi II), modalities to engage with diaspora (e.g. Burundi II, Ghana II) and the establishment of structures and mechanisms of cooperation and coordination (e.g. Cabo Verde I).

Partners are keen on continuing the valuable cooperation with MIEUX due to excellent outcomes, the commitment and dedication of the MIEUX team, as well as the experts involved. Personally, I think that working as an expert for MIEUX is a rewarding and enriching experience that creates a permanent feedback loop by exchanging good and bad practices, methods to overcome challenges, mechanisms to strengthen the cooperation and collaboration among the different national stakeholders, as well as by creating personal ties with the beneficiaries to make the contributions sustainable.

To learn from the experiences of countries with different contexts is enriching, provides new ideas and helps to continuously review one's own work. At the same time, experts learn a lot from each other as they share concepts, experiences and good practices (e.g. when I worked together with experts from the EU). The exchange of ideas with the partner institution and other experts can create new ideas and solutions to challenges. Building trust is essential to work on sensitive issues, such as THB. It is not sufficient to be knowledgeable and to share the knowledge, and it is equally important to understand the problems, necessities and context. Without trust, the requesting authority might not be in the condition or position to make use of the assistance provided.

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MIEUX Expert in Peru and MIEUX focal point at the
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All MIEUX Actions are conceived to enable a **solid transfer of knowledge and practical skills** through the peer-to-peer approach. Specifically, the proposed activities are intended to create a learning pathway which offers experts from EU MS and partner countries the possibility to assimilate practices and lessons learnt in various constituents of migration governance. Furthermore, the process of developing and drafting various products (e.g. handbooks, policy documents, strategies, guidelines, legislation) by pairing MIEUX experts with those from partner institutions, contributes to a more robust and practical transfer of procedures, practices and experiences. The organisation of targeted sessions, where 'training of trainers' methodology is applied, consolidates the skills and capabilities of staff, and further disseminates the knowledge acquired to other colleagues (e.g. Malawi I, Mozambique, Philippines II, Sierra Leone I).

Mid-Term Evaluation Report (2014):

Peer-to-peer is a reliable system to operationalise policies and to open up spaces for dialogue in challenging contexts, thereby facilitating long-term processes.

The peer-to-peer approach enables the smooth transfer of know-how, practices and experience.

The peer-to-peer approach contributes to **stronger dialogue and communication**, being credited as an efficient way to build trust, develop mutual understanding and explore avenues for cooperation. As such, this approach is beneficial for the creation of formal and informal professional networks facilitating contact between administrations of EU MS and partner countries, as well as between different institutions in partner countries.

MIEUX is the tool that gave me the opportunity to observe how migration is viewed in partner countries. MIEUX gave me the opportunity to share my knowledge, as well as practical experience in an international environment where I could exchange expertise, views, opinions, ideas and directions for future development. It helped me to further develop my own expertise, which I could then utilise in my work for the Ministry of Labour and Social Policy, and for the Government of Bulgaria.

Peer-to-peer sharing and exchange is a highly effective approach, mainly because it allows activities to be tailor-made to meet the exact needs of the partner country's institutions. Also, dealing face to face with fellow experts helps build relationships and mutual understanding, which is of crucial importance for the success of MIEUX's activities.

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Ministry of Labour and Social Policy, Bulgaria
MIEUX Expert in Kyrgyzstan*



2.2. MIEUX's principles and approaches to delivering expertise

Throughout its existence, MIEUX has employed and constantly improved and adapted the content of a set of underlying approaches which are crucial in order to ensure the success, effectiveness and efficiency of short-term and small-scale capacity building interventions:

- **Ownership, leadership and commitment**

National ownership, which is key to the success of MIEUX's Actions, is derived first and foremost from the demand-driven nature of each Action.

Once a request is put forward, the process of **defining the scope and articulating the modalities of the technical assistance** to be provided is immediately performed, through various means, and in close cooperation with the requesting agency. In cases where defining the priorities and needs to be addressed requires more in-depth analysis and advice, Actions are conceived in two steps. This entails a fact-finding mission (step 1) to identify the activities to be proposed, prior to (step 2), their subsequent implementation. Importantly, MIEUX's assistance is aligned with the partner's overall development policy frameworks, existing migration-related policies and institutional settings, while equally reflecting the national context and realities.

Once a proposed Action has been approved, **ownership and commitment** are manifested through the **implementation of individual activities** which vary according to the nature of the intervention. The partner institutions **prepare the ground for the arrival of experts** on missions and are fully involved in the **performance of fact-finding missions**, so that the recommendations and input are further translated into practice. They are also involved in the organisation of the follow-up activities.

The individual participants (public servants) from partner countries **team up** with the MIEUX experts in order to deliver the outcomes of Actions and produce the expected outputs (e.g. drafting of policy documents, strategies, action plans). They also ensure the **participation of other relevant agencies** in the consultations and events, or provide **support in facilitating the logistical organisation of activities** (e.g. in-kind contribution, assigning staff, etc.).



Where Actions involve the elaboration of national policy documents, ownership and commitment is exercised through the **leading** role played by the requesting agencies, notably with respect to ensuring political support, as well as the sustainability and legitimacy of the process. The leadership role also entails the partner institutions making the necessary efforts to ensure inclusivity in the process through outreach to, and participation of, all relevant stakeholders, and through building mutual knowledge, trust and confidence among them. The creation of stakeholders' groups (committees) and core groups (in charge of drafting specific deliverables), as well as the transparency of the process, are equally within the remit of the requesting agency. For more details, please consult Section three.

Once an Action has been completed, the partner institutions make use of their leadership **to validate and ensure the transposition of the results** achieved. In this process, MIEUX's partners will themselves present the deliverables of an Action (e.g. a draft policy document, a questionnaire for data collection, a communication strategy, curricula on border procedures, etc.) to the relevant structures for endorsement and implementation, to integrate the outcomes into national systems and institutions, or to pursue capacity building efforts, based on the methodologies and tools developed together with MIEUX experts.

The active engagement of partner countries is also sought in **monitoring and evaluating** individual activities, and the overall Action is implemented through well-established mechanisms and tools.

- **Sustainability and results-based approach**

Capacity building is a complex process whose sustainability and impact may be hindered by multiple internal and external factors. Consequently, MIEUX pays significant attention to every intervention's sustainability, by fully considering this issue at all stages of the Action cycle.

Firstly, MIEUX strives to link its Actions **to the national development objectives** of partner countries. Furthermore, the activities proposed for implementation are designed to be easily transposed into, and articulated within, the existing institutional set-ups and objectives, priorities and strategies of the various authorities benefiting from the assistance. Therefore, once the request is submitted, **the quality of the design** of the potential Action is assessed (quick-fact phase) from the perspective of the national context. The aim is to formulate **realistic objectives**, given the environment in which MIEUX will operate (institutions, policies, legislation, institutional weaknesses, etc.), and to base the formulation of the interventions on clear institutional, policy and capacity building frameworks.

The launch of an Action in a partner country is generally preceded by a **fact-finding or scoping mission** whose purpose is to identify and confirm the criteria for sustainability for each intervention. This practice is a clear indication of how effective, short-term technical assistance requires a rigorous design process and how a systematic assessment and understanding of the context is necessary. The fact-finding missions lay foundations for the subsequent implementation of activities in a targeted way, giving opportunities to experts to take stock of and grasp the migration-related context in a given country, on the one hand, and for the partner administrations to frame the Action within the existing institutional and policy environment on the other. Consequently, these missions establish a solid foundation on which to build and create momentum for further dialogue and cooperation within and beyond the framework of MIEUX activities. They also set realistic expectations based on an understanding of the local conditions and complexities.

My involvement as an external expert with MIEUX has provided me with the opportunity to develop a hands-on understanding of the challenges institutions in both countries face regarding migration. Getting involved in MIEUX not only facilitates this kind of deeper understanding, but also professional exchanges with very interesting people from varying backgrounds. Furthermore, I had the opportunity to work with other experts from EU countries, and the peer-to-peer exchanges and discussions have always been very interesting and beneficial. Transferring practices and experiences from the EU context to countries in development is not always easy, but requires adaptation and for us experts to really get into the needs and contexts of the countries - a worthwhile path, once taken.

Most rewarding, however, has been the opportunity to actually work on something, to build something with the partners in the countries, while establishing a relationship based on trust and mutual understanding. I am thus very grateful to all partners, the EU and the MIEUX Project Team for this opportunity, and can only encourage other experts to get involved.

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MIEUX Expert in Ghana and Philippines*

Since the formulation of technical assistance requests is not always the product of a coordinated approach within the government of the partner country, but rather the vision of one agency, it is essential, chiefly in the case of Actions supporting the development of policies and strategies, to ensure that **the process is well coordinated and inclusive**, and is ultimately taken over by the government. Under these circumstances, the fact-finding missions (entailing meetings and consultations with a wide range of actors) are geared towards raising awareness of the significance of the 'whole-of-government' and wider participation aspects of a given Action. This helps create an understanding of the expectations of the various actors, and facilitates the adaptation of the interventions to the existing structures and arrangements. **Examples of Actions which involved whole-of-government fact-finding missions:** Armenia, Azerbaijan I, Burundi I, Cabo Verde I, Ghana II, Philippines II, Senegal.

This project was one of the most fascinating I have been involved in. I was agreeably surprised by the convergence of views from the team members, the excellent atmosphere that we had and the perfect organisation of the fact-finding mission. Indeed, it is complex to organise a transversal mission and to choose good interlocutors. The team often coordinated decision-making to achieve the best possible outcome. Another pleasant surprise was to observe an infallible team spirit, something which I have never seen during my previous projects. It is undeniable that the daily meetings and the three-way nature of the work amongst the experts and the ICMPD MIEUX representative contributed to this spirit, which was so vital for the project's overall success.

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Inter-Ministerial Mission for the protection of women against
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Fact-finding missions are also extremely important in Actions supporting the **improvement of training systems**. In these cases, the missions aim to evaluate the institutional training gaps and needs of, for example, border guard schools, police academies and training centres of specific agencies or ministries. Areas considered include the availability of training tools, modalities and methods used in the learning process (e.g. curricula, programmes, modules), techniques deployed, continuous training of trainers,

human resources, etc. This allows further defining of the follow-up capacity building activities and helps ensure more impact from the interventions. The selection of the most appropriate modalities to deliver tailor-made support, at this stage, prepares the ground for the integration of the Action's outcomes into the training programmes of partner institutions and their institutionalisation. **Examples of Actions:** Colombia, Malaysia, Mozambique, Palestine, Rwanda.

The assistance provided by MIEUX does not necessarily entail the establishment of new arrangements or systems. **MIEUX seeks to embed the assistance provided within the existing domestic policy processes, organisational or training frameworks,** or courses of action as a tailor-made support, or as entry points conducive towards results-oriented and nationally-led initiatives. MIEUX Actions are composed of a set of inter-connected activities which, when combined, have great potential to produce sustainable outcomes and multiplier effects, including in conjunction with other interventions. Therefore, the training sessions are organised on the basis of specific training products, toolboxes and learning techniques (e.g. manuals, deliverables of experts, programmes) which could easily be integrated into national training systems. **Examples of Actions:** Cambodia, ECOWAS, Rwanda.

The **Actions on data management** equip partner countries with tools to improve their data systems (e.g. questionnaires, guidelines, data analysis) and the necessary knowledge and skills to put them into practice. To enhance the sustainability of training courses, the delivery methodology is reoriented from classical courses to their training of trainers equivalents, as well as involving officials from different levels and organisations. **Examples of Actions:** COMESA II, Jordan, Lao PDR, The Gambia.

Interventions which entail the elaboration of national policy frameworks, strategies or action plans employ specific methodologies (e.g. public policy cycle). These interventions support the creation of dedicated inter-agency mechanisms and drafting working groups, and offer them thematic information sessions (capacity building), which contribute to the establishment of a long-term national process. Such interventions could easily be replicated for other similar exercises and, more importantly, they contribute to increased national dialogue and coordination. For more details, please see Section three.

Other interventions illustrating the impact of MIEUX include Actions on border management and document security, which equip participants with the practical skills and abilities to detect irregularities and criminal activity committed at borders. **Examples of Actions:** Cambodia, Malawi I, Malaysia, Mozambique, Sierra Leone I, West and Central Africa I.

The interventions on diaspora provide partner institutions with a plethora of possible actions and measures to better engage various stakeholders in cooperation and dialogue, and support certain activities, such as consultations between government and diaspora or the development of communication plans. **Examples of Actions:** Burundi II, Ghana II, Malawi III, Tajikistan I.

MIEUX seeks to apply a **systematic approach to its interventions**, embedded into the national context, with a view to increasing the impact of the Action, contributing to the development of self-sustainable and reproductive capacities in partner countries and encouraging the transformation of the assistance provided into institutional, tailor-made practices. The way towards long-term impact potential is prepared via multiple modalities, including greater and broader participation of multiple actors, and the facilitation of formal and informal contacts, development of specific tools and operational guidance, improvement of day-to-day procedures, development of practical skills and abilities (learning by doing activities), appointment of focal points, etc. Consequently, MIEUX focuses both on traditional performance requirements for technical assistance (e.g. training courses, workshops, reports) and newer approaches focusing on institutional performance, joint practical exercises between experts, etc. Other factors contributing to the achievement of results include the combination of MIEUX technical assistance with other types of cooperation available nationally, and scaling-up through partnerships with EU actors and other development partners.

The MIEUX events organised in Moldova facilitated the creation of a platform for dialogue between EU-EP Countries which have contributed to increased cooperation in the region in the Justice and Home Affairs (JHA) area. MIEUX proved to be a user-friendly and flexible tool which responded to the needs and specific priorities of Moldova and the EP as a whole and at an important time.

Following the international conference “The Eastern Partnership’s contribution to the Stockholm Programme: Synergies to improve mobility and strengthen security” (24-25 January 2011, Chişinău), a package of recommendations was produced. Their relevance was confirmed by the fact that many of them were reflected in the EC’s communication on cooperation in the area of JHA within the EP from 26 September 2011, and in the Conclusions of the Council of the EU on cooperation in the area of JHA within the EP from 13-14 December 2011.

Through the regional events organised, MIEUX helped to raise the profile and visibility of Moldova in the JHA field, to promote its proactive approach and ownership of the dialogue and cooperation between institutions, as well as to ensure that the conference’s recommendations were well reflected in the relevant EU policy documents.

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Ministry of Foreign Affairs and European Integration
Republic of Moldova*

• **Flexibility**

The delivery of assistance under MIEUX requires a flexible approach which permits adaptation to unforeseen circumstances, for example of an institutional or political nature which may have an impact on the implementation. Therefore, the Actions are designed in a way that combines various modalities of expertise transfer (on site and remote assistance, training of trainers, setting up national working groups, etc.). The design allows for the adjustment of interventions upon the completion of fact-finding missions, for the use of various communication channels in the partner country (expanding networks) and for establishing mixed teams of experts to facilitate the swift transfer of expertise. The constant monitoring of activities enables the adaptation of approaches and methods in the course of implementation so that the achievement of expected results is not precluded.

Mid-Term Evaluation Report (2014):

MIEUX’s flexibility distinguishes this kind of assistance from other programmes’ models.

• **Inclusiveness and networking**

Through a collaborative approach, MIEUX Actions seek to bring together, under a common objective, various actors with competencies in the area of migration at national or regional levels. This approach is critical in the field of migration in order to ensure continued multi-stakeholder engagement and to sustain the impact of interventions in a truly nationally-led process. Consequently, although requests are generated by one national agency, the active participation of other entities within and outside the government is ensured to a large degree. The end result is that alignment with institutional objectives is gradually achieved to the benefit of overall governmental efforts, largely by tapping into the diverse but complementary nature of various stakeholders’ mandates. To date, MIEUX has managed to attract strong buy-in from various partners at national level in relation to Actions on data management, policy development, elaboration of legal frameworks, border management, etc.

MIEUX aims to generate formal and informal networks, and inclusive platforms enabling national partners to exchange relevant experience and to pursue this form of cooperation beyond the lifetime of individual Actions. Similarly, MIEUX is very well placed and is successful in setting up networks among experts from EU MS and partner countries, and experts from non-EU MS who are invited to share their experience under the triangular peer-to-peer cooperation approach.

• **Complementarities and synergies**

One of the aims of MIEUX is to establish active synergies with other EU and non-EU initiatives, and to avoid duplications with similar activities performed by other donors. In particular, its complementarity to existing mid- to long-term interventions is considered to be of particular importance. When combined with existing funding instruments, MIEUX further enhances the impact of EU technical assistance cooperation to partner countries.

Mid-Term Evaluation Report (2014):

MIEUX bridges the gap between medium- and long-term EC programming and other donors’ initiatives. MIEUX Actions are embedded within or adapted to other ongoing Actions

MIEUX is not a free-standing programme, rather it is integrated within a larger assistance scheme. In order to ensure greater sustainability of its interventions, MIEUX Actions tap as much as possible into the strategic development objectives of beneficiary countries and the outcomes of ongoing or completed Actions funded by the EU, EU MS and other international development agencies. Therefore, the establishment of synergies and links with other projects takes place during the entire lifecycle of each Action, starting with the development of the Action Fiche (collection of information and feedback from EU Delegations and/or other international development partners), during fact-finding missions (meetings with the EU Delegations, donors and international organisations, EU MS, etc.), and at the implementation stages (involvement in activities, debriefings, coordination of efforts, etc.). Certain MIEUX Actions are linked to the political priorities of the EU, in particular the Mobility Partnerships (MP). A number of Actions have benefited from activities already funded previously by EU MS in partner countries (e.g. Burundi I, Ghana I, Malaysia, Senegal, Togo I).

ROM Report (2013):

MIEUX opens up cooperation channels with and between international organisations, academia, think tanks, NGOs and development stakeholders. It promotes synergies and the exchange of knowledge, as well as joint cooperation and the provision of expertise.

2.3. Modalities for delivering capacity building

Once the technical assistance needs have been identified, various capacity building modalities and delivery mechanisms are considered, in line with the previously mentioned principles and approaches. The choice of intervention fully takes into consideration, among other things:

- The most pressing needs and priorities of the partner institutions;
- Past and ongoing Actions;
- The need to have a holistic approach towards the support to be provided;
- The achievability of results;
- The combination of various forms of support on the ground and remotely;
- The relevance and availability of experience and expertise to be provided (in the EU and in the region, hence applying the triangular cooperation approach);
- The added value of certain outputs over others (e.g. advice, development of concrete deliverables, information sessions, etc.);
- Facilitation of regional integration, the potential impact of the intervention and its sustainability;
- Skills available within the existing structures.



