



**ICMPD**

International Centre for  
Migration Policy Development

# ANNUAL REPORT

**Making Migration Better**

# ICMPD in a Nutshell

## KEY FIGURES

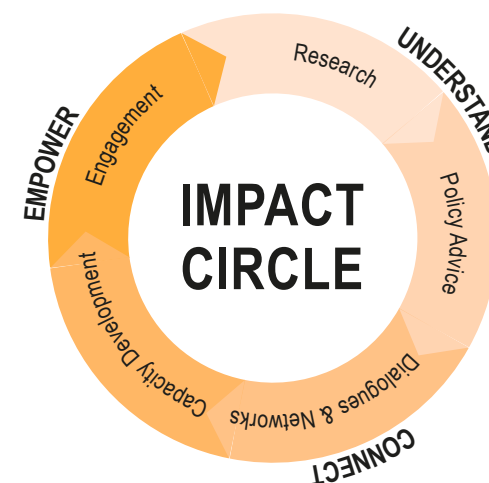
|                          |                     |   |
|--------------------------|---------------------|---|
| More than<br>80 projects | 463<br>employees    | 29 duty<br>stations                             |
| in over<br>90 countries  | 70<br>nationalities | €329 million<br>contracted<br>project<br>volume |
|                          | 19<br>member states |   |

## OUTREACH

**37** conferences and **611** trainings,  
meetings and workshops totalling  
**2,834** days at **179** locations\* with  
**12,420** participants and **141** partners

\*including remote meetings

## DRIVING IMPACT



### UNDERSTAND

the challenges and needs of  
our partners

### CONNECT

all relevant stakeholders

### EMPOWER

governments and adminis-  
trations on the ground

## FIELDS OF EXPERIENCE

|  |  |
|--|--|
| Asylum and International<br>Protection       | Migration Dialogues                        |
| Border Management<br>and Security            | Migration and Development                  |
| Capacity Development                         | Migration and Environment                  |
| Diaspora and Migrants                        | Migration and Health                       |
| Economy, Education and the<br>Private Sector | Migration Narratives and<br>Public Opinion |
| Governance                                   | Policy                                     |
| Integration and Social Cohesion              | Research                                   |
| Irregular Migration                          | Return and Reintegration                   |
| Legal and Labour Migration                   | Trafficking in Human Beings                |



ICMPD is an international organisation based in Vienna and has 19 member states: Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czechia, Germany, Greece, Hungary, Malta, North Macedonia, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Sweden, Switzerland and Turkey.

**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**



# 2021 ANNUAL REPORT

**Making Migration Better**

# TABLE OF CONTENTS FOR THE ICMPD ANNUAL REPORT 2021

- 6 Interview with Director General Michael Spindelegger

## Policy and Research

- 20 **Research Unit**  
Information on migration decision-making
- 24 **Policy Unit**  
The role of legal pathways in reducing irregular migration

## Migration Dialogues

- 28 The pivotal role of migration dialogues in the migration governance process

## Capacity Building

- 33 **Western Balkans and Turkey**  
ICMPD strengthens its office structures in the region
- 40 **Eastern Europe and Central Asia**  
How developments in Afghanistan and Belarus affect migration
- 45 **Silk Routes**  
Strengthening Migrant Resource Centres, return and reintegration
- 49 **Mediterranean**  
Renewed partnerships with the Southern Neighbourhood
- 52 **Africa**  
Migration within Africa and between Africa and the EU
- 59 **Border Management and Security Programme**  
A challenging new environment
- 62 **Anti-Trafficking Programme**  
Implementing the expertise of the anti-trafficking programme
- 66 **Global Initiatives**  
Increase in cooperation and partnerships

## Institutional

- 70 **External and Member States Relations**  
ICMPD – A growing organisation
- 75 Vienna Migration Conference

## Human Resources

- 77 Who we are



# A DIFFICULT YEAR

Michael Spindelegger, Director General of ICMPD, about the regions most affected by migration movements, how Europe can and should prepare for potential consequences and how ICMPD can help to build a well-functioning European migration system.

*2021 was the year that the international forces left Afghanistan. How did this event affect global migration and what do you expect in the years to come?*

The main implication of international troops leaving Afghanistan is the destabilisation of the whole region. Afghanistan's neighbours Pakistan and Iran are already about to reach their limits. The extent to which Europe will be affected by migration from Afghanistan will only become visible in the years to come. At the moment, it is incalculable how Afghanistan's neighbours will be able to deal with the current developments.

*How has ICMPD reacted to these events?*

We had to close our offices in Kabul and take our colleagues out of the country. We were lucky to be able to work this out. At the same time we suggested several measures to help Afghanistan's neighbours, e.g. Migrant Resource Centres could help potential migrants to obtain a realistic assessment of what to expect in Europe, for example, and to prevent them from being misused by criminal human traffickers.

*What other developments had an impact on global migration in 2021 and will they also have an impact in 2022?*

Peace is still out of sight for Syria, so Jordan, Lebanon and Turkey as neighbouring countries must deal with an exceedingly high number of incoming refugees. Whether these countries will be able to cope with this situation or whether we will see secondary movements to Europe will be one of the things to watch out for in 2022. There are already initial signs regarding the direction of secondary movements, which could increase throughout the year.

*What implications did these developments have on how the European Union was managing migration?*

2021 surprised us all with a new form of political misuse of migration: Public authorities in Belarus brought migrants to their country and placed them at the border to Poland. The aim was to blackmail the European Commission. The EC, however, proved its capacity to act and react quickly. It put pressure on countries of transit to refrain from further such transports and was clear about what supporting these movements would

## Legal migration to Europe will have to increase in order to meet the demand for labour.

mean for the airlines involved. The EC proved capable of managing a crisis like this quickly and successfully.

*The European Union is in a constant struggle to develop a common European migration system. How is ICMPD involved in this process?*

We presented the EC and all EU Member States with our proposal for a joint migration policy which includes 72 specific measures. Now let us see how the French EU presidency will evolve and which steps it might take in migration policy. One of the developments that we predicted in our ICMPD Migration Outlook for 2022 has already set in: French President Emmanuel Macron proposed the creation of a Schengen Council to permanently monitor the Schengen Agreement.

*Throughout the pandemic, it became visible for many European countries how dependent some of their business sectors are on migrant workers. Will legal migration be more broadly discussed anytime soon?*

Many entrepreneurs are currently struggling to find employees and we expect this trend to continue. Thus, organisations will demand new solutions from their governments. Legal migration to Europe will have to increase to meet this demand for labour. In the long run, we need to strike a balance between fighting irregular migration and providing legal pathways. This is in the interest of migrants as well as the countries of origin and the countries of destination.

*The pandemic is still with us. How did it impact ICMPD's work in 2021, and what was the impact on migration in general?*

The pandemic itself and the fact that the number of vaccinated people varies greatly among countries and regions has led to an unbalanced recovery for the different economies and countries. The inequality among certain countries has increased even further. This automatically increases the pressure to migrate.

*2021 was the first year of your second term as ICMPD Director General. What kind of organisation do you want ICMPD to become over the next four years?*

Our aim still is to be the go-to organisation for European states on all matters related to migration. We seem to be on the right path, as more and more states are deciding to join us. After Turkey, Malta and Germany, Greece became an ICMPD member state in 2021. Membership negotiations with Denmark and the Netherlands are ongoing. We want to support our member states in the best way possible in finding solutions from which all parties involved can benefit. ICMPD is a sleek, flexible and outcome-oriented organisation and we want to retain this advantage despite our substantial growth in recent years. This is how we can provide innovative solutions on behalf of our member states.

*2022 began with Russia invading Ukraine. What does this mean for an international organisation focused on migration?*

The biggest refugee crisis in Europe since the Second World War is now unfolding, with millions of people fleeing their homes to escape the turmoil of war. We have received enquiries since day one asking how we assess the situation and which accompanying measures should be put in place. We analysed the situation, tried to predict further developments and have presented corresponding concepts. Now we support all parties in bringing about quick and consistent implementation. And of course we had to take care of our employees on the ground since we run a project office in Kyiv.

*Will the war in Ukraine overshadow other developments?*

Yes, it undoubtedly will. In contrast to the migration wave of 2015/16, most refugees are women and children – at least for the time being. This calls for a tailor-made approach and appropriate measures.

On the other hand, it is of course problematic that trouble spots like Afghanistan and Syria, where no improvement of the situation is in sight, are out of the public eye. We consider it our task to point this out and to remind political decision makers where action is needed – regardless of what the public is focusing its attention on.

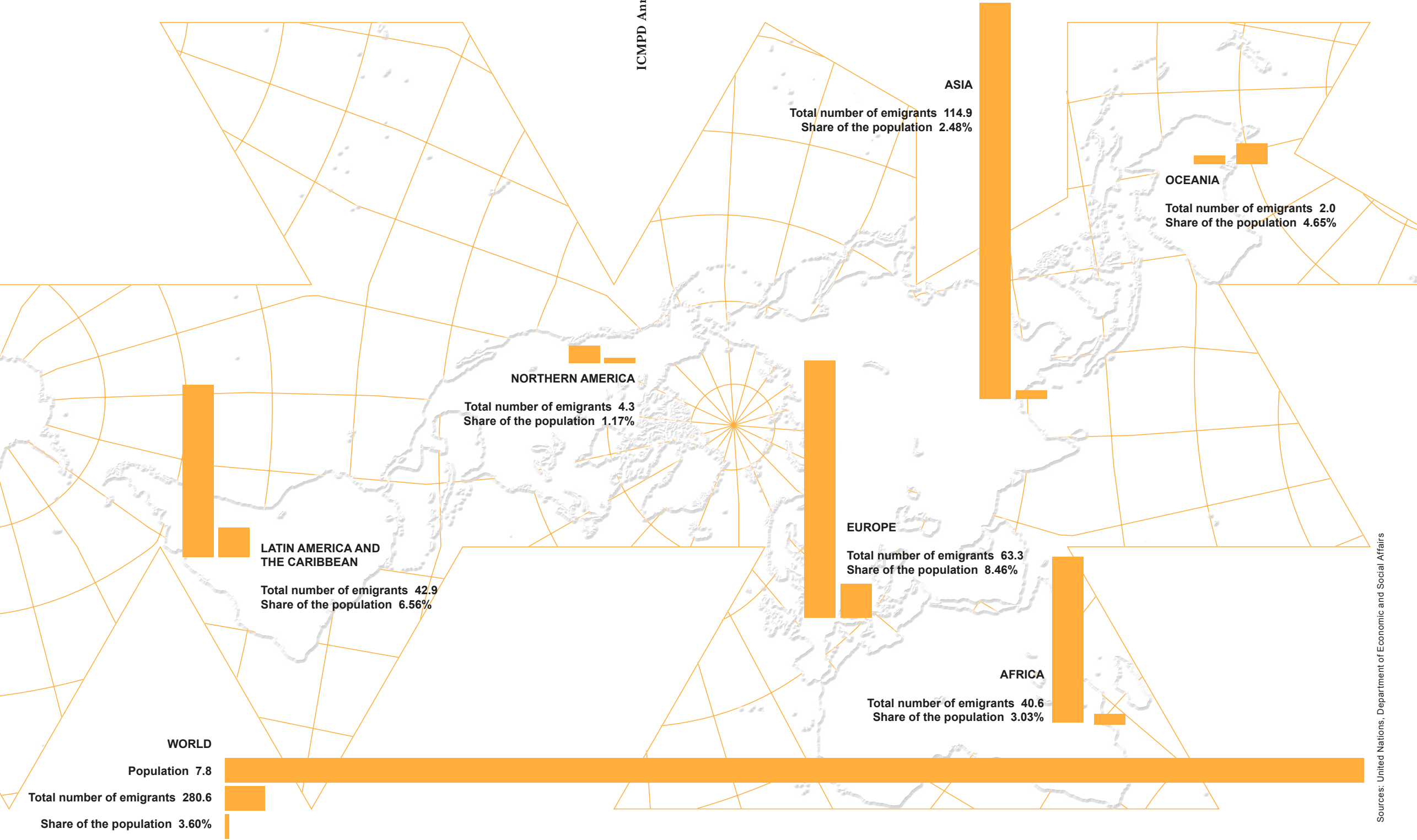


Michael Spindelegger, 62, joined ICMPD as Director General at the beginning of 2016, and he was unanimously voted into his second term. During his political career, he served as Austria's Vice Chancellor and was Minister for Foreign Affairs and leader of the Austrian People's Party (ÖVP). Mr Spindelegger studied law, is married and has two children.

For ICMPD, I would like to see our organisation play a role in developing a truly common European asylum system and good, stable migration partnerships with our partners outside Europe.

