



ICMPD

International Centre for
Migration Policy Development



ANNUAL REPORT



Making Migration Better

ICMPD in a Nutshell

KEY FIGURES

More than 90 projects in over 90 countries

498 employees

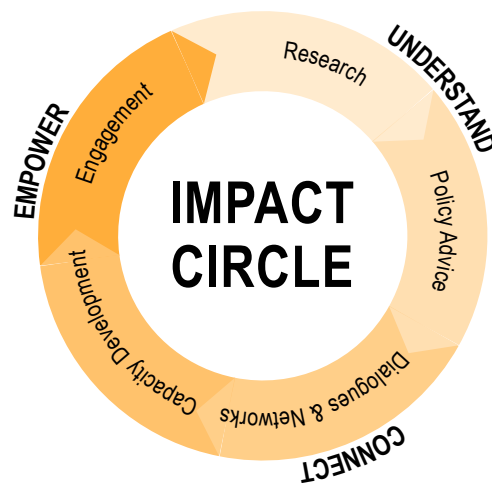
70 nationalities

20 Member States

33 offices

€700 million contracted project volume

DRIVING IMPACT



UNDERSTAND

the challenges and needs of our partners

CONNECT

all relevant stakeholders

EMPOWER

governments and administrations on the ground

FIELDS OF EXPERTISE

Asylum and International Protection

Border Management and Security

Capacity Development

Diaspora and Migrants

Economy, Education and the Private Sector

Governance

Integration and Social Cohesion

Irregular Migration

Legal and Labour Migration

Migration Dialogues

Migration and Development

Migration and Environment

Migration and Health

Migration Narratives and Public Opinion

Policy

Research

Return and Reintegration

Trafficking in Human Beings

ICMPD is an international organisation based in Vienna and has 20 Member States: Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Greece, Hungary, Malta, Netherlands, Republic of North Macedonia, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Sweden, Switzerland and Türkiye.

We build evidence-driven migration policy options and governance systems that engage and equip our partners with effective, forward-leaning responses to opportunities and pragmatic solutions to complex regional migration and mobility challenges.

2023
**ANNUAL
REPORT**

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AN EVER-CHANGING WORLD

Michael Spindelegger, Director General of ICMPD, on a year of turmoil and conflict, how the tonality of the public discourse actually affects migration, the importance of migration partnerships and why an organisation like ICMPD needs to stay versatile.

Our hope for 2023 was that the number of crises around the globe would go down. The opposite happened: several new conflicts arose. The Hamas attack on 7 October aggravated the crisis in the Middle East and prompted large-scale displacement. What impact do you expect this conflict to have?

Michael Spindelegger:

The Gaza displacement crisis is still highly dynamic. There are several aspects to consider, meaning that Europe and the international community should prepare for considerable numbers of Palestinian refugees. Countries like Lebanon or Jordan, which traditionally provided refuge to Palestinians, do not see themselves in a position to provide additional support. They have refused to accept refugees before, and it is not unlikely that they will change their minds. Still, as conflict and destruction progress, refugees from Gaza will likely try to find safety in countries further afield. Then, their aspired destination will be Europe in the first place. In 2023, the wars in Gaza and Ukraine were major conflicts affecting migration movements. Together with other hotspots, they will continue to play a role in 2024.

What about Afghanistan as another displacement hotspot? Last year, Pakistan and Iran decided to send back undocumented migrants to Afghanistan despite the difficult

situation in the country. How do you assess this situation?

We are talking about very large numbers of returnees. Pakistan has already sent back more than 700,000 people. Around 300,000 Afghans had to return from Iran. And both countries stated that the repatriation programmes will continue throughout 2024. Together, these flows have almost reached the size of the migration flows towards Europe in 2015 and 2016.

ICMPD is still running one Migrant Resource Centre (MRC) in Afghanistan and more in other countries. What kind of work are they focusing on?

We try to continue to provide valid and objective information to people who are considering migrating, even under challenging circumstances, and to people who are in very difficult situations. Still, in many cases, their hopes and perceptions are very different from what the reality might hold for them. Over the years, our colleagues in the Migrant Resource Centres have learned that people who plan to migrate often do not understand the legal and formal requirements to be able to migrate legally. They are often quite surprised that their plan will be considered illegal and that this will have serious consequences. Many people believe what human traffick-

I am worried that election campaigns in Europe will be dominated by suggestions that promise simple solutions to complex problems.

In the past, Donald Trump's harsh tone on migration has been copied in Europe. Do you expect the discourse on migration to become even more polarised?

This could be the case. I am also worried that election campaigns in Europe will be dominated by suggestions that promise simple solutions to very complex issues but in reality will not help to better manage migration.

Migration has also become part of the geopolitical toolbox recently. Will this trend of misusing the dire situation of migrants to put pressure on governments continue?

I am afraid that we will see more of this. At ICMPD we try to counter this development by educating potential migrants in Migrant Resource Centres. Our idea is that they are less likely to be tricked into false ideas and terrible situations. Some of our Member States as well as the European Union asked us to provide more of this service. We are currently building a Migrant Resource Centre in Sri Lanka which is funded by New Zealand, and we are opening another centre in Osh, Kyrgyzstan. We are already running a centre in Baghdad, Iraq, and another in Erbil could follow soon.

What kind of effect does climate change currently have on migration movements?

The first effect is that climate change leads to migration within countries. People will leave affected areas to find safety, but they will first try to find it in another region of the same country. Only if the effects get worse will people also move to other countries or continents. I recently visited ICMPD's

ers tell them: that they are about to take a journey to start a new life, find legal work, and have a good income as long as they use the services of the smugglers. Sound and low-threshold information is a key tool in preventing people from taking ill-informed and unrealistic decisions on migration.

2024 is a major election year around the globe. In the European Union, the UK and the United States, migration will most likely play a dominant role in election campaigns. Does the mere presence of this emotional topic affect actual migration?

It is possible that a "closed shop effect" occurs and people decide to migrate simply because they assume that it could become harder to reach certain destinations in the future when policies or the composition of governments change. We expect to see this effect in Europe as well as in the United States.

It is important to agree on holistic and balanced migration partnerships between EU Member States and other countries.

However, it is equally or even more important to agree on holistic and balanced migration partnerships between EU Member States and other countries that integrate the priorities of all sides. In such partnerships, a country of destination, for instance, could commit to providing a defined number of work visas and vocational training spots with its business sectors in the area of legal migration. The private sector can play a major and highly supportive role in this regard. The country of origin, on the other hand, would commit to curbing irregular migration flows to the extent possible.

ICMPD has faced some criticism for a project in Tunisia where ICMPD trains border guards. What is your take on this?

What we have learned is that we need to be very transparent in sharing beforehand what we are doing in order to avoid speculation. What we do is always to respect human rights and we train people based on our values on how to treat potential migrants fairly. We are about to build a second education centre to continue this work but will be more transparent about it.

You have mentioned labour migration as a potential solution to migration challenges. Do you see any progress on getting actual programmes started?

Labour migration and how to organise it has become a much-debated topic. It's the number one topic in ICMPD's steering group. Managing labour migration is a highly complex task. On the ground, we still lack some of the necessary instruments but we are getting better every year. Involving the private sector more strongly is of vital

Migrant Resource Centre in Bangladesh, a country already heavily affected by rising sea levels. It is hard not to notice that people fear they might have to move soon. These are the same concerns as many people have in Africa, where the Sahel is expanding quickly.

As ICMPD's Director General you have been calling for new ways to handle migration. What do you think about the new deal between Italy and Albania and what is your take on the United Kingdom's asylum centres in Rwanda?

The idea behind offshoring the asylum process is often to discourage people from migrating in the first place. We will take a close look at what Italy has now set up with Albania. If this deal proves to be effective, I expect other EU Member States to try to find similar agreements, perhaps also with countries in the Western Balkans.

importance in this regard. We need to fully understand what kind of skills and qualifications they are looking for and how many jobs they can offer at what point in time. A lot of alignment is needed to make this work. But we believe it is worth it. Many countries in Europe are experiencing a shortage of labour and yet the topic of migration is still too rarely discussed against this background.

So migration could have a positive economic effect?

All available research confirms that it already does, although at rather moderate, yet positive levels. When companies struggle to find people, migration can be a source of future employees. The big question, however, is how to ensure that there are enough sufficiently trained candidates. It would make a great deal of sense to organise and fund education and training in countries of origin and then allow legal migration to other countries. Such an approach would be less expensive than the current asylum system and beneficial for all.

Why does migration have such a negative image when at the same time many countries will need labour migrants?

Migrants are often stereotyped as not entering the labour market and depending on welfare assistance, a notion that became even more prevalent in 2015 and 2016, when large numbers of refugees arrived in Europe in a more or less uncontrolled way. We need to show how wrong this image is, how much migrants can contribute to society and the economy, and how many businesses would not function without them.

When companies struggle to find new people, migration can be a source of future employees.

The war in Ukraine caused many Ukrainians to leave their country. Do you expect many of them to return to their home country as soon as the war is over?

Some Ukrainians do go back, but then return to the EU; there is still movement. Currently, 4.4 million Ukrainians are registered in the European Union and the big task ahead is to better include them in the labour market. Recent research shows a mixed picture: while in some EU Member States only 17% of Ukrainian refugees are employed, in others it is up to 78%. It would make a lot of sense to help Ukrainians to integrate better into the labour market in every respect, to help them become self-sufficient and build their own lives, but also to help our labour market where it is needed the most, e.g. in the health sector.

MIGRATION IN NUMBERS

Do you expect more refugees from Ukraine?

This will very much depend on the further development of the conflict. If the situation on the battlefield worsens, more people might want to leave the country. Ukraine wants people to stay or to return. But the longer people have stayed abroad, and the more they are integrated, the less likely it becomes that they will return. At ICMPD we support the Ukrainian government with centres in which Ukrainians abroad can find bureaucratic services that embassies alone could not handle. A very important question is what will happen when the temporary protection status for Ukrainians in the EU formally comes to an end in 2025. Follow-up solutions will be needed, and the incoming EU Commission will only have a very short period to broker a new solution among the Member States and to obtain the approval of the European Parliament for such an agreement.

colleagues. More important than sheer numbers is that we as an organisation can react to the ever-changing tasks and questions we receive from our donors. One area where our expertise is needed is the Western Balkans, for example. These countries are on their way to entering the European Union and this also requires solid legislation on migration topics. ICMPD can be supportive in setting this up.

How has the organisation changed over the last few years?

It has grown fast, and this change also requires a change of management. We are currently running 100 projects at the same time and must ensure that all of them run smoothly. This has been a difficult but enjoyable task.

As an organisation, ICMPD has seen several years of growth. Did this trend continue in 2023?

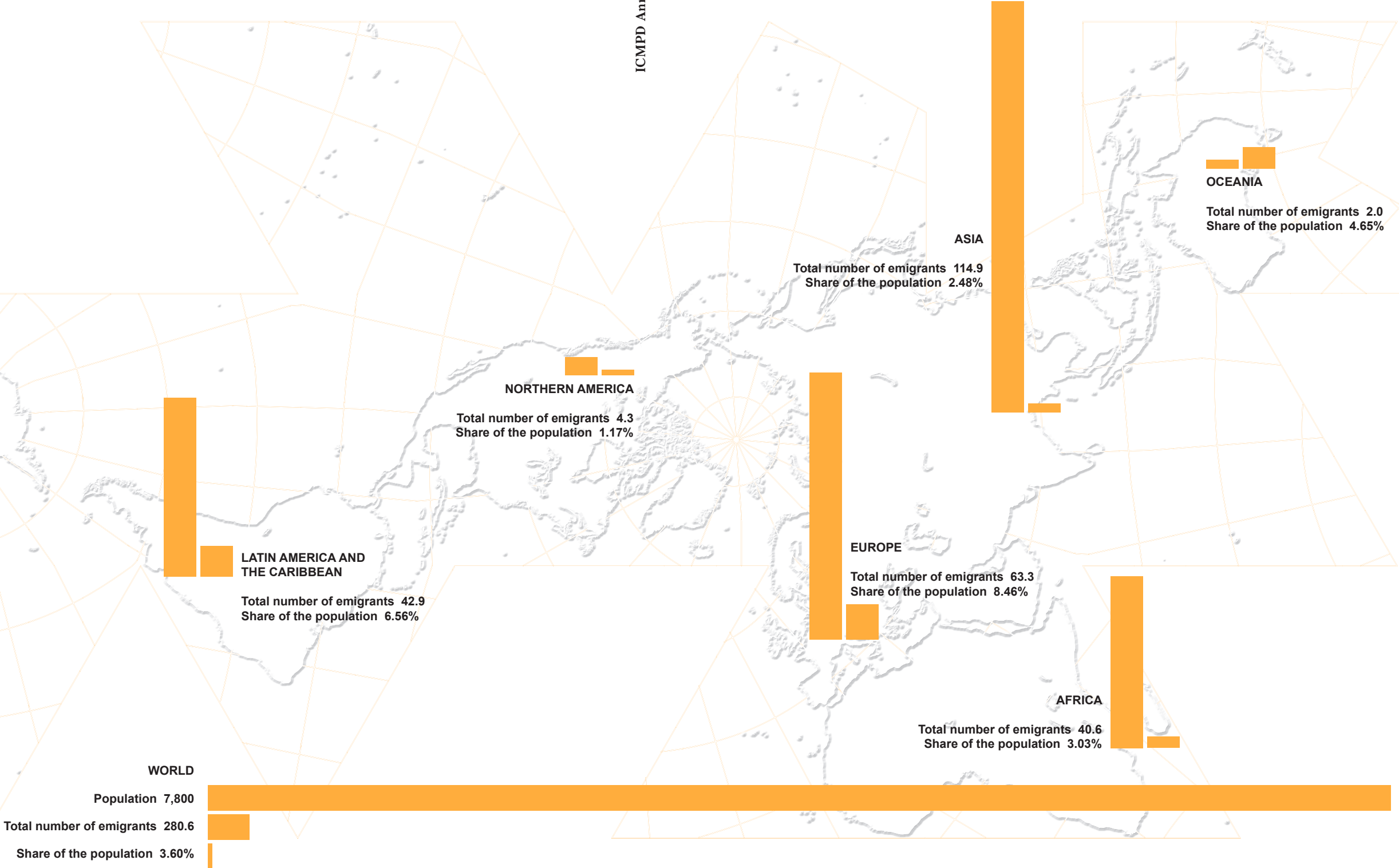
Our budget for 2024 will grow by 20% to around €100 million. We are also continuing to recruit new



Michael Spindelegger, 64, joined ICMPD as Director General at the beginning of 2016, and he was unanimously voted into his second term. During his political career, he served as Austria's Vice Chancellor, was Minister for Foreign Affairs, and leader of the Austrian People's Party (ÖVP). Mr Spindelegger studied law, is married and has two children.

GLOBAL EMIGRANTS (IN MILLIONS)

ICMPD Annual Report 2023

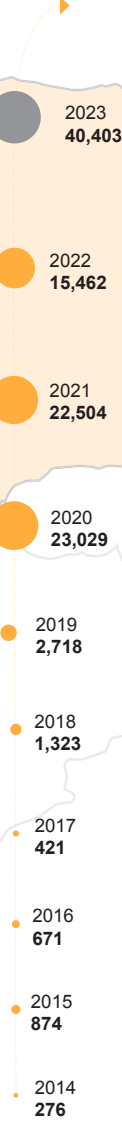


*Source: United Nations Department of Economic and Social Affairs, latest numbers as of 2020

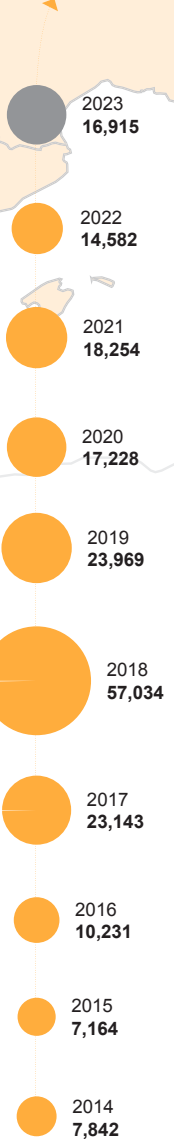
IRREGULAR BORDER CROSSINGS 2014-2023

ICMPD Annual Report 2023

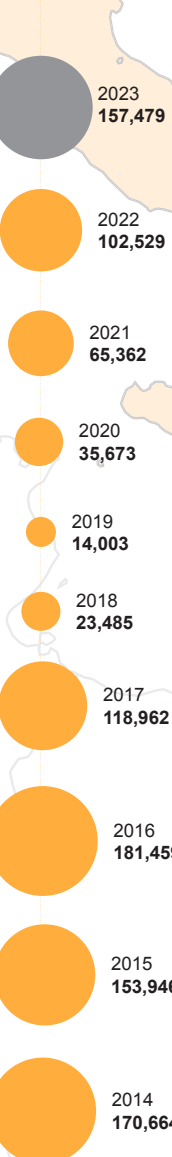
West Africa



Western Mediterranean

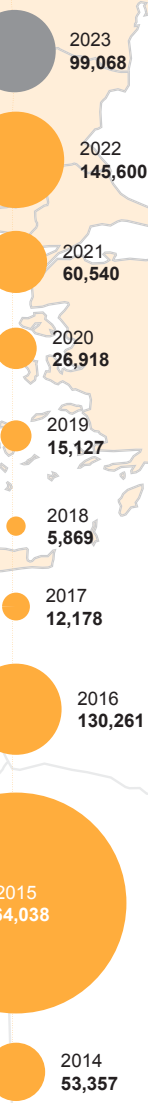


Central Mediterranean

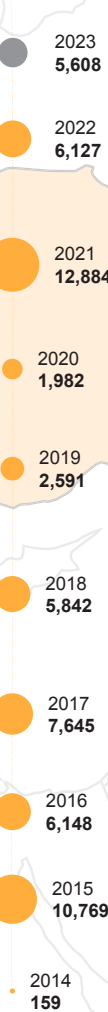


Source: Eurostat, Frontex

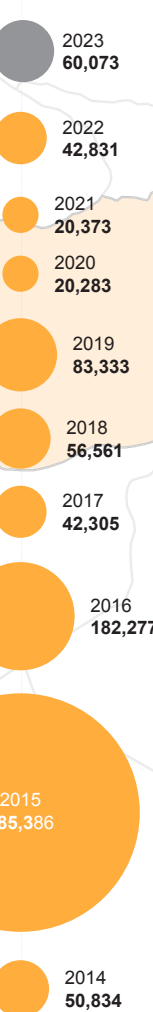
Western Balkans



Eastern Land Border



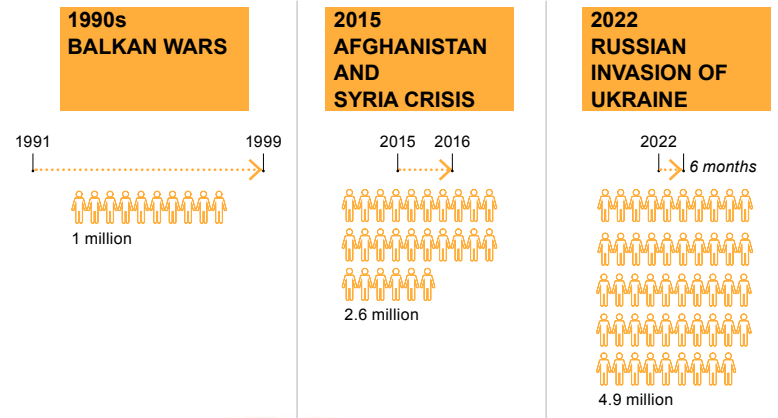
Eastern Mediterranean



Source: Frontex, detections of irregular border crossings statistics

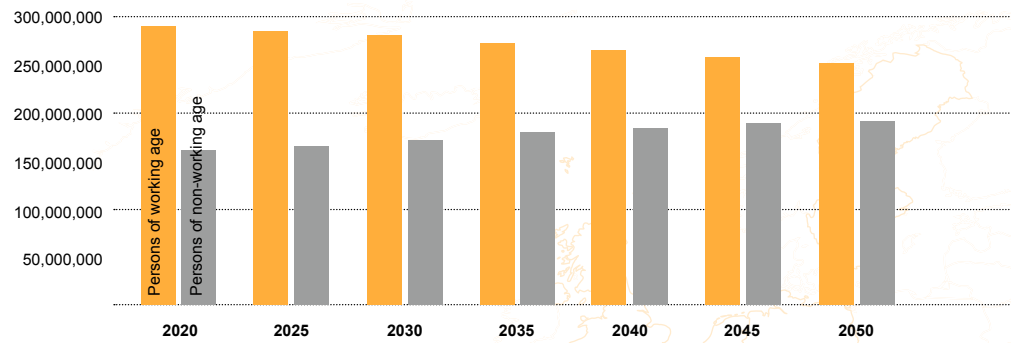
EUROPE: ARRIVALS, WORK-FORCE, JOB VACANCIES