The table below sets out the various types of intervention employed by MIEUX to build capacities:

INTERVENTION	CHARACTERISTICS	MODALITIES
INFORMATION, PRACTICES AND KNOW-HOW SHARING	Theoretical and practical transfer of skills, knowledge and practices through various techniques and methodologies	<ul style="list-style-type: none"> • Meetings and seminars • Thematic sessions • Study visits • Training of trainers
ADVISORY	In-country and remote support to elaborate policy documents and implementation tools, draft legislation and guidelines, identify issues and formulate solutions	<ul style="list-style-type: none"> • Working consultations and meetings of national working groups in charge of developing the desired deliverables • Fact-finding missions
NETWORKING	Exchange of information and expertise at national and regional levels among experts (EU MS-partner countries – non-EU MS)	<ul style="list-style-type: none"> • Appointment of focal points for joint processes (e.g. development of action plans, legislation, handbooks) • Stakeholders' committees • Triangular peer-to-peer cooperation
PARTNERSHIP	<p>Partnership among representatives of national institutions</p> <p>Partnership between EU MS and partner countries</p> <p>Regional events for partnership among countries in the region and regional stakeholders</p>	<ul style="list-style-type: none"> • Regional or multi-lateral activities • Initiation and fostering of cooperation, dialogue and communication • Study visits to EU MS

MIEUX undertakes a mixture of forms of Actions targeting various dimensions and levels, such as: policy making, institutional development, knowledge base, cooperation, and regulatory framework. MIEUX's technical assistance goes beyond traditional training: it involves the development of capacities of institutions and processes, supporting learning practices and sharing of knowledge, fostering partnerships, supporting networking, and targeting the needs of more than one agency.

Action Cabo Verde I – Elaboration of the National Immigration Policy

This Action involved all four types of intervention. The participatory process of developing a National Immigration Strategy and Action Plan (advisory) via the establishment of an inter-agency group (networking) fostered better cooperation at inter-agency level (partnership) and created a common understanding among the national agencies (information sharing) of the national challenges which need to be tackled jointly. The Action has also contributed to the establishment of the Unit for Coordination of Immigration which is a multi-stakeholder structure mandated to develop and implement immigration policies in Cabo Verde.

2.4. Monitoring and evaluation of MIEUX's interventions

MIEUX has developed over time a set of **monitoring and evaluation tools**,¹⁰ targeting specific groups at individual and institutional levels (e.g. partner institutions, participants, experts), and used at various stages of the Action cycle, in view of constantly monitoring the relevance and potential of Actions. This process also assists in taking mitigation measures to overcome challenges, and in ensuring the effectiveness of activities. Therefore, emphasis is put on the information collected from various sources, the methods and tools used to collect it and its analysis. The analysis considers short-, medium- and long-term results.

The **short- and medium-term impact** is gauged by evaluating each activity and Action through a dedicated tool which is completed by the MIEUX team, based on the feedback from participants, institutions and experts. Subsequently, the results of this exercise are further aggregated and compared with the overall expected results and objectives of MIEUX in order to draw conclusions and produce conclusive lessons learnt. This process is both useful and necessary in terms of measuring how the expected results (activity-Action-programme) are achieved and how activities are performed, so as to identify possible challenges which may emerge through implementation, and to adapt the activities to any changes on the ground. It also enables the identification of interventions to be put in place as a follow-up to the Actions, based on the results achieved which are embedded in the existing national frameworks.

However, **longer-term impact** monitoring and evaluation can be a challenge for a facility of this nature. This type of monitoring is currently carried out with the support of EU Delegations in the partner countries by collecting information through a comprehensive partner's feedback questionnaire upon completion of the Action, and through direct follow-up with partner institutions, for example within the framework of subsequent regional Actions in which they are involved. Another opportunity to assess long-term impact is in cases when a second request for technical assistance originates from the same partner country (not necessarily the same entity), thus enabling the programme to assess, where possible, the extent to

which previous interventions have had an impact on administration reform or legislative/policy changes. Other challenges stem from the fact that the length of time between capacity building interventions and the achievement of the desired results can be long (e.g. a draft strategy is validated and approved long after the Action comes to an end). Equally, results may stretch across many institutions, and coordination can weaken once an Action has been completed.

Examples of monitoring and evaluation: participants' and partner countries' feedback.

Analysis of the feedback collected from various target groups indicates that MIEUX's interventions contribute to establishing and strengthening cooperation nationally and regionally; equipping participants with policies, mechanisms and practices in various areas; and building institutional capacities, etc.

The same tools indicate that the participating actors have gained the experience and knowledge necessary to improve their strategies, addressing various issues, and that the expertise provided is of great value to the current policies and efforts on migration. More importantly, it is acknowledged that the expertise offered (e.g. on implementation of certain policy measures, action plans) has been embedded by partner institutions into their institutional frameworks and structures (e.g. subcommittees). In addition, the respondents indicate that the knowledge shared, expertise provided and skills acquired through MIEUX activities have a great potential to lead to longer-term impacts and institutional changes. As such, they make reference to the application of knowledge acquired for policy making purposes, project management and development, improvement of coordination roles, dissemination of knowledge with other colleagues in a practical manner and the establishment of networks.

MIEUX's assistance is considered to be very relevant to the daily work of participants and partner institutions. The expertise provided is also very relevant when it comes to sharing knowledge, input and recommendations, while the implementation of Actions is done in a very effective manner.

Other modalities to both monitor and evaluate individual Actions and the entire programme are the ROM and MTE which were carried out in 2013/2014, whose results are presented throughout this publication.

¹⁰ Participants' feedback (upon the completion of seminars, information sessions, etc.); Partner institutions' feedback (upon the completion of Actions); Experts' Report (after each mission); Activity Evaluation Report (carried out by the MIEUX team at the end of each activity); Action Implementation Report (prepared by the MIEUX team upon the completion of an Action).

2.5. Challenges related to the delivery of short-term capacity building

The process of implementing short-term capacity building Actions is accompanied by a set of challenges deriving from the diversity of actors involved, unexpected operational and political changes, and the nature and level of expertise required. These are the most common challenges experienced by MIEUX:

- Difficulties in identifying experts in EU MS administrations, in certain policy areas, such as migration and development, policy development, circular migration, labour migration, pre-departure orientation, etc. The expert recruitment network has therefore been widened by applying the triangular cooperation approach;
- Involvement of certain EU MS in MIEUX Actions has not reached its full potential, the main argument put forward by administrations being insufficient personnel, unavailability of staff, or little interest in specific regions or third countries;
- Ensuring the right balance between responsiveness, rapidity and national 'active' ownership can be, in certain cases, challenging. This can have an effect on all phases of Actions, in particular on implementation, due to political changes, staff turnover and legal changes. Adaptability and flexibility to changing environments (e.g. procedural and communication aspects) goes a long way towards addressing this challenge;
- Since the training is, by nature, provided to individuals, its impact is limited unless the results are institutionalised. In this regard, MIEUX interventions seek to involve institutions across the governmental landscape and to employ suitable methods, so that the knowledge and skills acquired are further disseminated nationally;
- An additional difficulty may originate from coordination between interested administrations within the partner country or the level of representativeness of the requesting authority when implementing, in particular, Actions of a national character (e.g. development of policies, legislation, etc.). The fact-finding mission is therefore, in most cases, a crucial phase that enables the raising of awareness among various stakeholders of the importance of multi-stakeholder cooperation and an understanding of the overall migration management process, so that further adaptation of the foreseen activities is effected where necessary.

2.6. Key messages and lessons learnt

- **Peer-to-peer is an effective method to deliver technical assistance and develop capacities and cooperation**
 - The demand-driven nature ensures the effectiveness of interventions;
 - Peer-to-peer facilitates the sharing of knowledge, good practices and experience, and improves the knowledge-based capital of partner countries that is essential for policy reform processes;
 - It is useful to engage various partners, diversify cooperation and reinforce partnerships;
 - It creates enabling environments for inclusiveness, dialogues and solution identification;
 - Assistance should be provided in a flexible manner, have a composite toolkit and mix instruments in accordance with local needs;
 - Peer-to-peer contributes to the development of new skills which could generate a quick impact;
 - It focuses not only on capacity building but also on capability building.
- **The triangular peer-to-peer cooperation approach has been steadily gaining momentum**
 - Triangular cooperation has its comparative advantages and it is an additional framework to support partner countries in strengthening their capacities;
 - It is an important framework for facilitating cooperation on migration between countries from the same region or continent;
 - Knowledge sharing, mutual learning and capacity development are at the heart of triangular peer-to-peer cooperation.
- **Ownership**
 - Ownership is promoted through the demand-driven and matchmaking features of MIEUX, accompanied by needs assessments and the tackling of identified needs under tailor-made and context-driven Actions;
 - Interventions should be linked to broader national development strategies, situated in the context of overall interest and to respond to local realities;
 - Alignment with locally-led interventions facilitates the achievement of expectations and proposed results;

- Understanding the local context is a critical prerequisite for the success of cooperation;
 - Leadership is essential in building a conducive and enabling environment, and promoting a multi-stakeholder perspective and input;
 - MIEUX acts as a facilitator, with the processes supported under its Actions being led by national agencies;
 - Effective institutional mechanisms and systems, with the participation of stakeholders, are necessary to pursue, coordinate and integrate the outcomes of interventions;
 - Actions should be located in the appropriate operational and institutional context or in the appropriate policy frameworks.
- **The 'peer-to-peer' approach facilitates the testing of innovative approaches and interventions**
 - Given the complexity of migration and its changing nature, cooperation can address various emerging needs and topics of interest of partner countries.
- **Technical assistance is more than technical**
 - It is part of a broader relationship between all parties involved. It implies the building of trust, confidence and mutual understanding;
 - It serves as a useful guide for future policies and initiatives, moving away from the narrow perspective of focusing only on training and ad hoc advice as stand-alone forms of assistance;
 - The MIEUX framework for joint action and cooperation goes beyond skills transfer, since it focuses also on supporting internally generated changes to build skills and institutional capacities.



Section three

PAVING THE WAY FOR EVIDENCE-BASED MIGRATION POLICIES: MIEUX'S APPROACH

MIEUX has proved to be instrumental in supporting partner countries in the process of elaborating national comprehensive policy frameworks and strategies on migration or sectoral ones, tackling specific areas of migration (e.g. border management, anti-trafficking, diaspora engagement, etc.). Given its nature and features, MIEUX has been gradually developing and applying a set of practices, methodologies and standards which are adjusted to each country's needs, context, institutional setting and culture, as well as officials' preparedness in drafting policy documents.

This section describes MIEUX's approaches and experience towards supporting partner countries in the process of developing their policies and strategies on migration, which has proved to be a sustainable methodology that could be tailored and replicated by other countries undertaking similar efforts. MIEUX interventions put the emphasis both on preparing the necessary ground to elaborate policies based on evidence (e.g. strengthening the capacities and systems related to data management) and feeding the policy making process with data and statistics available from various sources, so that the proposed policy options are balanced, informed, consistent, viable, feasible and are both result- and impact-oriented. This correlation between data management and the process of elaborating policies, given the importance for policy making to be better informed by data, statistics and evidence, is described below.

3.1. Improving data management systems – an essential step in crafting evidence-based policies

In recent decades, the concept of evidence-based policy has received increased attention, whilst there has been a gradual shift away from opinion-based decision-making. **Evidence-based policy** can be defined as an approach that “helps people make well-informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation”.¹¹ Systematic research should be the basis for collecting any kind of evidence.

For migration policies to be relevant, efficient and effective, and results-oriented, they have to be based on concrete, research-based evidence about migrants. However, data that many countries produce on migration is neither reliable, nor up-to-date nor harmonised with international recommendations. Insufficiency of reliable and comprehensive data constitutes a real obstacle for governments, hampering the process of drafting appropriate policies to ensure positive development outcomes. A lack of accurate data affects a correct understanding of the complex dynamics and impacts that may lead to significant consequences for migrants and countries of destination, origin and transit. In many countries, inconsistencies in the structural and technical capacity

¹¹ Davies P.T., 1999, What is evidence-based education? In: British Journal of educational studies, 47 (2), 108-121.

to gather and use data pose a further challenge to harnessing the full development potential of migration.

The 2013 EC *Communication on Maximising the Development Impact of Migration*¹² highlights the importance of a sufficient knowledge base on migration. More reliable and comparable overviews of migration issues at regional and global levels are needed in order to maximise the benefits of migration for development. The EC encourages initiatives to support developing countries in strengthening their capacity to collect and analyse data on the links between migration, mobility and development.

MIEUX has facilitated peer-to-peer knowledge exchange on migration data management in six countries (Armenia, Kingdom of Jordan, Lao PDR, Rwanda, The Gambia and Tunisia) and in one REC (COMESA).

The capacity building provided in the area of data management is channelled towards:

- **Strengthening capacities** of production, analysis, utilisation and dissemination of data;
- **Establishing the relationship** between emerging migration trends and the socioeconomic, demographic and environmental trends;
- **Raising awareness and understanding** of various ways to collect data and incorporate the migration dynamics into effective policy making (Lao PDR);
- Developing **institutional tools and practices** related to data analysis (Rwanda, The Gambia);
- Elaborating **guidelines and handbooks on data management** at inter-agency level in view of harmonising approaches and increasing cooperation nationally (Jordan);
- Supporting **new structures** dealing with overall migration data management and their institutional working arrangements (Tunisia);
- Contributing to **data harmonisation** at regional level (COMESA II);
- **Mapping out data sources** and providing guidance and expertise on further improvements (COMESA II, Jordan);
- Providing expertise in relation to preparation of the national population census (Jordan).



¹² COM(2013) 292 final, Brussels, 21.5.2013, welcomed by the Council in July 2013.

Mapping of national data sources and assessing their quality to get a clearer picture of the strengths and limitations of the national evidence on migration

No single data source can reflect the complexity of international migration. A wide range of sources produce different types of migration statistics, each with its own strengths and limitations. The table below gives an overview of the main data sources used for collecting information on migration flows and the population stock.



Availability of migration data and purpose of data collection by source type

SOURCES	MIGRATION FLOW DATA		POPULATION STOCK DATA	
	Immigration	Emigration	Immigration	Emigration
Population census	+	+/-	+	+/-
Household surveys	+	+/-	+	+/-
Border passenger surveys	+	+	-	-
Special surveys	+	+/-	+	+/-
Border cards	+	+	-	-
Population registers	+	+	+	+/-
Residence permits	+	+/-		
Register of foreigners	+	+	+	-
Register of nationals at missions abroad	-	-	-	+

Notes: + Source covers migration flow and/or population stock data; +/- Under specific conditions, the source can provide data, but data will be limited; - Source does not provide data.

MIEUX has supported the development of comprehensive inventories of administrative and statistical data sets containing migration-related variables, and has provided policy makers and other key stakeholders nationally and regionally with a clearer picture of the existing evidence about migration. The migration data inventories are a useful tool to document the existing data sources and review their quality.¹³

For example, at the Fifth Meeting of COMESA Ministers Responsible for Immigration in October 2012 in Zambia, Member States decided to “begin the process of documenting existing migration data for use at the national and regional levels for policy making on migration issues”. Comparability of the data collected from different data sources is essential to provide a comprehensive evidence base for policy making.

Where differences in the definition of migration-related variables exist, it is important that they are well documented in order to provide governmental decision-makers with a better understanding of how they affect the respective statistics.

¹³ According to the European Statistical System, the product quality of statistics can be assessed through the following components: relevance, accuracy, timeliness and punctuality, comparability, coherence, accessibility and clarity.

Action in COMESA

MIEUX experts developed a migration metadata questionnaire based on existing European metadata questionnaires, in close consultation with the COMESA Secretariat and its Member States. The metadata survey was launched to assess:

- COMESA Member States' capacities to collect, analyse and document the production of migration statistics;
- The current level of data sharing between COMESA Member States;
- The possibilities to establish a regional harmonised data sharing system on migration.

The survey covered five subtopics, each consisting of 30-50 questions: resident population (stock data); immigration flows (flow data); emigration flows (flow data); nationals abroad (stock data); and residence permits (stock and flow data). It evaluated, in particular, the level of data availability, differences and similarities in concepts and definitions, as well as the comparability of data gathered within different countries and at regional level. Based on the results of the survey, at their sixth meeting in July 2015, Ministers Responsible for Immigration took concrete decisions to develop a comprehensive framework for data harmonisation and information sharing in the COMESA region.

Harmonising data with international recommendations

Comparability of the data collected from different data sources is essential to provide a comprehensive evidence base for policy making. In 1998 the United Nations published its Recommendations on Statistics of International Migration in order to achieve better comparability and to harmonise national practices with regard to data collection. In all data management Actions, MIEUX has emphasised the importance of harmonisation of migration data with international recommendations.

Action in Rwanda

The Rwanda Directorate General of Immigration and Emigration (DGIE) requested technical assistance from MIEUX to enhance the capacities of the staff members of its recently established Statistics Department. MIEUX experts presented the UN recommendations on Statistics of International Migration and brought to light the importance of analysing the country of usual residence and length of stay to define international migrants. A mapping of national data sources showed that administrative data on these two variables is collected through border cards (arrival and departure cards) but has not been analysed so far, meaning that information on international migrants was not available. The information presented by MIEUX experts led the DGIE to put in place an analysis mechanism on international migration.

Analysing the existing migration data sources for evidence-based policy making

Action in The Gambia

The Government of The Gambia conducted a Migration and Urbanisation Survey in 2009, which followed international standards. UNFPA and UNDP financially supported the Gambian authorities during the data collection and data processing phases. The analysis of the 2009 Migration and Urbanisation Survey has been prepared by The Gambia Bureau of Statistics with the technical assistance of MIEUX. The MIEUX expertise provided to analyse the data has significantly contributed to the further development of the national migration policy (under a follow-up, EU-funded project).

Sharing information for more reliable data on international migration

MIEUX's experience shows that, for most countries, it is more difficult to collect data on emigration than immigration. As international migration data is collected by both the country of origin and the country of destination, sharing information between countries can help to improve the evidence base on migration. The weaknesses of emigration data in the sending country could be compensated for by using existing immigration data in the receiving country. Immigration statistics are generally considered more reliable than emigration statistics for a given country.

A data exchange exercise with other countries (e.g. in the region and/or main destination countries) could improve emigrant stock data.