# GLOBAL EMIGRANTS 2021 (IN MILLIONS)

ICMPD Annual Report 2021



# ILLEGAL BORDER CROSSINGS 2014 – 2021

ICMPD Annual Report 2021

West Africa



Western Mediterranean

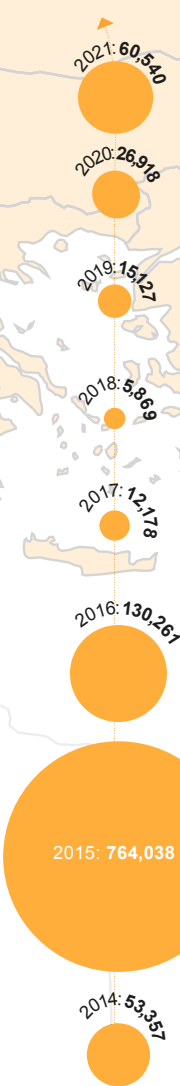


Central Mediterranean

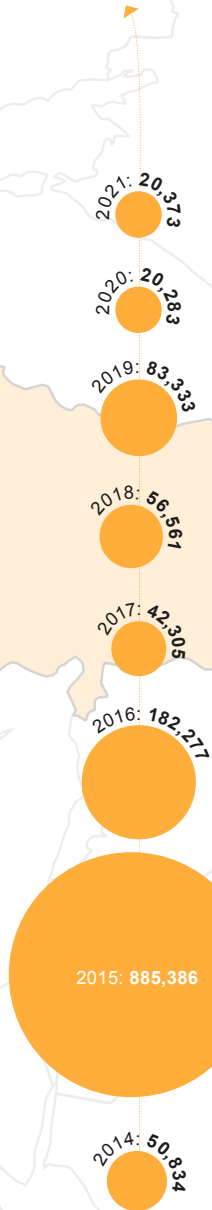


Source: Eurostat, Frontex

Western Balkans



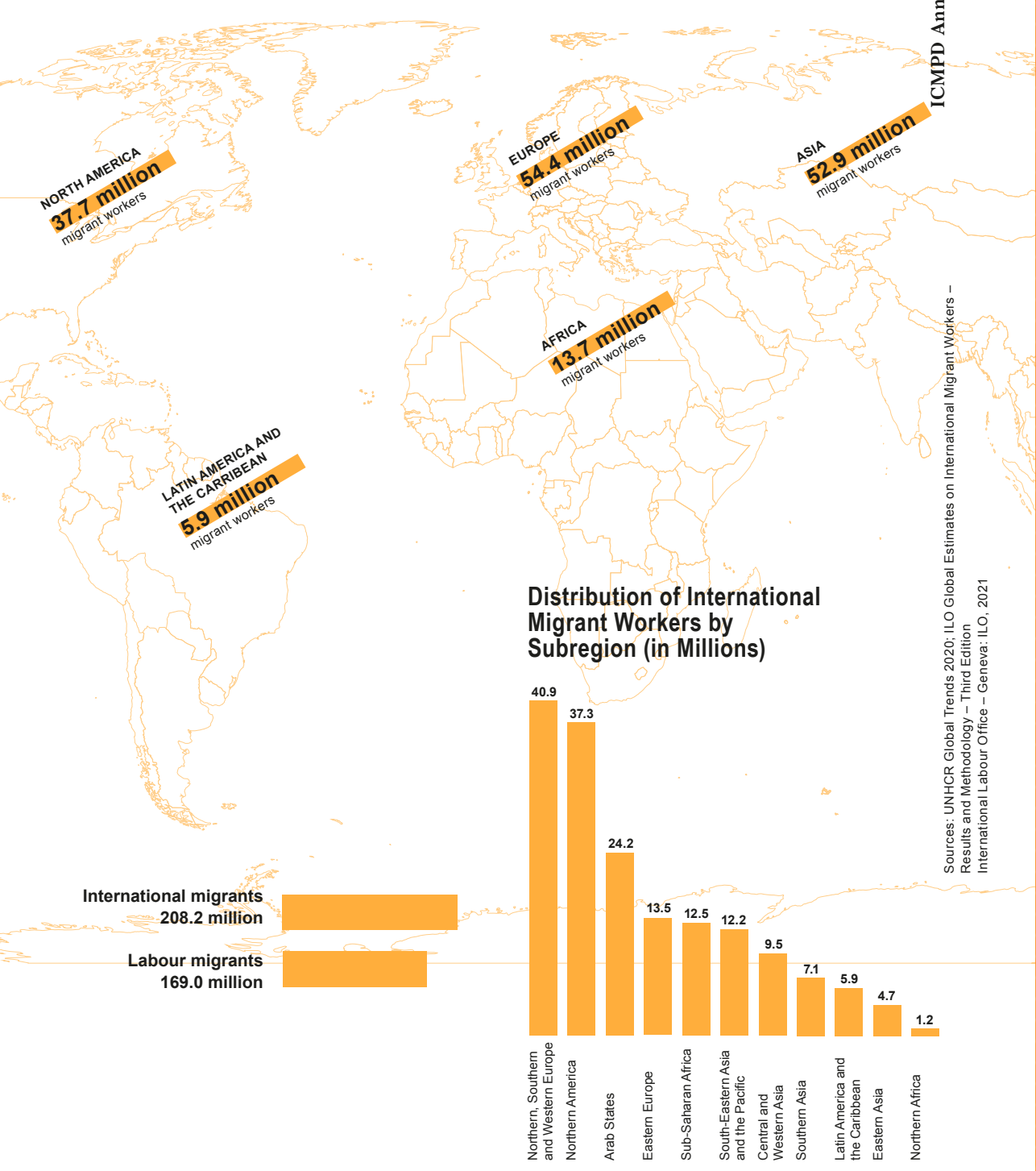
Eastern Mediterranean



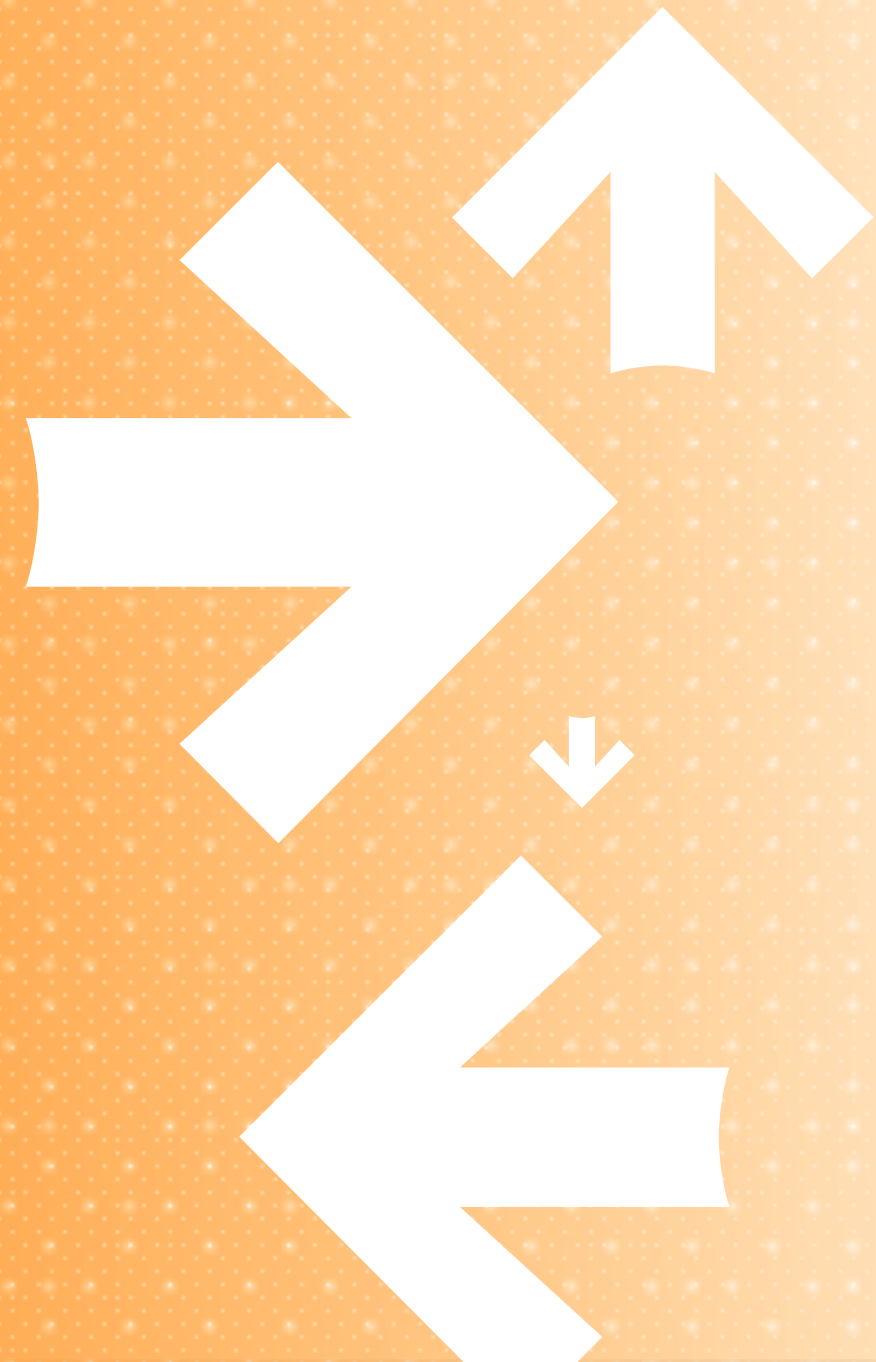
Source: Frontex, Detections of illegal border crossings



# DISTRIBUTION OF MIGRANT WORKERS



# PROJECTS 2021



## Policy, research and strategy

Sustainable practices of INteGration (*SPRING*)

Migration.Digital.Pedagogy (*MiDiP*)

Provision of MedCOI quality assurance services and comparative legal research

Comprehensive support for people in a vulnerable situation in the Polish migration management system (*KOMPLEKS*)

Translocal figurations of displaced families (*TRAFIG*)

Understand the impact of novel technologies, social media, and perceptions in countries abroad on migration flows and the security of the EU and provide validated counter approaches, tools and practices (*PERCEPTIONS*)

Labour market integration trajectories of refugee women (*FIMAS+Women*)

Novel strategies to fight child sexual exploitation and human trafficking crimes and protect their victims (*HEROES*)

## Africa

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

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

Organised crime: West African response to trafficking (*OCWAR-T*)

ICMPD Niger-Nigeria countering trafficking in human beings (*NG-NR*)

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

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

Modernising Nigeria Immigration Service workforce (*MoNIS*)

Technical vocational education, training and youth employment in Nigeria: The Centre of Practical Skills (*CoPs*)

Border management project in Cote D'Ivoire

17

## Eastern Europe & Central Asia (EECA)

Mobility Partnership Facility – Prague Process Phase II and III (*MPF-PP*)

Construction of temporary accommodation centre for asylum seekers in Armenia (*TAC Armenia*)

EU support to strengthening IBM in Ukraine (*EU4IBM*)

EU for increasing migrants' potential to act for development of Armenia (*EU Impact for Armenia*)

Development of a forced-return monitoring system in the Republic of Moldova (*FReMM*)

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

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

Enhancing migration and citizenship services in Armenia (*E-MICS*)

Strengthening development impact of migration in Georgia (*STREAMinG*)

## Global/interregional

Mobility Partnership Facility Phase II and III (*MPF II*)

European Return and Reintegration Network (*ERRIN*)

Global EU Diaspora Facility (*EUDiF*)

Trainings for development-oriented migration (*Training DOM*)

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

Logistical and technical support for migration seminars in the EU neighbourhood and enlargement countries (*ATA DG NEAR*)

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

# Mediterranean

Border management programme for the Maghreb Region (*BMP Maghreb*)

Mediterranean City-to-City Migration profiles & dialogue (*MC2MC phase II*)

Integrated Border Management support Jordan (*IBM Jordan*)

Enhanced capability for Integrated Border Management in Lebanon (*IBM Lebanon – Phase III*)

Support programme to Integrated Border Management in Tunisia (*IBM Tunisia III*)

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

Netherlands assistance to Jordanian border control agencies (*IBM Lebanon Phase II – CH*)

Libya's migration technical assistance facility (*LIBMITAF*)

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

Supporting access to justice for trafficking victims in Tunisia (*ATP Tunisia*)

Supporting Lebanon in fostering human rights-based border and migration management (*Swiss IBM III*)

Mediterranean City-to-City Migration profiles & dialogue (*MC2MC phase III*)

Netherlands assistance to Lebanese border agencies Lebanon (*IBM phase V*)

Support to the implementation of the National Strategy on Migration in Tunisia (*PROGRES II*)

# Silk Routes

Improving migration management in the Silk Routes Countries (*Silk Routes – III*)

EU-India cooperation and dialogue on migration and mobility (*India CAMM*)

Integrated border management in the Silk Routes Countries (*IBM Silk Routes*)

Establishing responsive and sustainable migrant resource centres in Iraq (*MRC Iraq*)

Establishing migrant resource centres in Bangladesh (*MRC Bangladesh*)