EU ARRIVALS OF REFUGEES IN THE LATEST THREE CRISES:

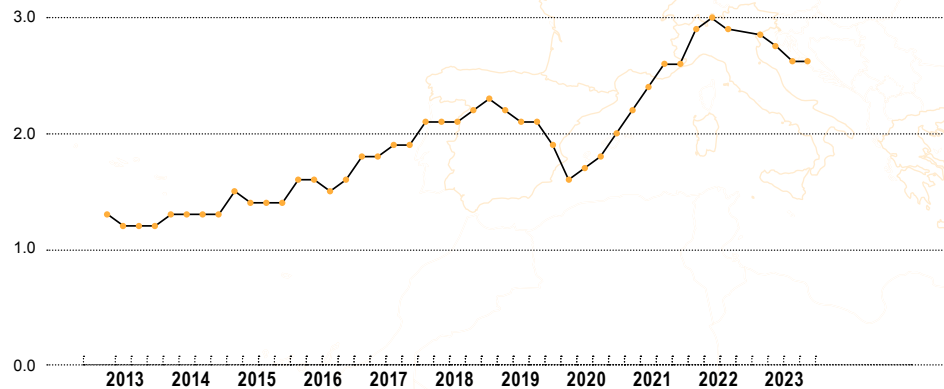


THE DECLINING WORKFORCE AS AN INCREASING CHALLENGE:

Demographic ageing in the EU 2020–2050



EU job vacancy rate



The rate of vacant jobs (as a proportion of total jobs) has already been rising.

PROJECTS 2023

Policy, Research and Strategy

Provision of MedCOI Quality Assurance Services and Comparative Legal Research (*MedCOI V – Lot 3*)

Comprehensive Support for People in a Vulnerable Situation in the Polish Migration Management System (*KOMPLEKS*)

Novel Strategies to Fight Child Sexual Exploitation and Human Trafficking Crimes and Protect their Victims (*HEROES*)

Measuring Irregular Migration and Related Policies (*MirreM*)

Lebenswelten und Zusammenleben in hoch diversen sozialen Räumen (*LOCALIZE*)

Integration geflüchteter Frauen mit temporärer Aufenthaltsperspektive (*INTAKE*)

Finding Agreement in Return (FAiR)

Innovating to Enhance Dialogues on Migration Policies and Practices (*INNOVATE*)

Link4Skills

Western Balkans and Türkiye

Enhancement of Entrepreneurship Capacities for Sustainable Socio-Economic Integration (*ENHANCER*)

Supporting the implementation and further strengthening of Türkiye's National Assisted Voluntary Return and Reintegration System – Capacity building of the N-AVRR national stakeholders (*NAVRR Pillar 2*)

Drafting of a National IBM Strategy and Updating of the National Action Plan to Implement Türkiye's IBM Strategy

Supporting the Institutional Capacity of the National Coordination and Joint Risk Analysis Centre (*NACORAC*)

Establishment of the National Assisted Voluntary and Non-Voluntary Return System of Bosnia and Herzegovina (*EVOLVE*)

Establishment of Assisted Voluntary Return Coordination Centres in Türkiye under the RETOUR Pilot Programme (*RETOUR*)

European Commission European Union Scholarships (*BEURs*)

Bridging measures to support migrants, refugees and local communities affected by the earthquake (*SOLIDARITY BRIDGE*)

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Collaborations for Reinforcement of Migration Priorities in Türkiye (*CONTRIBUTE*)

Supporting the Development of Return Counselling Capacities in Türkiye – Phase II (*RECONNECT II*)

Enforcing Capacities for Application of Alternative Measures to Detention in Türkiye (*ENACT*)

Supporting Türkiye's Efforts to Strengthen Border Management at the Eastern and Southeastern Land Borders

Complementary Actions for Sustainable Return Programme of Türkiye (*COMPAS*)

Enforcing 4P Actions Against Trafficking in Human Beings (*E4PAA THB*)

Support to the Western Balkans on establishing a return mechanism for the targeted operationalisation of returns of third-country nationals (*WBMR*)

Eastern Europe & Central Asia (EECA)

Mobility Partnership Facility III – Prague Process (*MPF III – PP DATA*)

Entrepreneurial Mobility Link (*EMLINK*)

EC for Increasing Migrants' Potential to Act for Development of Armenia (*EC Impact for Armenia*)

Border Management in Central Asia – Phase 10 (*BOMCA*)

Support to the Implementation of the Mobility Partnership (MP) with Azerbaijan (*MOBILAZE II*)

Support programme for the State Migration Service and Ministry of Foreign Affairs (consular offices abroad) to continuously protect and provide state services and assistance to the citizens of Ukraine (*RRR – MFA/SMS – CZ*)

EU Support for Strengthening IBM in Ukraine – Resilience (*EU4IBM Resilience*)

Migration Partnership Facility IV – PP DATA

Support to the Complex Improvement of Migration and Border Management in Moldova (*SCOP*), Activity 3.1: Strengthening Border Police operational capacities for border security (*SCOP 3.1*)

Strengthening Development Impact of Migration in Georgia – Phase 2 (*STREAMinG 2*)

Support to Reorganisation of the Migration and Citizenship Service (*E-Mics 2*)

Silk Routes

Integrated Border Management in the Silk Routes Countries (*IBM Silk Routes*)

Support to Federal Investigation Agency's Capacities for Enhanced Risk Management – Pilot Project MPF III PK (*RAPAK*)

Establishing Migrant Resource Centres (MRCs) in Sri Lanka (*MRC Sri Lanka*)

Capacity-building project aimed at implementing sustainable, rights-based border management practices in Iraq and Pakistan towards increasing border management and security and reducing irregular migration (*RBM Silk Routes*)

Whole of Government Approach to Migration Management in Iraq (*IMAG – IMED 2*)

Migration information and awareness raising on the risks of irregular migration in Iraq (*MIRAMI*)

Awareness raising and information campaigns on the risks of irregular migration in Pakistan (*PARIM 2*)

Migration Capacity Partnerships – Training Institute Hub for the Silk Routes Region (*MCP TI SR*)

Improving Migration Management & Migrant Protection in Selected Silk Routes and Central Asian Countries (*PROTECT – IMM2*)

Capacity building for long-term reintegration of returnees to Iraq (*CAIR 2*)

EU-India CAMM Support Project Phase 2 (*India CAMM 2*)

Budapest Process activities

MPF contribution to the Budapest Process

Migrant Resource Centre – Erbil 2023–2024 (*MRC NO Iraq*)

Sustainable reintegration of returnees and improved migration management in Pakistan (*Pakistan Return & Reintegration*)

Support to sustainable reintegration, return and migration in Iraq (*SMA MRC Erbil*)

Exchange of border management related information in Iraq (*NL IBM Iraq*)

Migrant Resource Centres in Basra and Middle Euphrates, Iraq (*NL MRC Iraq*)

Mediterranean

Border Management Programme for the Maghreb Region (*BMP Maghreb*)

Strengthening Capability for Integrated Border Management in Lebanon (*IBM Lebanon – Phase III*)

Euromed Migration V – Euro-Mediterranean dialogue and cooperation on migration, mobility and international protection (*Euromed V*)

Supporting Jordan in the Application of Advanced Standards in Document Security – Phase II (*DocSec2 Jordan*) – DSJ Doc Security Jordan II

Training Institute on Migration Capacity Partnership for the Mediterranean (*MCP Med*) – MPF

Governance de la migration – Phase II (*PROGRES II*)

Border Management Programme for the Maghreb Region – Tunisia component, Phase II (*BMP Maghreb TUN II*)

Mediterranean City-to-City Migration – Reinforcing Urban Capacity Partnerships (*MC2CM-RUCP*)

Netherlands Assistance to Lebanese Border Agencies Lebanon (*IBM*) – Phase V

Strengthening the Evidence Base for Migration Policies – Advancing the Central Migration Data Management Solution for Jordan (*MIDAM 2*)

Improving migration data management capacities of national institutions in Lebanon 2022–2023 (*MOFA SG SOC LEB*)

Advancing Libya's Border Security and Management (*ALBSaM*)

Strengthening the Tunisian Coastguard Training Pillar (*BMT TUN*)

EU training support to Libya's border security and management institutions (*BMT LY*)

French annual contribution – Partnership agreement (*French annual contribution*)

Support to Cross-Border Cooperation in North Africa (*CB Cooperation TUN*)

Integrated Border Management in North Africa (*IBM TUN IV-German*)

West Africa

Strengthening border security in Ghana (*ECTF-SBS Ghana*)

Strengthening the National Observatory capacity to tackle trafficking in persons in Cabo Verde (*OBSERVE-CV*)

Strengthening border and migration management in Ghana (*SMMIG 2*)

Modernizing the Nigeria Immigration Service Workforce (*MoNIS*)

Border Management Cote D'Ivoire

Enabling European private sector-driven labour mobility schemes for Nigerian technical professionals (*TechPro4Europe*)

Support to Free Movement of Persons and Migration in West Africa (*FMMII*)

School anti-Trafficking Education and Advocacy Project (*STEAP*)

Danish Support to ECOWAS – Demand-Driven Facility

Pan-Africa

Support to Africa-EU Migration and Mobility Dialogue II (*MMD II*)

Global/ Interregional Initiatives

Global EU Diaspora Facility (*EUDiF*)

Mobility Partnership Facility Phase III
(*MPF III*)

Migration Partnership Facility
(*MPF IV*)

EU-ICMPD joint initiative 'Migration
EU Expertise': providing short-term
expertise to partner countries to
enhance migration governance
(*MIEUX +*)

Incubating skills partnerships bene-
ficial to migrants, countries of origin
and destination (*INSPIRE Project*)

Logistical and technical support for
migration seminars in the EC neigh-
bourhood and enlargement countries
(*ATA DG NEAR I + II*)

Return and Reintegration Facility
(*RRF*)

Caretaker Programme – completion
and embedding of the activities &
projects of the European Return and
Reintegration Network (*ERRIN CT*)

J&V Migration Partnership
Programme (*J&V MPP*)

Global EU Diaspora Facility (*EUDiF*)
– Phase II

POLICY UNIT

FORWARD-LOOKING SOLUTIONS FOR DISPLACED PEOPLE

In 2023, amid a second year of war in Ukraine, ICMPD looked into EU Temporary Protection Directive implementation challenges and what will happen after this pivotal policy instrument has run its course. Despite uncertainties, both temporary protection and labour pathways for displaced people hold potential for innovative solutions.

The EU Temporary Protection Directive (TPD) has now been activated for nearly two years, offering immediate assistance to millions who sought refuge from the war in Ukraine. While it has been praised for its success, uncertainty remains about what will happen once it ends.

Our efforts throughout 2023 centred on an analysis and discussions with ICMPD and Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) Member States to explore potential solutions leading up to the critical date of 5 March 2025, when the TPD is set to end.

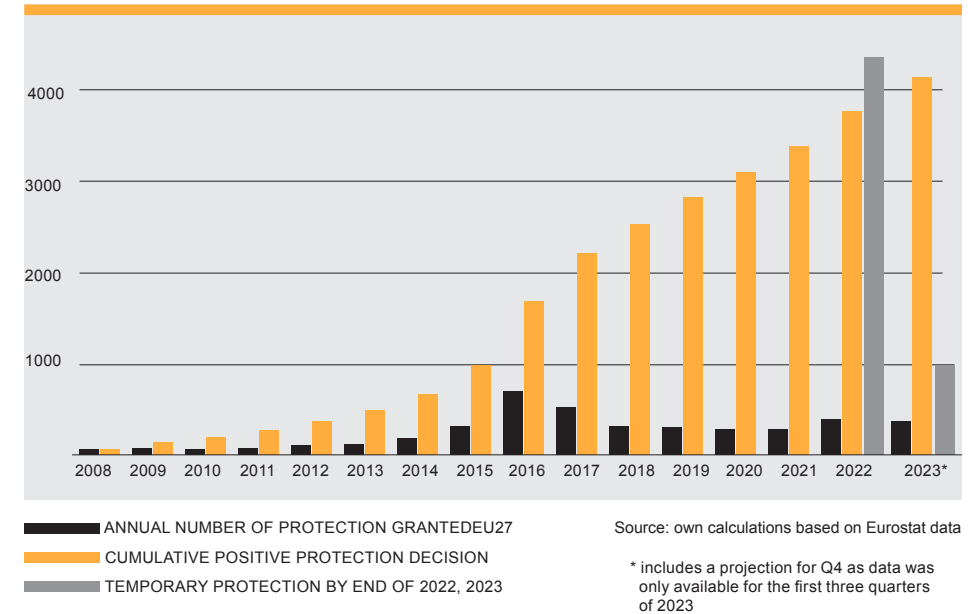
Going beyond the future of temporary protection itself, our analytical work also assessed the various ways in which govern-

ments have been implementing the TPD. While some Member States opted to extend access to mainstream services or develop more tailored support, others limit services to those granted to asylum seekers or international protection applicants. As part of a broader study on the Reception Condition Directive for the European Parliament's LIBE Committee, ICMPD examined how reception has been organised under the TPD.

Publications

- Creative approaches to boosting the employment of displaced Ukrainians in Central and Eastern Europe
- Germany's Western Balkans Regulation: Inspiration for facilitating refugee labour mobility?
- Options to remain when EU temporary protection ends
- Responding to displacement from Ukraine: Past, present, and future policies
- Tapping displaced talent: Policy options for EU complementary pathways

In 2022 and 2023, EU Member States granted more people temporary protection than cumulative protection to asylum seekers since 2008



EMPLOYMENT FOR REFUGEES IN EUROPE AND BEYOND

As employment is a vital strategy for displaced Ukrainians seeking to rebuild their lives abroad or sustain themselves until it is safe to return, labour market integration has been an important component of government responses. Last year, we examined innovations in labour market integration, with a focus on Central and Eastern Europe.

Employment is an important element of integration for those who are already within the EU, but it is also a promising alternative or complementary pathway for displaced persons elsewhere. Our investigation has found that, while the talent that refugees possess is often overlooked in policy and public discussions, skills-based policies such as complementary labour pathways can bring tangible benefits for refugees, receiving employers and economies, and countries of first asylum.

Commentaries

- Asylum seeker dispersal policies – Setting the stage for successful integration?
- Can the EU Talent Pool drive complementary pathways to the EU?
- Challenging misconceptions on human mobility and climate change
- Displacement, integration, and return: What remote work possibilities for Ukrainians?
- Temporary protection: 18 months in force, 18 to go – and then?
- Temporary protection for Ukrainians in Moldova: Achievements and challenges
- Same but different: Strategies in the global race for talent
- The clock is ticking for temporary protection: What comes next?

RESEARCH UNIT

NEW RESPONSE TO ONLINE-FACILITATED HUMAN TRAFFICKING, CHILD SEXUAL ABUSE AND EXPLOITATION

The widespread use of Information and Communication Technology (ICT) has significantly transformed global communication and cooperation. While the facilitation of online communication has undeniably supported income-generating activities, it has also given rise to online crimes, including forms of extreme exploitation. A research consortium aims to enhance prevention measures, victim protection and the effectiveness of investigations.

Digital and information technologies have brought about manifold benefits, but simultaneously, they have opened new avenues for human traffickers and perpetrators of child sexual abuse and exploitation (CSA/CSE), presenting complex challenges on a global scale. In response to this multifaceted scenario, ICMPD is part of a large-scale EU-funded research consortium that delves into leveraging cutting-edge technological advancements and innovative strategies aimed at comprehensively addressing the challenges posed by online-facilitated exploitation.