Action COMESA

MIEUX organised a workshop to promote a regional approach to migration data harmonisation and information sharing in the COMESA region. MIEUX experts informed COMESA Member States that data sharing between countries, as well as the harmonisation of terms and definitions, could be the source of important migration data improvements in the COMESA region. As international migration data is collected by both the country of origin and the country of destination, data sharing between COMESA Member States could help:

- To improve the availability and reliability of data on international migration;
- To obtain data on emigrants and nationals living abroad;
- To compare data and trends between COMESA Member States, facilitating their interpretation and the transfer of best practices.

Following these inputs by the MIEUX experts, COMESA Member States agreed to share data on immigrants, visas and permits to stay, as well as on COMESA Member State citizens living in another COMESA Member State on a given date (e.g. 1st of January).

Action in Jordan

The activities carried out as a follow-up to the request from the Department of Statistics enabled various actors, representing the National Migration Team (established in 2014 and made up of up to 13 ministries and agencies), to assess the current migration data management system, to identify gaps and needs, and to formulate solutions and recommendations on required improvements. The involvement of the most relevant government actors in such a process, which complements the overall efforts of the Jordanian Government to establish new mechanisms and structures to deal with migration, is of tremendous importance when it comes to increased coordination, cooperation and data exchange.

MIEUX is a pioneering project that tackles many aspects of migration. The MIEUX Action in Jordan resulted in close cooperation and exchange of expertise with stakeholders at the level of statisticians and administrative sources through qualitative workshops that improved their capabilities.

The real gain from MIEUX lies in enriching the experience we receive from abroad, particularly from the EU experts, and in utilising this expertise in our statistical work. Thanks to MIEUX, we have realised the need to have a road map pertaining to internal as well as external migration. We have also viewed the experience of other countries in this field.

*Dr. Qasem Al Zoubi
Director General of the Department of Statistics Hashemite
Kingdom of Jordan*

3.2. Development of migration policies – a multi-purpose, holistic process and a catalyst for stronger cooperation and coordination

The engagement of partner countries with MIEUX in the process of elaborating policy or strategic frameworks is an indication of continued interest in intervening in a given field of migration. Given the limited experience of many requesting agencies in drafting policy documents, and initiating and leading the process, MIEUX's expertise is essential throughout the various stages of the process. This is a multi-dimensional and complex process, not only from a technical point of view, but also from the perspective of involving and consulting as many partners and stakeholders as possible, ensuring leadership and the appropriation of the final result, the coordination of various structures, achieving the input and output required, and the preparation of the necessary ground to implement the policy document after its endorsement. Therefore, MIEUX has fine-tuned and applies certain methods and approaches which respond to the capacity building needs of partners, and the conduct of the policy making process itself, which are anchored in the so-called 'public policy cycle' methodology.

Mid-Term Evaluation Report (2014)

MIEUX contributes to improving understanding of migration-related challenges at expert and policy levels in the partner countries in all areas of migration management. Progress can be recognised in numerous newly developed strategies, amended laws, implemented recommendations, improved management capacities, etc. MIEUX has provided significant impact and improved migration policy in the partner countries.

'Policy cycle' as methodology to develop migration-related policies and strategies

Policy cycle is a methodology representing a sequence of stages that helps organise and structure the process of developing a policy proposal. For MIEUX Actions, it presents a number of strengths:

- Creating processes which generate ideas, solutions and resources, and form institutional routines in developing policies and policy instruments through comprehensive approaches;
- Allowing a detailed look at various determinants, aspects and issues of migration;
- Enabling a pooling of the knowledge and data available;
- Permitting a structured approach which can incorporate new partners and ideas throughout the process;
- Assisting in making sense of policy development;
- Incorporating a mixture of various elements based on needs, such as capacity building, data exchange, stronger coordination and communication, etc.

For MIEUX, establishing and supporting the process of developing the desired policy is important for sustainability, consistency and operational reasons. MIEUX is well placed to support all the stages of the public policy cycle. Nonetheless, the focus of this section is to illustrate the interventions related to the stages preceding the decision (final validation, approval) and implementation stages, as follows:

1. Identification of issues (agenda setting): MIEUX supports the partner countries in identifying the topics, challenges and issues to be addressed by future policy and strategy. This stage commences with the analysis of various factors and drivers that trigger and influence the making

of the policy. It also helps in acknowledging a certain topic as a public issue or problem which requires intervention and thus to be put on the governmental agenda (agenda setting).

2. Policy analysis: the purpose of this stage is to formulate the defined problem; to set the objective and goals of the policy; and to formulate solutions and policy options, including the costs and benefits for each option. During this exercise, the public authorities involved should:

- **Formulate the problem** – there is no single method to formulate the problem because of the magnitude of the issues. However, under MIEUX, a set of specific methods is applied or available tools used, such as: situation analysis/migration profiles (if available)/SWOT analysis which should assist in understanding the migration situation; analysis of the existing multi-sectorial policies, and institutional and legal frameworks in view of identifying the gaps and needs; and analysis of other public sectors that can impact or be affected by migration. These methods aim to collect evidence and they involve data collection and analysis, research, receiving feedback from migrants and diaspora, etc. The outcome of this complex exercise is to set out the rationale (justification and need) and vision of the policy. Experience shows that the formulation can raise questions of ownership, notably when a public institution does not act as a strong coordination leader in the process and does not articulate a clear mission for the policy making process.
- **Define objectives and specific goals** – this is an essential step in making policy choices and is linked to the process of determining the priorities and policy options. The objectives shall be defined over a long period of time and be consistent with other national objectives deriving, for example, from the national development plans.
- **Suggesting solutions and policy options** – at this stage, the involved actors should propose various courses of action, based on the priorities and needs identified, and ways to address them on the basis of resources available. Since these options lay the foundations for the practical implementation of the policy or strategy, they need to be feasible and viable, and take into account various assumptions and factors which may determine future migratory trends.

Evidence-based migration policies

The strengths of evidence-based policies are related to the requirement to conduct research (and raise the necessary questions), to their efficiency and effectiveness in the development of improved and more precise policy options, to the minimisation of potential risks related to the envisaged impact of the policy, and to inclusiveness (they create stronger communication platforms among the various interlocutors collecting and analysing data, carrying out research, etc.).

MIEUX promotes the idea of evidence-based policies within the framework of all the relevant Actions and strives to support partner countries in making use of this approach, including in circumstances where data and research are scarce. However, this issue should not impede the overall process of policy making. On the contrary, it should trigger and stimulate actions directed towards the improvement and strengthening of national capacities, tools and systems to manage data, taking into account the specificities of a given context. In this regard, during the policy analysis stage, strong emphasis is put on inter-agency communication, coordination and data exchange, allowing all involved actors to pool the existing primary and secondary data, interpret it and feed their findings back into the process. Additionally, during this stage, the involved agencies identify various problems related to data management which are subsequently addressed in the policy document or strategy, and for which solutions are made for the implementation phase (e.g. in Cabo Verde, one of the four pillars of the National Immigration Strategy is “Data Management and Research”, showing the importance the government attaches to this component).

3. Identification of policy instruments (methods to achieve the policy objectives and goals): policy instruments should match the objectives of the policy and provide solutions to the identified and formulated problems. Governments can devise a wide spectrum of instruments of a regulatory (e.g. legislation, decrees, licenses for private employment agencies, etc.), financial (grants for refugee integration, specific taxes or fees (e.g. visa, family reunification procedure), etc.), informational (e.g. awareness-raising campaigns against trafficking in human beings, debates, community workshops) or organisational (e.g.

provision of services, facilities, development of databases) nature. The MIEUX know-how transferred at this stage focuses on the choices of the policy instruments, e.g. modalities to establish criteria for selecting the best instruments, given the resources available and mandates of the institutions involved in the implementation of the policy.

All these stages require constant, sustainable and structured coordination, communication and cooperation among and between all actors involved. Bearing in mind these essential elements of policy making, **MIEUX supports and promotes the creation of relevant multi-stakeholder structures** which facilitate the exchange of ideas and evidence, formulation of objectives and goals, and participates in the design and drafting of the policy document.

We approached MIEUX because of its flexibility. The submission criteria are not complicated, the process of activity definition of the activities was shared with us, and, during the implementation period, it was possible to readapt and reformulate some activities, taking into account the country's necessities and priorities. The possibility to benefit simultaneously from both local and international expertise has been a key element of the intervention. The MIEUX Action supported us in defining a national approach towards immigration by facilitating the process of developing the National Immigration Strategy and its Action Plan. It also improved the competencies of authorities in the area of migration management.

In 2011, and based on the results of the first MIEUX Action, the Government of Cabo Verde created a new service (the Coordination Unit for Immigration) which became the General Direction of Immigration in 2014. This new structure is the institutional framework responsible for implementation of the National Immigration Strategy and its Action Plan. The technical staff of the General Direction of Immigration and some representatives of other institutions, who are members of the national Immigration Council, have benefited from MIEUX seminars. What we feel, after all this process, is that we have a national, common and shared approach towards immigration, and that the communication and coordination (fundamental skills in migration management) have been much improved.

*Ms. Carmem Barros
General Director
General Direction of Immigration Cabo Verde*



Migration policy development as a consultation process

MIEUX strongly promotes the idea, among partner institutions, of consulting various actors and stakeholders (e.g. non-governmental organisations, diaspora members, academia, research centres, migrants' representatives, etc.) throughout the policy making process in view of ensuring an inclusive and transparent process. Consultations contribute to building consensus, obtaining the necessary support from various constituents of society, improving the quality of the process and its final deliverables, reducing the costs related to collecting data, and to addressing the problems in a more consistent way.

Consultations can be undertaken in a variety of ways, including opinion surveys or questionnaires (e.g. Ghana II – development of a questionnaire for diaspora), meetings with interest groups (e.g. Philippines II – local governmental units), e-consultations, public hearings and listening events, focus groups (e.g. Myanmar – development of awareness-raising campaigns by organising focus groups with local labour officers), etc.

to raise the population's awareness of the possible risks associated with migration. Its relevance cannot be understated, as almost 10% of Kyrgyz people work abroad, and labour migration has become a key factor in economic development.

This project is a unique undertaking that allows for close cooperation and mutual understanding between national and international experts. We saw great professionalism, team spirit and respect from the MIEUX experts involved. Since its inception, coordination among various partners took place in a spirit of consultation, with plenty of advance planning and a strict adherence to deadlines.

*Mrs. Gulaida Orozalieva
Head of Department for International Cooperation
Ministry of Labour, Migration and Youth
Republic of Kyrgyzstan*

The MIEUX Action in Kyrgyzstan was designed in order

Migration policy development as a coordination and communication process – the case of Core Working Groups

Inter-agency coordination is a prerequisite for the success of developing and implementing any national policy or strategy. Successful cooperation mechanisms are based on a clear distribution of tasks and responsibilities among key stakeholders.

MIEUX supports the **establishment of core groups** (technical working groups or inter-agency committees) comprising multiple government institutions, which are continuously present throughout the course of an Action and are responsible for steering the policy development process, drafting the documentation required and co-opting other relevant entities into the process.

The core group is normally comprised of officials of the ministries, agencies and divisions of institutions which deal with migration issues. It enables close and direct interaction on key policy issues, with the MIEUX experts' advice and facilitation. The core group is able to offer detailed, in-depth analysis of the issue in hand, while providing a 360 degree perspective based on existing data, evidence, and the realities of sectoral policies and pressing concerns, as well as being able to consult other relevant players. Core groups are formed following a request from the main requesting or leading partner institution to all ministries, agencies and organisations dealing with migration matters, therefore reaching out to all relevant stakeholders in the migration management process.

There are several possible challenges that can arise when establishing the core group. Competing interests and a difference in competencies between various stakeholders may hinder the process of unifying the public officials under one common objective, i.e. designing and drafting the strategic national migration policy document, identifying the main objective of the policy, setting the coordination structures, etc. It is therefore essential for the requesting institution to fully assume leadership and responsibility within the newly established group of officials, and to ensure genuine ownership and the commitment of everyone involved in the policy cycle process.

The peer-to-peer element is a defining principle of MIEUX's experience exchange. Interaction between MIEUX experts on one side, and an established and continuous core group of key stakeholders on the

other, provides an ideal platform for an effective, results-oriented, knowledge-retaining exchange of ideas which will have a sustainable impact.

Malawi II – Development of the National Migration and Citizenship Policy

A wide range of national agencies have been involved in the process of reflecting upon, and developing, the future national migration and citizenship policy of Malawi via an established core group of officials.

1. Ministry of Home Affairs
 - Central Administration
 - Refugee Department (Refugee Status, Determination)
 - Immigration Department (Immigration, Citizenship, Visas and Permits, Repatriation, Irregular Migration)
 - Police Headquarters (Police and Border Guards)
2. Ministry of Foreign Affairs
 - Department for Political Affairs (diaspora desk)
3. Ministry of Justice and Constitutional Affairs
4. Law Commission
5. Ministry of Labour
 - Department for Technical and Vocational Training
6. National Statistical Office
 - Division for Demography

Coordination in the process of policy making, inter alia, requires:

- Establishing a leading institution or unit for coordinating implementation;
- Establishing the clear mission of the process;
- Genuine cooperation between various key stakeholders;
- Assigning clearly defined powers and mandates to relevant institutions;
- The exchange of information and access to databases;
- Establishing mechanisms for inter-agency coordination and data exchange.

Migration policy development as a capacity building process

MIEUX's policy development Actions incorporate a strong capacity building component consisting of thematic training sessions, seminars, workshops and study visits. This approach enables MIEUX experts to improve the capacities of the technical and policy staff of various agencies involved in the process, and prepare the ground for developing the required policy output. These activities address the various needs of participants and institutions, namely with respect to data collection and analysis, creating a good understanding of the topics to be addressed by the policy, explaining various relevant definitions and concepts applicable in the field of migration, exposing participants to good practices which may be relevant to a given context, etc.

MIEUX's capacity building activities have multiple purposes, representing effective **platforms for discussion** and for empowering the participants to take ownership of the results of the process. They also allow the **sharing of views and opinions** on the vision and objective of the national migration policy or strategy among the participants who represent the central government, local public authorities and non-governmental sector.

The thematic information sessions, carried out prior to or in parallel with the development process and covering various aspects of migration policy, provide an opportunity to consolidate capacities and enhance skills, to improve inter-agency networking and reinforce confidence, as well as to generate commitment and interest among officials representing different levels.

Participating in MIEUX projects is an extraordinary opportunity to interact with people from diverse professional and cultural backgrounds, and to share knowledge and experience with counterparts working in the field of migration. Another unique feature of MIEUX is that experts have the opportunity to create partnerships between institutions and to establish a common language for developing practical solutions for shared problems and concerns. The MIEUX transfer of practices and experience is very important for developing different ideas and perspectives covering a broad spectrum of migration issues.

*Ms. Olesia Cotoman
Main Specialist Migration Policies, Bureau for Migration and Asylum, Ministry of Internal Affairs of the Republic of Moldova
MIEUX Expert in Kyrgyzstan*

Migration policy development as a data collection tool

The fourth indispensable element of the policy development process which is required, in particular, in cases where data is neither harmonised nor centralised, is data collection and analysis. Once the core groups or other inter-agency coordination structures are set up, the first step to be undertaken is to identify the data gaps and to agree on data sharing and analysis for the purposes of formulating the problem, setting objectives, identifying solutions, and ultimately drafting the policy document. To this end, the following steps are taken: (1) identification of existing and potential sources of migration data; (2) building capacities to collect and interpret data; (3) conducting consultations among national stakeholders with a view to ensuring better data exchange.

The definition and formulation of the problem require sound knowledge about the issue from all parties involved. In the absence of a centralised database, or in cases of dispersed data across various governmental structures, the core group feeds the process (given its composition and mandate) and analyses the received data (on its own or in consultation with other relevant stakeholders).

Taking part in MIEUX missions is both a demanding and a fascinating task, especially with regard to migration policy strategies. It provides an opportunity to compare decision-making processes in different countries and to think about finding ways to make them work more effectively. Such transfer of experience is very useful and valuable. This type of exchange gives the partner countries a chance to look at the challenges they face from a wider perspective, to adapt the best practices from other states to their needs and to avoid the mistakes made by others in the past.

In order to be effective, the transfer of practices should be accompanied by a consideration of the extent to which particular solutions can be universally applied, and how they fit different institutional and legal systems. Peer-to-peer discussions are very effective for both sides – they help promote an understanding of barriers to progress and of how to deal with them.

*Mr. Paweł Michniewicz
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MIEUX Expert in Ghana and Kyrgyzstan*

Barriers to successful policy making and coordination

Several parameters should be taken into account when assessing the potential barriers for coordinating and implementing the policy making process: (1) political conditions; (2) organisational or institutional capacities, dealing with assigned roles and responsibilities; (3) resources; (4) existing working modalities, culture, etc. Notable challenges encountered in MIEUX Actions include:

- Weak and limited coordination between various responsible authorities, undefined responsibilities among key actors and coordination issues;
- Lack of reliable and timely migration data;
- Insufficient capacities in terms of drafting of strategic government policy papers;
- Institutional frameworks not conducive to implementation;
- Inadequate staffing and division of tasks;
- Fragmented institutional landscapes;
- Changes of government and subsequently of project leadership due to elections;
- Staff turnover: focal points being replaced, lack of adequate leadership or political will.

Closer communication with partner authorities and beneficiary institutions is required for ensuring uninterrupted policy development processes. Establishing realistic time frames and targets within the core group is another important aspect, given the lengthier time period required for the development of a policy document compared with the transfer of knowledge via capacity building exercises.



3.3. Key messages and lessons learnt

The success of Actions supporting the process of elaborating national migration policies or specific strategies depends on a number of factors, including the full commitment of all relevant stakeholders, strong leadership exercised by a mandated agency, inter-agency coordination and the participation of a wide range of actors. The objectives of this type of Action should focus on creating platforms for discussion, cooperation, and the exchange of views, data and evidence, while capacity building elements should be embedded throughout their implementation in order to create a solid understanding of the issues at stake. MIEUX Actions in the areas of data management and policy elaboration are aimed at:

- Enhancing governmental knowledge about migration and its relationship to development;
- Supporting governments in establishing or strengthening data management mechanisms for assessing migration-related trends;
- Supporting national and regional stakeholders in harmonising data with international recommendations, and in establishing sustainable data sharing mechanisms;
- Promoting the advantages of policy making based on high quality migration data;
- Improving the quality of migration data according to Eurostat's quality assurance framework;
- Enhancing governmental knowledge to analyse the migration data collected;
- Fostering greater inter-ministerial coordination and collaboration with respect to data collection and policy development;
- Assessing the evolution of the migration impact on development and the socio-economic situation.

When initiating and engaging in the processes related to migration policy development, a number of key approaches are applied with a view to ensuring a transparent and cohesive process. These approaches deal with the legitimacy of the mandate, inclusiveness, cooperation, coordination, coherence and ensuring the process is migrant-centred.