Developing the Iraqi Government's knowledge and expertise in migration governance (*IMED*)

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

Capacity building for long-term reintegration of returnees to Afghanistan and Iraq complementary to reintegration support through ERRIN (*CAIR*)

Information and capacity building on asylum, legal and irregular migration in Afghanistan, Iraq and the Western Balkans (*IKAM*)

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

Budapest Process activities

19

# Western Balkans & Turkey

Technical assistance for cooperation with civil society in the area of migration and international protection (*TACSO*)

EU support to effective management of green and blue borders of Albania (*EU4SAFEALB*)

Pooling diaspora resources and expertise for business creation and expansion into (mostly) rural regions of Serbia (*Link up II*)

Enhancement of entrepreneurship capacities for sustainable socio-economic integration (*FRIT Programme*)

Strengthening migration management authorities in Kosovo\* Phase III (*MIMAK III*)

Research on child trafficking and labour trafficking in Turkey to support evidence-based policy formulation and DGMM decisions on Turkey's anti-trafficking response (*THB Res*)

Supporting the development of return counselling capacities in Turkey (*ReConnect*)

Supporting the strengthening of capacity for conducting forced return operations (*FRMON*)

Supporting the implementation and further strengthening of Turkey's National Assisted Voluntary Return and Reintegration System – Pillar 1: Capacity building of the N-AVRR national stakeholders (*NAVRR Pillar 1 and Pillar 2*)

Developing approaches for enhancing the functionality of the National Referral Mechanisms (NRMs) in the MARRI participants (*NRM-MARRI*)

Study of the diasporas' contributions to socio-economic development in the Western Balkans

Drafting of a National IBM Strategy and updating of the "National Action Plan to Implement Turkey's IBM Strategy"

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

# RESEARCH UNIT





# MIND THE GAP: INFORMATION CAMPAIGNS TO ADDRESS MIGRANT INFORMATION NEEDS

Research on migration decision-making has shown that potential migrants first form an aspiration to leave and then cross various decision-making thresholds in deciding where to go and how to get there. Related to this, European policymakers are increasingly interested in more fine-grained analysis of migration decision-making in order to inform policy tools, amongst them information campaigns on migration.

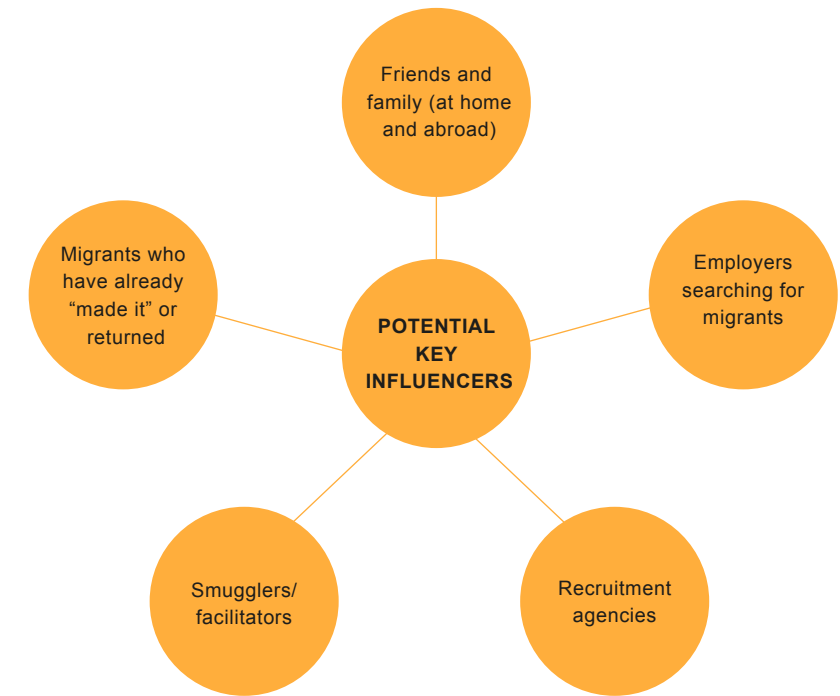
In the past, advertising, film and television, and other trusted sources among family and friends played an important role in migration decisions and in perceptions of a possible destination country. Today, in places with internet access, social media and other digital communication tools have increased the intensity with which certain information, ideas, images and perceptions circulate. Moreover, these new tools have become important sources of migration-related information for migration decision-making, especially also with regard to irregular migration processes. On the one hand, these means of communication can create new opportunities for (potential) migrants, such as reducing dependence on information provided by facilitators of irregular migration. They can also provide potential migrants with a more realistic picture of an irregular migration journey and a possible future, as information gathering and sharing is possible at any point in the migration process. On the other hand, filter bubbles and echo chambers can lead to a situation where one-sided information is perceived while nuanced (or more accurate) messages no longer get through.

Migration information campaigns have become a widespread tool of migration management over the past decades. They have arisen as a means of deterrence but also with the aim of reducing the risks for migrants. Although hundreds of these cam-

paigns have been funded, they often lack an evidence base. Social media outlets have become attractive as channels for migration information campaigns, since they involve low costs and promise large outreach and easy implementation, yet one-on-one interactions have been more effective in supporting decision-making. If well designed, campaigns could be part of the solution to address the problem of misinformation around (irregular) migration. However, designing and conducting such campaigns in an effective manner is far from straightforward.

Extensive exploration on migrants' perceptions of Europe (PERCEPTIONS), decision-making in transit, research for ICMPD's Migrant Resource Centres (MRCs) and for ICMPD's Awareness and Information Campaigns on the Risks of Irregular Migration in Pakistan (PARIM) shed light on migrants' information needs, decision-making on irregular migration, as well as lessons learnt for migration information campaigns going forward.

## Influencers in the Process of Migration Decision Making



## Technology-driven crime requires new responses: technological innovation combined with social action

Novel information and communication technologies have inadvertently created a space where trafficking in human beings, sexual abuse and sexual exploitation of children take new forms. At the same time, the technical and legal tools available to actors to prevent, investigate and assist victims are not keeping pace with the speed with which criminals are using

these new technologies to perpetrate their heinous acts. ICMPD is part of a large-scale international research consortium (HEROES) that aims to develop novel strategies to address these developments through an integrated approach of technological innovation and social action and cooperation.

# POLICY UNIT

25



# THE ROLE OF LEGAL PATHWAYS IN REDUCING IRREGULAR MIGRATION

Concerns about irregular migration are consistently at the top of the agenda of governments, who have designed and tested an array of policies to offer protection to those in need, address people smuggling and human trafficking, and tackle the root causes of irregular migration. One tool in this policy toolbox is legal pathways.

The opening or expanding of legal pathways is often touted not just as a positive counterpart to tougher border regimes or visa regulations but also as a way to reduce irregular migration. However, as we explored in 2021, this relationship is far from straightforward. While it may make a dent in the number of people choosing to leave, the expansion of legal pathways is unlikely to completely satisfy the demand for regular migration. Moreover, experience shows that the effectiveness of legal pathways is context-specific, and they can reduce unauthorised migration only in combination with other measures such as international cooperation frameworks and effective border controls.

For those forced to leave their homes, safety from physical harm and livelihoods are vital to a sustainable future. While they may find physical protection in neighbouring countries, true access to livelihoods may only be available in countries further afield. Legal pathways to Europe and other third countries, such as refugee resettlement and complementary pathways, are essential in this context. In 2021, we explored how labour and education pathways to third countries can be an important part of sustainable solutions to displacement. More generally, legal mobility – when paired with granting access to labour markets and ensuring the right to

family life – can help forced migrants to rebuild their lives. Such pathways eliminate the need for them to resort to dangerous journeys and can open new opportunities.

But how are migrants supposed to know which paths are open to them? How can destination countries prevent potential migrants from investing their life savings in smugglers? Indeed, increased access to information through ICT and social media can help migrants make better-informed decisions before and during their journeys. Yet digital tools and social media have also become key for advertising smuggling services and spreading misinformation while helping smugglers shield their own activities. Our work thus included a look at ways in which governments can intervene in this communication chain, namely at the effectiveness and sustainability of various information (technology) tools. At the same time, research and discussions in Pakistan, Jordan, Ethiopia, Tanzania, Italy, and Greece have shown us the scale and the importance, but also the ambivalence and pitfalls, of transnational migrant networks in supporting people in migrating and integrating.

## POLICY BRIEFS

- Leveraging migration information campaigns for state and migrant security
- Moving on: How easing mobility restrictions within Europe can help forced migrants rebuild their lives
- Networks and mobility: A case for complementary pathways
- More, better or it does not matter? The promise of legal pathways as a means to reduce irregular migration (forthcoming)

## COMMENTARIES

- Connecting the dots: Understanding community sponsorship as a network
- Investing in refugee talent

Available pathways depend on migrants' social, financial and human capital



© ICMPD, Martin Wagner, Camilla Fogli

# MIGRATION DIALOGUES

# MIGRATION DIALOGUES AS AN ESSENTIAL PART OF GOVERNING MIGRATION

Migration dialogues successfully link countries and regions as well as create important networks among migration administrations. ICMPD supports several key inter-governmental dialogues on migration by providing strategic advice, expertise and administrative support.

Over the past 30 years, dialogues have become powerful tools for fostering migration cooperation and effective ways of driving a common migration agenda forward. ICMPD runs the secretariat for the Budapest Process, the Prague Process, the Rabat Process, the Khartoum Process and the Mediterranean Transit Migration Dialogue. In this role, the organisation supports the participating states by providing advice and information.

ICMPD was founded in 1993, at a time when migration in Europe saw dramatic changes following political developments in Eastern Europe and the wars leading up to the dissolution of Yugoslavia. Politicians realised they needed a new platform for discussing migration among states who had very different interests and priorities. States were seeking an efficient way to build cooperation, forge new bonds and exchange information on migration.

They found it by creating the first truly inter-regional migration dialogue, the Budapest Process. This dialogue created an informal political setting that provided an opportunity to agree on policy targets and standards for cooperation without legally binding the participating states. It gave states the freedom to engage in more ambitious cooperation, share information freely and create important professional networks. One of the first tasks of the newly founded ICMPD was to support the Budapest Process as its secretariat.

Nowadays, dialogues have become powerful tools for fostering migration cooperation and effective ways of driving a common migration agenda forward. Migration dialogues connect countries located along the migration routes, build networks among administrations and create platforms to find common language, paths and solutions. The dialogues often go beyond formal frameworks by setting more ambitious objectives. They help to overcome differences and find commonalities on all topics while building the trust between partners that is needed to initiate operational cooperation. As such, they have become an essential part of how we govern migration. ICMPD now supports some of the most important migration dialogues linking Europe, Asia and Africa.

Nowadays, dialogues have become powerful tools for fostering migration cooperation and effective ways of driving a common migration agenda forward. Migration dialogues connect countries located along the migration

## CONNECTING REGIONS

The organisation runs the secretariat for the Budapest Process, the Prague Process, the Rabat Process, the Khartoum Process and the Mediterranean Transit Migration (MTM) Dialogue – all covering important migration regions. In its secretariat role, ICMPD gives leading and participating states support in the form of strategic advice and information while also providing migration expertise and administrative support. Having this function puts ICMPD in a unique position in terms of regional networks and knowledge as well as geographic and thematic outreach.

In most dialogues, the policy direction is decided upon at ministerial level. Ministerial declarations, sometimes with accompanying work plans, set the thematic priorities, specific objectives and targets for the cooperation for a specific time period. Dialogues include several activities: working group meetings, capacity building measures and national implementation activities planned in order to reach the cooperation objectives. In many processes, this work is overseen by high-level senior officials' meetings, mandated to follow-up on ministerial conclusions.

Considering how important the regional perspective is in international migration, ICMPD has adopted a regional approach in its work and is fostering close relationships with regions connected to Europe. The aim is to create efficient cooperation and partnerships along migration routes.

ICMPD has organised the work in priority regions closely connected with the migration dialogues it supports. The dialogue activities are flanked with capacity building measures as well as policy and research activities. These three approaches mutually reinforce their respective impact and quality.

## FOSTERING DIALOGUE, COOPERATION AND STRATEGIC PARTNERSHIPS ON ALL LEVELS

In the African region, the Rabat and Khartoum Processes act as forums for political dialogue and cooperation on migration between countries of origin, transit and des-

tination. The Khartoum Process engages the EU and Horn of Africa countries in tackling irregular migration, such as human trafficking and migrant smuggling, while the Rabat Process brings together national governments in Europe and in North, Central and West Africa to discuss migration under a broad strategic framework.

The Rabat and Khartoum Processes continue to monitor the implementation of the JVAP, a political declaration and a common action plan adopted during the 2015 Valletta Summit on Migration, where African and European partners agreed upon concrete and operational measures to address migration.

The Continent-to-Continent Migration and Mobility Dialogue (C2CMMD) builds on the strategic partnership between the African Union and the European Union to address migration issues in a spirit of partnership and shared responsibility, with full respect of international law.