Through an interdisciplinary, international and victim-centred approach, research partners, law enforcement agencies and NGOs from Europe, Asia and Latin America collaborate with the primary goal of strengthening prevention measures against online-facilitated trafficking in human beings and child sexual abuse and exploitation, increasing the effectiveness of investigations of these

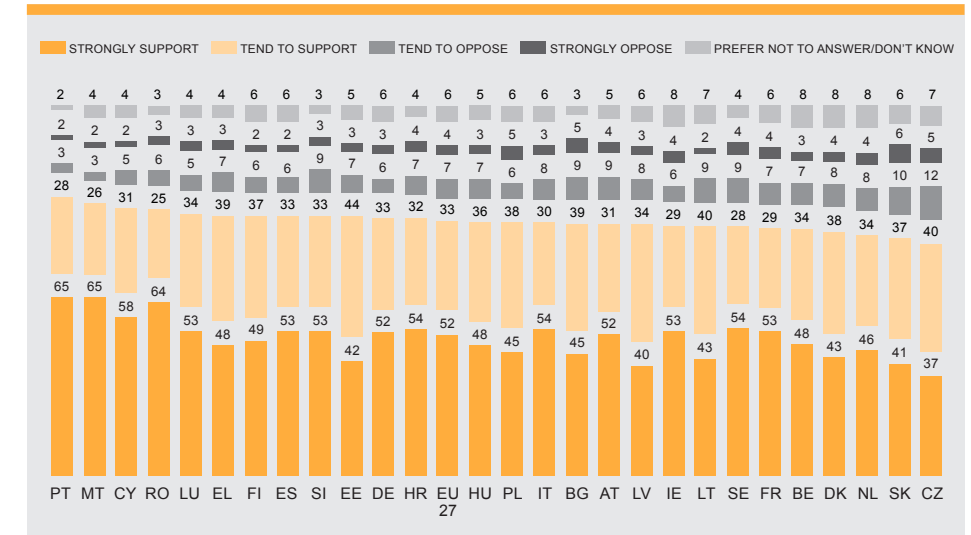
crimes, and enhance victim protection within this specific and sensitive context.

HIGHLY COMPLEX OFFENCES

The online aspects of these offences have led to new features of exploitation, necessitating an adaptation of the existing legal framework. The complexities are exacerbated by the multijurisdictional facet of these crimes, posing substantial challenges for law enforcement and the judiciary alike. International cooperation becomes imperative when crucial elements such as evidence, victims or witnesses are situated abroad, as is often the case with online-facilitated abuse and exploitation.

However, such cross-jurisdictional collaboration encounters numerous obstacles, including disparities in national laws and regulations, organisational differences, or difficulties in cooperation such as the transfer of material evidence, testimony and

EU citizens support the use of AI to detect online child sexual abuse material



Source: Flash Eurobarometer 532: Protection of children against online sexual abuse report, 2023

Finding Agreement in Return

ICMPD is part of a large-scale European research initiative that promises to strengthen the governance of return migration in the EU, addressing the legitimacy issues around return migration policies and alternatives. In the coming years, the project will generate new insights into the factors and processes that either foster or impede the legitimacy and effectiveness of related policies. The initiative places the perspectives of non-EU realities centre stage and brings together multidisciplinary expertise from academic, policy research, governmental and migrant advocacy organisations across Europe, Africa and the Middle East.

documents. Furthermore, the specific nature of exploitation demands specific technical expertise, tools and additional resources for effective investigation which are not uniformly accessible.

A MANUAL FOR FRONTLINE RESPONDERS AND PRACTITIONERS

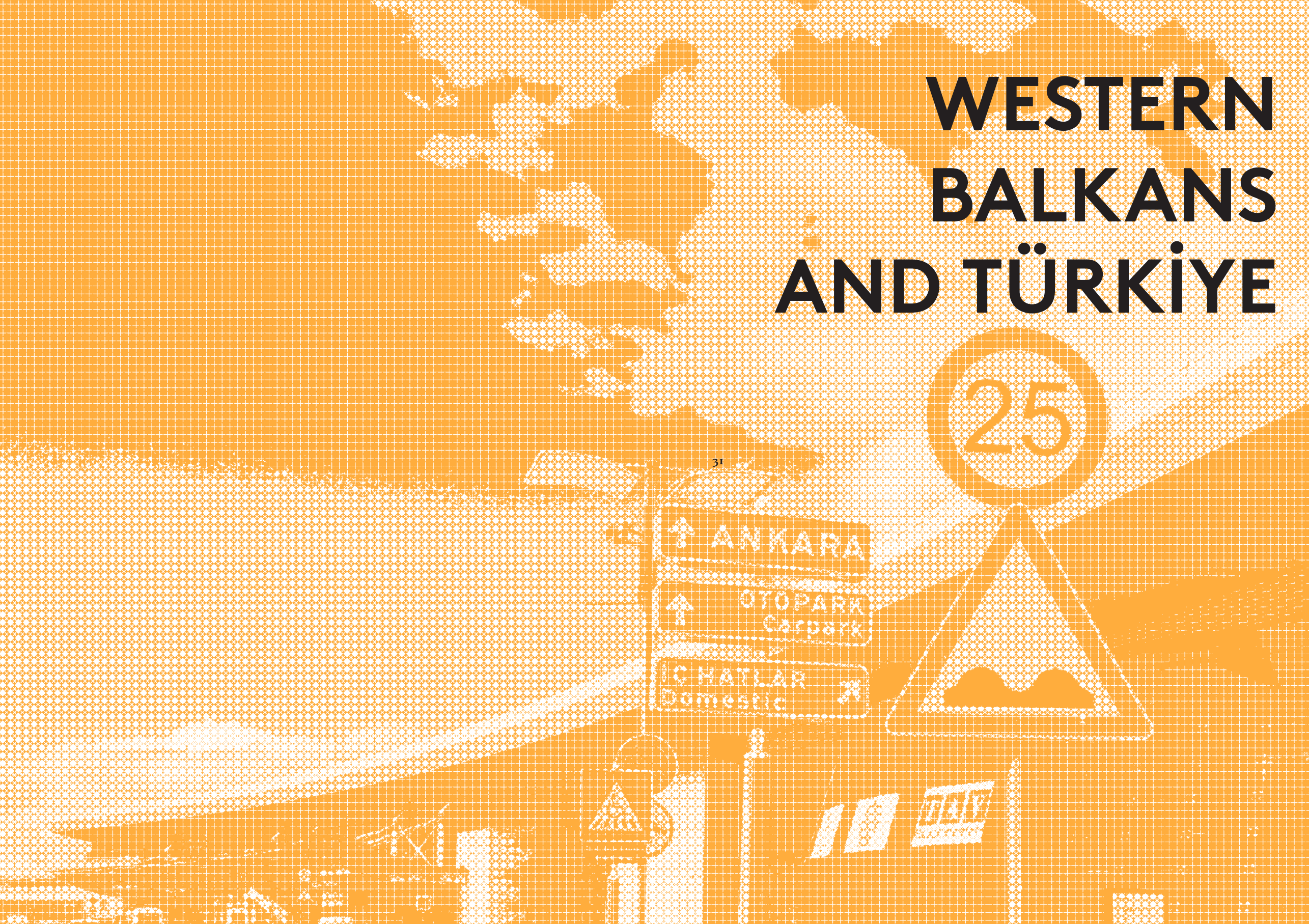
ICMPD's Research Unit, in collaboration with ICMPD's Anti-Trafficking Programme, contributed to the consortium's efforts by assessing existing legal frameworks from a comparative perspective and conducting a nuanced examination of the treatment of victims in criminal proceedings related to online-facilitated exploitation.

Moreover, the development of a practical Manual for Early Identification of Potential Victims of Trafficking in Human Beings and Child Sexual Abuse and Child Sexual Exploitation serves as a tangible tool to support frontline responders and practitioners in

identifying potential and actual victims in the course of their daily responsibilities.

The valuable insights and findings will further inform the projects' efforts in developing various cutting-edge tools to serve improved prevention, investigation and victim assistance.

WESTERN BALKANS AND TÜRKİYE



WESTERN BALKANS AND TÜRKİYE REGION

ICMPD continued to play a major role in addressing the multifaceted demands of the very diverse migration situation in the Western Balkan countries and Türkiye.

Migration Governance

In order to address the diverse needs deriving from the multifaceted migration situation within the region as well as the needs of migrants and refugees, ICMPD contributes to migration governance through complementary actions covering series migration and border management issues, addressing root causes of migration and strengthening the situation of migrants and refugees.

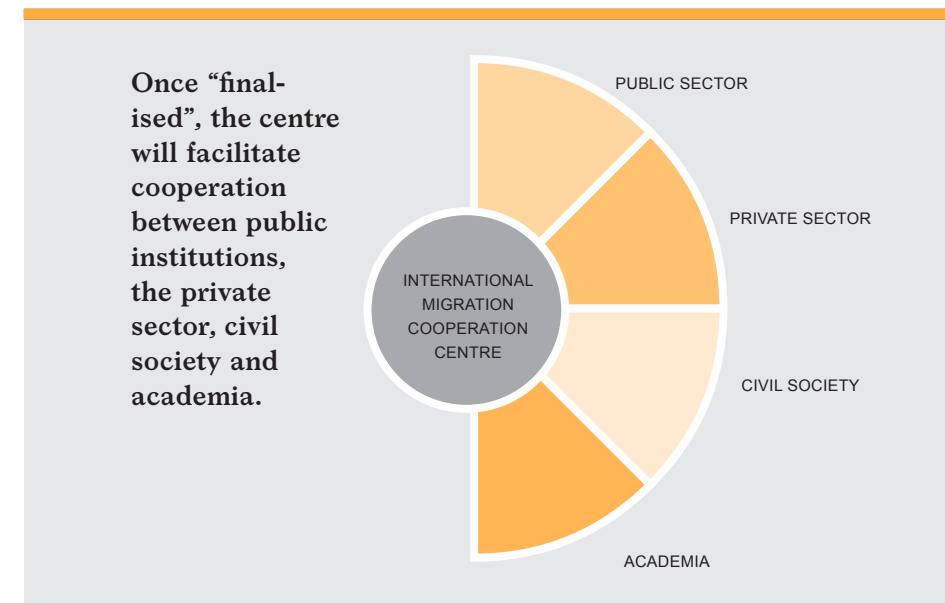
Alternatives Measures to Administrative Detention – ENACT. The establishment of voluntary return coordination centres through the UK-funded RETOUR project completed a fully functioning national voluntary return system.

Complementing these implementations in the voluntary return field, ICMPD also supported the strengthening of operation capacity and implementation of the non-voluntary return mechanism in line

through the National Assisted Voluntary Return (NAVR) project, which is funded by the Netherlands, Denmark and Norway.

This project is complemented by two projects funded by Switzerland: Return Counselling – RECONNECT, and Application of

The New International Migration Cooperation Centre in Istanbul



with international standards through the UK-funded projects COMPLEMENT and CONTRIBUTE. Both foster cooperation with relevant countries of origin and support the process of strategy and policy development.

COORDINATED BORDER MANAGEMENT

In the area of border management, the EU-funded IBM4TR and NACORAC projects’ overall objectives were realised by establishing a separate Directorate General for Border Management within the Presidency of Migration Management to enhance the coordination of border management and risk assessment functions.

ICMPD continued its work on improving the situation of Syrians under temporary protection in Türkiye by supporting local communities, for example, as well as by providing access to university education supported through the EU-funded ENHANCER and BEURS projects. They

developed partnerships with the private sector and local business ecosystem stakeholders to create new jobs within the communities and provide scholarships to university students.

To roll out a more coordinated approach of countries to manage migration along its major routes, ICMPD is working on establishing the International Migration Cooperation Centre in Istanbul. It is being built to facilitate cooperation between public institutions, the private sector, civil society and academia. 2023 brought a significant amount of progress.

UNDERSTANDING WHAT’S NEW

In the Western Balkans, ICMPD implemented the REPACT project. Funded by Germany and initiated by North Macedonia, the project aims to provide and share a good understanding of the new EU Pact on Migration and Asylum as well as to facilitate

EASTERN EUROPE AND CENTRAL ASIA

the identification of possible synergies to further strengthen migration management in the Western Balkans. It also aims to improve cooperation with the EU in light of the implementation of the EU Pact on Migration and Asylum.

In Serbia, ICMPD supported migration management by implementing the KIRS project for supporting the Commissariat for Refugees and Migration and the Link Up! Serbia II project by facilitating cooperation with the diaspora and supporting local development. In Bosnia and Herzegovina, the expansion of the facilities in the Lipa temporary reception centre was supported through an EU-funded project.

Kosovo* was supported through the Swiss-funded MIMAK and MIK projects that provide overall institutional capacity building and fulfil infrastructural needs. Regular consultations with other Western Balkan countries took place to identify new areas where support is needed.

* All references to Kosovo in this document should be understood to be in the context of United Nations Security Council resolution 1244 (1999).

SUPPORT FOR UKRAINE REMAINED IN FOCUS

As Russia continued to attack its neighbour, ICMPD intensified its projects in and outside Ukraine to support the country and its citizens. The European Union's decision to launch accession talks with Ukraine and Moldova and grant Georgia candidate status are highly welcome.

Building Resilience and Preparing for the EU

In 2023, hundreds to thousands of Ukrainian citizens in Czechia, Germany and Poland were assisted by the ICMPD Ukrainian Consultation Centres. Post-Temporary Protection Directive solutions and use of human capital potential in resilience and reconstruction were and will be in focus over the coming years. The impact and consequences of the war on the entire region's economy, politics, demographics and society are being monitored and analysed. The EU's decisions to launch accession negotiations with Ukraine and Moldova and to grant candidate status to Georgia are a historical political impetus of 2023.

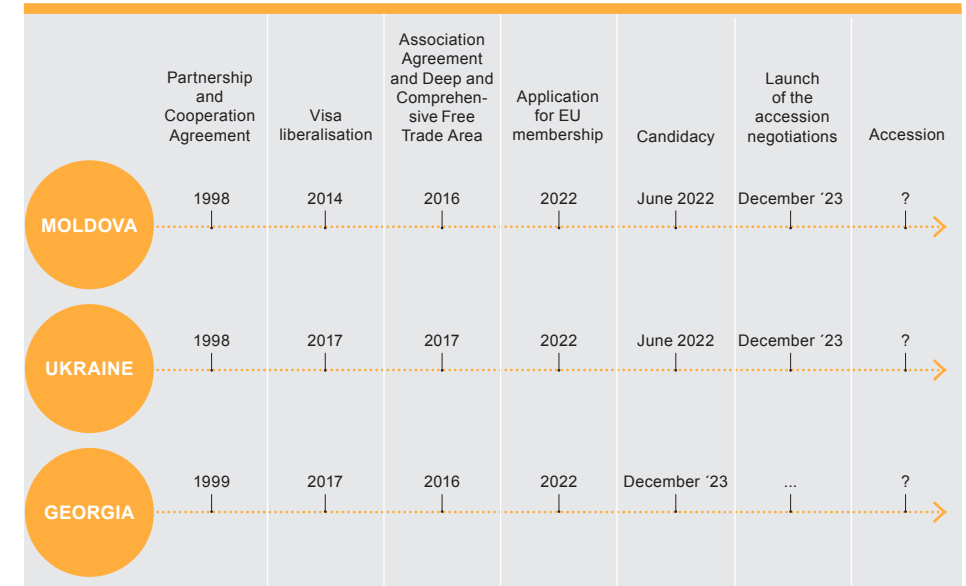
In 2023, the EECA Regional Office expanded its geographic outreach to help Ukrainians who had left their country because of Russia's aggression. It established Ukrainian Consultation Centres in Berlin, Gdansk and Prague and started to support a call centre in Warsaw. Furthermore, work began on Migrant Resource Centres in Dushanbe, Osh and Tashkent.

ICMPD welcomed the European Union's historic decision to open accession talks with Ukraine and Moldova and grant candidate status to Georgia. ICMPD is well suited to support their rapprochement with EU acquis and interaction with other accession candidates as it has cooperated and worked with them on several projects for a number of years. Drafted in 2023, the ICMPD Ukraine Strategy for 2024–2027 underlines ICMPD's commitment to Ukraine's resilience and reconstruction.

ICMPD's support for Ukraine is manifold: the ongoing EU4IBM-Resilience

project focuses on integrated border management, providing modern equipment, communication and capacity building. The German- and Czech-funded RRR Ukraine project supports the resilience and recovery of migration and consular governance, contributing to safe international mobility for Ukrainians. The project operates consultation centres for displaced Ukrainians, addresses diasporas and supports the State Migration Service and Foreign Affairs Ministry.

Key Milestones in the Rapprochement of Georgia, Moldova and Ukraine to the EU



After completing a module of the SCOP Moldova project funded by Germany for the General Inspectorate for Migration, the Czech-funded SCOP component began, supporting the work of the Moldovan General Inspectorate of Border Police at the green border with Ukraine. The Polish-funded CareFor project to improve rights-based reception capacities in Moldova concluded successfully.

SUPPORT IN BUSINESS AND DEVELOPMENT AREAS FOR MIGRANTS AND DIASPORA

By handling applications for non-financial assistance (EU4IMPACT in Armenia), grants to civil society (BOMCA 10 in Central Asia, STREAMinG in Georgia) and procurements, ICMPD supports migrants

and diaspora members in various business and development areas. In Georgia and Armenia, ICMPD continues to address civil society for migration policy dialogue, innovative approaches to mobility and start-ups, and cooperation with migration authorities in policy areas and capacity building (Georgia: STREAMinG, EMLINK; Armenia: EMICS-2, RRF).

Launched in 2023, the EU-funded PROTECT project addresses labour migration in Central Asia, opening Migrant Resource Centres and supporting migration governance framework development.

For the second time in a row, the summer school in Azerbaijan brought together local and Ukrainian students, building upon long-lasting experience and a solid curriculum.

PRAGUE PROCESS

Following the Fourth Ministerial Conference in October 2022, 2023 started with a survey of the participating States to identify their specific priorities within the newly endorsed Action Plan 2023–2027.

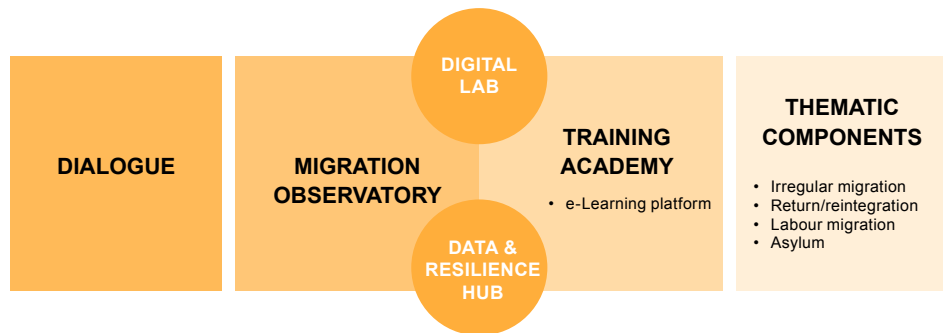
Their responses formed the basis for the conceptualisation of the fourth phase of Prague Process cooperation, elaborated by the Czech Republic with the support of the Secretariat. Following its approval by the Strategic Group and Senior Officials' Meeting (SOM), the concept was also supported by the European Commission. Thanks to funding from DG HOME, the Comprehensive Action Plan Support (CAPS) was launched under the Migration Partnership Facility (MPF) on 1 July 2023, covering the entire duration of the action plan.