MIEUX experience shows that there are multiple factors leading to successful policy development processes and proper implementation upon approval of the policy, chiefly:

- A strong level of commitment from the authorities, visible through a high level of participation throughout the entire policy cycle;
- The availability of evidence and the improvement of data management structures and capacities;
- A suitable combination of resources at each stage of the cycle;
- A lead implementation agency and a pioneering spirit among key professionals;
- Adequate regular communication and coordination;
- A clear chain of accountability among agencies involved (who does what);
- The implementation of policy is as important as policy formulation.

Finally, the following elements are always taken into account in relation to Actions of this nature:

- **An understanding** of the importance of migration in the broader national development agenda, and the mandate, role and responsibility of each actor to work in a coordinated manner;
- **A genuine willingness** of all relevant authorities to acknowledge the importance of migration and to take necessary steps deriving from their institutional competencies;
- **Leadership** in initiating, coordinating, engaging and running the process. The effectiveness and success of the process lies with the active and strong leadership of an institution or an inter-agency coordination structure;
- **Ownership** of the process is crucial to its sustainability and should be anchored into national specificities, particularities, working arrangements and modalities, as well as the institutional culture. It also relates to the responsibility of the agencies involved to run the entire policy cycle, and to take actions which are for the benefit of all concerned.



Section four

LOOKING BACK, MOVING AHEAD: 'PEER-TO-PEER' COOPERATION FOR BETTER MIGRATION GOVERNANCE

Since its inception in 2009, the EU-ICMPD Joint Initiative **"Migration EU eXpertise" (MIEUX)**, with 100 requests covering countries in Africa, Asia, Eastern Europe, Middle East and Latin America, and with more than 40 completed and 30 ongoing Actions, MIEUX has demonstrated, through its diverse interventions and distinctive features, its relevance, effectiveness and efficiency as a truly global expert facility aiming to strengthen capacities and to advance cooperation in the field of mobility and migration through the peer-to-peer approach. In total, 249 experts have been mobilised so far, including 165 from 21 EU MS.

MIEUX's pioneering nature, which is the provision of demand-driven, short-term expertise in the area of migration, **has proved to be effective and efficient** by contributing to forging bi- and multi-lateral partnerships all over the world, putting migration and mobility on the agendas of many governments, supporting governments to set migration-oriented agendas, and strengthening the knowledge, capabilities, structures, processes, policies and institutions in partner countries with the aim of better migration management.

MIEUX's **added value** derives from the strengths gained, partnerships and networks established, cooperation opportunities generated, and various partners' efforts and actions supported nationally or regionally over the last seven years. In particular, the added value should be seen from the perspective of

its confirmed and widely acknowledged potential to further pave the way to meeting the expectations and priorities of all parties involved (partner countries, regional organisations, EU MS and the EU), so as to enhance multi-actor migration governance and advance partnerships.

For partner countries, MIEUX has been instrumental in:

- Facilitating the implementation of their development and migration-related objectives;
- Shifting migration narrative and discourse, finding consensus on various migration-related issues and setting the national agenda;
- Establishing testbeds and developing fertile ground in relation to various national-led processes to elaborate viable and timely policies and interventions;
- Deepening and broadening the evidence base through targeted activities, processes and institutional transformations;
- Boosting the knowledge base at expert and policy levels in targeted areas of migration;
- Strengthening capacities to effectively manage migration at multiple levels, including by increasing the leadership and ownership of in-line entities;
- Ensuring the sustainability and ownership of Actions in line with partner countries' national development and institutional priorities;

- Fostering and contributing to cooperation with the EU and EU MS;
- Stimulating, establishing and supporting the institutionalisation of cooperation and coordination platforms for the exchange of information and development of targeted policy frameworks;
- Boosting collaboration, both at national and regional levels, and reinforcing trust and collaboration;
- Strengthening capacities to craft, advance, implement and assess national migration policies and legal frameworks;
- Equipping authorities with working methodologies, practices and modalities in order to undertake structural changes;
- Institutionalising specialised capacity development and institutional training tools;
- Developing the necessary regulatory and institutional capacities and capabilities to take the required actions and measures in all areas of migration;
- Fostering EU-South-South (triangular) expertise assistance and cooperation.

For the EU and EU MS, MIEUX has been beneficial in:

- Responding to the EU's strategic, political and geographical priorities with regard to development and external cooperation on migration (the EU Development Agenda for Change, the GAMM, MPs, etc.);
- Establishing and deepening political and operational cooperation and bi- and multi-lateral dialogue among the EU, EU MS, and partner countries and regional organisations through peer-to-peer capacity building, technical assistance and expertise matching;
- Deepening the understanding of institutional realities and migration context in the partner countries and regions along migratory routes;
- Increasing visibility of the EU and EU MS by promoting a common approach of EU standards and practices;
- Supporting, exploring and preparing the ground for future bi- and multi-lateral interventions, and complementing ongoing cooperation and initiatives;
- Offering expert assistance to non-EU countries, within a short preparation framework that allows for swift reaction to their needs and priorities, and has a quick impact and brings clear added value to the whole 'architecture' of EU external assistance instruments in the area of migration;
- Facilitating, in practical terms, the EU's involvement in strengthening global migration governance.

Looking Back: lessons learnt since 2009

In recent years, it has become evident that partner countries are increasingly requesting flexible, tailor-made, small-scale, targeted technical assistance in order to reach various objectives, and to address their most important priorities. Consequently, a growing number of support mechanisms and expert facilities have been put in place and at the disposal of partner countries by various international organisations, development partners and the donor community. The proliferation of demand-driven, quick, tailor-made, short-term capacity building facilities is a positive sign and a step towards achieving better migration governance worldwide.

After seven years of implementation, **an array of lessons at policy, implementation and cooperation levels can be learnt from the MIEUX initiative on how to manage a demand-driven, expert facility.** These lessons have been drawn following a constant and ongoing monitoring exercise carried out over the entire lifetime of MIEUX since 2009. They represent significant assumptions, findings and conclusions which are fully considered, mainstreamed and incorporated as fundamentals into MIEUX's implementation methodology. Lessons learnt were also identified and confirmed by the ROM report (2013) and the mid-term evaluation (2014). They can be summarised as follows:

- The concept of a demand-driven programme with light management procedures corresponds to the needs of partner countries;
- MIEUX's rapid reaction capacity is a crucial element;
- The inherent flexibility of the MIEUX facility makes it different from other funding initiatives;
- MIEUX's peer-to-peer approach is a comparative advantage. MIEUX has proven its usefulness in initiating and sustaining capacity building processes by applying the peer-to-peer approach through, inter alia, tailored activities, matching the required expertise and identification of needs;

- MIEUX participating authorities and experts learn from the European perspective on migration management, the experience in other EU MS and in partner countries, and the available network of opportunities, thus increasing their own capacities. MIEUX promotes not only transfer but exchange of expertise, something which also benefits participating EU MS;
- The current centralised management system of the project is beneficial for a cohesive implementation of Actions and ensures cross-fertilisation, as well as the creation of synergies. The absence of country-based project teams, and a centralised management of Actions, is quite beneficial;
- MIEUX is relevant to the objectives of the EU and needs of partner countries. Hence, through its activities, MIEUX contributes to the EU development and external migration policy framework, and responds to the political and geographical priorities in the area of migration of both the EU and EU MS which could further develop their cooperation and bilateral assistance initiatives. In the case of partner countries, MIEUX supports their priorities at national (stemming from country development plans, migration-related frameworks) and institutional levels;
- MIEUX initiates and supports cooperation with partner countries which have not previously benefited from EU targeted assistance in the field of migration. MIEUX facilitates the identification of relevant interlocutors at national and regional levels, and raises awareness of the EU cooperation framework in the field of migration;
- MIEUX enhances the capacities of public authorities in partner countries by contributing to the development and implementation of legislation and policies;
- MIEUX strengthens multi-stakeholder migration governance, both at national and regional levels. MIEUX's regional Actions have had a wide impact at national level and have raised the number of national requests;
- National ownership remains one of the main added values of MIEUX, being embedded at the stage of Action design (using partner institution input while designing tailor-made activities). Partner institutions also have involvement in different aspects related to the organisation of activities, teaming up with experts in elaborating strategic documents, ensuring the participation of other migration agencies in consultations and activities carried out under MIEUX Actions, and full involvement in facilitating the organisation of activities (e.g. in-kind contribution, assigning staff, etc.);
- Sustainability of Actions is fully considered at various stages of the request processing and activity implementation. The Actions are linked to the development policy objectives of partner countries, while the activities proposed for implementation are conceived in such a manner as to be easily transposed into and articulated with the work plans and strategies of various authorities benefiting from MIEUX technical assistance. However, sustainability remains a challenge, as the size of MIEUX may not be enough to build the minimum momentum required to become sustainable. More focus should be placed on structural activities rather than on one-off interventions;
- Demand-driven approaches depend on the visibility of, and communication by, the 'provider of services', so as to inform target groups of the existence of such services and enable them to request assistance. MIEUX contributes to increasing EU visibility in external cooperation assistance, and promoting a unified approach to EU standards, procedures and good practices in the field of migration management. EU visibility is constantly ensured during organised activities and events through media coverage and in the presentation of MIEUX at various forums and to various stakeholders. However, a stronger communication strategy would benefit access to the relevant expertise in EU MS needed for implementing MIEUX Actions. Developing a dedicated portal should further promote the benefits and reinforce the sustainability of activities;
- The EAR is a valuable information system. However, consolidating information collected at a higher level, aiming to produce horizontal conclusions and identifying genuine lessons learnt, as well as centring management reporting around the type of activities for better visibility and statistical representation, should be considered.

Moving Ahead: MIEUX's future at a glance - key features and innovative elements

MIEUX will enter its third phase, which will last for a period of four years (budget 8 million Euros), at the beginning of 2016. The new phase shares features and ambitions with its predecessors, building upon the successful results of the last seven years of successful implementation, whilst boosting outreach and visibility, exploring new areas of interventions, and ensuring the mainstreaming of the extensive knowledge gathered and networks created through the various interventions worldwide. Throughout phase three of MIEUX, new forms of cooperation will be sought.

The **distinguishing features** of MIEUX have been proven and acknowledged over the years, and they will be fully preserved and strengthened. The next phase of MIEUX will be built on similar approaches and principles, adjusted to meet the emerging trends and patterns in both the area of migration and in governmental landscapes. Some new elements will also be added, stemming from the current global debate on migration, the increasing need for multi-stakeholder approaches in governing migration, and responding to migration-related challenges.

The core features of MIEUX's next phase are:

- MIEUX will continue to provide **demand-driven, quick-reaction, tailor-made and short-term Actions** in support of partner countries. Thus, MIEUX will facilitate the rapid identification of priority interventions and will enable their swift implementation. This will be achieved primarily by deploying the required expertise in the various domains of migration governance in order to enhance and strengthen the capacities and know-how of partner countries;
- MIEUX will continue to apply the **peer-to-peer approach**, making use of **experts from EU MS and Southern administrations** who have first-hand experience of migration management;
- MIEUX will **further increase South-South cooperation and exchange of experience** to boost regional partnerships, and facilitate the transfer of practices and policies;
- MIEUX will continue **pilot-testing and exploring new areas for intervention, new forms of cooperation, and innovative ideas and policies**, feeding them into relevant regional dialogues and processes at global level by fostering and promoting the upstream effect of its activities;



- MIEUX will explore a number of **topics** which are increasingly in the spotlight and on the agenda of international forums and national policy makers. Examples include the so-called ‘nexus areas’ (e.g. environmental migration, migration and health, migration and trade, migration and employment, etc.), as well as migration mainstreaming and policy coherence between various public policy areas (migration and labour market, education, development, etc.). This approach will enable partner countries and regional organisations to deal with migration in its complexity by creating synergies between various elements of domestic and regional migration policies and management, and by addressing and matching the inter-related effects of these dimensions of migration in a balanced manner.

Additionally, innovation not only implies addressing new themes, but also applying existing practices which are innovative to the partner countries’ context (e.g. modalities to elaborate national policies, national coordination structures and development of methodologies);

- MIEUX will **widen its scope in terms of stakeholder outreach and will contribute to forging new partnerships**. The migration debate is presently framed largely at national and international levels, within State-led processes (executive agencies), sometimes with insufficient participation of relevant stakeholders, such as local authorities, the judiciary, legislative bodies, civil society organisations, trade unions, diaspora groups, etc. This is at a time when these parties are increasingly responsible for specific aspects of migration, including dealing with its various effects. The new emerging trends in migration require approaches enabling a greater and fuller participation of these parties in dealing with migration. Therefore, MIEUX will seek to gradually increase the involvement of relevant civil society organisations, judiciary, prosecutors, trade unions, parliamentarians, and local and municipal governments amongst others, within a clearly defined framework and depending on the focus of individual interventions.

The migration discourse has changed significantly in the international arena in recent years as global forums are established (High Level Dialogue on International Migration and Development, the Global Forum on Migration and Development). Migration has

become part of the global agenda, being regarded as a powerful vehicle for boosting development in countries of origin and destination, and an enabler for inclusive economic and social development.

The migration debate and narrative will shift in the years to come under the influence and impact of migration trends, geography, determinates and patterns, as well as the increasing role of other stakeholders involved in, and impacted by, migration processes. The debate will be shaped, too, by the strategic decision and policy lines endorsed by States and regional actors. Globally, the international community will adopt, in 2015, the **Sustainable Development Goals**, with specific migration-related targets falling under various goals. At EU level, the Council of the European Union, in its **Conclusions on Migration in EU Development Cooperation (2014)**¹⁴ recommends a more systematic incorporation of migration into dialogue with partner countries and regions, and underlines the need to pursue dialogue, cooperation and partnerships with and among partner countries. The recent **European Agenda on Migration**¹⁵ sets out new responses and priorities which are to be translated into actions. Overall, global commitment to migration and development is becoming stronger, more targeted and oriented towards more sustainable actions and responses.

MIEUX, as a pioneering, EU-funded, global facility, will continue to play a significant role in supporting interested government and regional entities to manage migration more effectively and to maximise its development impact. Via MIEUX, the EU and EU MS will continue to actively support and complement the work and efforts of partner countries to reach common and national targets and objectives, so that migration is tackled in all its dimensions, through a holistic and multi-actor approach, allowing facilitated mobility to make a more important contribution to regional and local development.



¹⁴ http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/146182.pdf

¹⁵ A European Agenda on Migration, COM (2015) 240 final, Brussels, 13.05.2015.



Annex

MIEUX ACTIONS (2009-2015)

Completed Actions

Africa



Angola

Topic	Asylum, migration legislation and THB.
Requesting Authority	Service of Migration and Foreigners.
Objective	Contribute to the prevention of irregular migration by supporting and strengthening the capacities of the national authorities to develop the domestic legal framework.
Activities	<p>Activity 1: Fact-finding mission and assessment of the national legislation;</p> <p>Activity 2: Review of the legislation on migration/asylum and its implementation;</p> <p>Activity 3: Formulation of recommendations for legislative improvement, and advice on the draft law on asylum;</p> <p>Activity 4: Seminar on migration and asylum legislation.</p>
Results and outputs	<ul style="list-style-type: none"> Improved capacities of the relevant authorities to develop and improve national migration/asylum legislation; Recommendations for improvement of the national migration legislation framework presented to the authorities, and suggestions on how to review the draft law on asylum.
Experts involved	The Netherlands, Portugal, Romania.
Time frame	September 2009-July 2010.



Cabo Verde I

Topic	Migration policy development.
Requesting Authority	Cabinet of the Prime Minister of Cabo Verde.
Objective	Contribute to the development of the Cabo Verdean national comprehensive migration policies with a view to reducing irregular migration and maximising migration benefits.
Activities	<p>Activity 1: Seminar on migration management and policies;</p> <p>Activity 2: Assessment of institutions and situation in the area of immigration;</p> <p>Activity 3: Assistance in the elaboration of the National Immigration Strategy;</p> <p>Activity 4: Training on the situation, perspectives and challenges presented by immigration in Cabo Verde and drafting of the National Immigration Strategy;</p> <p>Activity 5: Round table to present and subsequently review the draft of the National Immigration Strategy;</p> <p>Activity 6: Public presentation of the National Immigration Strategy;</p> <p>Activity 7: Workshop on the development of the National Action Plans to implement the National Immigration Strategy;</p> <p>Activity 8: Workshop on the implementation of migration policies, with a special focus on the National Action Plan supporting implementation of the National Immigration Strategy.</p>
Results and outputs	<ul style="list-style-type: none"> • The legislative framework for migration and asylum was assessed and the areas needing revision and amendments identified; • The process for drafting a new law on migration and asylum was supported. Two pieces of legislation (on immigration, and on asylum and international protection) were drafted.
Experts involved	Finland, France, The Netherlands, private consultants.
Time frame	August 2009-February 2013.



Cabo Verde II

Topic	Migration and asylum legislation.
Requesting Authority	Ministry for Internal Administration.
Objective	Support the efforts of Cabo Verde to finalise the reform of its immigration policy and legislative framework, and ensure an appropriate implementation of the National Immigration Strategy.
Activities	<p>Activity 1: Review of the Cabo Verdean legislation on migration and asylum;</p> <p>Activity 2: National Migration and Asylum legislation reform workshop;</p> <p>Activity 3: Remote support for legislation drafting;</p> <p>Activity 4: Presentation and validation of the draft legislation.</p>
Results and outputs	<ul style="list-style-type: none"> • The legislative framework for migration and asylum was assessed and the areas needing revision and amendments identified; • The process for drafting a new law on migration and asylum was supported. Two pieces of legislation (on immigration, and on asylum and international protection) were drafted.
Experts involved	Academia (Cabo Verde and Portugal).
Time frame	November 2011-April 2013.



Common Market for Eastern and Southern Africa (COMESA) I

Topic	Migration legislation and migration management.
Requesting Authority	COMESA Secretariat.
Objective	Support COMESA in the development of the Free Trade Area as a means of promoting peace, liberty, democracy and development in the region, and, in the long term, support the establishment of a Customs Union within the COMESA region.
Activities	<p>Activity 1: Support to the 7th Meeting of COMESA Chief Immigration Officers and 4th Meeting of COMESA Ministers responsible for Immigration;</p> <p>Activity 2: Workshop on legal harmonisation;</p> <p>Activity 3: Meeting of the task forces on legal harmonisation and capacity building;</p> <p>Activity 4: Chiefs of Immigration workshop on Cooperation and Immigration;</p> <p>Activity 5: The 2nd Meeting of the COMESA task forces on the development of a road map for the implementation of Council decisions in COMESA Member States on the development of a capacity building programme for the COMESA region.</p>
Results and outputs	<ul style="list-style-type: none"> • Facilitated cooperation and synergies among COMESA Member States; • Study to compare national immigration laws to the Model Law as a first step to achieving harmonisation within the COMESA region; • Two task forces on the development of a road map for implementation of Council decisions in the COMESA region established; • A capacity building programme for the COMESA region established; • Three discussion papers for the Ministerial and Chief Immigration Officers' Meetings on the focus topics of this Action.
Experts involved	United Kingdom, academia, private consultants.
Time frame	February 2011-April 2012.