In 2021, the Rabat Process strengthened member states' ownership of the dialogue and their participation in its operational direction through the appointment of reference or "champion" countries for each domain of the Marrakesh Action Plan. In 2021, new tools including studies, collections and guides were shared with member states to support their migration policy development and decision-making. In that same year, the Khartoum Process further consolidated its framework for policy and dialogue among its member states under the chairmanship of the Netherlands.

Within the framework of the Valletta Process and in performance of the mandate conferred on them at the 2018 Senior Officials' Meeting in Addis Ababa by the Valletta partners, the Steering Committees of the Khartoum and Rabat Processes steered the Joint Valletta Action Plan (JVAP) update exercise with the aim of determining delivery to date and acknowledging recent policy developments.

C2CMMD continued to pursue its operational objectives through the facilitation of activities to advance the stakeholders' priorities of mutual interest that are linked to improving the governance of safe and regular



migration and mobility within Africa and between Africa and Europe.

In the Mediterranean region, the City-to-City Migration initiative (under the MTM Dialogue) entered its fifth year of operation. A network of nine major Mediterranean cities working on improving local migration governance was consolidated in 2017 and will be extended to include several more cities in the future.

Throughout 2021, the Prague Process continued to implement a range of activities within its Migration Observatory and Training Academy. Due to the outbreak of COVID-19 in 2020 ICMPD put forward over a dozen remote activities and continued to do so throughout 2021. They ranged from the newly introduced webinar series to online trainings and policy talks on key migration policy developments. The annual Senior Officials' Meeting was a chance to reflect on the key findings of this survey and gave the attending states another opportunity to share their latest policy developments and cooperation needs.

In 2021, the Budapest Process continued to further the commitments taken on the Silk Routes Partnership for Migration with a focus on Afghanistan, Bangladesh, Iran, Iraq and Pakistan, namely commitments to partnership, comprehensive migration management, human rights, solidarity and knowledge. The dialogue partners have been focusing on two priority areas: labour migration including skills development, and irregular migration including migrant smuggling, trafficking in human beings, return and reintegration. Furthermore, the Budapest Process continued to adapt the agenda of certain meetings to include specific consideration of the effects of COVID-19 on migration in the short, medium and long term, specifically in the areas of irregular flows and labour mobility. The Budapest Process has operational ties in the Silk Routes region through two regional multi-year projects, which provide knowledge on emerging needs of partner countries on the ground. Through these projects for enhancing migration management and integrated border management, equipment was procured to respond to the countries' needs. Support for

policy and strategy development continued in different fields of migration governance. In addition, the Migrants Resources Centres carried on their awareness-raising activities, using social media in particular.

Supporting migration dialogues for the past 26 years has also influenced ICMPD. It has convinced ICMPD that migration management requires cooperation and partnership at all levels. ICMPD now uses this same approach to facilitate cooperation between partners in several areas of migration management, for example, integrated border management, the fight against trafficking and diaspora matters.

# WESTERN BALKANS AND TURKEY

33

ICMPD continues to grow in terms of both member states and offices throughout the world. To give you an idea of how broad this organisation has become, this report features a selection of town signs from places where ICMPD is present.



# ICMPD ENHANCES ITS CONTRIBUTION TO THE REGION BY EXTENDING ITS PORTFOLIO

In 2021, ICMPD opened two new offices in the region: the regional office in Istanbul and a project office in Sarajevo. Both new locations have already contributed to project implementation and to the overall impact of the existing offices in this region, i.e. the offices in Ankara, Belgrade, Pristina and Skopje.

ICMPD Western Balkans and Turkey Regional Office has three main portfolios focusing on overall migration management and migration and development issues in Turkey in priority areas at country and regional levels in the Western Balkans.

In 2022 the number and scope of the portfolios will be further enhanced to have a more thematic and geographical focus and to cover cross-cutting issues, such as cross-regional and thematic and geographical issues.

In 2021, ICMPD opened two new offices in the region, namely the regional office in Istanbul and a country office in Sarajevo. Both new locations have already contributed to project implementation and to the overall impact of the existing offices in this region, i.e. the offices in Ankara, Belgrade, Pristina\* and Skopje.

## TURKEY

In migration management, the major focus in 2021 continued to be on strengthening national mechanisms and policy development in Turkey. ICMPD expanded its support to Turkish authorities surround-

ing irregular migration and return, concentrating specifically on building capacity in return counselling, strengthening the national legal framework on returns, monitoring the forced return programme and consolidating Turkey's newly established National Assisted Voluntary Return and Reintegration (N-AVRR) mechanism. The UK-funded project called Strengthening Utilisation of Additional Policies and Measures for Reinforcing Migration Management in Turkey (SUPREME) was successfully completed in March 2021 with a pilot implementation of N-AVRR involving the assisted voluntary return of irregular migrants. This work helped to strengthen Turkey's dialogue with major countries of origin. September 2021 saw the launch of a new project: Supporting the Implementation and further Strengthening of Turkey's National Assisted Voluntary Return and Reintegration System (NAVRR). It supports the voluntary, dignified and sustainable return of irregular migrants from Turkey to major countries of origin by further strengthening the newly established N-AVRR mechanism in Turkey. In parallel, ICMPD has been implementing a project called Supporting

the Development of Return Counselling Capacities in Turkey (ReCONNECT) since May 2021, providing capacity-building support to relevant stakeholders who will be furnishing return counselling services to migrants in Turkey. ICMPD also continued to support efforts aimed at strengthening the national legal framework and to improve the monitoring mechanism for forced return operations in Turkey with a project called Supporting the Strengthening of Capacity for Conducting Forced Return Operations (FRMON), launched in July 2021.

In 2021, ICMPD also continued to support Turkey's anti-trafficking response through research, targeted capacity building and awareness raising. The project called Research on Child Trafficking and Labour Trafficking in Turkey to Support Evidence-based Policy Formulation and PMM Decisions on Turkey's Anti-trafficking Response launched field research in November 2021 covering nine provinces<sup>1</sup> and targeting both locals and Syrians under temporary protection (SuTPs); the expected completion date is March 2022. The research focuses on the incidence of child and labour trafficking and on vulnerabilities and factors of resilience to child and labour trafficking and will provide the evidence base for Turkey's policy response to child trafficking and trafficking for labour exploitation. Additionally, ICMPD provided capacity building on trafficking in human beings for staff from the Presidency of Migration Management (PMM), the Directorate General on the Status of Women (DGSW) and the Directorate General of Child Services (DGCS) from the Ministry of Family and Social Services (MoFSS). The trainings

**In cooperation with the Union of Municipalities of Turkey (UMT), ICMPD also organised an international webinar in May 2021 titled Cooperation with Civil Society and Municipalities in Migration Management in Turkey and the Netherlands. The aim is to promote the international exchange of best practices.**

offered an enabling environment for PMM and MoFSS to further their dialogue and cooperation in the field of anti-trafficking.

Continued support for the asylum and international protection system in Turkey remained one of the core objectives in 2021, with ICMPD continuing to advocate durable solutions for SuTPs in Turkey and other asylum seekers in the country. As an extension of efforts to promote socio-economic integration of migrants and social cohesion, ICMPD also prioritised in 2021 the establishment of partnerships with local administrations and support to civil

society with capacity building on migration and international protection. In 2021, ICMPD conducted consultations with several metropolitan and district level municipalities as well as unions of municipalities to monitor municipal needs with regards to migration management. In cooperation with the Union of Municipalities of Turkey (UMT), ICMPD also organised an international webinar in May 2021 titled Coop-

eration with Civil Society and Municipalities in Migration Management in Turkey and the Netherlands. The aim was to promote the international exchange of best practices. As part of its work on strengthening cooperation between the public and civil society on migration and capacity building for civil society, ICMPD developed model tools (protocols and standard operating procedures) to provide a basis for implementing partnership agreements between PMM and civil society organisations regarding harmonisation and THB and provided 750 civil society staff in 2021 with two-day trainings on migration and international protection, thus further strengthening its outreach to CSOs in the migration sector.

<sup>1</sup> Adana, Bursa, Gaziantep, Hatay, İstanbul, İzmir, Kilis, Konya, Şanlıurfa

In border management, a new project called Drafting of a National IBM Strategy and Updating of the National Action Plan to Implement Turkey's IBM Strategy (EU4IBMTR) began to be implemented in 2021. The overall objective of the action is to support better alignment with Chapter 24 – Justice, freedom and security. Another project called Supporting the Institutional Capacity of the Directorate General of the Provincial Administration (DGPA)'s National Coordination and Joint Risk Analysis Centre (NACORAC) will also begin to be implemented in 2022. Its aim is to improve inter-service cooperation on IBM by supporting the institutional capacity and the operationalisation of NACORAC in line with EU standards.

The socio-economic integration and migration-development nexus among all the concepts remained sensitive and significant items on Turkey's agenda, given that it hosts one of the largest refugee populations in the world. Considering that around 3.7 million Syrians under temporary protection (SuTPs) currently reside in Turkey, the country places a special emphasis on socio-economic inclusion of this population in host communities.

As regards migration and development, ICMPD has continued to support the efforts to establish and implement an integrated, long-term, development-sensitive, and sustainable migration policy framework at the central and regional level. One special focus is on labour market integration of migrants through two projects: Supporting the Implementation of Development-sensitive Migration Policies and Initiatives in Turkey (SUMMIT), funded by the Swiss Secretariat for Migration (SEM), and Enhancement of Entrepreneurship Capacities for Sustainable Socio-Economic Integration (ENHANCER), funded by the European Union.

The SUMMIT project continued its efforts to establish a policy framework targeting all migrant groups in Turkey to contribute to positive outcomes of the migration and development nexus in 2021. The project specifically provides support for implementing development-sensitive migration policies and strategies and for increasing institutional capacities on migration and development at central and local levels to formulate strategic policy directions and support the development of policy framework documents. In addition, the aim is to help to develop and implement labour market integration measures and initiatives in priority sectors through sector-based analysis and the development of policy recommendations.

The ENHANCER project continued to contribute to socio-economic harmonisation between SuTPs and the host communities in 2021. Sustainable socio-economic integration critically depends on the SuTPs receiving technical and financial support so they can establish and develop their own businesses. They become integrated into the socio-economic ecosystem by participating in the workforce, thereby gaining a livelihood for themselves and contributing to the local economy by creating additional jobs and paying taxes.

The project continued to provide financial and non-financial support to entrepreneurs but also diversified this support in 2021. Its main non-financial support activities include providing basic and technical skills training for potential entrepreneurs, matching potential and existing entrepreneurs, small- and medium-sized enterprises (SMEs) and cooperatives, supporting the target groups with mentoring, and providing technical assistance to the national-level institutions in managing the economic development and migration nexus. Non-financial support is paralleled

In 2021, the LinkUp! project cooperated with the Chamber of Commerce to set up a Diaspora Business Hub (DBH) as a "one-stop-shop" aimed at assisting the business diaspora in accessing relevant information and business partners in Serbia and at providing support for diaspora investors through strengthened local partners. The project successfully developed an online business platform called Business Atlas of Serbia and Diaspora, which provides services enabling direct interaction between Serbian entrepreneurs, institutions and members of the diaspora, as well as key information for the diaspora on doing business in Serbia.

with grant support for five purposes: (i) to establish local entrepreneurship community hubs, (ii) to promote start-ups, (iii) to help local institutions to improve their services for entrepreneurs, (iv) to support cooperatives in creating new job opportunities, and (v) to assist SMEs in creating new job opportunities.

## WESTERN BALKANS

In 2021, ICMPD focussed its work in the Western Balkans on capacity building activities for migration management authorities, the provision of information for migrants transiting through the region, and support to institutions to fight trafficking in human beings and improve border management structures. Also, diaspora matters are a key area of ICMPD's work in the Western Balkans.

To strengthen diaspora engagement in Serbia, the LinkUp! Serbia II project continued its work on fostering transnational entrepreneurial activities with and through the Serbian diaspora in the German, Austrian and Swiss markets. In 2021, the project cooperated with the Chamber of Commerce to set up a Diaspora Business Hub (DBH) as a "one-stop-shop" aimed at assisting the business diaspora in accessing relevant information and business partners in Serbia and at providing support for diaspora investors through strengthened

local partners. LinkUp! successfully developed an online business platform called Business Atlas of Serbia and Diaspora, which provides services enabling direct interaction between Serbian entrepreneurs, institutions and members of the diaspora, as well as key information for the diaspora on doing business in Serbia. By providing support to regional development agencies and regional chambers of commerce for their work with municipalities, local partners have strengthened their own outreach to the diaspora and developed over 60 investment opportunities in six regions of Serbia. Throughout 2021, LinkUp! continued to engage members of the diaspora, including mentors and brokers, to internationalise the business of Serbian SMEs, early-stage entrepreneurs and return investors.