As per the ministerial documents, this fourth phase of Prague Process cooperation entails some novel elements, such as the Digital Lab and the Data & Resilience Hub, which aim to address the specific needs highlighted by the participating States. Moreover, four state-led thematic components will tackle the identified priority

areas of the action plan – namely, 1. irregular migration and migrant smuggling (Hungary with Kyrgyzstan); 2. readmission, return and reintegration (Czech Republic with Moldova); 3. legal and labour migration (Romania); 4. asylum and international protection (Lithuania). Overall, the thematic components foresee the implementation of 24 activities within a two-year period, including workshops, training courses, online meetings, study visits and expert missions.

Forging Operational Cooperation and Synergies

To enhance their operational cooperation, the Prague Process States were introduced to the possibilities offered by the Migration Partnership Facility (MPF) and Return and Reintegration Facility (RRF). 2023 also saw the strengthening of synergies with key stakeholders such as EUAA, EMN, GDISC and OSCE.



SILK ROUTES

A REGION STILL HEAVILY AFFECTED BY MIGRATION

In 2023, ICMPD continued its work to provide objective information to potential migrants in the region and its support to governments and institutions to improve border control, risk assessment, and return and reintegration programmes.

Border Management in Iraq

The government of Iraq is finalising the endorsement of the National Integrated Border Management Strategy. ICMPD has contributed by providing a feasibility study, piloting quality control mechanisms, and providing technical assistance to the National IBM Committees. ICMPD is providing further support in the form of training, curriculum development, refurbishment of training facilities, development of trainers, facilitation of information exchange and of international cooperation, and provision of operational equipment.

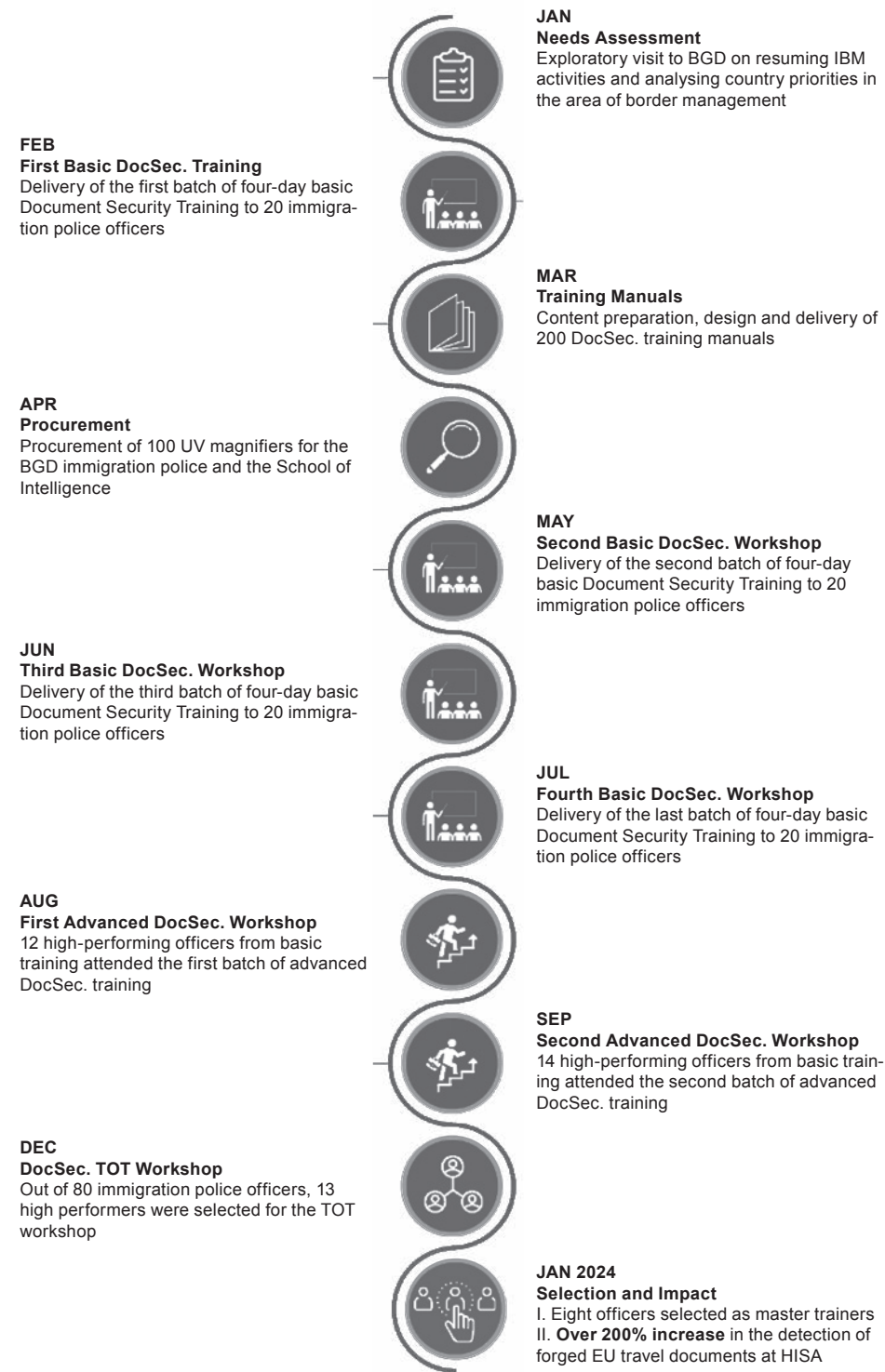
visit and the signing of a Memorandum of Understanding with the India Council of World Affairs (ICWA), ICMPD will be in a strong position to implement the 2023–2024 Work Programme linked to the Common Agenda for Migration and Mobility objectives.

system, resulting in the Minister's endorsement of a Policy for Integrated Risk Management.

IN DIALOGUE WITH INDIA

Reflecting the rapid growth of ICMPD's Member States in developing bilateral migration partnerships with India, ICMPD began the second phase of its long-standing support to the EU-India High-Level Dialogue. Punctuated by Director General Michael Spindelegger's

IBM SR Project Activity Implementation in Bangladesh Document Security Training Workshops in 2023



In 2024, the focus in Pakistan will be on shaping a targeted national reintegration policy, establishing the Labour Market Research Cell, integrating migration into skills development, and safeguarding migrant workers.

There are plans to establish a Silk Routes hub of the Malta-based Migration Capacity Partnerships Training Institute in Pakistan and Iraq. Its aim is to coordinate the delivery of EU-accredited migration training in the two countries and to fill capacity gaps in the national migration governance systems.

SUPPORTING THE REGION IN 2024

In Iraq, ICMPD will bolster the Iraqi government’s capacity for sustainable reintegration through the expanded reach of Migrant Resource Centres in other governorates, starting with the Kurdish region of Iraq.

Supporting Afghans on the move in exploring safe and legal migration options remains our focus. Through the Migrant Resource Centre – Afghanistan, virtual outreach and counselling will continue in partnership with the EUAA.

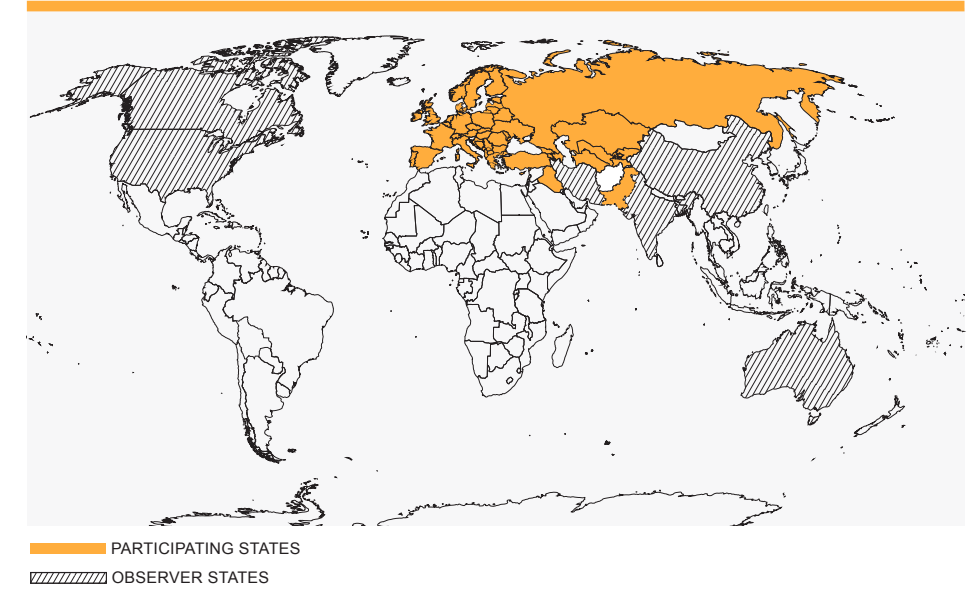
In Bangladesh, ICMPD will prioritise the development of human and institutional

capacities within border control agencies, particularly of the Immigration Police and the School of Intelligence within the Special Branch of Police. The goals are to finalise the document security master training programme, to establish a second line of control at the newly constructed terminal of Hazrat Shahjalal International Airport, to renovate the forensic lab of the Special Branch, and to revise the training curriculum for new recruits of the Immigration Police.

2024 also presents new opportunities for better protection and awareness of potential and outgoing Sri Lankan migrants through the opening of the first Migrant Resource Centre in this country.

THE BUDAPEST PROCESS

The Silk Routes Partnership for Migration

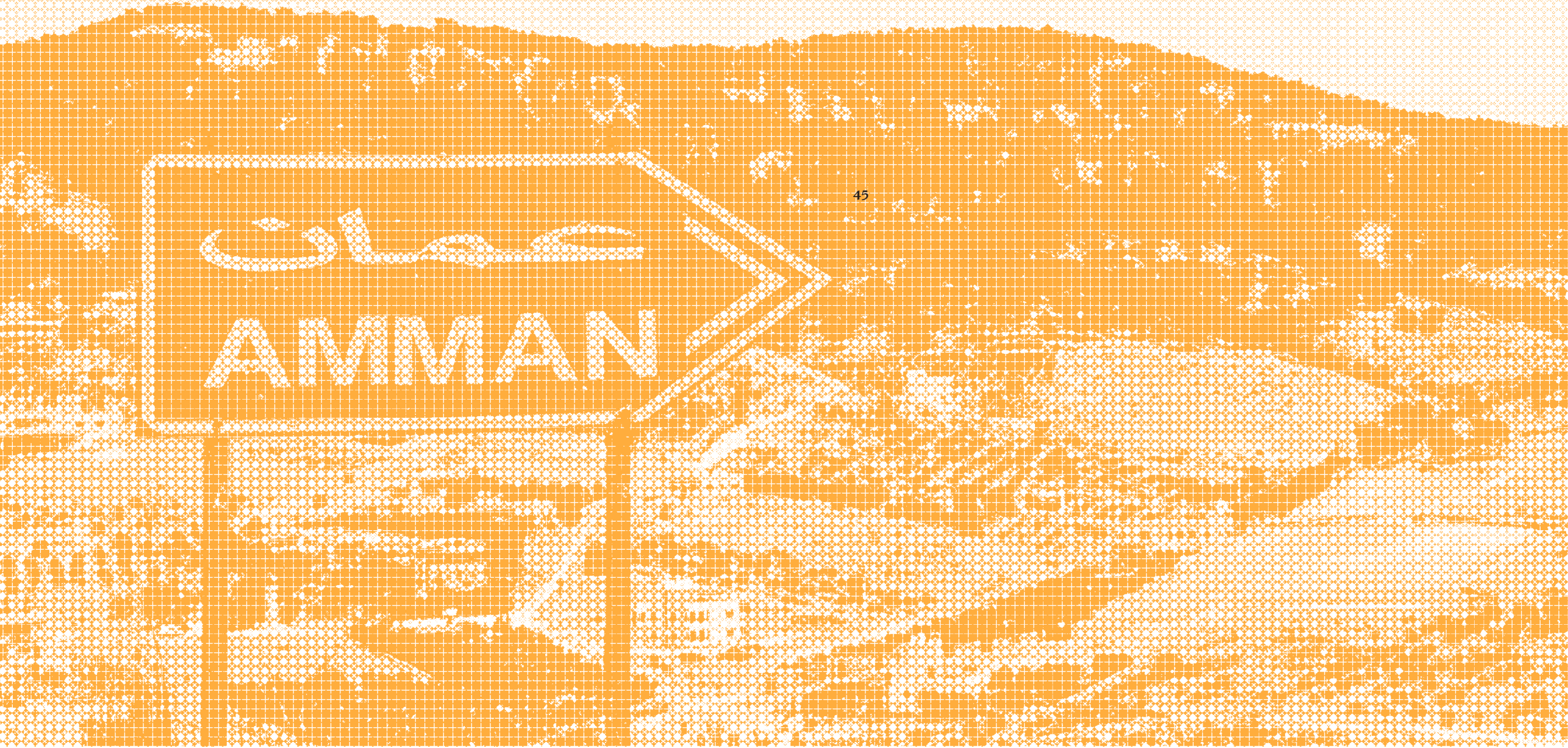


2023 marked 30 years of cooperation with and within the Budapest Process dialogue. Aside from regular meetings and activities, 2023 focused on the initiation of discussions for the new Ministerial Conference.

In 2024, the Budapest Process will complete its Implementation Plan and is preparing for its Seventh Ministerial Conference, with negotiations underway for the ministerial declaration and next five-year action plan. Irregular migration and labour migration continue to be a focus for the dialogue, with specific emphasis on migrant smuggling, return and reintegration, trafficking in persons and developing skills partnerships for labour migrants. To that end, the three thematic working groups, which

focus on law enforcement cooperation, return and reintegration, and legal pathways for migration, will continue to meet in 2024. The Community of Law Enforcement Practitioners will also convene regularly and build upon its previous workshops.

MEDITERRANEAN



JOINT LEADERSHIP AND SHARED RESPONSIBILITY

After being endorsed in the previous year, 2023 saw the Migration Capacity Partnerships for the Mediterranean, the delivery framework for the ICMPD strategy, anchored internally and externally. Designed to deliver effective capacity-centred migration partnerships, they make joint leadership and shared responsibility a reality between Europe and its southern neighbours.

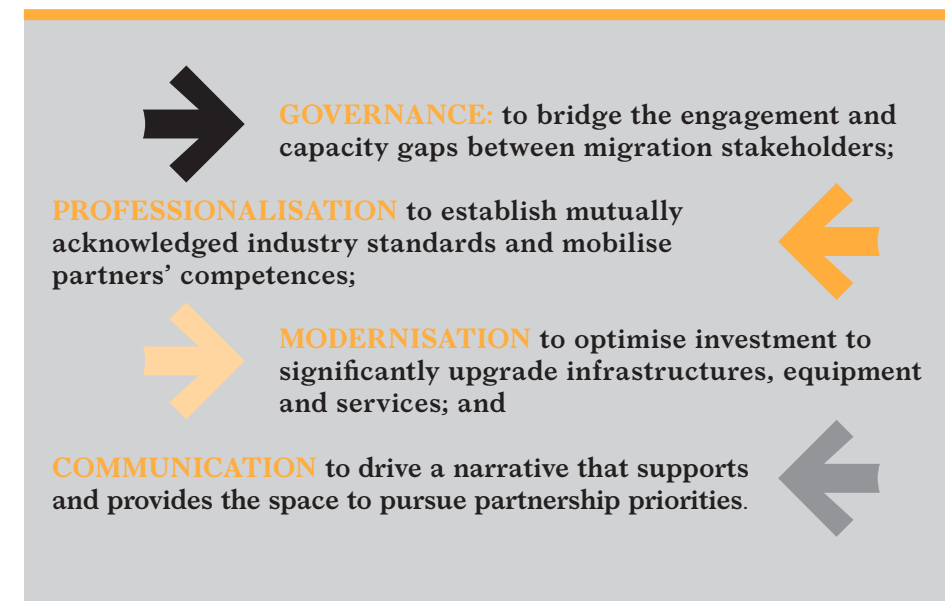
Professionalisation – Jordan Chair

2023 has seen the highest number of irregular arrivals in the EU since the 2015-16 so-called crisis. Once again, the Mediterranean is the hotspot. During the “crisis”, Greek islands were the main entry point, then a few years ago the Strait of Gibraltar was the centre of preoccupation, while last year the Central Mediterranean, Tunisia and Lampedusa were in the spotlight. Routes shift! The Euro-Mediterranean region was, is and will remain strategically paramount to the EU’s external dimension of migration and is therefore of great importance for ICMPD as an organisation.

The essence of partnership is sharing. An understanding, a vision, capacities, leadership, responsibilities. Whatever it implies, sharing is at the heart of it. The Migration Capacity Partnerships for the Mediterranean (MCP Med) is ICMPD Mediterranean enacting ICMPD’s vision of “connecting people and driving innovative solutions to today’s

Embodying the MCP Med Delivery Framework in action, the Integrated Border Management III Tunisia project delivers practical, operational and mutually beneficial solutions. In this action, multidimensional governance is at play, both internationally – with Tunisia partnering with Austria, Denmark, Germany and the Netherlands – and nationally, bringing together Tunisian border guards, customs and border police to modernise their capacities with two brand new joint training centres, and accompanying their professionalisation with accredited training curricula, premises and trainers with the MCP Med Training Institute. By investing in partners’ capacities we are investing in our own, multiplying mobilisable assets, and communicate this in capacity partnerships.

The Four Drivers of the MCP Delivery Framework



most complex regional migration opportunities and challenges”. At the same time it provides distinct value to Member States and their Mediterranean partners: sharing a coherent vision of migration cooperation with the southern neighbourhood, and together delivering capacity-centred solutions for migration and mobility challenges.

The paradigm of cooperation is evolving. The prioritisation of migration in cooperation frameworks translated to major investment on both sides of the Mediterranean. As a result, the concept of capacity is also evolving in an ever more resource-intensive field. Mobilising significant resources to develop capacities has become imperative.

CAPACITIES DETERMINE SUCCESS OF MIGRATION PARTNERSHIPS

ICMPD’s action in the region is articulated around the four drivers of the MCP delivery framework as listed above.