Economic Community of West African States (ECOWAS)

Topic	BM and human rights.
Requesting Authority	ECOWAS Commission, Department of Free Movement and Tourism.
Objective	Increase the general knowledge of the rights and obligations embedded in the ECOWAS Protocols on Free Movement, the Right of Residence and Establishment by developing a Regional Training Curriculum for all border officials on the Protocols of Free Movement, the Right of Residence and Establishment.
Activities	<p>Activity 1: Fact-finding mission: Benin, Ghana, Nigeria, Togo;</p> <p>Activity 2: Formulation of the first draft of the Regional Training Curriculum for all border officials to be used in the corresponding national training academies on the Protocols of Free Movement, the Right of Residence and Establishment;</p> <p>Activity 3: Validation of the draft curriculum for border officials;</p> <p>Activity 4: Finalisation of the curriculum;</p> <p>Activity 5: 'Training of Trainers' (ToT) Training to introduce the Regional Training Curriculum for Border Officials to the ECOWAS Member States.</p>
Results and outputs	<ul style="list-style-type: none"> • The Regional Training Curriculum, substantiated with educational tools, developed and handed over to the ECOWAS Commission and Member States; • Awareness was raised among various stakeholders representing ECOWAS Member States (policy makers and police training schools) with regard to the provisions of the ECOWAS Protocols on free movement.
Experts involved	Austria, Germany.
Time frame	October 2011-March 2013.



Ethiopia

Topic	THB.
Requesting Authority	Ethiopian Expatriate Affairs Directorate General, Ministry of Foreign Affairs.
Objective	Raise awareness of irregular migration flows among national stakeholders in order to kick-start a national dialogue on irregular migration.
Activity	A two-day national conference on irregular migration for over 300 stakeholders from all provinces and relevant services.
Results and outputs	<ul style="list-style-type: none"> • Dialogue at national level initiated and sensitisation on the issue of irregular migration provided to participants; • Exchange of information and knowledge on the realities of, and the efforts to combat, irregular migration, with a particular focus on human trafficking.
Experts involved	United Kingdom.
Time frame	September 2009-March 2010.



Ghana I

Topic	Migration management.
Requesting Authority	Ghanaian Immigration Service (GIS), Ministry of Interior.
Objective	Provide assistance in the growth of the GIS through capacity building, with the overall objective of strengthening its migration management capabilities.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Seminar on the EU GAMM; its content and implementation mechanisms; possibilities for closer cooperation between the EU and Ghana in migration matters;</p> <p>Activity 3: Training on project management and cycle;</p> <p>Activity 4: Workshop on institution building and reform for senior management staff;</p> <p>Activity 5: Training on communication;</p> <p>Activity 6: Workshop on migration policies.</p>
Results and outputs	<ul style="list-style-type: none"> • GIS staff and management acquired knowledge and skills to implement the GIS Strategic Plan (e.g. further development of different project proposals developed under the Plan improved the monitoring and implementation of ongoing actions, etc.); • GIS management and local commanders were trained in institution building and reform; • GIS management staff acquired knowledge to develop and implement an institutional communication strategy, and received a guiding document on these aspects.
Experts involved	Bulgaria, Cabo Verde, the Netherlands, Poland, United Kingdom, private consultant.
Time frame	November 2011-April 2013.



Kenya

Topic	BM and document security.
Requesting Authority	Immigration Department.
Objective	To combat irregular migration by building capacity in targeted areas of need within the Kenyan migration management authorities, with a view to effectively implementing recently developed legislation in migration management.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Basic and refresher training on BM and document security;</p> <p>Activity 3: ToT in document security.</p>
Results and outputs	<ul style="list-style-type: none"> • Stronger collaboration and information sharing between the different national stakeholders dealing with travel documents; • Capacities of staff of various agencies dealing with travel documents built; • A training manual on document security has been developed and delivered to trainers.
Experts involved	Austria, the Netherlands.
Time frame	November 2011-April 2013.



Malawi I

Topic	BM.
Requesting Authority	Department of Immigration of Malawi, Ministry of Home Affairs and Internal Security.
Objective	Develop a set of common border management procedures for the Department of Immigration to help curb illegal migration, and to ensure a standardised understanding of roles and responsibilities at borders amongst the Department of Immigration staff.
Activities	<p>Activity 1: Desk review of border management capacities and structures in Malawi;</p> <p>Activity 2: Evaluation of border management procedures in Malawi;</p> <p>Activity 3: Elaboration of a "Practical Handbook for Immigration Officials on Border Procedures in Malawi";</p> <p>Activity 4: Development of an induction programme and materials;</p> <p>Activity 5: Delivery of the handbook and induction training programme;</p> <p>Activity 6: Training of staff and trainers.</p>
Results and outputs	<ul style="list-style-type: none"> • A quick reference handbook on border procedures in Malawi; • Increased standardisation and knowledge of national border procedures; • Training of border guards at two border crossing points; • Trainers trained in handbook delivery.
Experts involved	Hungary, Slovenia.
Time frame	June-November 2009.



Mozambique

Topic	Document security and migration management.
Requesting Authority	National Directorate for Migration of Mozambique, Ministry of the Interior.
Objective	Improve the overall knowledge and sensitivity of Mozambican officials to modern migration management, and strengthen capacities in border management and document security.
Activities	<p>Activity 1: Induction training in modern migration management systems and methods;</p> <p>Activity 2: Training on BM and document security for middle management;</p> <p>Activity 3: Study visit of Mozambican officials to relevant Portuguese institutions;</p> <p>Activity 4: Border guard training in BM and document security at two key regional border crossing points.</p>
Results and outputs	<ul style="list-style-type: none"> • Improved capacities of the National Directorate for Migration in migration management, in particular on BM and document security; • Increased knowledge of and sensitivity to migration management challenges; • Increased cooperation between Mozambique and Portugal in the area of migration.
Experts involved	Portugal, Slovenia.
Time frame	July 2009-June 2010.



Rwanda

Topic	BM and data management.
Requesting Authority	Directorate General of Immigration and Emigration (DGIE).
Objective	Support the implementation of Rwanda's National Migration Programme, and, more specifically, the strengthening of the institutional setting for policy implementation.
Activities	<p>Activity 1: Assessment of border management procedures and human capacities;</p> <p>Activity 2: Information session on data collection and information sharing;</p> <p>Activity 3: Information session on criminal investigation techniques and migration-related crimes;</p> <p>Activity 4: Session on training strategy and training curriculum development;</p> <p>Activity 5: Remote assistance to draft the training strategy;</p> <p>Activity 6: Workshop to present the draft training strategy and ToT workshop;</p> <p>Activity 7: Workshop on migration data analysis.</p>
Results and outputs	<ul style="list-style-type: none"> • Enhanced knowledge of the DGIE staff members in the area of training preparation, delivery and evaluation; • Training development manual (the manual provides contextual information on recognised global training standards for border management agencies); • Draft outline of the training curriculum for border immigration officers and front desk managers; • Final training strategy and draft action plan for implementation; • Recommendations on how to improve migration data management; • Enhanced knowledge of DGIE staff members in the areas of criminal investigation and migration-related crimes; • Complementarity with other Actions in the region (Burundi I, migration data component of COMESA I) has been ensured.
Experts involved	Austria, Hungary, Italy, Slovenia, private consultant.
Time frame	April 2013-July 2014.



Senegal

Topic	BM.
Requesting Authority	Ministry of Interior.
Objective	Contribute to the development of Senegalese national, comprehensive, migration management policies with a view to reducing irregular migration and maximising migration benefits.
Activities	<p>Activity 1: Analysis of needs and gaps of border management in Senegal;</p> <p>Activity 2: 1st workshop on the elaboration of the Border Management Strategy;</p> <p>Activity 3: 2nd workshop on the elaboration of the Border Management Strategy;</p> <p>Activity 4: 3rd workshop on the elaboration of the Border Management Strategy;</p> <p>Activity 5: Inter-ministerial Meeting on the National Border Management Strategy;</p> <p>Activity 6: Workshop on the elaboration of the National Action Plan to implement the National Strategy.</p>
Results and outputs	<ul style="list-style-type: none"> • Main gaps and needs of the Senegalese border management system identified and addressed, with particular attention to the institutional and legislative frameworks; • The National Border Management Strategy and its National Action Plan finalised and approved by the other relevant ministries.
Experts involved	France, the Netherlands.
Time frame	August 2010-May 2013.



Sierra Leone I

Topic	BM and migration legislation.
Requesting Authority	Ministry of Foreign Affairs and International Cooperation.
Objective	To support the Government of Sierra Leone in improving its capacities to prevent irregular migration across its borders.
Activities	<p>Activity 1: Rapid needs assessment of the situation related to migration and border management, and preparation of the Fact-finding mission report;</p> <p>Activities 2-3: Organisation of two training sessions on BM and security;</p> <p>Activity 4: Organisation of training on migration legislation.</p>
Results and outputs	<ul style="list-style-type: none"> • Authorities supported to better prevent irregularities related to migration occurring at and across its national borders, as well as strengthening cooperation among the relevant national authorities; • Enhanced understanding of particular facets of BM, delivered via training sessions; • Strengthening of the capacities of national authorities to elaborate and implement a legal framework, thus reflecting the current state of play.
Experts involved	Austria, Lithuania, Poland, Romania.
Time frame	September 2009-October 2011.



The Gambia

Topic	Data management.
Requesting Authority	Ministry of Interior and NGO Affairs.
Objective	To finalise and disseminate the 2009 National Migration and Urbanisation Survey.
Activities	<p>Activity 1: Fact-finding mission to identify gaps and needs;</p> <p>Activity 2: Workshop on data collection methods;</p> <p>Activity 3: Review of the 2009 Migration and Urbanisation Survey, and workshop on data analysis methods;</p> <p>Activity 4: Workshop to finalise the analysis of the 2009 Migration and Urbanisation Survey;</p> <p>Activity 5: Presentation and dissemination of the results of the 2009 Migration and Urbanisation Survey.</p>
Results and outputs	<ul style="list-style-type: none"> • Officials from the main ministries and agencies dealing with migration data collection have been trained in migration data collection methods; • The data from the 2009 Migration and Urbanisation Survey has been correctly formatted and analysed; • The results of the 2009 Migration and Urbanisation Survey have been presented and disseminated.
Experts involved	Italy, France, the Netherlands.
Time frame	September 2010-December 2012.



Togo I

Topic	Labour migration.
Requesting Authority	National Employment Agency.
Objective	Improve the management of labour migration at national level and increase the integration of Togo into the Operational African Repertoire of Jobs and Professions (ROAME).
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Knowledge exchange workshop on labour migration management;</p> <p>Activity 3: Remote support for the development of guidelines on labour migration management for Togo;</p> <p>Activity 4: Meeting on the ROAME.</p>
Results and outputs	<ul style="list-style-type: none"> Operational capacities of the ANPE and other relevant actors to develop tools to manage labour migration in a participatory manner were improved; The working group for preparation of the guidelines on labour migration management was set up; The guidelines on labour migration management for Togo, a series of questionnaires on operational procedures, and the Action Plan on the setting up of a labour migration management unit within the ANPE drafted; Priority sectors for the labour market, where the ROAME methodology should be implemented via the development of job fiches, were identified.
Experts involved	Belgium, Benin, France.
Time frame	December 2012-December 2014.



Uganda

Topic	THB.
Requesting Authority	Directorate of Citizenship and Immigration Control.
Objective	To support Uganda's newly created Directorate of Citizenship and Immigration Control (DCIC) during its growth period by strengthening its capacities to manage migration, with particular reference to THB and document fraud.
Activities	<p>Activity 1: Fact-finding mission to identify gaps and needs;</p> <p>Activity 2: Workshop on THB awareness;</p> <p>Activity 3: Workshop for the Uganda National Task Force on THB Action Plan development;</p> <p>Activity 4: Training on National Referral Mechanisms and information session on the National Action plan against human trafficking for the Uganda National Task Force against THB.</p>
Results and outputs	<ul style="list-style-type: none"> • Task Force members were equipped with a wide range of basic knowledge on the different aspects of National Referral Mechanisms, best practices and international examples of other national Action Plans in place on THB; • The task force meetings strengthened the inter-agency cooperation between the various national stakeholders dealing with trafficking; • The activities strengthened the knowledge needed for the Task Force to work effectively and collaboratively; • An operational field guide for Immigration officials on THB was drafted and introduced.
Experts involved	Lithuania, Portugal, United Kingdom.
Time frame	October 2011-December 2012.



Zambia

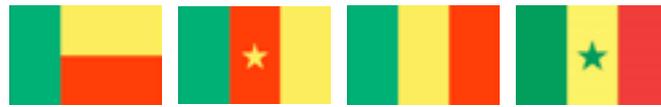
Topic	THB.
Requesting Authority	Home Affairs Research and Information Department (HARID), Ministry of Home Affairs.
Objective	Provide support to HARID's newly established Anti-Human Trafficking Secretariat in the implementation of their Anti-Human Trafficking Act.
Activities	<p>Activity 1: Mapping of HARID gaps and needs, and development of tailored training;</p> <p>Activity 2: Training of HARID staff on investigation and prosecution, victim support and assistance, and referral mechanisms;</p> <p>Activity 3: Study visit for Anti-Human Trafficking Secretariat Staff to an EU MS, EUROPOL and EUROJUST;</p> <p>Activity 4: Training based on the National Anti-Human Trafficking Action Plan.</p>
Results and outputs	<ul style="list-style-type: none"> • Increased cooperation between all relevant national stakeholders with the Anti-Human Trafficking Secretariat established in their role as the custodian and leading implementing agency for the National Anti-Human Trafficking Act; • Cooperation and custodial role of the Secretariat reinforced; • Capacities to monitor the implementation of the National Action Plan strengthened.
Experts involved	Denmark, the Netherlands, Portugal.
Time frame	March 2010-March 2011.



West and Central Africa I

Burkina Faso, Gabon, Mali, Mauritania, Senegal

Topic	Document security and irregular migration.
Requesting Authority	Border and Air Police of Senegal; General Police of Mali; General Documents and Immigration Department of Gabon; National Police of Burkina Faso; Surveillance Directorate of Mauritania.
Objective	To assist the Governments of Burkina Faso, Gabon, Mali, Mauritania and Senegal in their efforts to (a) strengthen their capacities in the area of border control; and (b) increase capacities in the fight against irregular migration and document fraud.
Activities	<p>Activity 1: Development and delivery of a training programme in document security;</p> <p>Activity 2: A study visit to two EU MS.</p>
Results and outputs	<ul style="list-style-type: none"> • Capacity of staff for the document fraud centres in the five beneficiary countries built; • Stronger collaboration and information sharing between the different national services, not only between beneficiaries and EU MS providing expertise, but also between the five beneficiary countries.
Experts involved	France.
Time frame	June 2010-May 2012.



West and Central Africa II

Benin, Cameroon, Mali, Senegal

Topic	Labour migration.
Requesting Authority	National Employment Agency Benin.
Objective	Ensure higher sustainability for the labour migration management model and techniques, and guarantee continuity of the cooperation process started during the EU-funded project "Partenariat pour la Gestion des Migrations Professionnelles" (PGMP).
Activity	Regional seminar on implementation of the ROAME.
Results and outputs	<ul style="list-style-type: none"> • The 'tool box' for the ROAME was further elaborated and validated to include the questionnaire for data collection, the methodological guide, the glossary for the preparatory phase and the template fiche for the production phase; • An Action Plan, which included a detailed list of activities and tasks as well as a calendar, was agreed upon; • Côte d'Ivoire and Togo were included in the ROAME; • New sectors were attributed to the six countries in order to carry on the process of creating new fiches.
Experts involved	France.
Time frame	May-July 2012.

Asia



Cambodia

Topic	BM.
Requesting Authority	Ministry of Interior, Immigration Department.
Objective	Support the relevant Cambodian central and local authorities to address the current challenges of migration by enhancing their capacities to better manage borders and curb illegal migration.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activities 2–4: Three information sessions on Good Practices on Border and Migration Management;</p> <p>Activity 5: Providing remote support in drafting a road map to enhance the border management system.</p>
Results and outputs	<ul style="list-style-type: none"> The staff of the Immigration Department from various regions and representing different levels were equipped with a large number of good practices and examples related to multiple aspects on border and migration management, including international law, human rights implications, and human rights of migrants and people on the move, and procedures; A road map on strengthening the national border and migration management systems was delivered.
Experts involved	Austria, Hungary.
Time frame	January 2013-May 2014.



Kazakhstan

Topic	Visa management and migration management.
Requesting Authority	Ministry of Foreign Affairs.
Objective	To provide a platform for discussions, transfer of knowledge, and increased cooperation between the EU and relevant actors in Kazakhstan.
Activity	Seminar on Visa Facilitation and Migration between the Republic of Kazakhstan and the EU.
Results and outputs	<ul style="list-style-type: none"> • Improved understanding of the relevant authorities about EU migration policies and practices; • Exchanges on a range of issues related to migration between the EU institutions, EU MS and Kazakhstan.
Experts involved	France, Germany, Hungary, Poland, Sweden.
Time frame	August-October 2009.



Kyrgyzstan I

Topic	Labour migration.
Requesting Authority	Ministry of Labour, Migration and Youth.
Objective	To provide support to the current efforts of the relevant Kyrgyz institutions to counter irregular migration and the negative practices related to it.
Activities	<p>Activity 1: Fact-finding mission to identify the needs of national institutions;</p> <p>Activities 2-3: Two training sessions on information campaigns related to migration, notably irregular migration, trafficking, migrants' rights, and return and reintegration;</p> <p>Activity 4: Study visit for officials in Italy;</p> <p>Activity 5: Support in organising an information campaign for selected target groups.</p>
Results and outputs	<ul style="list-style-type: none"> • Coordination of ministries and agencies within the migrant-informing services, including the dissemination of information, was enhanced; • A communication strategy for informing migrants was developed and adopted by ministerial decree; • Awareness-raising campaigns and materials were designed for various target groups: labour migrants; students; immigrants; refugees; and potential victims of human trafficking. Information campaign materials developed and produced (10,000 booklets, 5,000 posters, 4 short videos); • New website portal of the Ministry of Labour Migration and Youth developed: http://www.mz.gov.kg/ru.
Experts involved	Bulgaria, Italy, Ukraine (private).
Time frame	March 2013-October 2014.