Diaspora engagement is also the focus of a mapping study that is looking into enhancing the diaspora's contribution in the Western Balkans to socio-economic development in their countries of origin. The emphasis is on the business diaspora and entrepreneurship in order to increase the transfer of knowledge/skills and investments.

ICMPD has further extended cooperation with authorities of Bosnia and Herzegovina (BiH) to develop a partnership covering strategic and operational issues. Based on this joint vision, a series of project initiatives have been developed aiming to further support migration management in BiH. A new project is being launched to help to upgrade the migration information system of BiH. ICMPD worked under the direction of North Macedonia to assess the overall impact of the EU Pact on Migration and Asylum on the Western Balkans and explore synergies deriving from the Pact for further extending cooperation between EU and Western Balkan countries and for further strengthening



ICMPD continued to help to strengthen capacities of the migration management authorities by offering training as well as support in improving management structures and policy development. A project called Strengthening Migration Management Authorities in Kosovo\* (MIMAK) aims at further building up government authorities.

migration management in the Western Balkans.

ICMPD also continued to help to strengthen capacities of migration management authorities by offering training as well as support in improving management structures and policy development. A project called Strengthening Migration Management Authorities in Kosovo\* (MIMAK) aims at further building up government authorities and related inter-institutional mechanisms in migration management to improve evidence-based migration and migration-related policies and to inform the population about the benefits of regular migration and the consequences of irregular migration. In 2021, with the support of the MIMAK project, Kosovo\* authorities worked on developing policy addressing irregular migration and an increased influx of migrants into the country, legal migration of citizens, migration and development, and diaspora-related topics and improved their knowledge and policy-making skills. MIMAK also assisted the institutions in consolidating their strategic framework on migration management by providing advice and expertise for developing the Strategy for Migration 2021–2025 (adopted in October 2021) in line with objectives deriving from the Global Compact on Migration and the EU Pact on Asylum and Migration. As requested by government partners, the project assessed the institutional structures in place for addressing the internal migration system in the country and for preparing adequate structures to manage and monitor a potential post-visa liberalisation process.

To address irregular migration and strengthen asylum systems in the Western Balkans, ICMPD is implementing a pro-

ject called Information Measures and Capacity Building on Asylum, Legal and Irregular Migration in Afghanistan, Iraq and the Western Balkans (IKAM). In cooperation with authorities in the Western Balkan region, the project is developing a web platform for assuring first-hand information to migrants about services relating to assistance and

protection, asylum and return. IKAM also provides training to authorities to strengthen their capacities in addressing trafficking of human beings and in furnishing adequate services for migrants in vulnerable situations to prevent trafficking, exploitation and abuse. The project work includes a study that is reviewing existing scientific explanations of destination country selection by migrants with a specific focus on the linkages between decision-making on target countries and migration routes and the migration governance systems in the Western Balkans.

Serbia, Kosovo\* and Albania are also partners in a global project funded by GIZ that provides tailor-made trainings for government officials related to migration and development. This work continued successfully in 2021. Efforts to help institutions in building anti-trafficking capacity also continued with a specific focus on facilitating the designing of effective anti-trafficking strategic responses in the Western Balkans.

Regarding border management within the Western Balkans, ICMPD continued an EU-funded project to support the Border and Migration Police (BMP) of Albania to achieve effective border control and surveillance in order to prevent and combat trafficking in narcotics. Specifically, the project contributes to an enhanced BMP capacity to counter organised cross-border crime and drug trafficking through the provision

of modern specialised technical resources and capacity building measures for BMP staff. In Kosovo\*, ICMPD provides support to the Border Police in the form of biometric equipment to strengthen the authorities in ensuring more efficient management of the influx of migrants in line with international standards for the protection of migrants' rights.

## OUTLOOK FOR 2022

In 2022, the Western Balkans and Turkey Regional Office will aim to consolidate its portfolio and support countries in a complementary manner through projects focusing on priority thematic areas at the country level as well as initiatives promoting a regional response and partnerships on arising migration management needs along the migration routes. In this same vein, the regional office in Istanbul will be positioned as a hub for coordinating ICMPD's cross-regional activities and for promoting cooperation between the countries along the Eastern Mediterranean migration route. ICMPD will continue supporting national institutions in Turkey in efforts to combat irregular migration, consolidate the N-AVRR mechanism and strengthen dialogue with the countries of origin. The focus will be on developing the long-term Assisted Voluntary Return & Reintegration Strategy and on increasing the number of assisted voluntary return and reintegration operations to major countries of origin. ICMPD will also continue focusing on supporting Turkey's anti-trafficking response, further promoting durable solutions for refugees that strengthen the asylum system in Turkey. It will further its engagement with local administrations to facilitate social cohesion as well as support the national capacity regarding aspects of integrated border management. There are plans to launch a new project to aid in the establish-

ment and functioning of the International Migration Training and Cooperation Centre in Istanbul. The centre will offer training and knowledge building and sharing, as well as liaison mechanisms for public institutions from the countries of the region, later possibly also covering Central Asian, Silk Routes and Middle Eastern countries.

ICMPD's Western Balkan portfolio will continue to focus in the upcoming year on strengthening capacity for migration management authorities, preventing irregular migration, improving border management and further facilitating diaspora engagement in the region. ICMPD will continue supporting tailor-made capacity building activities and specific interventions that would be launched in cooperation with the Western Balkan countries to foster inter-regional and cross-regional activities. The strategic priorities will include support in further extending cooperation with countries of origin through structured dialogues.

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



# EASTERN EUROPE AND CENTRAL ASIA



# DEVELOPMENTS IN AFGHANISTAN AND BELARUS HAD MAJOR EFFECTS ON MIGRATION

In 2021, migration trends in the EECA were driven by rapid developments in Afghanistan, the instrumentalisation of migration by Belarus, smouldering conflicts, the economic and demographic situation, as well as the impact of COVID-19 on mobility. These challenges will likely persist in 2022 and beyond. The EECA RO is well equipped to address these challenges along with the regional priorities also contained in the concepts developed in early 2021 for EU programming for the Eastern Partnership and Central Asia for 2023–2027.

The COVID-19 pandemic continued to limit travel possibilities for face-to-face meetings with beneficiaries, donors, partners and colleagues, thereby highlighting the importance of ICMPD's presence in countries of interest, enhanced mobilisation of modern technologies for remote communication and capacity building (e.g. Prague Process e-learning platform), and introduction of innovative project implementation methodologies. While online events and consultations, webinars and e-learning courses cannot replace human contact and networking, they do represent a complementary alternative with a proven impact, which EECA RO will continue using and developing in innovative ways.

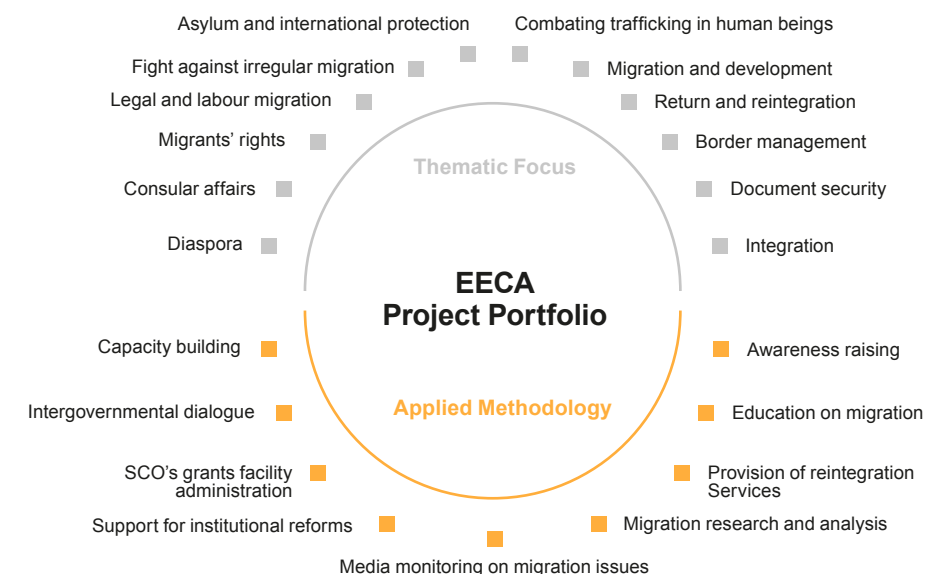
In its desire to strengthen its presence in the region, ICMPD re-established BOMCA project offices in Nur-Sultan (Kazakhstan), Bishkek (Kyrgyzstan), Dushanbe (Tajikistan), Ashgabat (Turkmenistan) and Tashkent (Uzbekistan), re-established its presence and operations in

Chisinau (Moldova) and continued running the offices in Yerevan (Armenia), Baku (Azerbaijan), Tbilisi (Georgia) and Kyiv (Ukraine).

The regional office in Vienna, which also hosts the Prague Process secretariat, and the Migrant Resource Centre in Dushanbe, shared with the Silk Routes project, complete the list of locations. The signing of a seat agreement with Azerbaijan further strengthened ICMPD's status in the country while the appointment of heads of offices in Baku and Kyiv improved its access to local authorities. Finally, the memorandum of understanding signed with the Council for Migration, Compatriots and Diaspora Abroad under the speaker of the Parliament of Kyrgyzstan paves the way for continued status agreement negotiations and for the establishment of Migrant Resource Centres in Bishkek and Osh, in addition to the

**In its desire to strengthen its presence in the region, ICMPD re-established offices in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, continued running the offices in Armenia, Azerbaijan, Georgia and Ukraine and re-established operations in Moldova.**

## The EECA Region – Thematic Focus and Methods Applied



planned (re-)establishment of similar centres in Tajikistan and Uzbekistan.

The number of projects in the EECA region increased in 2021, and ICMPD diversified its approach as a donor on behalf of the EU through the facilities under the Global Initiatives (MPF, MIEUX+, EUDiF) and as an implementer of a diverse project portfolio funded by the EU and its members (e.g. Denmark, Germany, the Netherlands and Poland). A number of new projects were launched in 2021: BOMCA 10 in Central Asia, E-Misc in Armenia, MOBILAZE 2 in Azerbaijan, FreMM and

**In 2021, the number of projects in the Eastern Europe and Central Asia Region increased. Thus ICMPD has diversified its approach as a donor on behalf of the EU through the facilities under the Global Initiatives projects and as an implementer of a diverse project portfolio funded by the EU and its members. A number of new projects were launched in 2021 and others were completed, thereby paving the way for new actions. Several initiatives continued and progressed.**

CareFor in Moldova, STREAMinG in Georgia, RESTART in Armenia. Some projects were concluded (ENIGMMA 2 in Georgia and the Police Reform Project in Moldova) paving the way for new actions. Several other initiatives continued and progressed: EU4IBM in Ukraine and IMPACT, ERRIN and TAC in Armenia. All mentioned actions follow a common approach, which makes ICMPD a trusted and valuable partner in the region. They have been designed to meet the needs and expectations of the beneficiaries, follow donors' priorities, and holistically address a variety of areas, ranging from crosscutting support to migration and border management policies to targeted implementation in specific sectors.

Throughout 2021, several major developments affected the migration situation in the EECA region. These have been closely monitored and analysed to enable

The rapid regime change in Afghanistan affected not only Iran and Pakistan but also the northern neighbours Turkmenistan, Uzbekistan and Tajikistan. The potential for major migratory movements towards other destinations including the EU will persist in 2022.

ICMPD to elaborate adequate policy responses within a whole-of-route approach. The rapid regime change in Afghanistan affected not only Iran and Pakistan but also the northern neighbours Turkmenistan, Uzbekistan and

Tajikistan. The potential for major migratory movements towards other destinations including the EU will persist in 2022. The complex relations between Russia, Ukraine and the West represent another factor, the consequences of which will require further attention. This year also saw an attempt by Belarus to instrumentalise migration in order to exert hybrid pressure on the EU. This has resulted in a complex situation at its border to Poland and Lithuania, which are external borders of the EU, the Schengen Area and NATO.

## PRAGUE PROCESS

The upcoming 4th Prague Process Ministerial Conference

The current political mandate set by the 2016 Bratislava Ministerial Declaration expires in 2021. The 4th Ministerial Conference will frame the next phase of cooperation. An official event of the Czech EU presidency, it will take place in Prague on 24–25 October 2022.

In 2021, Prague Process activities largely focused on implementing the Czech chairmanship's roadmap for the future and preparing the 4th Ministerial Conference, scheduled for 24–25 October 2022. An official event of the Czech EU presidency, this conference will result in the adoption of a new action plan and political mandate for the years 2023–2027. Three expert-level consultations and a Senior Officials' Meeting gathered the Prague Process states in 2021 in order to collect their inputs and priorities. While confirming the overall validity of the current action plan's six thematic areas and their concrete actions, participating states also expressed additional ideas arising from recent migratory dynamics and anticipated future needs.