In this regard, capacity no longer refers exclusively or primarily to knowledge, skills, competences, legal and institutional frameworks or the “software” of migration governance, since it also applies to technological means, infrastructure and equipment or “hardware”.

Soft or hard, capacities are, and will remain, essential to ushering in a new era of cooperation. Capacities will determine the success or failure of migration partnerships.

EUROMED

The genesis of ICMPD's Mediterranean story was written 20 years ago in Valletta, Malta, and Alexandria, Egypt. The conferences held in these two cities built the foundation of cooperation on migration in the Euro-Mediterranean region. In 2021 in Valletta, EUROMED Migration launched the consultation process to design the next era of cooperation on migration in the region. In 2023, marking 20 years of the Alexandria Consultations, this process came to a close back in Alexandria with a conference on Migration Capacity Partnerships in times of polycrisis.

Over these two years of an intensive consultation process, EUROMED Migration showcased the benefits and significant multiplier effects of investing in governance capacities, bridging states with local authorities, civil society and academia.

Preparing for tomorrow today, EUROMED invested in the professionalisation of migration stakeholders with the Training for Young Migration Professionals (TYMP), organised in cooperation with the MCP Med Training Institute, and open to recent graduates or junior officials from the EU Southern Neighbourhood. It also integrated the fast-developing

impact of the digital revolution and machine learning and the subsequent needs and benefits of modernising migration governance capacities.

Keeping the pace and capitalising on 10 years of work on the issue, it held its annual Euro-Mediterranean Migration Narratives Conference, gathering communication and migration officials from across the region to tackle one of the most challenging migration-related issues: communication.

Communication on Migration

EUROMED's work on communication on migration was in the spotlight at the summit of the Global Forum on Migration and Development chaired by France. Capitalising on a decade of expertise development in an ever more crucial field, EUROMED led the elaboration of the Global Migration Narratives Outlook.

MC2CM

The MC2CM project is coming to an end after a successful phase focused on the capacity-development needs related to governance and communication for local stakeholders in Morocco and Tunisia.

By reinforcing the city stakeholder groups, developing road maps for consolidation of multistakeholder consultations, and focusing on developing the capacities needed by local officials, the project supported local actors in facing migration realities in a resilient way, and equipped participating municipalities with tools and training opportunities in the field of project management, migration knowledge and stakeholder engagement. It also provided practical solutions to carry out stakeholder mapping and develop city migratory profiles to enable evidence-driven policy-making.

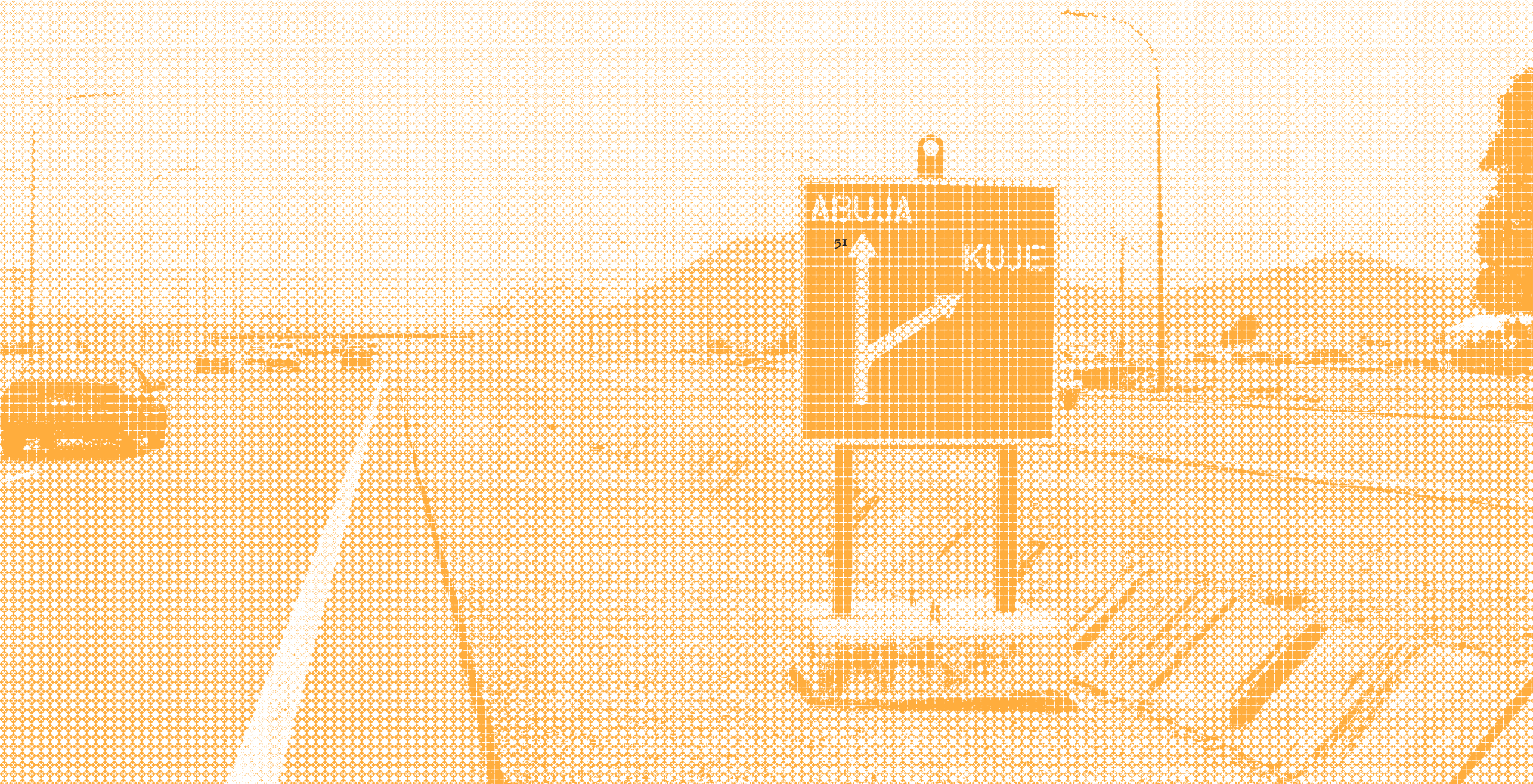
Importantly, MC2CM focused on migration communication and citizen engagement needs by promoting peer learning with past MC2CM partners.

Replicability of successful experiences was also encouraged as in the case of the cities of Sfax and Beirut to work on developing a crisis communication cell to improve the responsiveness of city stakeholders. Via cooperation with the Training Institute on Migration Capacity Partnerships, all the bespoke training modules developed by MC2CM based on the cities' needs will continue to be delivered to local officials in the municipalities by certified trainers as a sustainability strategy.

New Information Desk in Casablanca

Project partners inaugurated an Information Desk in Casablanca for the professional placement of migrant workers and developed a mobile app to guide migrants through services offered by the city. Mindful of the sustainability of the action, the desk will be operated by the municipality in cooperation with relevant ministries.

WEST AFRICA



ENHANCING CAPABILITIES AND COOPERATION

ICMPD's work in West Africa continued to support national institutions and their collaboration with other countries in the region to improve the management of migration flows, combat trafficking and support vulnerable populations.

West Africa is a showcase for remarkable progress in migration management and border security across the region. Through the concerted efforts of projects such as the Strengthening Border Security in Ghana (SBS), Strengthening Migration Management in Ghana (SMMIG), Modernizing the Nigeria Immigration Service (MoNIS), and the Organised Crime West African Response to Trafficking (OCWAR-T), alongside the Return and Reintegration Facility (RRF), ICMPD has significantly contributed to enhancing the operational capabilities of national institutions, fostering regional cooperation, and improving the management of migration flows.

Each project, tailored to address specific challenges, underscores a commitment to operational excellence, anti-corruption measures, and the strengthening of legal and institutional frameworks to combat trafficking and support vulnerable populations.

As part of the SBS project, significant progress was made in increasing the capacity of the Ghana Immigration Service (GIS). This included the development of a standardised training curriculum for GIS and advancing the conceptualisation and operationalisation of Joint Mobile Teams (JMTs) through comprehensive training sessions and workshops.

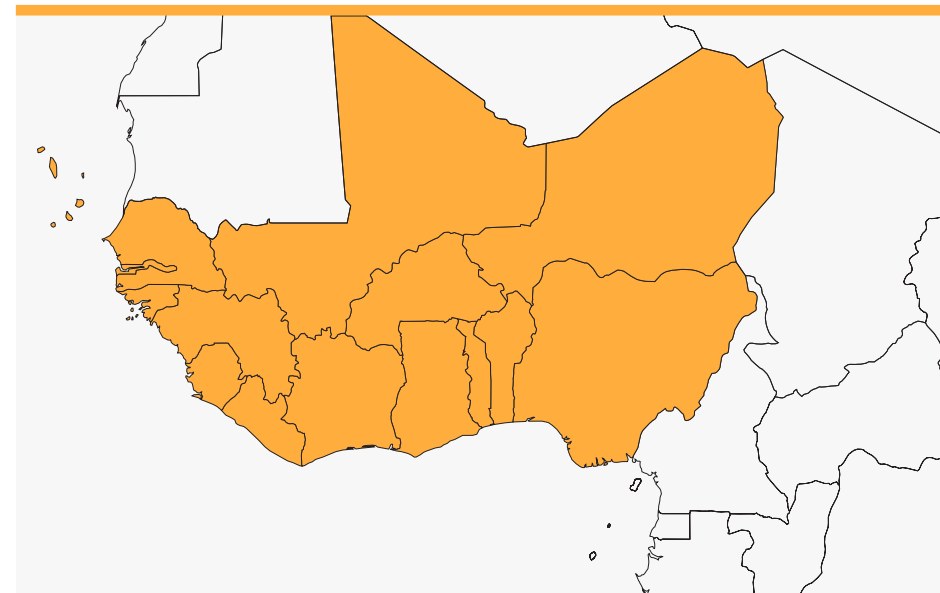
Procurement of essential equipment and the modernisation of GIS's human re-

sources system demonstrated a commitment to bolstering both operational and organisational capacities. The launch of the GIS Code of Conduct, accompanied by an awareness-raising campaign, underscored the commitment to anti-corruption measures. Regional cooperation was enhanced through a sub-regional workshop, fostering collaboration among neighbouring countries in addressing cross-border challenges.

INCREASING THE CAPACITY OF THE GHANA IMMIGRATION SERVICE

The SMMIG project achieved significant outcomes, marked by the successful launch of the GIS Strategic Plan (2023–2029) and the comprehensive renovation of the Kumasi Document Fraud Office, officially commissioned by high-ranking officials. Several training sessions were conducted for selected GIS officers, encompassing areas such as document fraud detection, cybersecurity fundamentals and investigations. The project also facilitated an experience-sharing session between the GIS Legal Directorate and the Ghana Judicial Service. During this session, justices imparted knowledge to GIS lawyers on case preparation, aiming to improve conviction rates. These achievements collectively highlight the multifaceted advancements

The West Africa Region



ICMPD'S WEST AFRICA REGION COMPRISES 15 COUNTRIES BETWEEN CABO VERDE AND NIGER.

made under the SMMIG project, making significant strides in strengthening GIS capabilities, improving infrastructure and enhancing the skills of personnel.

MODERNISING THE NIGERIA IMMIGRATION SERVICE (MoNIS)

In Nigeria, the MoNIS project, funded by the Danish Ministry of Foreign Affairs and implemented by the International Centre for Migration Policy Development, has made significant strides in transforming the Nigeria Immigration Service. The successful validation of the Career Progression and Training Policy Framework and the Gender Mainstreaming Policy in 2023 was a high point in project implementation. Aimed at reforming the NIS's approach to human resource management, the project's focus on career progression, virtual learning and gender mainstreaming has laid the groundwork for a more efficient and equitable service. By linking training directly to

career advancement and operational effectiveness, NIS officers will gain the competence they need for effective border management in Nigeria.

ICMPD has supported the development of 70 training courses and standard operating procedures. This partnership promises to significantly improve the NIS's operational efficiency and responsiveness, marking a major step forward in public service reform and laying a strong foundation for a more skilled, inclusive and professional immigration service in the years to come. The establishment of a demand-driven training framework will be a game-chang-

Partnership in Nigeria

ICMPD has supported the development of 70 training courses and standard operating procedures at the Nigeria Immigration Service. This partnership promises to significantly improve the operational efficiency and responsiveness of the agency, marking a major step forward in public service reform and building a strong foundation for a more skilled, inclusive and professional immigration service in the years to come.

PAN- AFRICA

Regional Capacity Building

In 2023, 460 participants attended 15 capacity-building workshops or conferences held in Benin, Burkina Faso, Cabo Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Niger, Nigeria, Senegal and Sierra Leone.

er, enabling the NIS to identify and meet training needs, customise training delivery, and ultimately foster a culture of continuous improvement and development among its officers.

ORGANISED CRIME – WEST AFRICAN RESPONSE TO TRAFFICKING (OCWAR-T)

Through the OCWAR-T project, which ended on 31 December 2023, ICMPD achieved significant results in 2023, such as the operationalisation of national referral mechanisms for victims of trafficking in Niger and Guinea, through capacity building of first-line responders, capacity building for criminal justice actors in investigation and prosecution techniques (Guinea and Niger), development and adoption of anti-trafficking strategies and action plans (e.g. Cape Verde), development and adoption by the ECOWAS Member States of standard operating procedures (SOPs) for the Regional Referral Mechanism (RRM) for victims of trafficking and the setting up of platforms and tools to strengthen bilateral cooperation between countries to combat trafficking. In total, in 2023, 460 participants

attended 15 capacity-building workshops or conferences held in Benin, Burkina Faso, Cabo Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Niger, Nigeria, Senegal and Sierra Leone.

SUPPORT FOR THE REINTEGRATION OF VULNERABLE PERSONS

In 2023, ICMPD pursued its engagement to advance the institutionalisation of processes related to service provision and the development of a clear and accountable referral pathway for returnees coming back to Nigeria. The projects aim to support the reintegration of vulnerable persons, including victims of trafficking (PROSPECT). A Governance Framework for Return and Reintegration has been developed and approved by the Working Group on Return and Reintegration to strengthen coordination among actors. A catalogue/directory of service providers has also been developed to improve the visibility of service providers across the country.

MULTIFACETED SUPPORT: DIALOGUES IN ACTION

The multifaceted Africa-EU Migration and Mobility Dialogue (MMD) Support Programme continues to support ICMPD-facilitated migration dialogues (the Rabat Process, the Khartoum Process and the AU-EU Continent-to-Continent Migration and Mobility Dialogue), follow up on the Joint Valletta Action Plan (JVAP) and strengthen the role of the African diaspora via the Africa-Europe Diaspora Development Platform (ADEPT).

Flagship Event on Youth and Development

The aim of this thematic meeting held in The Hague on 19–20 October 2023 and co-chaired by the Netherlands and Nigeria was to provide a multistakeholder platform, which is diverse and inclusive of young people, to engage in dialogue and better understand current challenges, best practices and emerging trends in youth development. Numerous European and African youth organisations and representatives actively participated, resulting in over 50 recommendations to better empower, educate and employ young people.

return and reintegration, humanised border management, missing persons, and youth and development, including an additional joint meeting with the Khartoum Process on climate change, as well as a special event on circular migration.

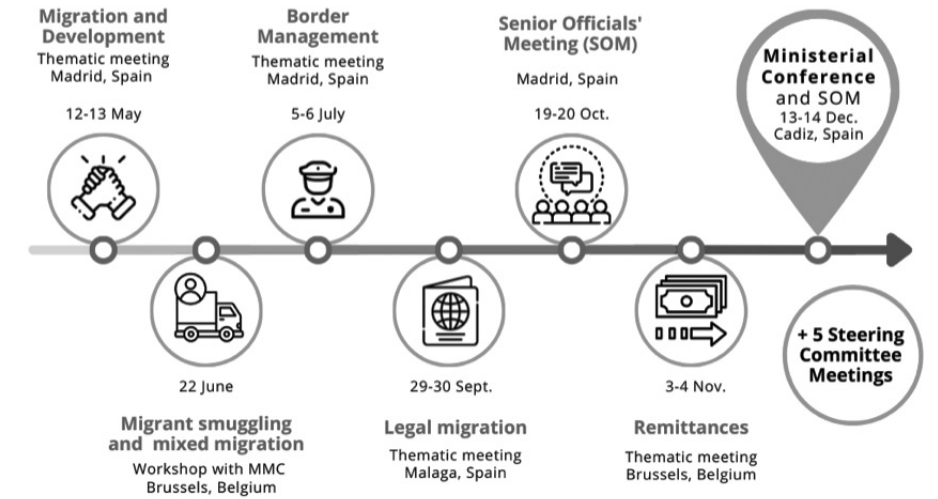
With the five areas covered as well as six of the ten objectives and 11 of the 29 actions addressed, the partner countries confirmed their commitment to the Cadiz

Under the slogan of the Moroccan chairmanship “Let us act together for regional partnerships in the spirit of solidarity and for a comprehensive migration governance”, a rich programme was organised with four thematic meetings covering key areas such as voluntary

EURO-AFRICAN DIALOGUE ON MIGRATION AND DEVELOPMENT (RABAT PROCESS)

In 2023, the focus was on starting the implementation of the Cadiz Action Plan adopted in December 2022 by the 57 partner countries.

Rabat Process Meetings 2023



Action Plan and to the open, global and multistakeholder approach to migration developed as part of the Rabat Process.

The governance of the dialogue, which was renewed in Cadiz, also proved to be successful, with three out of the four newly appointed members of the Steering Committee (Nigeria, Switzerland and the Netherlands) as well as the international organisations (ICRC and UNHCR) being particularly involved in supporting the organisation of key events.