Malaysia

Topic	Document security and BM.
Requesting Authority	Ministry of Home Affairs.
Objective	To contribute to the efforts of the relevant Malaysian authorities to effectively manage migration through improved border management practices and procedures, and to curb irregular migration by observing the human rights principles and standards.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Information session on document security;</p> <p>Activity 3: Information session on BM and procedures;</p> <p>Activity 4: Information session on smuggling and THB.</p>
Results and outputs	<ul style="list-style-type: none"> • Updated and strengthened knowledge of relevant agencies in managing borders; • Transferred procedures on various issues related to migration and BM.
Experts involved	Belgium, Bulgaria, Czech Republic, the Netherlands, Slovenia, Spain, United Kingdom.
Time frame	November 2012-July 2014.



Philippines I

Topic	THB and illegal recruitment.
Requesting Authority	POEA.
Objective	To contribute to the current efforts of the relevant Philippine institutions to counter irregular migration and negative practices related to it.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Three-day training course on the POEA campaign against THB and illegal recruitment;</p> <p>Activity 3: Elaboration of the resource handbook “Campaigning against Illegal Recruitment and Trafficking in Persons using Social Marketing Techniques”;</p> <p>Activity 4: Consultation at local level and the organisation of a three-day Strategic Planning (consultancy process) of the Anti-Illegal Recruitment Programme/Campaign;</p> <p>Activity 5: Pilot-testing of the awareness-raising campaign materials;</p> <p>Activity 6: Training for POEA’s collaborating prosecutors;</p> <p>Activity 7: Training for the Labour Attachés of the Philippines based in EU MS.</p>
Results and outputs	<ul style="list-style-type: none"> • The resource handbook “Campaigning against Illegal Recruitment and Trafficking in Persons using Social Marketing Techniques” developed; • Methodologies how to organise campaigns by using social marketing techniques provided to POEA; • A number of POEA information campaign tools (e.g. pre-deployment and pre-employment orientation seminars) have been evaluated, and recommendations for further improvements have been formulated; • The POEA collaborating prosecutors and the Philippines Labour Attachés based in EU MS became acquainted with procedures and measures in certain areas of migration management and anti-trafficking policies.
Experts involved	Private consultants.
Time frame	December 2010-May 2012.



Southeast Asia

Topic	Human rights, legal migration, and migration and development.
Requesting Authority	Commission on Filipinos Overseas (CFO); Ministry of Foreign Affairs, and Ministry of Manpower and Transmigration of the Republic of Indonesia; Ministry of Foreign Affairs of the Socialist Republic of Vietnam.
Objective	To promote an inter-governmental, results-oriented regional dialogue, to support the ongoing regional cooperation framework on mobility and migration issues, and to further the protection and promotion of rights of migrants in the region.
Activities	<p>Activity 1: Regional Conference “Migration and Development: Taking Stock of the Situation in Southeast Asian Countries” in Manila;</p> <p>Activity 2: Regional Conference “Regional Cooperation on International Migration, Mobility and Best Practices on Migration and Development in Southeast Asia” in Jakarta;</p> <p>Activity 3: Regional Conference “Advancing Regional Cooperation and Efforts in Preventing Irregular Migration and Protecting the Rights of Migrants” in Hanoi.</p>
Results and outputs	<ul style="list-style-type: none"> • Better understanding of the realities of migration and mobility in the region and in each participating country; • EU good practices and standards on mobility transferred, in particular in relation to the achievement of economic integration in ASEAN; • Focused dialogue on issues which are not part of the existing regional forums and processes agenda; • Conference reports provide a set of thematic policy recommendations supporting government efforts to further engage in and pursue advanced cooperation in the area of migration and mobility.
Experts involved	Hungary, Italy, the Netherlands, Poland, Romania, academia, private consultants.
Time frame	December 2010-December 2012.



Uzbekistan

Topic	Migration management and THB.
Requesting Authority	National Coordination Unit of Foreign Aid, Prime Minister's Office.
Objective	To improve the capacities of the relevant institutions dealing with migration in Uzbekistan and to better manage migration-related issues.
Activities	<p>Activity 1: Seminar on mobility issues and a rapid needs assessment;</p> <p>Activity 2: Training for the staff of the Centre for Rehabilitation of Victims of Trafficking;</p> <p>Activity 3: Seminar on migration management, policy and legislation;</p> <p>Activity 4: Study visit to Spain;</p> <p>Activity 5: Support the Ministry of Labour and Social Security, and the Centre for Rehabilitation of Victims of Trafficking in organising an information campaign.</p>
Results and outputs	<ul style="list-style-type: none"> • Government capabilities to improve overall migration management enhanced; • Practices to provide protection to victims of trafficking reviewed and improved; • The relevant national authorities provided with skills and expertise to raise awareness among selected target groups with the aim of increasing their protection.
Experts involved	Belgium, Finland, Italy, Moldova, the Netherlands, Poland, Romania, private consultant.
Time frame	May 2010-June 2012.

Eastern Europe



Armenia

Topic	Migration data management and migration policy.
Requesting Authority	State Migration Service of the Republic of Armenia.
Objective	Provide support to the State Migration Service and other relevant authorities in enhancing the national migration information management system, and in finalising the national strategy on migration with a special focus on data management.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Seminar on EU standards and practices on migration data collection and management, and one round table on migration policies;</p> <p>Activity 3: Formulation of recommendations on the elaboration of the national migration strategy and improvement of migration data management.</p>
Results and outputs	<ul style="list-style-type: none"> • Recommendations on improving the migration information management provided to national entities; • Capacities and capabilities of the relevant Armenian authorities to better manage migration and develop national evidence-based migration policies improved.
Experts involved	Belgium, France, the Netherlands.
Time frame	August 2009-March 2010.



Azerbaijan I

Topic	Migration legislation and irregular migration.
Requesting Authority	State Migration Service.
Objective	Enhance migration management in Azerbaijan, with a focus on the prevention and fight against irregular migration, and contribute to the development and improvement of the national migration legislation.
Activities	<p>Activity 1: Fact-finding mission and review of the current legal framework;</p> <p>Activity 2: Study tour to Poland;</p> <p>Activity 3: Report on migration legislation in Azerbaijan;</p> <p>Activity 4: Round table on migration legislation and training on migration issues.</p>
Results and outputs	<ul style="list-style-type: none"> Operational capabilities of migration authorities involved in migration management increased through capacity building; Recommendations provided on how to improve and adjust the national migration legal framework, in accordance with national needs and realities, and international and regional standards.
Experts involved	Bulgaria, the Netherlands, Poland.
Time frame	November 2009-February 2011.



Azerbaijan II

Topic	Irregular migration.
Requesting Authority	State Migration Service.
Objective	To strengthen the capacities of Azerbaijan's relevant authorities to manage the fight against irregular migration.
Activities	<p>Activity 1: Training on the management of detention facilities for irregular migrants;</p> <p>Activity 2: Study visit to the Netherlands;</p> <p>Activity 3: Training on return and readmission of irregular migrants.</p>
Results and outputs	<ul style="list-style-type: none"> • Consolidated practical knowledge and capacities to manage accommodation facilities for irregular migrants; • Capacities of various authorities improved to better prevent and fight against irregular migration and treat irregular migrants.
Experts involved	Belgium, Hungary, the Netherlands.
Time frame	November 2011-July 2012.



Republic of Moldova I involving Eastern Partnership Countries (Armenia, Azerbaijan, Belarus, Georgia, Ukraine)

Topic	Cooperation and dialogue in the area of migration and mobility.
Requesting Authority	Ministry of Foreign Affairs and European Integration.
Objective	To introduce the JHA vision and priorities under the external dimension of the Stockholm Programme to the EU Eastern Partnership Countries.
Activity	Two-day regional conference entitled “The Eastern Partners’ contribution to the Stockholm Programme: Synergies to improve mobility and strengthen security” (day one: expert meeting; day two: high-ranking meeting).
Results and outputs	<ul style="list-style-type: none"> • Key recommendations developed to reflect the commitment and engagement of the partners involved into a more dynamic and structured dialogue and cooperation in the field of JHA; • Existing bilateral and multilateral structures for political dialogue and cooperation assessed in order to improve and continue the reform processes pursued by Eastern Partners; • Joint opportunities and avenues for further cooperation which could be covered by the Stockholm Programme’s Action Plan explored.
Experts involved	Experts from EU MS and Eastern Partnership countries.
Time frame	June 2010-January 2011.



Republic of Moldova II involving Eastern Partnership Countries (Armenia, Azerbaijan, Belarus, Georgia, Ukraine)

Topic	Cooperation and dialogue in the area of migration and mobility.
Requesting Authority	Ministry of Foreign Affairs and European Integration.
Objective	To provide a platform for consultations and the exchange of practices in the field of migration between EU and third countries, in particular the Eastern Partnership countries.
Activities	<p>Activity 1: International round table discussions on “The Eastern Partners’ contribution to the Stockholm Programme”;</p> <p>Activity 2: International conference on MPs: past, present and future.</p>
Results and outputs	<ul style="list-style-type: none"> • The 2011 conference’s key recommendations were discussed through the lenses of achievements and future cooperation priorities; • Increased synergies between different initiatives in the region; • A better understanding of MPs was created, and practices among present and future MP countries shared.
Experts involved	Experts from EU MS and Eastern Partnership countries.
Time frame	November 2011-June 2012.

Latin America and Caribbean



Argentina and Brazil

Topic	THB.
Requesting Authority	Ministry of Security (MSA) of Argentina and Ministry of Justice (NJS) of Brazil.
Objective	To support the efforts of the MSA and the NJS to actively cooperate, exchange information and improve their capacities to fight human trafficking in view of improving the development and implementation of national policies in the area of human trafficking.
Activities	<p>Activity 1: Fact-finding mission to Argentina;</p> <p>Activity 2: Fact-finding mission to Brazil.</p>
Results and outputs	<ul style="list-style-type: none"> • Recommendations on the improvement of criminal information management in both Argentina and Brazil; • Assessment of the level of compatibility between the Argentinean and Brazilian systems.
Comments	Two more working meetings, alternately organised in each country, should have taken place to complete this Action. However, due to certain institutional transformations, the remaining activities did not take place.
Experts involved	Denmark, Portugal, Spain.
Time frame	June 2012-March 2014



Bolivia

Topic	Migration management.
Requesting Authority	Directorate-General of Consular Affairs (DGCR), Ministry of Foreign Affairs.
Objective	To support the knowledge building of consular staff with respect to international standards in immigration policy and procedures.
Activities	<p>Activity 1: Review and mapping of DGCR gaps and needs;</p> <p>Activity 2: Development of tailored training materials and curriculum for consuls;</p> <p>Activity 3: Training of DGCR staff;</p> <p>Activity 4: Review and handover of training materials and curriculum to DGCR.</p>
Results and outputs	<ul style="list-style-type: none"> • Detailed review of DGCR needs regarding training in migration policy and procedures; • Development of tailor-made training curriculum for staff.
Experts involved	Spain.
Time frame	February 2010-June 2011.



Central American Integration System

Topic	BM.
Requesting Authority	General Secretariat of the Central American Integration System (SICA).
Objective	To contribute to the process of regional integration in Central America, by supporting the capacity building of the police, migration and customs authorities of the SICA Member States, with a view to strengthening both national and regional border management capacities.
Activity	Organisation of a regional thematic workshop on IBM, with a view to introducing EU border management standards, good practices and strategies, as well as the concept of IBM, and to developing recommendations for practical measures to be implemented in the area of border management in the Central American context.
Results and outputs	<ul style="list-style-type: none"> • The concept of IBM introduced in the region and national authorities familiarised with good practices of IBM, as well as EU border management standards and strategies; • The ground prepared for the launch and implementation of the EU-funded “Regional Programme on Border Security in Central America”; • The potential of IBM explored in Central America and practical measures to be implemented identified.
Experts involved	Private consultants.
Time frame	March-May 2010.



Colombia

Topic	Document security, THB and smuggling of migrants, and BM.
Requesting Authority	Department of Administrative Security of Colombia (DAS).
Objective	Strengthen the capacities of the Colombian authorities to manage the fight against irregular migration and document fraud.
Activities	<p>Activity 1: Working group session on migration management, with a focus on irregular migration thematic areas;</p> <p>Activity 2: Two ToT courses, including development and handover of the respective manuals;</p> <p>Activity 3: Elaboration of ToT manuals on document security, trafficking and smuggling;</p> <p>Activity 4: Delivery of ToT courses on document security, trafficking and smuggling;</p> <p>Activity 5: Study visit to Spain.</p>
Results and outputs	<ul style="list-style-type: none"> • Relevant national authorities provided with capable training resource persons in the areas of both document security, and THB and SoM: ToT delivered and training manuals developed and handed over (“Training Manual on Investigation of Trafficking in Human Beings and Smuggling of Migrants” and “Training Manual on Examination and Analysis of Identity and Travel Documents”); • Personnel capacities and institutional reform process enhanced.
Experts involved	Spain.
Time frame	August 2010-July 2011.



Common Southern Market (MERCOSUR)

Topic	THB, BM and human rights.
Requesting Authority	Parliament of MERCOSUR, Commission of Citizenship and Human Rights.
Objective	To support the Parliament of MERCOSUR in development of the free movement of persons' agenda in the region.
Activities	<p>Activity 1: Working group session on regional migration policy and security, and elaboration of recommendations for a future course of action on the improvement of migration policy at regional level;</p> <p>Activity 2: Workshop on THB and elaboration of recommendations for a future course of action on the improvement of anti-trafficking policies and procedures at regional and national levels;</p> <p>Activity 3: Workshop on BM and elaboration of recommendations for a future course of action on the improvement of BM systems and procedures at regional and national levels.</p>
Results and outputs	<ul style="list-style-type: none"> • Priority areas, gaps and needs of migration management and policy implementation in the region identified, and recommendations for improvements provided; • Knowledge and capacities of the MERCOSUR Parliament, as well as of authorities at national level, strengthened in the specific areas of BM and THB; • Concrete recommendations for a course of action on the improvement of migration policy and legislation at regional and national levels provided.
Experts involved	Austria, Portugal, Spain.
Time frame	May-December 2011.



Costa Rica

Topic	Integration of migrants and THB.
Requesting Authority	General Directorate of Migration of Costa Rica (GDM).
Objective	To strengthen the capacities of the GDM to better manage migration flows, with a view to curbing irregular migration and maximising migration benefits, and to support the process of development of the National Integration Plan of Costa Rica.
Activities	<p>Activity 1: Assessment of gaps and needs of the GDM;</p> <p>Activity 2: Development of training modules on THB and smuggling of migrants, and the delivery of a ToT course;</p> <p>Activity 3: Support in the development of the National Integration Plan;</p> <p>Activity 4: Training on integration policy development.</p>
Results and outputs	<ul style="list-style-type: none"> • Modules on THB and SoM developed and the respective trainers trained; • The National Integration Plan of Costa Rica developed.
Experts involved	Spain.
Time frame	December 2011-January 2013.



Panama

Topic	BM.
Requesting Authority	Ministry of Public Security.
Objective	To contribute to the improvement of border management in Panama and, hence, the reduction of irregular migration flows in the country, by building the capacities of the agencies in charge of BM to strengthen their cooperation and coordination.
Activities	<p>Activities 1- 2: Two workshops on IBM;</p> <p>Activity 3: Long distance technical assistance as a follow-up to the workshops;</p> <p>Activity 4: Provision and handover of recommendations for the development of the national IBM Strategy.</p>
Results and outputs	<ul style="list-style-type: none"> • Methodology and tools for the development of a national IBM Strategy and Action Plan introduced to the relevant national agencies; • Main gaps and national priorities in BM identified; • Recommendations for the way forward in the process of developing a national IBM strategy formulated.
Experts involved	Greece, FRONTEX, private consultant.
Time frame	July 2010-August 2011.



Paraguay I

Topic	Consular services.
Requesting Authority	Directorate of Support to the Paraguayan Communities Abroad (DSPCA).
Objective	To strengthen the migration management capacities of the Paraguayan MFA – in particular the DSPCA – namely in the development of the national migration policy and standard operating procedures, with a view to reducing irregular migration and maximising migration benefits.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Training on migration management for DSPCA staff and Paraguayan consular staff in Latin America (Asunción);</p> <p>Activity 3: Training on migration management for consular staff at a European consular post (Madrid).</p>
Results and outputs	<ul style="list-style-type: none"> Theoretical knowledge and practical skills on various aspects of international migration management, policy and procedures were transferred to the experts' Paraguayan counterparts; The capacities of the relevant Paraguayan authorities to better manage migration and develop related operational measures were strengthened.
Experts involved	The Netherlands, Spain.
Time frame	November 2011-July 2012.

Middle East and North Africa



Palestine

Topic	BM, document security, human rights and migration management.
Requesting Authority	Palestinian Academy for Security Sciences (PASS).
Objective	To provide support to the PASS in strengthening its institutional capacities and knowledge related to migration management, in particular in the areas of borders, human rights and travel documents.
Activities	<p>Activity 1: Fact-finding mission on training gaps and needs;</p> <p>Activity 2: Training on human rights' implications on border and migration management;</p> <p>Activity 3: Training on document and visa security;</p> <p>Activity 4: Training on BM and procedures;</p> <p>Activity 5: Development of the training curriculum for PASS students on border and migration management, document security, and human rights' implications.</p>
Results and outputs	<ul style="list-style-type: none"> • The PASS students received practical examples in a large number of spheres related to security, migration and BM; • The curriculum developed was included into PASS's training programme.
Experts involved	Hungary, Lithuania, Slovenia, United Kingdom, private consultant.
Time frame	April 2011-May 2012.

Ongoing Actions

Africa



Benin

Topic	Migration and development, and remittances.
Requesting Authority	Observatoire international des transferts de fonds des migrants des pays les moins avancés (OITFM) or International Migrant Remittances Observatory.
Objective	Increase the development impact of remittances on the country.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Technical meetings for supporting the drafting of the national strategy;</p> <p>Activity 3: Remote support in the drafting of the national strategy on monitoring and productive use of remittances;</p> <p>Activity 4: Support missions to the drafting of the national strategy on monitoring and productive use of remittances;</p> <p>Activity 5: Support to the validation conference of the strategy on monitoring and productive use of remittances.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Good practices and experiences related to the development impact of remittances shared with the Beninese counterparts; • Creation of the national working group on remittances bringing together national stakeholders dealing with migration and development in their task of developing a national strategy to attract and facilitate the inflow of remittances.
Experts involved	Benin, France, Germany.
Time frame	May 2013-ongoing.