The year 2021 also brought a number of enlightening webinars and analytical publications on key migration issues across the region. The updated country factsheets of the non-EU participating states represented another important achievement of the Migration Observatory. Meanwhile, the launch of the e-learning platform marked a key milestone of the Training Academy. The platform is an innovative, flexible and user-friendly tool for enhancing vocational training for staff at the migration authorities of the participating states.

# SILK ROUTES



# EVENTS IN AFGHANISTAN AND BELARUS REQUIRED MASSIVE CHANGES

The Silk Routes region saw a drastic change, with the Taliban takeover of Afghanistan leading to increased movement of Afghans (including evacuation of ICMPD staff) to other countries in the region and beyond. This also led to a halt in project implementation in the country and to re-strategising on new avenues for projects and partners, such as the transition of the Migrant Resource Centre for Afghanistan into a virtual MRC to continue counselling individuals, particularly Afghans on the move. Another major development in the Silk Routes region in 2021 was the instrumentalisation of migration at the EU's eastern border (the Belarus route), which was used mostly by Iraqis but also Afghans. With an eye to mitigating the consequences, ICMPD has therefore strengthened its work in the Silk Routes region with respect to Migrant Resource Centres, return and reintegration, and border management.

The Migrant Resource Centres remain the flagship initiative that is available and common to four countries in the Silk Routes region plus Tajikistan and substantially supports awareness raising and information campaigns on safe and regular migration. In the process of reaching more than 88 million people through various channels and platforms over the last five years, the MRCs have built trust in communities through regular messaging and in-person contacts and by linking migrants, communities, local stakeholders, media and government services.

With more returnees in 2021, still caused largely by COVID-19, the MRCs also expanded their work to provide counselling and referral services for returnees.

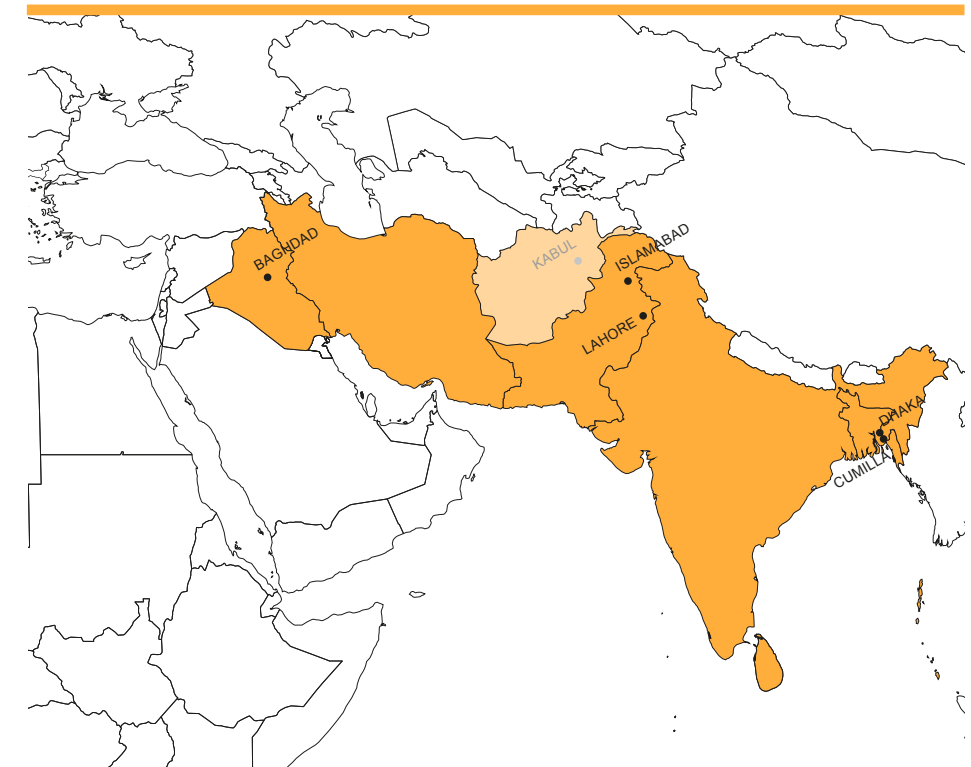
In parallel, return and reintegration work expanded with new projects focusing on preparing reintegration policies or frameworks, capacitating national governments to implement comprehensive reintegration services, and supporting comprehensive and sustainable economic reintegration through

public-private sector partnerships. This path is aligned with one of the three priorities identified by the Budapest Process and with the EU Strategy on Voluntary Return and Reintegration.

In the area of border management, the EU-funded IBM project supported the government of Iraq in developing a National IBM Strategy. The process involved twelve national border authorities and was led by the National Security Advisory and the Prime Minister's Office. As an outcome of the extensive analytical, collaborative and strategising work, five strategic goals were identified as priority areas for the

Through their personal counselling and work with local communities, the MRCs are "ears on the ground" that see the change in migration trends and patterns as they develop (such as the Belarus route from Iraq). In this sense, the MRCs have become a unique structure with first-hand information on new trends and changes in migration patterns, which can be an important source of timely information for policymakers and government officials in the countries of both origin and destination for immediate action, policy reform and responsive programming.

## Migrant Resource Centres in the Silk Routes Region



Kabul: currently closed

management of the Iraqi borders for the next five years. Based on these, a comprehensive IBM Strategy and supporting Action Plan were developed by an Inter-Agency Working Group with ICMPD support. The aim for 2022 is to endorse the National IBM Strategy and establish a reliable governance framework to support and coordinate its implementation.

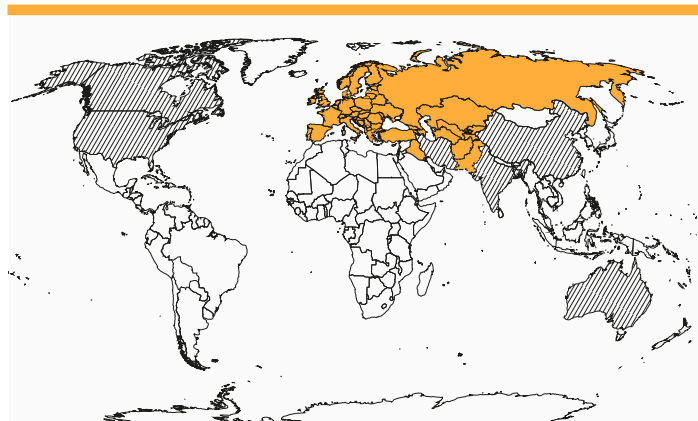
In Pakistan, 2021 brought the deepening of cooperation with "old" partners and the building of new working relations, including with the Border Management Wing (BMW) within the Ministry of Interior. The BMW is in charge of coordinating border management activities and developing an integrated approach. As a result, ICMPD was invited to provide inputs for the formulation of the National Border Management Strategy. ICMPD also succeeded in developing 12 fully qualified master trainers for the Federal Investigation Agency (FIA) in Pakistan who are specialised in training on document security and identity for

immigration officers. These FIA officers successfully delivered their own training to their peers and were subsequently formally recognised with in-service commendations.

Finally, our work in India facilitating the EU-India Dialogue on Migration and Mobility since 2017 enjoyed another strong year featuring breakthroughs on migration data and irregular migration. This illustrates the level of trust built between ICMPD and the Government of India. As EU member states pivot to Asia in search of skilled vocational workers from the region, bilateral mobility agreements (such as those signed between the UK and Portugal with India) will require implementation frameworks and operating procedures if they are to be successful. ICMPD has been invited by Portugal to further explore this opportunity. In the same vein, ICMPD continues to engage with the Islamic Republic of Iran on topics related to migration and mobility and in hopes of facilitating the EU-Iran Dialogue once it has been formally launched.



## The Budapest Process— a Silk Routes Partnership for Migration



Over the course of almost 30 years, the Budapest Process has brought together more than 50 countries and many international organisations for sustained and meaningful dialogue on migration. In 2021, despite the impact of the ongoing COVID-19 pandemic and consequent restrictions on international travel, officials from participating states convened for a series of virtual meetings to engage on key issues such as climate-induced migration, countering migrant smuggling and trafficking of persons, as well as international protection of vulnerable groups on the move. Ongoing projects in the Silk Routes region also continued to generate impact (refer to Capacity Building section). The Budapest Process adapted to the situation in Afghanistan by placing a spotlight on the plight of Afghans in and outside the country while also engaging its neighbours regarding their concerns. This will remain a crosscutting theme going forward.

Staying true to its approach of translating dialogue into concrete actions, the Budapest Process developed, discussed and endorsed three project proposals led by its newly established Reference Group, which comprises officials from 15 countries involved in the Budapest Process. The projects are aimed at enhancing law enforcement cooperation, reinforcing return/reintegration, and strengthening vocational training for labour mobility. In December 2021, Senior Officials of the Budapest Process endorsed the proposals, and work is ongoing to support their implementation over the course of 2022 and beyond.

### Highlight for 2022

For 2022, in addition to addressing emerging crises, the Budapest Process platform will strive to support its participating and observer states in addressing these long-running challenges in migration management: fostering better regional law enforcement cooperation; creating legal pathways and improving labour mobility; facilitating humane and sustainable return and reintegration; and enhancing protection of vulnerable groups on the move.

———— PARTICIPATING STATES  
////////// OBSERVER STATES

# MEDITERRANEAN





# THE IMPORTANCE OF THE SOUTHERN NEIGHBOURHOOD

In early 2021, the EU's New Agenda for the Mediterranean called for renewed partnerships with the Southern Neighbourhood, making migration and mobility one of its five pillars. ICMPD answered the call. In launching the Migration Capacity Partnerships for the Mediterranean (MCP Med), ICMPD aims to usher in a new era of migration cooperation.

Capitalising on 20 years of experience, ICMPD fully integrated some fundamental parameters, such as:

- The Mediterranean and the EU's Southern Neighbourhood is strategically paramount to the EU's external dimension of migration;
- Often-diverging political agendas between Europe and its southern neighbours must be bridged pragmatically;
- Efficient migration governance is particularly resource-intensive.

Supporting the 2021 Maltese chair of ICMPD and its theme Redefining Migration Partnerships, ICMPD firmly believes that moving towards a mutual acknowledgement of partners' respective migration realities and goals will be central to shaping revitalised partnerships. ICMPD Mediterranean defined an approach of Joint Leadership, Shared Responsibility in which each partner embraces both leadership roles and responsibilities.

The **MCP Med** concept aims to pragmatically bridge Europe and its southern neighbours and to deliver practical, operational and mutually beneficial solutions for migration partnerships. On defined common grounds, ICMPD focuses on what can be common interests and benefits, i.e. in the absence of political alignment ICMPD believes that **capacities** will be instrumental to delivering results. To mark this evolution MCP Med moves away from traditional thematic labels, e.g. asylum and international

protection, migration and development, etc. and articulates its approach around **capacity "drivers"**:

- **Multi-level governance:** bridging the engagement and capacity gaps between migration stakeholders horizontally and vertically;
- **Professionalisation:** delivering on ever-higher expectations for required skills and qualifications of migration professionals at all levels;
- **Modernisation:** in addition to firm institutional reforms and professionalisation of human resources, significant upgrading of infrastructures, equipment and services in various sectors of migration governance in the EU's Southern Neighbourhood will be required for years to come; and
- **Communication:** understanding the public debate on migration to contextualise policies and cooperation is of the utmost importance. Policy options and cooperation

The Training Institute for Migration Capacity Partnerships for the Mediterranean is the flagship initiative of the 2021 Maltese chair of ICMPD and exemplifies ICMPD's approach to professionalisation. It is a formally licenced EU Further Education Institution situated in Malta. Led by a Governing Board, the Training Institute takes a truly innovative approach to capacity development, delivering accredited learning products that carry EU-recognised qualifications for migration practitioners. Designed in response to and with the active inclusion of Southern Partners as well as sectoral experts like EUAA and Frontex, the training will become accessible in virtual, in-person and hybrid formats, in local languages and at sites across the Mediterranean region.

efficiency greatly depend on stakeholders' ability to drive a narrative on migration that supports and provides the space to pursue partnership priorities. Proactively addressing the narrative is thus crucial. There is a need for effective and strategic communication on migration and on the goals we want to achieve. Therefore, communication needs to form an integral part of any partnership.

Each "driver" will be supported by a specific action and promote a **Team Europe spirit**.

## EUROMED MIGRATION V (EMM5)

2021 was the first year of implementation of the fifth phase of EUROMED Migration.

Activities focused primarily on defining priorities for the dialogue component with the staging of two consultations for National Focal Points in January and July and two technical meetings in cooperation with the European Commission.