EU-HORN OF AFRICA MIGRATION ROUTE INITIATIVE (KHARTOUM PROCESS)

In 2023, under the chairmanship of Germany, the Khartoum Process placed a significant emphasis on the challenges of migration in the context of climate change. The year was marked by numerous events, each focusing on different facets of the issue, including the collection and analysis of climate mobility data, the impacts of displacement on food security, and a notable flagship event that delved into the

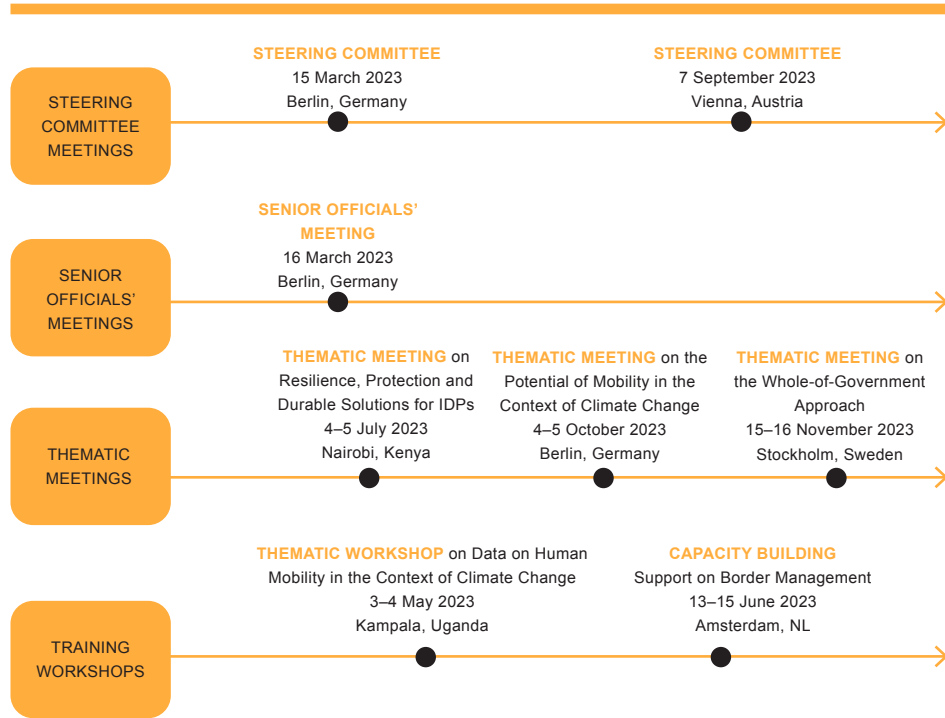
Building Synergies with the Rabat Process as Good Practice

The standout feature of the year was the enhanced collaboration between the Khartoum Process and the Rabat Process. This cooperation was most prominently showcased in two flagship events: one organised by the Rabat Process and the other by the Khartoum Process. These events were significant because they provided a platform for partner countries from both dialogues to come together. The aim of these gatherings was to foster synergies and cohesion, and to facilitate the exchange of effective practices between the two dialogues. This initiative marked a pivotal step in enhancing the collaborative efforts and learning opportunities between the Khartoum and Rabat Processes.

various possibilities of facilitating mobility in response to climatic shifts. Furthermore, a new issue addressed as part of the Khartoum Process during this period was the adoption of a whole-of-government approach to managing migration.

These events garnered considerable attention and participation from partner countries and organisations. The increasing attendance at Khartoum Process meetings and the growing acknowledgment of its importance underscore the critical role this dialogue plays in contemporary migration discourse.

Indicative Timetable of the Khartoum Process Activities



JOINT VALLETTA ACTION PLAN FOLLOW-UP

In 2015, the Valletta Summit on Migration brought together European and African leaders to strengthen cooperation between the two continents. In the spirit of solidarity, partnership and shared responsibility, the participating states adopted the Joint Valletta Action Plan (JVAP).

ICMPD was mandated through the Africa-EU Migration and Mobility Dialogue (MMD) Support Programme to monitor and report on its implementation. A unique database was set up to gather information on projects and policies in Africa and Europe, addressing the five thematic domains and 105 priorities of the JVAP.

Throughout 2023, the JVAP Follow-up (JVAP FU) focused on undertaking the 2022 JVAP data collection cycle, which was implemented between September 2022 and November 2023. Thanks to the

Conclusion of the Fourth JVAP Data Collection Cycle

Between September 2022 and November 2023, the fourth JVAP data collection cycle was implemented, which was a collaborative effort of the JVAP partners. This cycle has seen a further 1370 initiatives, representing €8.8 billion in funding, published in the JVAP database.

collaborative efforts of the JVAP partners, the 2022 JVAP data collection cycle resulted in the highest number of initiatives and highest funding volume reported in a single cycle. As of the end of 2023, the JVAP FU commenced the analysis of the data and the subsequent reporting, which is expected to be carried out throughout 2024.

Furthermore, in 2023 the JVAP FU continued to work on improvements to the IT infrastructure and laid the groundwork for the launch of a major evaluation of JVAP FU methodologies and tools in 2024.

Targeted data analysis and reporting to JVAP partners and stakeholders during Khartoum and Rabat Process events

Indicative Timetable of the Khartoum Process Activities



continued throughout 2023. These outputs contribute to the discussions and meetings of the respective dialogues, substantiate reports, and drive fact-based policy and decision-making processes.

AU-EU CONTINENT-TO-CONTINENT MIGRATION AND MOBILITY DIALOGUE (C2CMMD)

In 2023, C2CMMD continued to facilitate technical assistance and capacity-building activities as part of the EU-funded MMD Support Programme and in line with the priorities of the African Union (AU) Commission and the European Union.

Progress was achieved in supporting the AU to further develop its Migration Governance Training Programme, including the development of a dedicated manual for policymakers, and to establish a pool of trainers from universities and selected institutions across the continent. A complemen-

C2CMMD

In 2023, C2CMMD supported the AU Migration Governance Training Programme. In close coordination with the AUC, a group of experts developed a training manual for policymakers from local, national and regional governments and African diplomats. Practitioners from Botswana, Egypt, Ethiopia, Ghana, Kenya, Senegal, South Africa and Zimbabwe are now certified as trainers.

The assessment focused on five countries – Gabon, Ghana, Morocco, Rwanda and South Africa – that were selected on the basis of qualitative criteria to represent the five regions of the AU. Finally, an expert-led study on the challenges and opportunities for the ratification and popularisation of the AU Free Movement Protocol was kicked off in 2023 and is being implemented in 2024.

tary manual targeting the media and CSOs will be developed in 2024. Moreover, the feasibility assessment of an African Diaspora Global Marketplace was finalised in close coordination with the AU Commission Directorate for Citizens and Diaspora Organisations.



REGIONS IN THE SPOTLIGHT

“WHEN MIGRATION ROUTES CHANGE, THE NEED FOR SUPPORT CHANGES AS WELL”

Tamer Kiliç, Head of Region for the Western Balkans and Türkiye, on how the region is challenged with managing migration and why adjustments need to be made regularly.

What makes migration an important topic in your region?

Migration movements along the Eastern Mediterranean migration route continued to substantially raise the diverse needs of the Western Balkan countries and Türkiye. Türkiye remained the country hosting the highest number of refugees in the world, which requires the application of measures covering diverse aspects of migration governance, including preventing irregular migration and return, fostering international protection, supporting socio-economic integration, and extending border management capacities. Western Balkan countries continued to remain mainly as transit countries, confronted with new trends deriving from changes in migration routes, including expanding efforts to protect vulnerable groups.

What was your biggest learning in 2023?

The contribution of ICMPD to migration governance should be adjusted regularly based on the arising needs of the countries along the migration routes and should cover diverse aspects in order to provide comprehensive and complementary support.

What came as the biggest surprise?

In addition to being transit and hosting countries, emigration of citizens of the countries in the region to the EU has increased substantially.

The expansion of ICMPD's contribution within the Western Balkans and Türkiye region and its overall role positioned ICMPD as a crucial stakeholder and brought it particular attention from the media and civil society.

Can you share a personal goal for the future?

We aim to establish a multistakeholder and multifaceted cooperation platform in Istanbul to facilitate multifaceted cooperation along the Eastern Mediterranean and Western Balkans migration route to foster mutual benefits.

“DEMOCRATIC PRINCIPLES, EDUCATION AND TOLERANCE MAKE MIGRATION BETTER”

Radim Zak, Head of Region for Eastern Europe and Central Asia, on how the nature of migration has undergone a fundamental change in this region and why he believes in the power of the younger generation.

What makes migration an important topic in your region?

In general terms, the nature of migration has changed. It has become less motivated by people's own choice; they are more forced to do so. For the last two to three years, migration has increasingly become a matter of existential meaning to millions seeking protection within and outside their countries, to individuals and nations, and also an instrument of hybrid aggression between States influencing the security landscape, pressing the target countries, testing their established approaches and leading to innovative solutions.

What was your biggest learning in 2023?

In 2023, as in previous years, my biggest learning was that it is the work with new generations, students and young people, which is what we do in summer schools, that creates the future. Democratic principles, education, tolerance and respect are what can make migration and humankind better.

What came as the biggest surprise?

In November 2023, by coincidence, I engaged in a conversation with several women at Kyiv central post office, who spontaneously, with tears in their eyes, thanked all those countries that had received, helped and provided with protection those fleeing the Russian invasion of Ukraine. The humanity on one side and the gratitude on the other is something that should not have surprised me as it should come naturally. But it did.

Can you share a personal goal for the future?

My 20th anniversary with ICMPD is on 1 March 2024. I have learnt and gained a lot and have invested a lot too. The work on migration and on intergovernmental dialogues on migration is meaningful and rewarding. My goal for the future is to contribute to making migration better, to continue providing conditions for dialogue and in particular to support Ukraine and Moldova, and also Georgia, in their goal of EU accession.

“COUNTRIES IN THE REGION ARE INCREASINGLY SEEN AS LABOUR MIGRATION PARTNERS”

Marija Raus, Head of Region for the Silk Routes, on the economic disparities within the region and how they impact migration flows.

What makes migration an important topic in your region?

Migration remains a key issue in the Silk Routes Region. While some countries in the region are resource-rich, others face challenges such as high unemployment rates and a lack of economic opportunities, particularly for young people. A lower quality of life is also impacting the middle classes due to their reduced purchasing power as a result of high levels of inflation. This economic disparity within the region can drive migration flows as individuals seek better livelihoods and prospects elsewhere. In addition, the plight of 8.5 million Afghan refugees in the region remains a matter of concern and an important aspect of migration management within the region. Their return to Afghanistan “en masse” in 2023 places immense pressure on national systems already facing challenges related to sustainable re-integration, but also adds to push factors like hunger, homelessness and economic vulnerability.

What was your biggest learning in 2023?

Labour migration partnerships are taking on an increasingly important role as labour shortages in advanced economies continue to persist, with effects on economic growth becoming more pronounced especially as high and medium skilled jobs go

unfilled. Countries of the region are increasingly seen as important labour migration partners.

What came as the biggest surprise?

Despite growing evidence about the likely future impact of climate change and events on movements and displacements of people in and from countries of the region, the steps to address and mitigate risks are limited. The topic is not sufficiently prominent in discussions on migration cooperation.

Can you share a personal goal for the future?

2023 was an opportunity for me to listen to civil society, local partners and national authorities on their most pressing matters/issues. For the future, I wish to explore stronger partnerships with civil society organisations in the region towards ensuring better representation of potential, outgoing and returning migrants in shaping up effective and responsive migration management policies in countries of the region, but also towards ensuring their voice is accounted for in relevant international fora where migration partnerships are discussed. Migrant Resource Centres, which are our direct link with all categories of migrants, play an important role in achieving this goal.

“THERE IS AN APPETITE FOR A CHANGE OF PARADIGM”

Julien Simon, Head of Region for the Mediterranean, on why making migration better must be an imperative for the region and on the progress of innovative thinking and new solutions south of the Mediterranean.

What makes migration an important topic in your region?

The Mediterranean has always been and will always be a crossroads of civilisations and movement of people. Unfortunately, the Mediterranean often symbolises the dramatic side of migration as the world’s deadliest route for irregular migration. That is why making migration better must be a regional imperative.

What was your biggest learning in 2023?

To make migration better in the region, everybody must rethink partnerships and must value, invest in and mobilise their capacities. The 2023 Alexandria Conference, marking 20 years of cooperation on migration, has the potential to once again, 20 years later, be a cornerstone, redefining cooperation towards capacity-centred migration partnerships.

What came as the biggest surprise?

How the appetite for a change of paradigm evolved and how the pursuit of innovative thinking and solutions now seems to be

greater south of the Mediterranean vis-à-vis Europe. With the pact, Europe made a significant step. But it now needs to answer the call for change and co-lead. Team Europe must meet Team Africa.

Can you share a personal goal for the future?

The grit to stay the course. ICMPD has always enabled me and capitalised on my creative thinking. It is a win-win relationship. However, it is not without obstacles. Life, professional or not, is not a long, quiet river. It can be unpredictable and tumultuous. That is why grit is essential to success.

“THE INTERPLAY BETWEEN GEOPOLITICS AND MIGRATION IS COMPLEX”

Mojisola Sodeinde, Head of Region for West Africa, on how violence and instability are changing the region and why managing migration needs to take into account geopolitical, economic and environmental developments.

What makes migration an important topic in your region?

Migration is a pivotal issue in West Africa due to its substantial social, economic and political implications. The region is characterised by high levels of intraregional mobility. Migration impacts labour markets, urbanisation and demographic profiles within countries. It also has significant implications for regional integration, security and development.

Intraregional migration in West Africa, which accounts for over 70% of all migration movements, is largely facilitated by the ECOWAS protocol on free movement of persons, the right of residence, and establishment, which aims to promote economic integration and development. However, this movement also presents challenges including managing cross-border movements, addressing the needs of displaced persons, and ensuring migrants' rights are protected.

What was your biggest learning in 2023?

In 2023, a significant learning was the complex interplay between migration and geopolitical shifts, particularly in the Sahel region. The escalation of violence and political instability in countries like Mali, Burkina Faso and Niger has led to increased internal displacement and cross-border migration, which in turn has put pressure on neighbouring countries' social services and resources.

Furthermore, the evolving dynamics of international relations and security have significantly impacted migration trends and

patterns. The realization that migration cannot be effectively managed or understood in isolation but needs to be approached as part of broader geopolitical, environmental and economic contexts was a major learning. This underscores the importance of regional cooperation and comprehensive strategies that encompass security, development and humanitarian responses.

What came as the biggest surprise?

The biggest surprise came from the adaptability and resilience of migrant communities amidst evolving challenges. Despite facing significant barriers, communities continued to mobilise resources and networks to facilitate migration, adapt to new environments and support each other. This resilience challenges common narratives around migration as merely a crisis-driven phenomenon and highlights the role of migration as a strategy for coping with adversity and seeking better opportunities.

Can you share a personal goal for the future?

One goal could be to enhance the evidence base for migration policies in West Africa. This would involve developing a comprehensive data collection and analysis methodologies to better understand the drivers, patterns and impacts of migration within and from the region. By producing reliable, nuanced and up-to-date information, the goal would be to inform more effective, humane and context-specific migration policies and programmes.

“ADDRESSING MIGRATION AND MOBILITY REQUIRES HOLISTIC APPROACHES”

Monica Zanette, Head of Region for Pan-Africa, on the importance of engaging with different stakeholders and why addressing new thematic priorities like climate change proves ICMPD's relevance to partners in the region.

What makes migration an important topic in your region?

Migration and mobility are integral to the region's people and their everyday lives, and is closely interlinked with the broader development agendas and priorities. Their impact spans within and beyond the continent, and they have a cross-cutting relevance, including in areas of climate change or labour mobility. Therefore, addressing migration and mobility requires holistic approaches that recognise their human element and engage with partners at the political, policy and civil society levels.

What was your biggest learning in 2023?

The level of engagement and interest of partners in the dialogues, including of those that faced instability and other challenges at the time, was a confirmation of the importance of the cooperation with our partners. By continuously addressing new thematic priorities, such as climate-change-induced mobility in the Khartoum Process, humanised border management in the Rabat Process or free movement in C2CMMD, we have proven our relevance and capacity to serve the interests of our partners.

What came as the biggest surprise?

The value of involving stakeholders that are usually not part of the dialogues was a welcome surprise. At the meeting led by the Rabat Process in the Hague on migration, youth and development, we invited youth groups, who contributed with great enthusiasm and eagerness to the discussion. Their awareness and vision for the future were inspiring, and we are committed to this inclusive approach in the dialogues and to harnessing the potential of such non-governmental stakeholders through our flagship grant component.

Can you share a personal goal for the future?

My long-term goal would be for the dialogues to have contributed to a shift in the narrative on migration and mobility to a more neutral and less stigmatised one, and going further, for the dialogues to have contributed to an image that has successfully highlighted the benefits of migration and mobility.



BORDER MANAGEMENT AND SECURITY PROGRAMME

A BALANCED APPROACH TO THE IMPLEMENTATION OF NEW TECHNOLOGY

As mobility is on the rise, governments around the world are struggling with the challenge of securing their borders while simultaneously upholding human rights standards. The integration of new technologies requires a delicate balance between enhancing security measures and addressing potential human rights concerns.

In an era marked by globalisation, increased mobility and interconnectivity on the one hand and increasing security concerns on the other, border management has become a critical aspect of national security. Over the last five years, ICMPD has increased its capacities to provide a variety of border management equipment to contribute to the modernisation of border agencies around the world. At the same time, ICMPD is aware of the potential risks and implications for human rights that modern technologies could entail. While the usage of modern technologies has obvious advantages for improving border security, it is important to recognise that these technologies can also have an impact on human rights.

This is one of the reasons why ICMPD's experts not only focus on the technical specifications and design of the equipment they implement, but are also capable of ensuring its legitimate and proper use, thus creating a safety net for people on the move.

The main technological advancements in border management can be clustered around a) surveillance systems, b) biometric identification, c) artificial intelligence and d) large-scale and integrated communication

systems. In particular, modern technologies leverage advanced technologies such as the use of drones, satellites, sensors and monitoring devices, biometric technologies, fingerprint scanning, AI-powered systems to analyse vast amounts of data on identity patterns and anomalies, and seamless communication systems that facilitate the exchange of real-time data.