Burundi I

Topic	BM.
Requesting Authority	Ministry of Public Security.
Objective	To facilitate the future implementation of Burundi's National Migration Programme, and, more specifically, the elements of it related to BM.
Activities	<p>Activity 1: Evaluation of BM procedures and human capacities;</p> <p>Activity 2: Knowledge exchange sessions on BM policy;</p> <p>Activity 3: Support to the drafting of the National Border Management Strategy;</p> <p>Activity 4: Support to the drafting of the Operational Guidelines for Border Management;</p> <p>Activity 5: Knowledge transfer workshop on document security;</p> <p>Activity 6: Workshop on addressing the needs of vulnerable migrants at borders;</p> <p>Activity 7: Workshop on referral mechanisms for vulnerable migrants.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Relevant Burundian officials trained in modern migration and BM methods and structures; • The development of the draft National Border Management Strategy; • The development of Operational Guidelines on Border Management procedures; • Cooperation and coordination among various agencies is initiated and supported through the process of drafting the BM strategy.
Experts involved	France.
Time frame	December 2013-ongoing.



Burundi II

Topic	Diaspora engagement.
Requesting Authority	Diaspora Directorate, Ministry of External Relations.
Objective	To facilitate the Government of Burundi's dialogue with Burundi's diaspora in order to move various development objectives forward.
Activities	<p>Activity 1: Mapping out the ongoing diaspora-related activities and the First Information Session on Migration and Development, and the elaboration of the diaspora engagement policy framework;</p> <p>Activity 2: Remote assistance in drafting the policy document;</p> <p>Activity 3: Consultations with diaspora organisations in the EU, and policy exchange working meetings for the staff of the Directorate of Diaspora in Brussels;</p> <p>Activity 4: Remote assistance/guidance in drafting the policy document;</p> <p>Activity 5: Finalisation workshop for the diaspora policy, and launching of the development of the Action Plan;</p> <p>Activity 6: Remote support and guidance in drafting the policy document;</p> <p>Activity 7: Workshop for the Directorate of Diaspora and the Inter-ministerial Committee on Communication with Diaspora.</p>
Expected results and outputs	<ul style="list-style-type: none"> • A national policy framework on diaspora engagement is developed in an inclusive manner and presented to decision-makers for approval; • Stronger links with diaspora in EU MS are established and maintained; • The Diaspora Directorate and other institutions' means of communicating with and reaching out to diaspora organisations are diversified, while their capacities to develop specific communication strategies are strengthened.
Experts involved	France, Mali.
Time frame	August 2014-ongoing.



Cabo Verde III

Topic	Migration legislation.
Requesting Authority	Ministry for Internal Administration.
Objective	To support the efforts of Cabo Verde to implement the reform of its immigration policy and legislative framework, and ensure a correct implementation of the recently approved Law of Foreigners and on Asylum.
Activities	<p>Activity 1: Support to the preparation of bylaws to the new Law on Foreigners and the Law on Asylum;</p> <p>Activity 2: Information session on the implementation of legislation on immigration;</p> <p>Activity 3: Information session on the implementation of legislation on asylum.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Bylaws for the implementation of the Law on Foreigners and the Law on Asylum are drafted and approved; • Training on the application of the new legislation is provided to officers.
Experts involved	Academia.
Time frame	July 2014-ongoing.



Common Market for Eastern and Southern Africa (COMESA) II

Topic	Data management, migration legislation, irregular migration and THB.
Requesting Authority	COMESA Secretariat.
Objective	To support COMESA in the Ministerial and Heads of Immigration meeting through input to the discussions with EU expertise and good practices in the given areas.
Activities	<p>Activity 1: COMESA Chiefs of Immigration Meeting and Meeting of Ministers Responsible for Immigration;</p> <p>Activity 2: Workshop to promote a regional approach to THB and meeting of the COMESA Task Forces on capacity building and road map;</p> <p>Activity 3: Update of the background paper on “Harmonisation of National Laws with COMESA Model Law”;</p> <p>Activity 4: Mapping the data collection and information sharing systems in COMESA MS through conducting a migration metadata survey;</p> <p>Activity 5: Workshop to promote a regional approach to migration data harmonisation and meeting of the Task Forces on capacity building and road map.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Coordination between COMESA MS has been further strengthened through the ministerial meeting and capacity building to the network of focal points; • Report on the “Results of the COMESA Migration Metadata Survey” which assesses MS data management capacities; • Updated and more elaborated version of the study on “Harmonisation of National Laws with COMESA Model Law”; • Recommendations for the COMESA Chiefs of Immigration Meeting and Meeting of Ministers Responsible for Immigration on migration data harmonisation and information sharing; • Identification of key challenges in the area of THB; • Recommendations for the COMESA Chiefs of Immigration Meeting and Meeting of Ministers Responsible for Immigration on how to promote a regional approach to THB.
Experts involved	Germany, Italy, Malta, Portugal, academia.
Time frame	August 2012-ongoing.



Côte d'Ivoire I

Topic	THB.
Requesting Authority	Ministry of Development and Planning.
Objective	To support the efforts of Ivorian authorities, mainly the Ministry of Development and Planning, and Ministry of Interior, to set the basis for a first national strategy on the fight against THB.
Activities	<p>Activity 1: Mapping of Immigration and Human Trafficking authorities in Côte d'Ivoire, and assessment of gaps and needs;</p> <p>Activity 2: National Seminar on Counter-Trafficking Policy;</p> <p>Activity 3: Support for elaboration of a national strategy on THB;</p> <p>Activity 4: National Conference on the validation of the draft THB strategy</p>
Expected results and outputs	<ul style="list-style-type: none"> • The current anti-trafficking response mechanisms mapped out; • An ad hoc coordination mechanism within the Ivorian administration set up, and inter-agency coordination strengthened; • A national dialogue on anti-trafficking and awareness-raising launched; • The national strategy on THB developed.
Experts involved	Italy, Portugal.
Time frame	August 2012-ongoing.



Côte d'Ivoire II

Topic	Migration and development.
Requesting Authority	Ministère de l'Intégration Africaine et des Ivoiriens de l'Extérieur.
Objective	To increase the development impact of migration in Côte d'Ivoire.
Activities	<p>Activity 1: Fact-finding and joint planning meeting;</p> <p>Activity 2: Knowledge exchange session on migration and development: launching of the policy development process;</p> <p>Activity 3: Study visit to Morocco;</p> <p>Activity 4: Workshop on the contribution of immigrant communities to the development of Côte d'Ivoire;</p> <p>Activity 5: Support to the drafting of the Strategy on Migration and Development;</p> <p>Activity 6: Participation in the validation seminar of the Draft National Strategy on Migration and Development.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The contribution of immigrant communities to the development of Côte d'Ivoire is integrated into the overall strategy on migration and development; • The understanding of all stakeholders about migration and development challenges, and cooperation among them are improved; • Support to the draft of the National Strategy on Migration and Development is provided and the Action Plan for its implementation is discussed.
Experts involved	France, Senegal.
Time frame	March 2014-ongoing.



Ghana II

Topic	Migration and development.
Requesting Authority	Ministry of Foreign Affairs and Regional Integration.
Objective	To enhance the Government of Ghana's capacities to engage diaspora in national development.
Activities	<p>Activity 1: Information session on diaspora capital, and first workshop on the development of a Diaspora Engagement Policy;</p> <p>Activity 2: Consultative meeting on the Diaspora Engagement Policy with Ghanaian diaspora representatives in Europe;</p> <p>Activity 3: Remote support for the development of the Ghanaian Diaspora Engagement Policy and Diaspora Survey;</p> <p>Activity 4: Needs assessment workshop;</p> <p>Activity 5: Information session on a communication plan for diaspora and a second workshop on development of the Ghanaian Diaspora Engagement Policy;</p> <p>Activity 6: Remote support for development of the Policy;</p> <p>Activity 7: Final workshop to finalise the Ghanaian Diaspora Engagement Policy;</p>
Expected results and outputs	<ul style="list-style-type: none"> • The capacities of the relevant Ghanaian authorities to encourage diaspora in contributing to Ghanaian socio-economic development are improved; • Inter-institutional cooperation, coordination and partnership on diaspora-related issues is strengthened; • Support is provided to assist the drafting of the Diaspora Engagement Policy; • Recommendations on implementation modalities of the policy are provided.
Experts involved	Private consultants.
Time frame	July 2014-ongoing.



Malawi II

Topic	Development of the Migration and Citizenship Policy.
Requesting Authority	Ministry of Home Affairs.
Objective	To assist the authorities in developing a comprehensive migration and citizenship policy.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Session on developing a comprehensive approach to labour migration policy, migration and development, and fostering diaspora links;</p> <p>Activity 3: Session on the management of irregular migration;</p> <p>Activity 4: Session on return and reintegration;</p> <p>Activity 5: Assistance in the elaboration of the Migration and Citizenship Policy;</p> <p>Activity 6: Joint drafting workshop to support the elaboration of the National Migration Policy;</p> <p>Activity 7: National Conference – presentation of the “Migration and Citizenship Policy of Malawi – current challenges and future action” and launch the process for the National Action Plan for implementation;</p> <p>Activity 8: Support in reviewing the national legislation on migration and citizenship.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The basis to establish a national task force and core group in charge of developing the national policy was formed, and an understanding of the elements and principles of the National Migration and Citizenship Policy was built; • The draft of the National Migration and Citizenship Policy produced; • National legislation on migration and citizenship reviewed.
Experts involved	The Netherlands, Nigeria.
Time frame	October 2013-ongoing.



Malawi III

Topic	Diaspora engagement.
Requesting Authority	Diaspora Affairs Unit, Ministry of Foreign Affairs and International Cooperation.
Objective	To support the elaboration of the Malawi Diaspora Engagement Policy and Action Plan for implementation, as well as to facilitate the government's efforts to reach out to Malawi's diaspora for policy consultations.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Information session on mapping diaspora geography, size and economic potential, and debriefing on the development of a diaspora policy;</p> <p>Activity 3: Information session on fostering sustainable links between the diaspora and Malawi Government, and 2nd debriefing on developing the Diaspora Engagement Policy;</p> <p>Activity 4: Consultative meetings on the Diaspora Engagement Policy with the Malawian diaspora in the EU;</p> <p>Activity 5: Session on tools and means for launching and enhancing diaspora engagement, and drafting support meeting on the Diaspora Engagement Policy;</p> <p>Activity 6: Study visit to an African country;</p> <p>Activity 7: Workshop to finalise the Malawian Diaspora Engagement Policy and elaboration of an Action Plan for implementation.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Key stakeholders identified for developing the Diaspora Engagement Policy; • Continued development of inter-departmental and private/public cooperation for diaspora policy development; • Establishment of a core group to be involved in drafting the Malawi Comprehensive Diaspora Engagement Policy; • Stronger links and improved communication with the diaspora; • National Diaspora Engagement Policy and corresponding Action Plan developed.
Experts involved	Diaspora Matters, an independent consultant.
Time frame	June 2014-ongoing.



Mali

Topic	Labour migration.
Requesting Authority	National Employment Agency.
Objective	To improve the management of labour migration in Mali both at national level and in Malian embassies and consulates abroad.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Support to the drafting of the Operational Guidelines on Labour Migration;</p> <p>Activity 3: Seminar on the Operational Guidelines on Labour Migration in Mali;</p> <p>Activity 4: Training on labour migration management;</p> <p>Activity 5: Training on labour migration and migrant workers' rights.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The Malian authorities are more knowledgeable and empowered with regard to various aspects of the management of labour migration; • The capacities of staff from the Malian representations abroad are improved, especially regarding migrant workers' rights; • Cooperation and coordination among all agencies involved in labour migration management in Mali are increased; • Support in drafting the Operational Guidelines on Labour Migration in Mali is provided.
Experts involved	Senegal, Tunisia.
Time frame	March 2015-ongoing.



Mauritius/Accelerated Partnership for Economic Integration (APEI)

Topic	Labour migration and circular migration.
Requesting Authority	Ministry of Finance and Economic Development.
Objective	To support the efforts of Mauritian authorities to develop a more comprehensive migration management strategy, and to expand this approach to regional labour mobility.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Regional workshop on mobility, labour and circular migration;</p> <p>Activity 3: Information and working session on the implementation of APEI's Memorandum of Understanding (MoU) on Mobility.</p>
Expected results and outputs	<ul style="list-style-type: none"> • A platform for the exchange of best practices on circular and labour migration enabled with the goal of sustaining the efforts of the countries involved in identifying the elements of a model agreement on circular migration; • Analysis of institutional and legislative barriers to implementation of the MoU, and recommendations to facilitate its implementation are formulated; • The EU experience on mobility is shared with APEI, so as to contribute to an increased cooperation among these States.
Experts involved	France, Sweden.
Time frame	April 2014-ongoing.



Nigeria III

Topic	Blue border management and irregular migration.
Requesting Authority	Nigerian Immigration Service.
Objective	To support the relevant Nigerian authorities to address the various current and possible future challenges of migration by enhancing their capacities to better manage borders and curb irregular migration, especially at maritime borders and with regards to investigation and prosecution of irregular migration cases.
Activities	<p>Activity 1: Fact-finding mission to gather information on the current state of play in the fields of blue border management and procedures, as well as to identify the institutional and training needs of the Nigerian stakeholders in charge of blue borders;</p> <p>Activity 2: Information Session on blue border management, security and human rights targeting central and field officers;</p> <p>Activity 3: Study visit to one EU MS to share experiences and learn from existing practices in the field of blue border management;</p> <p>Activity 4: Supporting the Development of a Training Curriculum for blue border management;</p> <p>Activity 5: ToT session for the operational staff posted at blue border crossing points on the application of the training curriculum;</p> <p>Activity 6: Training session on investigation techniques and prosecution for irregular migration cases.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The theoretical and practical capacities of the relevant authorities to better manage blue borders are enhanced; • A training curriculum on blue border management is developed and made available for use, and trainers to apply it are trained; • Number of trainers of the national authorities involved in blue border management is increased; • Knowledge of issues pertinent to investigation and prosecution techniques of irregular migration cases is enhanced; • Inter-agency coordination in the field of border management is strengthened.
Experts involved	TBD.
Time frame	July 2015-ongoing.



Sierra Leone II

Topic	BM and security, migration policy and strategy development.
Requesting Authority	Immigration Service.
Objective	To provide assistance to the Sierra Leonean Immigration Department through capacity building, with the overall objective of strengthening its migration management capabilities.
Activities	<p>Activity 1: Training on BM and document security;</p> <p>Activity 2: Training on leadership and management for senior management;</p> <p>Activity 3: Workshop to develop a comprehensive and future-oriented National Migration Policy;</p> <p>Activity 4: Remote assistance in the elaboration of the National Migration Policy;</p> <p>Activity 5: Stakeholder workshop to review and discuss the draft of the policy;</p> <p>Activity 6: Remote assistance to finalise the National Migration Policy;</p> <p>Activity 7: Presentation of the National Migration Policy.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The government develops a National Migration Policy through inter-agency mechanisms; • The Sierra Leonean border guards are more knowledgeable and empowered with regard to various facets of BM; • Senior management of the Immigration Service is more knowledgeable with regard to management and leadership.
Experts involved	Czech Republic, the Netherlands, Poland, United Kingdom, private consultant.
Time frame	March 2013-ongoing (on hold).



Togo II

Topic	Migration and development.
Requesting Authority	Ministry of Planning and Development.
Objective	To increase the development impact of migration in Togo.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Working meeting on migration and development;</p> <p>Activity 3: Remote support for development of the National Strategy on Migration and Development;</p> <p>Activity 4: Knowledge exchange meeting on remittances for development;</p> <p>Activity 5: Drafting workshop for the National Strategy on Migration and Development;</p> <p>Activity 6: Support to the validation seminar of the draft National Strategy on Migration and Development.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Support in drafting the National Strategy on Migration and Development is provided and the Action Plan for its implementation is discussed; • Togolese authorities strengthen their relations with Togolese diaspora organisations abroad; • Cooperation among various agencies is consolidated.
Experts involved	France, Ghana.
Time frame	December 2012-ongoing.



West Africa

Benin, Guinea-Bissau, Togo

Topic	Migration and environment, and climate change.
Requesting Authority	Republic of Benin – Ministry of Environment in charge of the Management of Climate Change, Reforestation, and Protection of Natural and Forest Resources; Republic of Guinea-Bissau – Secretary of State in charge of Environment; Republic of Togo – Ministry of Planning, Development and Land Use.
Objective	Contribute to the development of dialogue and consultation to enhance action and cooperation both at national level and among West African countries on migration, climate change and environment issues.
Activities	<p>Activity 1: Drafting of a background paper on migration, climate change and environment in West Africa;</p> <p>Activity 2: West African regional policy consultation on migration in the context of environmental degradation and impact of climate change;</p> <p>Activities 3-5: Capacity building information sessions on migration, climate change and environment in Benin, Guinea-Bissau and Togo;</p> <p>Activity 6: Restitution and capitalisation workshop (optional).</p>
Expected results and outputs	<ul style="list-style-type: none"> • The knowledge of environmentally-induced migration issues is improved, thus contributing to enhancing West African countries' preparedness for the challenges related to migration, climate change and environment; • Inter-governmental dialogue among West African countries is intensified, thus possibly further contributing to the development of a West African network on migration, climate change and environment issues; • The background paper on migration, climate change and environment in West Africa, the report of the West African regional consultation, as well as the final report, are accessible to governments and other relevant stakeholders.
Experts involved	Academia.
Time frame	February 2015-ongoing.

Asia



Kyrgyzstan II

Topic	Development of migration policy.
Requesting Authority	Ministry of Labour, Migration and Youth.
Objective	To support the Government of the Kyrgyz Republic in elaborating a national migration policy.
Activities	<p>Activity 1: Consultative bilateral meetings with key government stakeholders;</p> <p>Activity 2: Workshop on migration policy cycle and knowledge exchange on legal migration policies and structures, and 1st drafting session of the national migration policy document;</p> <p>Activity 3: Knowledge exchange on irregular migration and BM, and 2nd drafting session of the national migration policy document;</p> <p>Activity 4: Knowledge exchange on migration and development, and diaspora engagement, and 3rd drafting session of the national migration policy document;</p> <p>Activity 5: Remote guidance in elaboration of the National Migration Policy;</p> <p>Activity 6: Working group meeting on finalisation of the National Migration Policy.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Report with recommendations on the elaboration of the migration policy; • Knowledge on migration policy cycle, legal migration and irregular migration has been transferred; • Improved capacities in the area of comprehensive migration management; • Enhanced inter-agency coordination of migration management; • Elaboration and finalisation of the policy document on migration.
Experts involved	Lithuania, Moldova, Romania.
Time frame	July 2014-ongoing.