Under the knowledge management and development component, the programme partnered with IEMed for the development of an expert survey titled "Towards sustainable and mutually beneficial migration partnerships in the Southern Mediterranean". Its

### STRATEGIC COMMUNICATION FOR MIGRATION POLICYMAKERS: LESSONS FROM THE STATE OF THE SCIENCE

In partnership with the Observatory on Public Attitudes to Migration (OPAM), the EMM5 publication overviews 68 recent experimental studies on how communication interventions affect attitudes to immigration. Most of these studies have been published since 2015 and many since 2020. The publication categorises their findings into nine strategies.

aim was to reflect on migration partnerships between the EU and Southern Mediterranean countries. The full analytical report will be published in 2022, but initial findings were presented during the Peer-to-Peer conference Redefining Migration Partnerships: A Capacity-Centred Approach, which was organised under the auspices of the Government of Malta.

In collaboration with the Mediterranean City-to-City Migration (MC2CM) project and the Club of Venice and under the auspices of the Ministry for Europe

and Foreign Affairs of France, EMM5 staged the first edition of the Euro-Mediterranean Migration Narratives Conference as the main event organised under the communication and narratives on migration component. The conference programme included the 4th EUROMED Migration Communicators' Workshop, the High-Level Event on Migration Narratives and Communication, and the Urban Communicators' Labs.

## MEDITERRANEAN CITY-TO-CITY MIGRATION

The Mediterranean City-to-City Migration project (MC2CM) is ICMPD's flagship initiative on urban migration governance. The initiative brings together 22 major cities of the Euro-Mediterranean region, such as Amman, Beirut, Rabat, Tunis in the South and Grenoble, Dortmund and Seville in Europe.

In 2021, the MC2CM project made a marked contribution to reinforcing partnerships, at and with the local level, as mechanisms of urban migration governance. The project creates a footprint in cities by developing the city migration profiles and providing grants for targeted city actions, which are then implemented under the coordination of the targeted local authorities.

The MC2CM Days took place in Brussels, with the co-patronage of the European Committee of the Regions. The main objectives were to showcase the important contribution of local governments to migration governance, discuss multilevel migration dialogue mechanisms and the integration of local governments in migration policy development, as well as provide an open forum for high-level policymakers to present their views on the future of migration governance in the Euro-Mediterranean region.

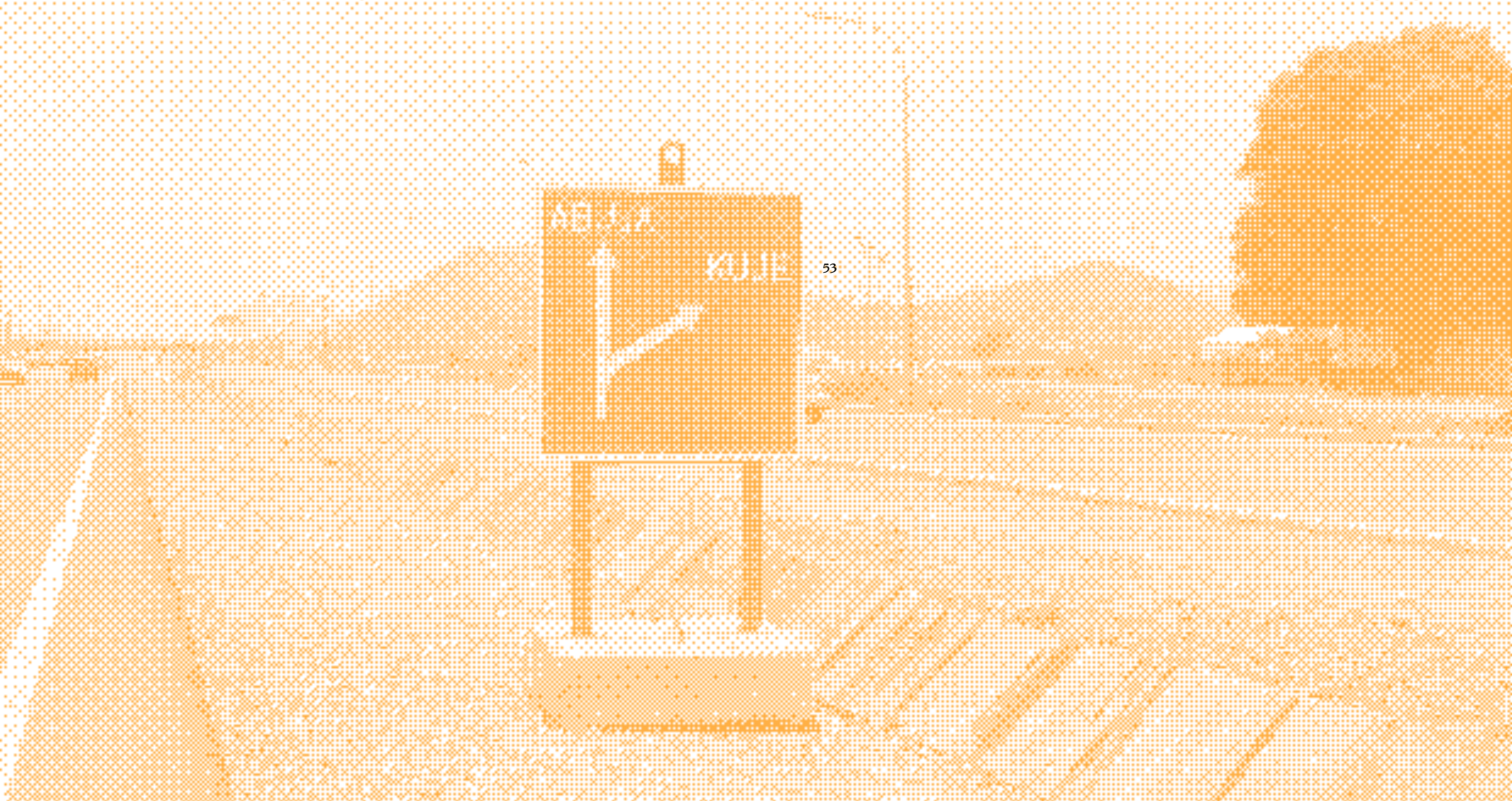
Further, within the Euro-Mediterranean

With regards to successful partnerships, mayors involved in the MC2CM project stressed that municipalities have been striving to work on dialogue and cooperation with other cities and reiterated the benefits of exchanges with stakeholders, cities, peers, as well as International Organisations and CSOs in order to improve migration governance.

Migration Narrative Conference in Paris, MC2CM contributed to mainstreaming the importance of migration narratives in building inclusive and sustainable cities and reiterated the need to institutionalise local authorities' role in migration governance and partnerships.



# AFRICA





# DIALOGUES AND PROGRAMMES TO MANAGE MIGRATION IN AFRICA

This multi-faceted programme continues to help maximise the development benefits of migration and mobility and encourage safe, orderly and responsible migration and mobility within Africa and between Africa and the European Union.

## RABAT PROCESS

In 2021, trials were conducted on new ways of working designed to increase partners' involvement in the Rabat Process. The results were promising. "Labelling" – which allows countries to implement activities that respond to their own strategic priorities but also align with the Rabat Process' action plan – was used twice by France.

The latter led and "labelled" a webinar on migration and development and a thematic meeting on local and national authorities and migration. Meanwhile, the Reference Country System proved successful, with two dynamic duos emerging to pilot activities on important themes under domains 3 and 5 of the action plan. Chad and Switzerland held roundtables on protection and asylum, focusing on unaccompanied minors, whilst Cabo Verde and Portugal organised an online meeting on labour migration and mobility covering the Euro-African Skills partnership.

These systems enabled non-steering committee members to participate more actively in the dialogue, and policy discussions

on new topics to take place. They also led to concrete outcomes: for example, Switzerland and Chad are discussing a bilateral project to build capacity and exchange knowledge on asylum and refugee issues.

New ways of working with technology so as to adapt to the COVID-19 pandemic were found, including virtual and hybrid meetings.

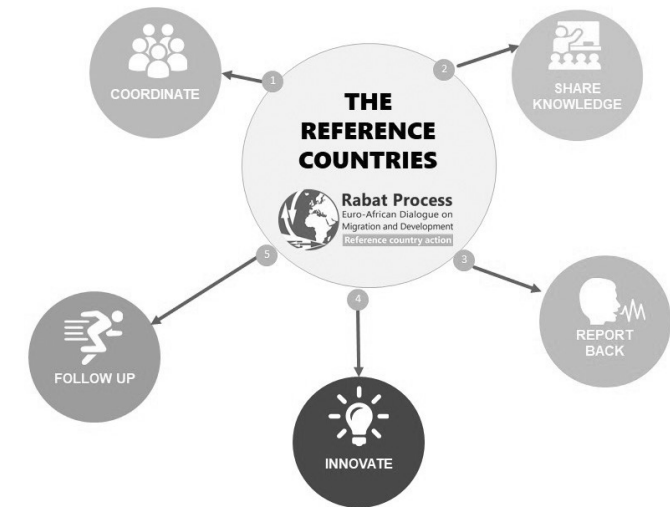
## KHARTOUM PROCESS

2021 was a year of innovation for the Khartoum Process, as it responded to the prolonged COVID-19 crisis. A four-module webinar series titled "Trafficking in Human Beings: The 4Ps Revisited" added a twist to

## The Reference Country System

- increases involvement of partners in the Rabat Process/Marrakesh Action Plan implementation
- opens opportunities for European and African partners to collaborate closely
- strengthens the sustainability of the Rabat Process as a migration dialogue and cooperation platform
- leads to practical action and measureable outcomes

## The Rabat Process Reference Country System



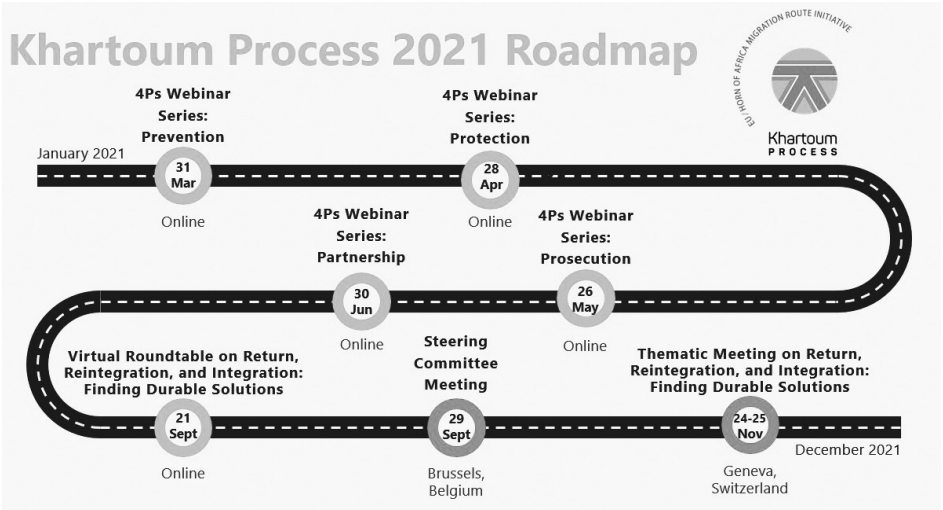
the standard stand-alone online meetings and provided partners with the opportunity for a comprehensive review of the topic at the core of the dialogue's mandate: trafficking in human beings (THB). The 4Ps (Prevention, Protection, Prosecution, Partnership) framework offered the perfect structure to revisit the topic of THB from the perspective of more recent initiatives from Khartoum Process members. In the spirit of partnership and collaboration that is the cornerstone of the Process, participants provided valuable lessons and inspiration for the broader membership by taking stock of and giving visibility to such national and regional examples. Under the Dutch Chairmanship, these and other online meetings, despite their limitations, had the added benefit of an expanded audience and experts' involvement,

including civil society, academia, and the private sector.

2021 also brought a return to in-person meetings in the second half of the year, with both a governance meeting (Steering Committee) and a technical meeting (Thematic Meeting) bringing partners together face-to-face, generating renewed enthusiasm and commitment for the months ahead.

## The combination of virtual and in-person meetings as a good practice:

The virtual roundtable titled *Return, Reintegration and Integration: Finding Durable Solutions in the lead up to the in-person meeting of the same name* allowed the establishment of a common conceptual foundation while the in-person meeting facilitated in-depth exchanges and invaluable face-to-face networking.



JOINT VALLETTA ACTION PLAN (JVAP) FOLLOW-UP

In 2015, the Valletta Summit on Migration brought together European and African leaders to strengthen cooperation between the two continents. In a spirit of solidarity, partnership and shared responsibility, the participating states adopted the Joint Valletta Action Plan (JVAP). ICMPD was mandated through the Support to the Africa-EU Dialogue on Migration project (MMD) to monitor and report on 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.

In 2021, the JVAP Follow-up finalised the third data collection cycle, which involved rigorous data quality check procedures on all submitted initiatives as part of the data collection cycle in 2020. It also included a thorough quality check of all pre-existing initiatives contained in the database, in order to ensure a robust data set.

Presentation of the results from the 2020 data collection cycle to JVAP Partners and various stakeholders in different meetings and events continued throughout the year. The JVAP Follow-up Support Team also presented the findings to a much wider audience at the European Commission International Partnerships InfoPoint virtual conference.