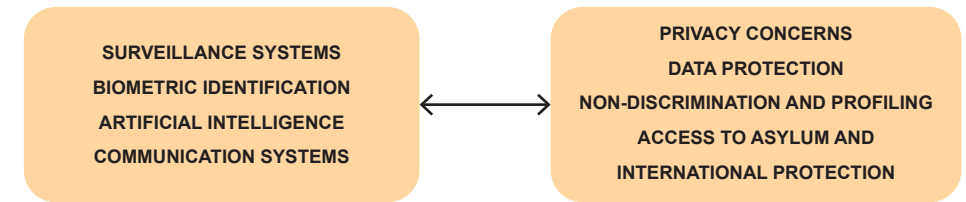
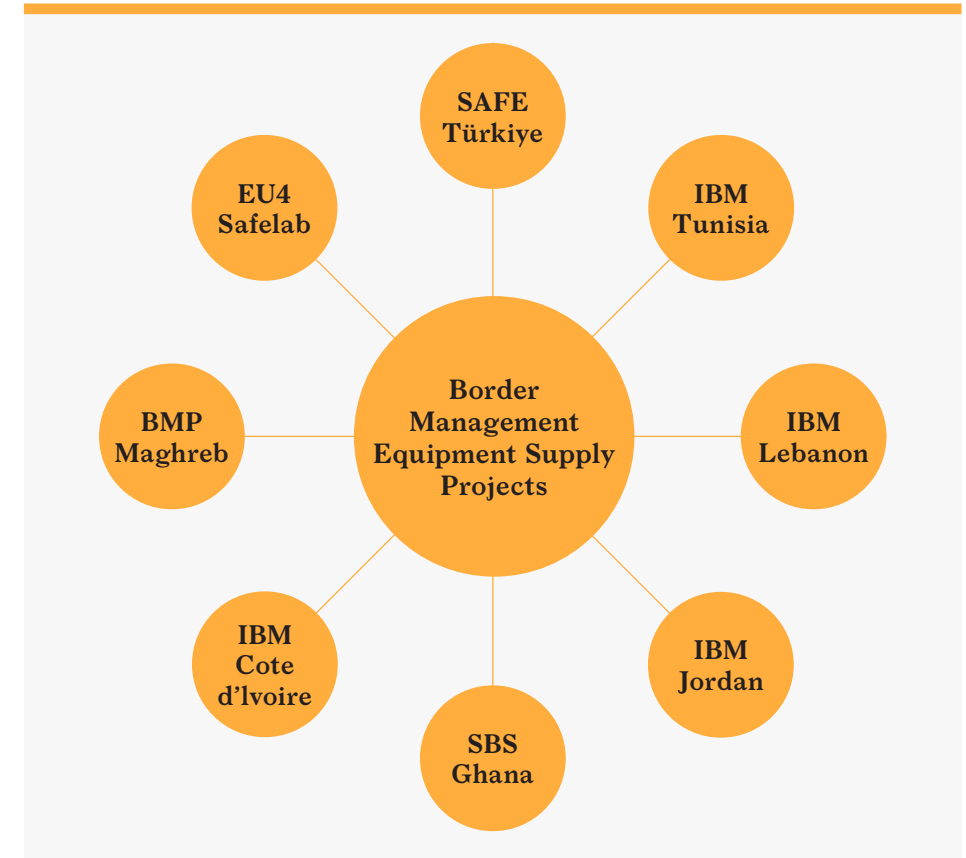
THE DANGER OF TECHNOLOGICAL BIASES

Excessive use of state-of-the-art technology, undertrained staff and unclear regulations give rise to concerns about the abuse of human rights in terms of privacy, data protection, non-discrimination and pro-

Striving for a Balanced Approach

As technology continues to evolve, the integration of modern tools in border management is inevitable. Hence, it is essential to navigate this path very consciously, ensuring that these technologies enhance security without compromising fundamental human rights. A balanced approach, guided by clear regulations and ethical guidelines, can help to achieve the delicate equilibrium between border management and the protection of individual rights in our interconnected and constantly changing world.

Border Management Equipment Supply Projects



filing when accessing asylum and international protection, among other things. As AI becomes a part of the technological toolkit in border control, its unregulated use might lead to discriminatory practices and biases that could affect certain groups of migrants.

At the level of policymakers, balancing the need for security with full respect for human rights is a complex challenge that policymakers must address to ensure the responsible application and use of technologies.

On the operational level, it is imperative that the modernisation of border agencies must be accompanied by institutional

and operational capacity building in order to counter these phenomena and ensure a balanced approach. This kind of balanced approach is the only guarantee for the safe and regulated use of technologies.

In view of all these challenges, the use of modern technologies, artificial intelligence and the safeguarding of human rights were the main topics of the 6th ICMPD International Border Management Conference held in Istanbul.

ANTI- TRAFFICKING PROGRAMME

ANTI-TRAFFICKING PROGRAMME

In 2023, the Anti-Trafficking Programme (ATP) continued working in its three areas of expertise: capacity building and technical assistance, policy development, and information analysis and research. Furthermore, ATP continued to support international networks that are active in countering trafficking in human beings (THB) and fighting exploitation in all its forms.

ATP ADVANCED THE ANTI-TRAFFICKING AGENDA WITH KEY INTERNATIONAL NETWORKS

Following its successful co-chairmanship of the Inter-Agency Coordination Group against Trafficking in Persons (ICAT), in 2023, ATP contributed to ICAT's advocacy initiatives directed towards the European Union. The programme engaged with the EU Anti-Trafficking Coordinator, offering technical support for the adoption of the recast EU Anti-Trafficking Directive.

The recent text features a recommendation by ICMPD – reinforced sanctions against legal persons who facilitate or benefit from trafficking. The amendments to the directive were the main topic of the 17th Meeting of the Anti-Trafficking Coordinators of South-East Europe, organised by ATP. All members indicated their commitment to incorporate the suggested changes into their national legislation.

ICMPD continued to support Alliance 8.7 and joined the Migration Action Group working to ensure that the identification and protection of victims of trafficking among vulnerable migrant groups remains a priority.

ATP SUPPORTED THE REGIONAL COOPERATION AND POLICY FRAMEWORK

Against the background of extensive anti-trafficking actions in West Africa, ATP, in cooperation with the ECOWAS Commission, developed the first model Regional Referral Mechanism (RRM) for trafficking victims in the ECOWAS region. RRM was validated by the representatives of anti-THB authorities of ECOWAS Member States.

Furthermore, the elaborated Annual Synthesis Report 2021–2022 on the ECOWAS Plan of Action against Trafficking in Persons (2018–2022) and the Overview of the Implementation Status of the same plan offer insights into the implementation challenges of the Member States and potential solutions. The findings informed the renewal of the plan for the 2022–2027 period.

Anti-Trafficking Programme Events in 2023



A Major Step Forward in Ensuring the Protection of Victims of Trafficking in the ECOWAS Region

In July 2023, the cooperation with the ECOWAS Commission and its Member States achieved significant success as representatives of the ECOWAS Network of Anti-trafficking Focal Institutions validated a Model Regional Referral Mechanism for the Protection of Victims of Trafficking in Persons in the ECOWAS region. This marks a significant step towards a unified approach to cross-border cooperation in trafficking cases and the establishment of common standards for victim protection in West Africa. It also paves the way for improved cooperation with the EU Member States.

ATP IMPLEMENTED VARIOUS CAPACITY-BUILDING INITIATIVES

ATP dedicated substantial efforts to support the enhancement of knowledge and skills among anti-trafficking stakeholders crucial in addressing THB. The focus of the training varied from introductory THB courses to provision of support to victims, shelter management, return and reintegration support, stakeholders' cooperation on cases, prevention and advocacy work, online aspects of trafficking, etc. As part of the training portfolio expansion, ATP developed two online courses on THB – within the framework of the Prague Process and HEROES project.

Furthermore, ATP finalised the Manual for the Early Identification of Potential Victims, Addressing THB and Child Sexual Abuse/Exploitation and the Manual for Assessing Current Barriers, Remedies, and Harmful Practices in the Treatment of Victims in partnership with the ICMPD Research team.



GLOBAL INITIATIVES PROGRAMME

GLOBAL INITIATIVES PROGRAMME

Throughout 2023, the ICMPD's Global Initiatives Programme continued to serve as a catalyst for partnerships globally, engaging with governments, diaspora and migrants, the private sector and civil society organisations with a view to advancing innovative migration policies, inclusive governance and balanced narratives.

As cooperation is a key factor in tackling migration-related topics, the Global Initiatives Programme aims to facilitate international and interagency cooperation in multiple ways. It supports the multilateral and bilateral dialogues of the EU and other projects that take the EU's external dimension into account. Over the years, these projects have built up a strong track record and continued in this way in 2023.

The Migration EU eXpertise Initiative (MIEUX+) funded by EC/DG INTPA, for example, had its most productive year ever with over 30 projects in 22 countries. It partnered with a wide range of central authorities, training institutes and local authorities. More than 40 experts from European Union Member States played a pivotal role in building bridges through capacity development and peer learning.

Notable achievements of MIEUX+ included the first-ever collaboration with Liberia to raise awareness of trafficking in human beings, the development of the new Costa Rica National Integration Plan, various training sessions on migration and health with COMESA, integrated border management in Moldova, and labour migration in Kyrgyzstan.

The Migration EU Expertise (MIEUX) Initiative

MIEUX will conclude its operations in early 2024. In the 15 years since its inception, MIEUX has played a pivotal role in building bridges between the EU and partner countries by deepening the understanding of migration. Altogether, 138 actions involved 465 experts from Europe and beyond and reached over 15,000 individuals and institutions.

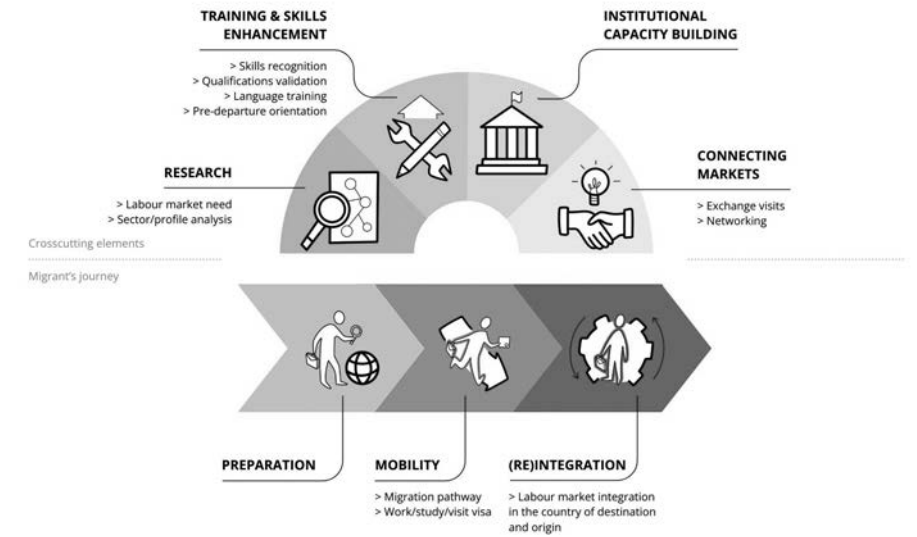
both as a concept and in its 16 projects. In a year of successes, the third Future Forum stands out: after two online editions, the 2023 conference brought 180 diaspora-development actors together in Brussels to discuss and celebrate the incredible development potential of partnerships with the diaspora.

EUDiF's partnerships in research, dialogue and capacity development have been geographically and thematically diverse. They have ranged from climate action in the Philippines and Mexico to investment in Egypt, entrepreneurship in Armenia and

Additionally, the e-course A Holistic Approach to the Integration of Migrants and Refugees was launched, as were the standardised vocational Train the Trainers courses rolled out in all MIEUX+ regions.

The EU Global Diaspora Facility (EUDiF), financed by EC/DG INTPA, focused on partnerships,

Labour Mobility Scheme Components



West Africa, and skills profiling and transfer in Saint Lucia and Moldova – and much more besides.

This rich portfolio and prioritisation of knowledge management has allowed the facility to develop small-scale tailorable diaspora-engagement models with high impact potential. With a second phase starting in 2024, ICMPD is proud to continue supporting the global diaspora-development ecosystem and maximise the work of the first phase.

SHARING THE LESSONS LEARNED

The Migration Partnership Facility (MPF), funded by EC/DG HOME, awarded more than €20 million in grant funds in 2023. It supports cooperation between EU Member States and priority countries.

In addition, the facility supports Austria, Belgium, Denmark, Malta and Poland

with specific migration initiatives, which are implemented directly by ICMPD on their behalf. Their topics range from border management, labour and skills mobility to capacity building.

Two key events formed the highlights of the year for MPF: the MPF Exchange brought together EU Member States in Brussels last September to share lessons learned and foster cooperation, while the MPF hosted an event entitled Labour Mobility and Skills Shortages: Connecting the Dots in its role as Secretariat for the EU Labour Mobility Practitioners' Network (LMPN). It was very well attended and set the stage for excellent debates and a professional exchange on challenges from skills recognition and candidate matching to talent attraction.



EXTERNAL RELATIONS

EMPOWERING ICMPD MEMBER STATES: NAVIGATING GLOBAL CHALLENGES TOGETHER

In 2023, ICMPD continued to actively support its Member States in navigating the complex migration landscape, influenced by conflicts, environmental and economic challenges, and an increased demand for labour. The organisation has endeavoured to address these challenges in partnership with its Member States.

The Steering Group is ICMPD's highest decision-making authority. Bringing together the 20 ICMPD Member States, it meets twice a year. In 2023, one mid-year meeting was held in Istanbul, Türkiye, and one year-end meeting in December in Vienna, Austria, both chaired by Türkiye as the 2023 Steering Group Chair. ICMPD Member States exchanged views on migration challenges and priorities as well as on preparedness and response strategies to current migration dynamics.

2023 has seen a substantial strengthening of the governance structure and cycle of ICMPD. This progress was achieved by establishing two new important committees, one dedicated to enhancing financial and administrative steering of the organisation and one fostering improved cooperation in programming among Member States. Inaugural meetings of these committees were successfully conducted throughout 2023.

Chairmanship of the ICMPD Steering Group

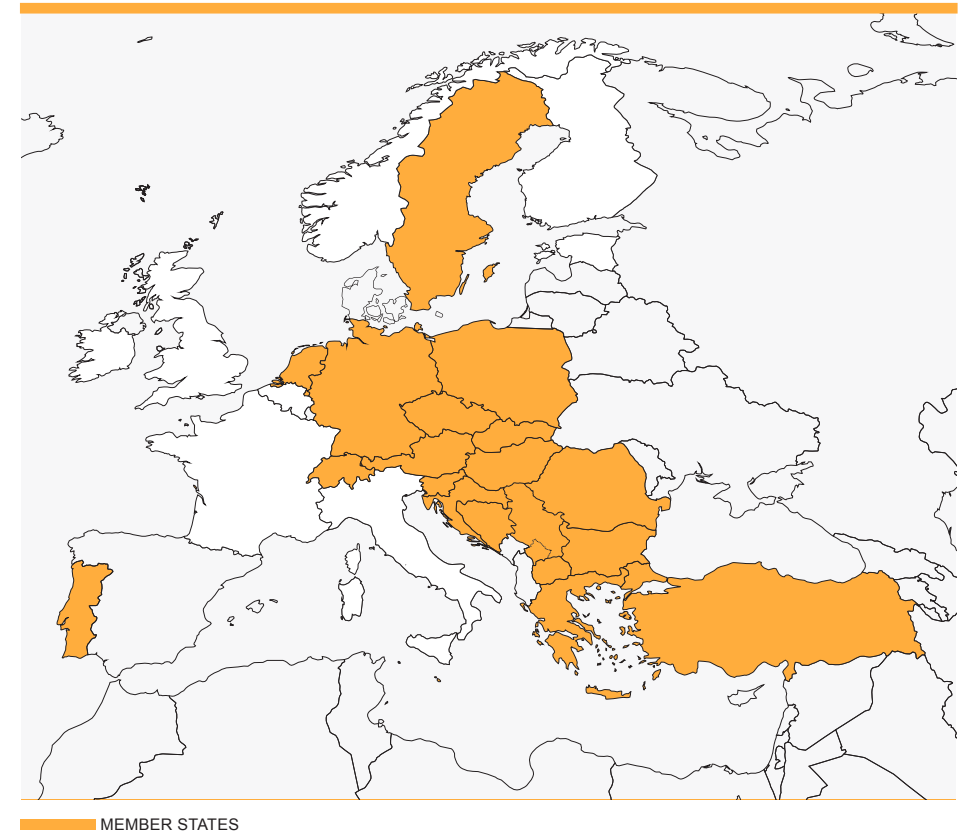
Türkiye presided over the Steering Group as the 2023 Chair with the overall theme "Focusing on source countries for durable solutions". The theme encompassed efforts to build and develop capacities in partner countries, and Türkiye organised various activities of relevance which brought together all Member States. The collective efforts shaped the way forward and lead on to 2024 when Greece will take over, with a focus on balanced migration partnerships.

Furthermore, ICMPD's Advisory Board, which brings together key figures in the migration field, met in March 2023 to share its expertise and advise the Director General and his team on how to further advance the organisation's role in the migration landscape as well as to discuss the outlook for 2024.

THE NETHERLANDS JOINED ICMPD

On 21 April 2023, the Netherlands, a long-term close partner of ICMPD and its Member States, became the 20th ICMPD Member State.

ICMPD Member States



Upholding ICMPD's commitment to nourish strong partnerships, numerous high-level missions and meetings with officials from Member States and priority countries were organised.

Additionally, ICMPD coordinated immediate support for Türkiye, a Member State and a resilient partner, particularly in the aftermath of the devastating earthquakes at the beginning of the year. Here, ICMPD prioritised assisting affected regions that were hosting large numbers of migrants and providing support through the "solidarity bridge" initiative.

During the Swedish Presidency of the European Union in the first half of 2023, ICMPD also actively supported migration-

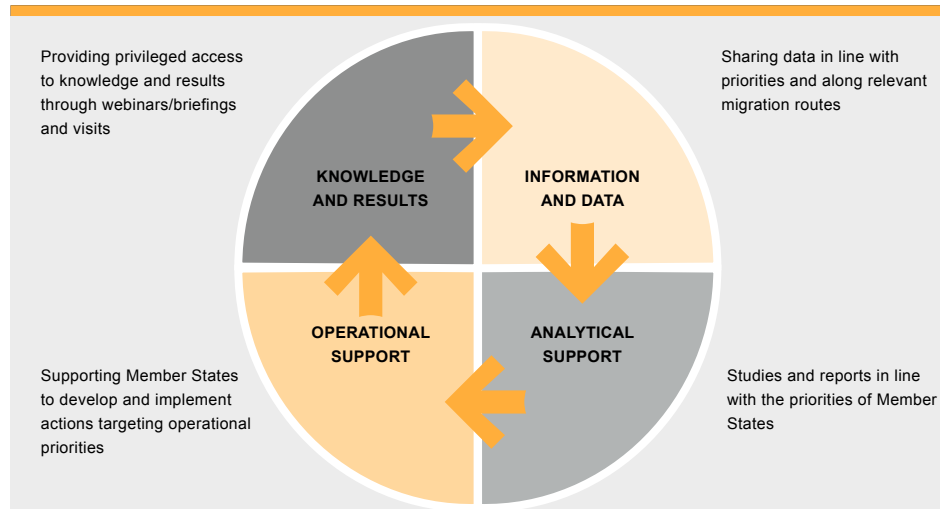
related meetings and contributed to the discourse held during the presidency as well as to the EU-wide migration debate.