Lao PDR

Topic	Labour migration data management.
Requesting Authority	Ministry of Labour and Social Welfare (MoLSW).
Objective	To enhance the capacities and support the efforts of the MoLSW of the Lao PDR and other relevant agencies in migration data collection and analysis.
Activities	<p>Activity 1: Fact-finding mission and National Coordination Workshop on Mapping the Inter-Agency Coordination of Migration Data Collection in the Lao PDR;</p> <p>Activity 2: Information session on EU and international migration data standards and guidelines;</p> <p>Activity 3: Information session on migration data collection methodology, analysis, management and reporting mechanisms;</p> <p>Activity 4: Workshop of the National Migration Data Working Group on the development of the Lao PDR national migration data collection system;</p> <p>Activity 5: Development of guidelines for inter-agency cooperation on production of migration statistics carried out remotely;</p> <p>Activity 6: National conference: validation of the Lao national guidelines for interagency cooperation on production of migration statistics.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Capacities of the Lao PDR national institutions dealing with labour migration data collection, analysis and dissemination are enhanced. Coordination on data collection and management is enhanced; • National Migration Data Working Group is established, and its policy and administrative capacities consolidated; • Guidelines for Lao PDR inter-agency cooperation on production of migration statistics are developed; • Capacities for production of the National Migration Assessment Report are enhanced.
Experts involved	Italy, private consultant.
Time frame	October 2013-ongoing.



Myanmar

Topic	Labour migration.
Requesting Authority	Ministry of Labour, Employment and Social Security.
Objective	Support the efforts of the Ministry of Labour, Employment and Social Security (MOLES) of Myanmar to enhance the management of labour migration through a rights-based approach.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Session on the awareness-raising campaign cycle within the context of labour migration (and its various phases: pre-departure, departure and return);</p> <p>Activity 3: Session on developing a concrete awareness-raising campaign strategy;</p> <p>Activity 4: Session on developing a Practical Handbook on the Management of Labour Migration in Myanmar for the staff of MOLES at central and local levels;</p> <p>Activity 5: Developing a Practical Handbook on the Management of Labour Migration in Myanmar for the staff of MOLES at central and local levels;</p> <p>Activity 6-7: Organisation of two ToT sessions for central and local staff (policy making and operational levels) on managing labour migration.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The capabilities and skills of MOLES staff to develop and carry out information campaigns on specific aspects of labour migration and to provide services to migrant workers are strengthened; • The Handbook on Management of Labour Migration represents a sustainable tool for MOLES in terms of policy making, legislation review, institutional capacity building and protection of migrants; • The ToT approach permits the application of the handbook on a large scale by delivering training to various categories of officials, both locally and centrally.
Experts involved	Italy, Philippines, private consultants.
Time frame	January 2014-ongoing.



Philippines II

Topic	THB and illegal recruitment of migrant workers.
Requesting Authority	Philippines Overseas Employment Administration (POEA).
Objective	To contribute to the current efforts of the relevant Philippine institutions to counter THB and illegal recruitment while enhancing coordination among involved agencies.
Activities	<p>Activity 1: Review of implementation of the MoU and identification of gaps and needs pertinent to it;</p> <p>Activity 2: Support in developing the Monitoring Guidelines on the Implementation of the Memorandum of Agreement (MOA) for Illegal Recruitment-Free Local Government Units (LGUs);</p> <p>Activity 3: Presentation of and exchange seminar on the Monitoring Guidelines on the Implementation of the MOA for Illegal Recruitment-Free LGUs;</p> <p>Activity 4: Workshop on investigation and prosecution techniques, and review of existing practices and procedures;</p> <p>Activity 5: Development of a Training Handbook on Investigation and Prosecution Procedures;</p> <p>Activity 6: Organisation of a ToT based on the investigation and prosecution handbook for central and local authorities;</p> <p>Activity 7: Organisation of a workshop on referral mechanisms for victims.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Monitoring Guidelines on the Implementation of the Memorandum of Agreement for Illegal Recruitment-Free LGUs are developed; • Inter-agency (central and local) cooperation, coordination and partnership with regard to preventing trafficking and illegal recruitment are improved; • A training handbook on investigation and prosecution procedures, including the protection of victims during the investigation and prosecution phases, and referral mechanisms for victims, is developed; • A ToT based on the investigation and prosecution handbook is delivered to relevant actors; • Knowledge on referral mechanisms for victims of THB and illegal recruitment is enhanced.
Experts involved	Belgium, Romania, United Kingdom, private consultant.
Time frame	July 2014-ongoing.



Tajikistan I

Topic	Labour migration.
Requesting Authority	Migration Service.
Objective	To improve the institutional capacities of the Tajik national authorities in better managing the mass scale labour migration of its citizens.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Session on migration data management and utilisation mechanisms;</p> <p>Activity 3: Consultations with Tajik diaspora organisations in the Russian Federation;</p> <p>Activity 4: ToT for pre-departure orientation;</p> <p>Activity 5: Study visit to Italy;</p> <p>Activity 6: Round table discussions on fostering links between the Tajik authorities and diaspora to combine efforts on improving the protection of human and labour rights of Tajik migrants working abroad, especially in Russia;</p> <p>Activity 7: Remote support on developing a set of recommendations for enhancement of the links with Tajik diaspora abroad.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Recommendations provided on how to improve migration data collection; • Capacities of the Migration Service enhanced on pre-departure orientation training for labour migrants. Toolkit for best practices on pre-departure orientation of migration developed for the Migration Service of Tajikistan; • Support provided to the Diaspora Forum in order to foster development of formal, effective and sustainable institutional cooperation; • Recommendations provided to the Migration Service to better shape its future policies and address its objectives under the National Strategy for Labour Migration and to streamline national policies on diaspora cooperation.
Experts involved	Italy, Romania, Russian Federation.
Time frame	February 2013-ongoing.



Tajikistan II

Topic	Combating THB.
Requesting Authority	Ministry of Interior.
Objective	To strengthen the capacities of the Ministry of Internal Affairs and other relevant authorities of Tajikistan to improve their investigative approaches and practices in combating THB, and in the identification of, and provision of first aid to, the victims of trafficking.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Session on the EU's experience of international cooperation in criminal matters regarding combating trafficking and smuggling, and joint investigative teams;</p> <p>Activity 3: Session on detection and identification of trafficking and smuggling crimes, investigative approaches and the role of law enforcement agencies, and collecting evidence;</p> <p>Activity 4: Study visit to the EU for selected officials from key institutions;</p> <p>Activity 5: Information session on the identification of, and the provision of, first aid to trafficking victims.</p>
Expected results and outputs	<ul style="list-style-type: none"> Tajik authorities have enhanced knowledge of international and EU MS standards with respect to methodology, analysis and management of combating THB and investigative trafficking crimes; Beneficiary authorities provided with targeted EU MS expertise in advanced investigative techniques in order to intensify and increase trafficking convictions and improve criminal justice processes.
Experts involved	Lithuania, Romania, United Kingdom.
Time frame	March 2014-ongoing.



Thailand

Topic	THB and homelessness.
Requesting Authority	Ministry of Social Development and Human Security.
Objective	To strengthen the capacities of the Ministry of Social Development and Human Security, and other relevant authorities of Thailand, in view of the protection of victims of THB and the prevention of issues related to homelessness in the context of migration.
Activities	<p>Activity 1: Fact-finding mission about the current system for victim protection, and the state of play related to the status of homeless immigrants;</p> <p>Activity 2: Information session on the protection of victims of trafficking for multidisciplinary teams assisting victims;</p> <p>Activity 3: Study visit to a selected EU MS;</p> <p>Activity 4: Workshop on modalities to further strengthen the national and transnational referral system for victims of trafficking;</p> <p>Activity 5: Information session on the conditions of homeless migrants.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Improved understanding of EU policies, practices and strategies related to immigration, anti-trafficking, integration and homelessness; • Capacities and skills of multidisciplinary teams to assist victims of trafficking are enhanced; • The staff of the Ministry is better positioned to implement, monitor and evaluate the national policy framework on anti-trafficking and homelessness, and to develop new policy measures and tools.
Experts involved	Belgium, Italy.
Time frame	September 2013-ongoing.

Latin America and Caribbean



Mexico

Topic	Human rights, irregular migration, and smuggling of migrants.
Requesting Authority	National Migration Institute.
Objective	Strengthening the efforts on identification, monitoring and adequate protection of migrating unaccompanied minors (UM) (Mexican and in transit).
Activities	<p>Activity 1: Consultative bilateral meetings with key government stakeholders + interactive coordinating session involving main federal institutions dealing with migration matters;</p> <p>Activity 2: Seminar on EU best practices on assistance and protection of unaccompanied minor migrants;</p> <p>Activity 3: Regional workshop on examining the causes, consequences and responses to the issue of unaccompanied minors migration from Central America to the United States of America;</p> <p>Activity 4: Develop national guidelines on protection of and assistance for unaccompanied minor migrants (remote support);</p> <p>Activity 5: Seminar on EU best practices in sustainable return and post-assistance reintegration of unaccompanied minor migrants, and presentation of guidelines on protection and assistance to unaccompanied minors.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Capacities and skills widened in all pertinent aspects of pressing migration issues, namely: tackling unaccompanied minors migration, durable return and sustainable reintegration; • Foster greater unified responses between the countries of origin, transit and destination through regional consultations on unaccompanied minors migrants; • Inter-agency coordination of migration management at national and federal levels in Mexico enhanced.
Experts involved	TBD.
Time frame	August 2015-ongoing.



Paraguay II

Topic	Migration and development, diaspora affairs and data management.
Requesting Authority	Directorate of Support to the Paraguayan Communities Abroad (DSPCA).
Objective	To support implementation of the Paraguayan National Migration Policy, in particular to support the government in professionalising its public services for Paraguayans abroad.
Activities	<p>Activity 1: Information session on diaspora mapping, and workshop to develop an Action Plan to improve data collection on the Paraguayan diaspora;</p> <p>Activity 2: Experts' input provided to finalise the Action Plan on improving data collection on the Paraguayan diaspora;</p> <p>Activity 3: Knowledge exchange seminar on diaspora engagement, and workshop to launch the development of the diaspora engagement training curriculum;</p> <p>Activity 4: Experts' input provided to the drafting team for the drafting of the diaspora engagement training curriculum;</p> <p>Activity 5: ToT: principles of adult education;</p> <p>Activity 6: Advanced ToT and training on diaspora engagement for selected Paraguayan administrations.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The capacities and capabilities of the authorities to encourage diaspora in contributing to Paraguayan socio-economic development are improved; • The inter-institutional cooperation, coordination and partnership on diaspora-related issues are strengthened; • Support is provided to the drafting of the diaspora engagement training curriculum; • Support is provided to the development of an Action Plan to improve data collection on the Paraguayan diaspora; • The training curriculum is institutionalised so as to become the basis of annual training for all new staff members of the Ministry of Foreign Affairs and subsequent refresher courses.
Experts involved	Spain.
Time frame	September 2014-ongoing.



Peru

Topic	THB.
Requesting Authority	International Cooperation Agency (APCI).
Objective	To support the efforts of Peruvian authorities, mainly the Ministry of Interior, the Directorate for Migration, the Attorney General's office and the Ministry of Foreign Affairs, to strengthen their response to the human trafficking challenge in line with the objectives of the National Action Plan on Trafficking in Human Beings (PNAT).
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Session on Assisting Victims of Trafficking and Working Meetings with Key Stakeholders;</p> <p>Activity 3: Study visit to Argentina;</p> <p>Activity 4: Workshop on monitoring and evaluation of national and regional Action Plans on THB;</p> <p>Activity 5: Development of guidelines to monitor and evaluate national and regional Action Plans on THB.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Peruvian resource map of care services available for victims of THB; • Recommendations on how to improve coordination and cooperation between the different members of the Permanent Multi-sectoral Anti-Trafficking Working Group were elaborated; • Peer-to-peer knowledge exchange between Peruvian officials, and EU and LAC experts is ensured; • Guidelines developed to monitor and evaluate the implementation of national and regional Action Plans on THB.
Experts involved	Argentina, Portugal, Spain.
Time frame	April 2013-ongoing.

Middle East and North Africa



Jordan

Topic	Migration data management.
Requesting Authority	Department of Statistics.
Objective	To increase the capacities of the Department of Statistics and other relevant public authorities to collect, analyse and use migration-related data for policy making purposes.
Activities	<p>Activity 1: Bilateral working meetings and a two-day workshop targeting various authorities dealing with migration-related issues on the integrated approach for collecting and analysing data;</p> <p>Activity 2: Inter-institutional information session on migration-related data indicators;</p> <p>Activity 3: Workshop on the national population census and migration surveys;</p> <p>Activity 4: Development of the guidelines on inter-institutional approaches and practices towards migration data and statistics.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Stronger inter-institutional cooperation, coordination and partnership on migration data among various governmental institutions; • Support in reflecting upon migration-related questions arising from the national population census 2015; • Recommendations on improving migration information management provided to the national entities during each activity; • A sustainable institutional tool on various migration data management aspects developed jointly by experts and relevant authorities.
Experts involved	Hungary, Italy, Jordan, Malta, Romania, Spain.
Time frame	September 2014-ongoing.



Lebanon

Topic	Diaspora engagement.
Requesting Authority	Investment Development Authority of Lebanon, Presidency of the Council of Ministers.
Objective	To prepare terms of reference, methodology and tools for a pilot diaspora mapping exercise, and to develop a Diaspora Direct Investment Strategy.
Activities	<p>Activity 1: Identification of goals and capacities, and an Action Plan;</p> <p>Activity 2: Mapping exercise for terms of reference development;</p> <p>Activity 3: Technical workshop on mapping results and strategy implications;</p> <p>Activity 4: Development of the Diaspora Direct Investment Strategy: introductory workshop;</p> <p>Activity 5: Elaboration of the Diaspora Direct Investment Strategy: drafting workshop;</p> <p>Activity 6: Diaspora focus group/listening exercise and additional remote support (optional);</p> <p>Activity 7: High-level forum on the Diaspora Direct Investment Strategy and implementation modalities.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Theoretical knowledge and practical skills on various aspects of diaspora engagement are transferred to Lebanese counterparts (including the ability to replicate the mapping exercise annually); • The capacities and capabilities of the relevant Lebanese counterparts, to encourage diaspora in contributing to Lebanese socio-economic development, are developed and disseminated; • The inter-institutional cooperation, coordination and partnership on diaspora-related issues are strengthened; • Support is provided to the drafting of the mapping terms of reference and the Diaspora Direct Investment Strategy.
Experts involved	TBD.
Time frame	June 2015-ongoing.



Morocco I

Topic	THB.
Requesting Authority	Inter-Ministerial Delegation for Human Rights.
Objective	To support the efforts and strengthen the capacities of Moroccan authorities, mainly the institutions involved in the Inter-Ministerial Committee on the Fight against THB, but also civil society actors.
Activities	<p>Activity 1: Knowledge transfer on the legal and administrative implications of a comprehensive THB legal framework;</p> <p>Activity 2: Fact-finding mission;</p> <p>Activity 3: Study visit to two EU countries for selected actors;</p> <p>Activity 4: Design of a Victim Identification Protocol and its implementation guidelines;</p> <p>Activity 5: Validation conference for the adoption of the Victim Identification Protocol and its implementation guidelines;</p> <p>Activity 6: Design and implementation of a ToT programme on the Identification of Victims.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Protocol on the Identification of Victims developed; • Support provided for the development and distribution of guidelines on Identification of Victims and First Response to their needs; • ToT modules on Victim Identification are designed.
Experts involved	Belgium, France, Italy, Portugal.
Time frame	November 2013-ongoing.



Morocco II

Topic	Refugee integration.
Requesting Authority	Ministry of Foreign Affairs and Cooperation.
Objective	To support the efforts and strengthen the capacities of the Moroccan authorities, mainly the institutions involved in the implementation of the National Strategy on Integration as well as civil society actors in Morocco.
Activities	<p>Activity 1: Fact-finding mission;</p> <p>Activity 2: Restitution workshop based on the fact-finding mission, and mapping of asylum seekers and refugees in Morocco;</p> <p>Activity 3: Study visit to two EU MS;</p> <p>Activity 4: Training session on project management supporting the establishment of a unit within the Ministry of Migration which will be tasked with managing refugee integration projects;</p> <p>Activity 5: Exchange workshop on the social and economic integration of refugees.</p>
Expected results and outputs	<ul style="list-style-type: none"> • Peer-to-peer knowledge exchange on refugee integration matters between Moroccan officials, and EU and other experts ensured; • Capacities of the Moroccan administration to understand and address the needs of refugees strengthened; • Civil society organisations involved in refugee integration-related matters are associated with implementation of the National Strategy on Immigration, and Migrant and Refugee Integration, notably in the area of refugee integration.
Experts involved	Belgium, the Netherlands, Portugal.
Time frame	October 2014-ongoing.



Tunisia

Topic	Data management.
Requesting Authority	Ministry of Social Affairs.
Objective	To contribute to the improvement of migration management and policies in Tunisia through institutional reform and capacity building, in particular in the field of evidence-based policies.
Activities	<p>Activity 1: Institutional assessment of the priorities and needs of the Tunisian Migration Observatory, and Tunisian data and information management system;</p> <p>Activity 2: Information session on the collection of migration-related data;</p> <p>Activity 3: Workshop on the determination and formulation of specific migration-related indicators;</p> <p>Activity 4: Development of the road map of the Migration Observatory;</p> <p>Activity 5: Development of a national catalogue and glossary on harmonisation of definitions and indicators related to international migration;</p> <p>Activity 6: Workshop on data analysis and interpretation.</p>
Expected results and outputs	<ul style="list-style-type: none"> • The quality of data sources is improved, in particular through the definition of specific indicators allowing an enhanced analysis of migratory flows; • The harmonisation of indicators and definitions contribute to an improved data management system, and thus to an enhanced data analysis process; • Stronger inter-institutional cooperation, coordination and partnership on migration data is developed between various governmental and non-governmental institutions; • Sustainable institutional tools on various migration data management aspects are developed.
Experts involved	Academia.
Time frame	May 2014-ongoing.