ICMPD's engagement with strategic partners remained steady throughout the year, with interactions with international organisations, civil society, NGOs, academia and parliaments.

MEMBER STATES PROGRAMME

The Member States Programme is an exclusive platform for ICMPD Member and Observer States. It is the gateway to the organisation's extensive knowledge and experience and the forum for sharing relevant findings and results with all Member States.

Areas Included in the Member States Programme:



In 2023, ICMPD's dedicated Member States Programme continued to offer Member States exclusive and tailored access to the organisation's knowledge, activities and support, based on ICMPD's full portfolio.

Notably, in 2023 the programme continued to develop as the institutional focal point for projects and initiatives supporting capacity development in the Member States. It has invested efforts in strengthening the capacities to respond to Member States' operational needs. In particular, ICMPD has looked into various ways of responding to the remaining needs regarding labour market participation of people who fled the war in Ukraine.

Furthermore, ICMPD has examined regional initiatives with a view to supporting vulnerable migrants and helping authorities to cater to the special needs of these groups.

These efforts will continue in 2024.

Through the Member States Programme, ICMPD is also looking to further support Member States to develop their own migration management systems, including capacity building in all areas of migration.

The ICMPD Member States Programme has also continued to support the implementation of the theme of the ICMPD Steering Group Chair in 2023, Türkiye, for instance through a meeting on voluntary return and reintegration in June 2023.

VIENNA MIGRATION CONFERENCE

VIENNA MIGRATION CONFERENCE 2023

Europe's leading forum on migration

10–11 OCTOBER 2023,
PALAIS NIEDERÖSTERREICH

In its eighth edition, ICMPD's annual Vienna Migration Conference fostered forward-looking conversations among international leaders, practitioners and experts about various aspects of migration governance. The overarching theme of the meeting was how to preserve fact-based and sound migration governance at a time of growing political polarisation and public anxiety about the migration phenomenon. Discussions spanned a range of policy-relevant topics, including the future of work, protecting lives of people on the move, labour migration, and migration governance reform at the EU level. European Commission Vice-President Margaritis Schinas provided a keynote address, shedding light on Europe's migration diplomacy and vision for the future. The conference's participants reaffirmed the value of partnership and called for cooperation to prevail over division in the management of a phenomenon that no country can successfully address alone.

Participants

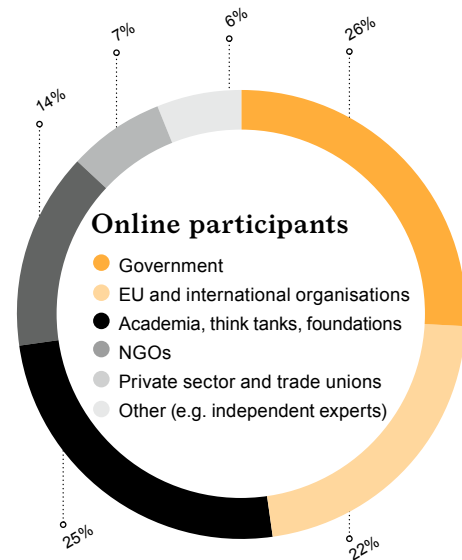
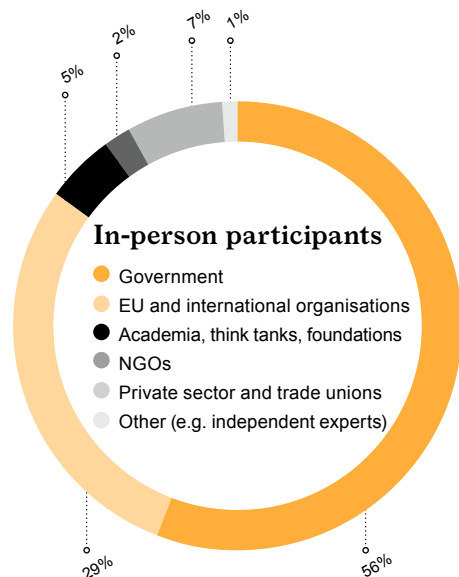
290 **in-person**, from 52 countries
1,490 **online**, from 106 countries

Programme

14 **sessions**, all live-streamed
39 **panellists**
29 **bilateral meetings**

Event engagement

6 **audience polls** with 772 votes
1,300 **community board messages**
102 **Q&A questions**



HUMAN RESOURCES

WHO WE ARE

Over the last year, ICMPD has seen a continuation of its growth by 3% with a significant expansion in its workforce, currently numbering 498 employees. Staff at ICMPD are internationally diversified, comprising 70 nationalities working in 33 duty stations across 4 regions of the globe.

The representation of women in professional roles within ICMPD is impressively strong, with 63% of such positions held by female employees. ICMPD's expanding profile enhances its attractiveness as an employer of highly qualified professionals with expert knowledge and insight into the migration field. Indeed, the organisation has established itself as an employer of choice for those embarking on a career in migration policy, which is clearly reflected in the broad range of expertise of its staff.

Working at ICMPD promises exposure to cutting-edge concepts, a diverse variety of stakeholders and partners in multiple national and international contexts, as well as unparalleled opportunities for learning. The evolving nature of the organisation and its work provides the necessary dynamism for the development of new approaches and the foundation of new partnerships.

Gender Ratio

307 FEMALE
191 MALE

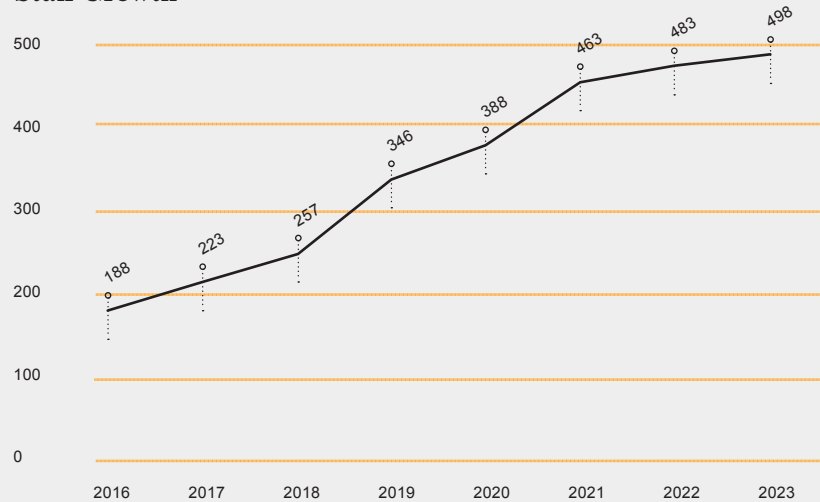


Total Staff

498 EMPLOYEES
88 NEW EMPLOYEES IN 2023

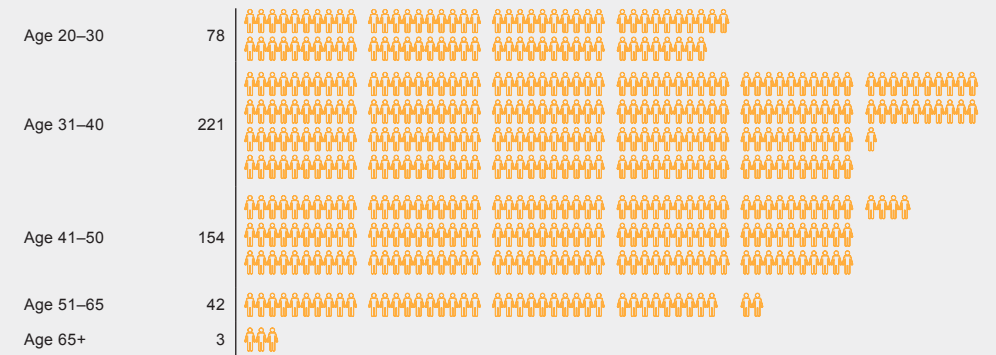


Staff Growth



Age Profile

Average age: 39



Nationalities

70 different nationalities working together

Afghanistan	3	Ghana	6	Senegal	1
Algeria	1	Greece	6	Serbia	3
Argentina	1	Hungary	2	Slovakia	4
Armenia	12	India	5	Slovenia	2
		Iraq	8	South Africa	1
		Ireland	2	Spain	3
Austria	41	Italy	28	Sweden	3
		Jordan	6	Switzerland	4
		Kazakhstan	2	Syria	2
Azerbaijan	4	Kenya	4	Tajikistan	4
Bangladesh	1	Kyrgyzstan	14	Tunisia	32
Belarus	1	Latvia	2	Türkiye	76
Belgium	11	Lebanon	16		
Bosnia and Herzegovina	7	Libya	2		
Brazil	2	Lithuania	3		
Bulgaria	1	Moldova	2		
Cabo Verde	2	Montenegro	2		
Canada	7	Morocco	2		
Chile	1	Netherlands	4		
Colombia	1	New Zealand	1		
Croatia	1	Nigeria	13		
Czech Republic	3	North Macedonia	4		
Denmark	2	Pakistan	24		
Egypt	2	Philippines	1		
Estonia	1	Poland	2		
Finland	1	Romania	7		
France	17	Russia	2		
Georgia	10				
Germany	16				
				United Kingdom	11
				United States of America	6

EXECUTIVE MANAGEMENT



Michael Spindelegger
Director General



Lukas Gehrke
Deputy Director General, Director of Policy,
Research & Strategy



Sedef Dearing
Director of Migration Dialogues & Cooperation



Ralph Genetzke
Head of Brussels Mission

International Centre for Migration
Policy Development (ICMPD)

Rothschildplatz 4
1020 Vienna
Austria

www.icmpd.org

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Project responsibility:
Bernhard Schragl, ICMPD
Art direction, design and editing:
Fleisch Media (Christine Fischler,
Juliane Lehmayr, Pia Scharler)
Photography: ICMPD Archive

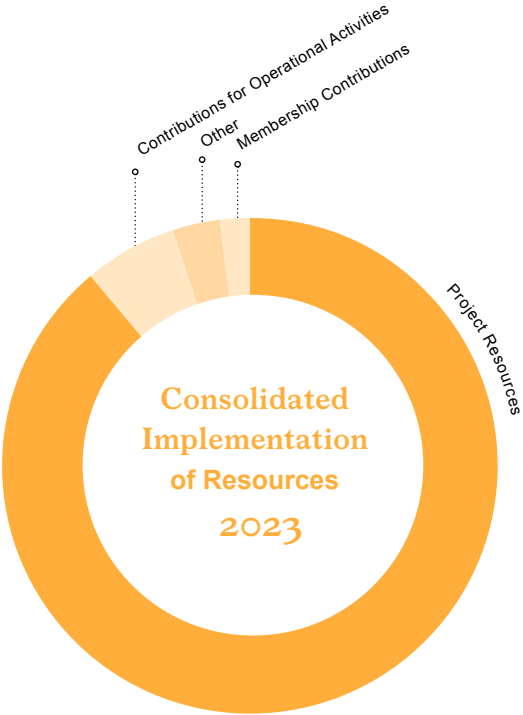
International Centre for Migration
Policy Development (ICMPD)
Austria, 2024

Boundaries and names shown and the designations used on the maps do not imply official endorsement or acceptance by ICMPD.

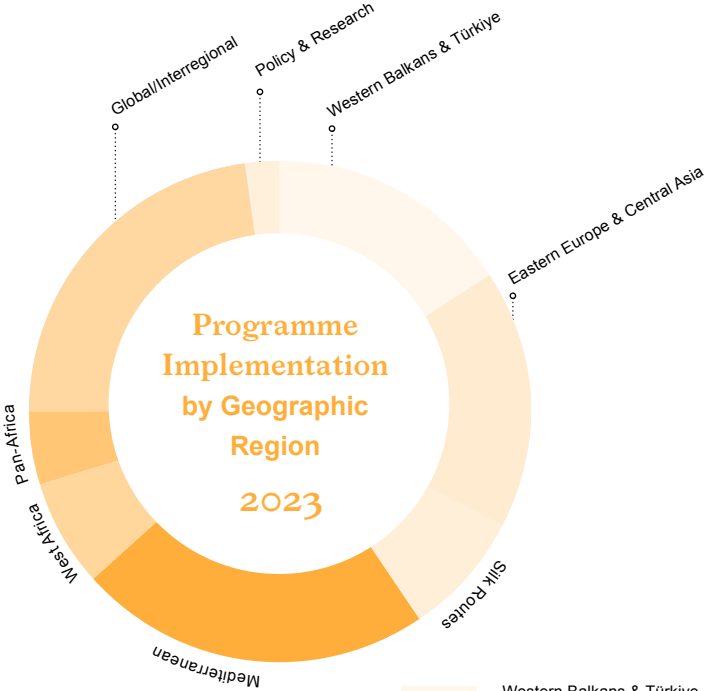
FINANCIAL INFORMATION

The financial report of ICMPD is prepared in accordance with the rules governing the financial framework of the organisation and the relevant decisions taken by the Steering Group. The report is prepared in conformity with generally accepted accounting principles and the International Public Sector Accounting Standards.

The 2023 consolidated budget (Regular and Programme Budget) amounted to €78.9 million. The budget was financed by membership contributions from the Member States, other revenue, and to a larger extent by donor contributions for project resources. The consolidated budget includes two parts: the Regular Budget, which finances administrative costs including management and infrastructure expenses, and the Programme Budget, which includes earmarked resources for project implementation, specific programmes for Member States, and support functions.



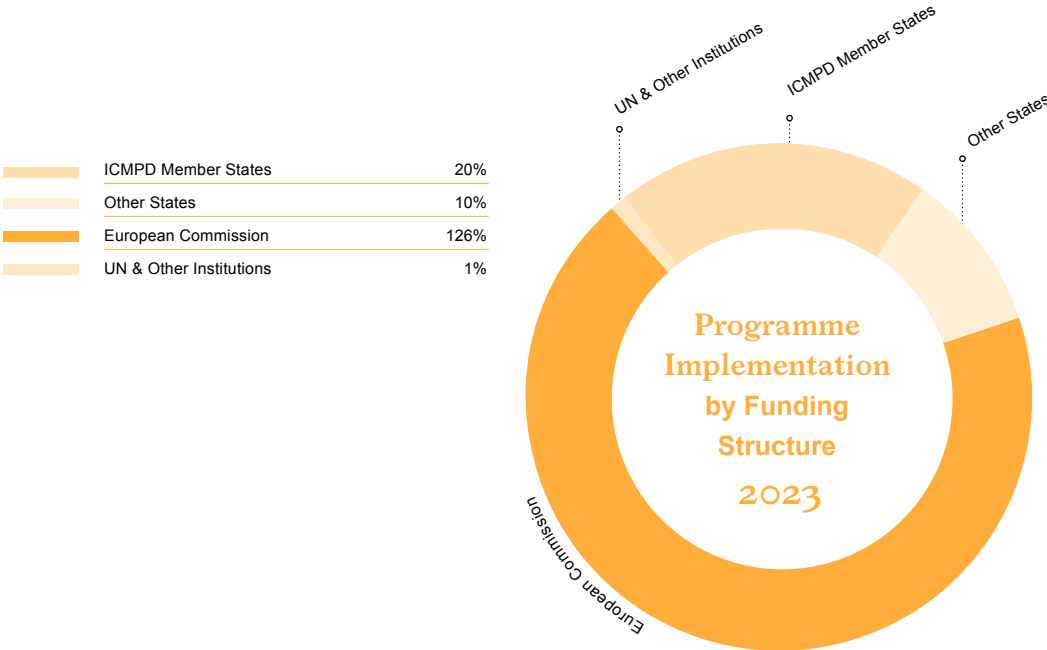
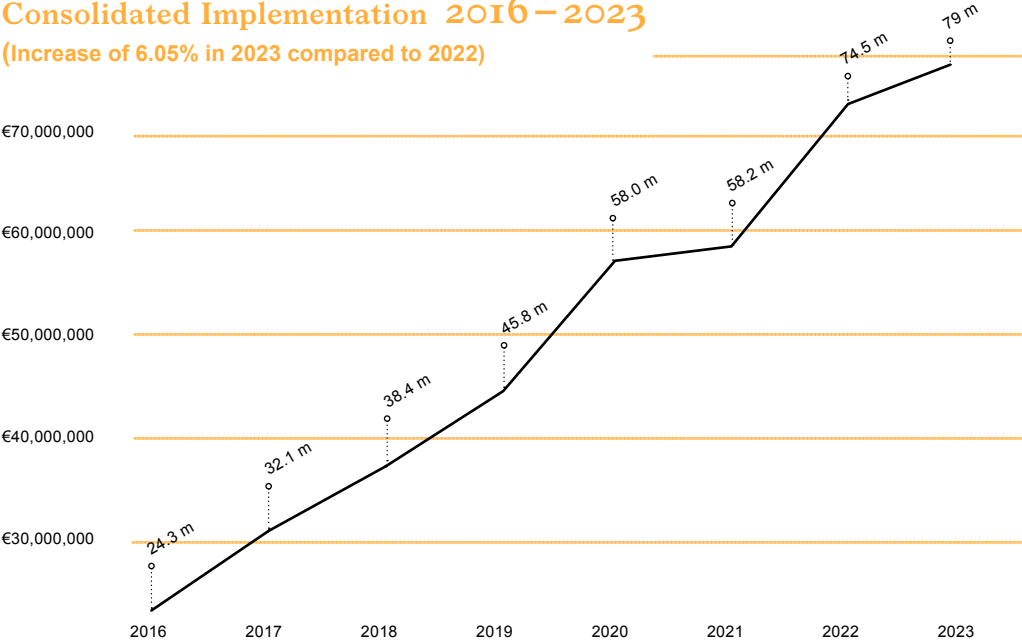
Membership Contributions	€1,782,930
Other	€2,700,987
Contributions for Operational Activities	€4,936,355
Project Resources	€69,556,002
TOTAL REVENUE	€78,976,274



Western Balkans & Türkiye	16%
Eastern Europe & Central Asia	17%
Silk Routes	8%
Mediterranean	23%
West Africa	7%
Pan-Africa	5%
Global/Interregional	23%
Policy & Research	2%

Consolidated Implementation 2016–2023

(Increase of 6.05% in 2023 compared to 2022)



ICMPD Member States	20%
Other States	10%
European Commission	126%
UN & Other Institutions	1%