In total, more than 25 presentations and requests for data analysis were provided to JVAP Partners and stakeholders. These outputs contribute to the discussions and meetings of the respective dialogues, substantiate reports, and drive fact-based policy and decision-making processes.

Key achievements by the end of 2021:

- Three operational IT tools: a database, a data visualisation tool and a portal
- Three data collection cycles
- 2000+ initiatives recorded and verified in the JVAP database
- 70+ database training sessions
- 25+ data analyses fed back into JVAP high-level and technical meetings

C2CMMD

Within the framework of the EU-funded MMD Support Project, the C2CMMD continued to support the African Union Commission and the European Union in pursuing objectives of mutual importance while adjusting to emerging needs and trends. In 2021, C2CMMD continued to facilitate technical assistance and capacity building activities by extending secretarial support to the dialogue and by providing a platform for knowledge exchange, and short-term technical assistance (STA).

Complementing efforts on the ground, the C2CMMD has reinforced resources to support the operationalisation of the African Centre for the Study and Research on Migration in Mali and the Continental Operational Centre in Khartoum. Significant progress was also achieved in generating evidence-based and expert-led knowledge on key topics that will inform forthcoming joint activities within the dialogue. These include the publication of a study titled “Return, Readmission and Reintegration Programmes

and Policies in Africa” and of a paper on consolidating trends and harnessing gains in the reduction of remittance costs. Also included is the delineation of two major studies, expected to be finalised in 2022, on the feasibility of an African Diaspora Global Marketplace and on challenges and opportunities for the popularisation of the AU Protocol on Free Movement of People.

WEST AFRICA REGION

ICMPD is expanding its footprint in West Africa, where it now has a presence in Cabo Verde, Cote d’Ivoire, Ghana, Niger, and Nigeria. A regional office in Abuja coordinates ICMPD operations in the region. Our work in West Africa falls under several areas of migration governance and includes projects in the fields of development, capacity building, dialogues and research. ICMPD has implemented projects in all 15 ECOWAS countries and Mauritania through several regional projects involving, inter alia, the provision of technical assistance to strengthen border management and combat human trafficking. Other projects strengthen migration policy frameworks while a sub-regional labour market and migration information system is coordinated by ICMPD. In general, a demand-driven approach is being implemented to support ECOWAS national institutions.

ICMPD West Africa will continue to leverage migration for sustainable development in partnership with countries in the region by



focusing on private sector opportunities, promoting free movement of people, goods and services, supporting regional and continental integration, and exploring new actions in climate change and talent partnerships in 2022.

In the past year:

- ICMPD has built a close and collaborative relationship with ECOWAS while providing technical assistance to several directorates at the commission.

- ICMPD has also cemented its standing in the region by successfully implementing the EU-funded project Support to Free Movement of Persons and Migration in West Africa (FMM), in partnership with the International Organization for Migration (IOM) and the International Labour Organization (ILO). The project ended in 2021.

- ICMPD is implementing more projects in West Africa funded by its member states, such as in Niger, Nigeria, Ghana and Cote d'Ivoire (Germany, Switzerland, Denmark and The Netherlands).

#### CENTRE OF PRACTICAL SKILLS

The Centre of Practical Skills (CoPS) project implemented in affiliation with the public-private partnership initiative Eco-Social Market Economy (ESME) in Enugu, Nigeria supports the creation of sustainable and decent livelihoods for Nigerian youth as a way of tackling some of the root causes of irregular migration. The initiative aims to encourage European investments in Nigeria, thereby creating training and employment opportunities for youth, with a particular focus on women and returnees.

In the first half-year of 2021, efforts focused on the preparatory phase of the project (November 2020 to May 2021) including the conceptualisation of a sustainable business

model and the acquisition of partners for the Centre of Practical Skills project, thereby laying a solid basis for implementation. The primary objective of the preparatory phase was to demonstrate the feasibility of the project and to ensure appropriate funding for its implementation. ICMPD signed contracts with the donors GIZ and ADA in 2021 for the implementation phase of the Centre of Practical Skills from September 2021 to March 2023.

Besides securing funding for project implementation, one of the major milestones was the setting-up of the ICMPD project office in Enugu, Nigeria and recruitment of the project team. As a result, ICMPD is fully operational in Enugu and is proceeding with implementation as planned. In addition, one of the major focus points was close coordination and alignment with the private sector partners. The Centre facilities will be fully set up by mid-2022 and the first dual vocational training courses for Nigerian youth in masonry, electrical installations and plumbing will commence in the second half of 2022. The trainings will be carried out in partnership with several Austrian private companies that are investing in Enugu. Development of curricula and a train-the-trainer programme for Nigerian teachers will precede the course to ensure adequate capacities of teaching personnel.

Among the most important features of the project is the strong interdependence between the public and private sector partners involved in the implementation of the overall ESME initiative. Close coordination and minimisation of potential uncertainties and risks is the key to the success of the project.

Close cooperation with the public sector in the spirit of a joint initiative sets the project apart: the Centre of Practical Skills (CoPS) in the framework of ESME has the potential to set an example for successful cooperation with the private sector in the field of migration. The project also fully meets all the preconditions for a scale-up in Nigeria and other African countries.

# BORDER MANAGEMENT AND SECURITY PROGRAMME

# A CHALLENGING NEW ENVIRONMENT

Over the past six years, border management at the global level has faced several challenges, ranging from a much greater influx of mixed migration flows in 2015, terrorist attacks and, most recently, the COVID-19 pandemic.

The number of asylum seekers has increased and reached high numbers while there is still not a proper and effective asylum system within the EU, for instance. From a security perspective, the terrorist threat and threats deriving from organised crime, including a large increase in smuggling of people, have become very prominent in many countries around the world, especially those along the so-called migration routes. Finally, COVID-19 and its several variants continue to spread rapidly, affecting how border management is performed and implemented and how the main governing rules and principles are interpreted and understood.

Digital technologies and digitalisation are transforming the way states and their border agencies manage borders, immigration, trade and, most recently, health issues. If border management in the past was a low-tech job, nowadays border controls are high-tech and all aspects of border management are undergoing digitalisation. Specifically, border crossing points at airports and maritime ports are now high-tech working

environments. Border officials are routinely checking passengers against interconnected and interoperable databases and using predominantly biometric verification. The major airports have introduced automated biometric entry/exit gates to facilitate flows on the one hand and to ensure better yet seamless controls on the other. In addition to remote control procedures such as advanced passenger information and digitalised visa systems, border control and its management are moving into a new age of digitalisation. In recent years, substantial investments have been made in digital surveillance technologies along state borders as well. Border management is one of the most technically developed areas in the whole security business, and as a result, digitalisation is present in every part of border management. Fast progress in digitalisation will unquestionably transform future human mobility, and soon travel documents will be available in digital form, while hard copy versions will become relics of the past. However, there may also be gaps and traps on the way to the digital era. E-borders can

raise important questions, too, about changing the nature of our identity and about the unnecessary categorisation of travellers as citizens, irregular migrants, refugees, suspected criminals or terrorists. This side of the use of digital technology opens the way to speculation, resistance, controversy and new forms of identity fraud.

Trade facilitation remains an important part of border management. It contributes to making the movement of goods through the border smooth, attracts foreign investment and supports economic growth, with a view to reducing poverty through job creation and income opportunities. Digitalisation plays an important role in this area, too. Paperless workflows have been introduced while large

IT pre-arrival clearance systems help to shorten waiting times and contribute to saving the environment.

Equally important, all these developments need to go hand in hand with a respect for fundamental rights and freedoms, and investments in people are still required. Trainings for the staff of border agencies alone are not sufficient and are often adversely affected by a lack of sustainability and a high turnover of personnel. To overcome this problem, the Border Management and Security Programme of ICMPD is focusing, inter alia, on building institutional capacities, with a focus on strategic planning and digitalisation of human resource management.

## The end of traditional passports?



Passports as we know them today contain high-tech security features. The future will bring even greater changes. Who knows, maybe your great-grandchildren will not even know anymore what passports look like since they will be raised with cloud-based passports and digital identities.



# ANTI- TRAFFICKING PROGRAMME



# ANTI-TRAFFICKING PROGRAMME

In 2021, the Anti-Trafficking Programme (ATP) continued implementing its high-level technical expertise in supporting the development of distinct anti-trafficking tools across three key components: policy advice, operational support, and information analysis and research.

## FOCUS: ANTI-TRAFFICKING DEVELOPMENTS IN THE ECOWAS REGION

ATP operationalised the Demand Driven Facility for National Institutions in ECOWAS member states and Mauritania. The inaugural phase saw Burkina Faso, Cabo Verde, République de Guinée, Niger, Sénégal and Sierra Leone successfully apply for tailored technical assistance to support their national anti-trafficking responses (2022-23).

ATP initiated ICMPD's largest bilateral project yet with Cabo Verde. The project supports the National Observatory against Trafficking in Human Beings. The ongoing mapping of human trafficking stakeholders in Cabo Verde and the first assessment of trafficking in persons and child sexual exploitation in the country provide guidelines for future activities.

ATP continued its work to strengthen the reintegration of vulnerable persons, including victims of trafficking returning from member states of the European Return and Reintegration Network (ERRIN) to Nigeria. ATP developed 1) a mapping document with 40 service providers in Nigeria in the areas of counselling, rehabilitation, legal and medical aid, economic empowerment, etc. 2) an operational workflow document and a need assessment template to guide the return counsellors throughout the screening and assessment of the returnees.

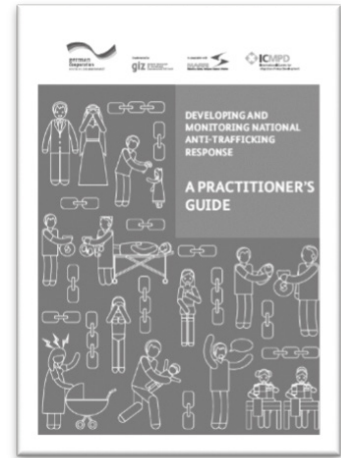
## FOCUS: INTERNATIONAL PARTNERSHIPS

In July 2021, Slovenia took over the presidency of the Council of the EU and identified the Western Balkans as its regional priority. ATP supported the Slovenian EU presidency in implementing their anti-trafficking priorities. We updated the 2018 Non-paper on THB priorities of the EU and Western Balkan states, identifying avenues of collaboration between anti-trafficking stakeholders in the Western Balkans and the EU. In cooperation with the Network of the National Anti-trafficking Coordinators of South-Eastern Europe (NATC SEE), ATP also developed and implemented an informative action on fighting impunity on the occasion of EU Anti-Trafficking Day 2021 and initiated a meeting between NATC SEE and the EU Network of National Rapporteurs and Equivalent Mechanisms.

As a member of the Inter-Agency Coordination Group against TIP (ICAT), ATP contributed to the development of an issue brief dedicated to vulnerabilities to trafficking. In December, ICMPD was appointed as a co-chair of ICAT for 2022.

### NEW REPORTS AND PUBLICATIONS

- Developing, Implementing and Monitoring of the Anti-Trafficking Strategic Response in the MARRI Participants – Assessment of the Needs, Gaps and Good Practices.
- Baseline Assessment of National, Regional and International Cooperation Mechanisms for the Protection of Trafficked People, and Related Frameworks on Crimes against the Person in the ECOWAS Member States and Mauritania.
- Set of operational Tools for Monitoring of the Implementation of the National Anti-Trafficking Strategy and National Action Plan of Jordan.
- Assessment of Transnational Cooperation Practices and Mechanisms in the Gulf of Guinea Countries in the Fight against TIP.



**Presenting the new Practitioner's Guide for Developing and Monitoring National Anti-Trafficking Response**

The tool provides step-by-step guidance on what a national anti-trafficking response is and on how it should be designed and implemented. It also outlines the key steps in setting up effective structures and procedures for results-based monitoring, review and evaluation of national action plans to combat trafficking in human beings.

### Geographical Scope of ATP Actions in 2021

|   |                    |         |           |            |                |               |                                 |           |
|---|--------------------|---------|-----------|------------|----------------|---------------|---------------------------------|-----------|
| West Africa: ECOWAS member states and Mauritania -5 | Western Balkans -2 | Iraq -2 | Turkey -1 | Tunisia -1 | Afghanistan -1 | Tajikistan -1 | Slovenia -1                     | Brazil -1 |
|   |                    |         | Jordan -1 | Georgia -1 | Pakistan -1    | Armenia -1    | Prague Process member states -1 |           |

# GLOBAL INITIATIVES PROGRAMME



# INCREASING COOPERATION

While 2020 was a year of adaptation to the uncertainties of the COVID-19 pandemic, 2021 turned into a year of increased operational cooperation and partnership-making for all the projects under the Global Initiatives Programme (GIsP), namely in the areas of capacity development, legal migration, diaspora engagement and knowledge management.

## CAPACITY DEVELOPMENT AS A TOOL TO TACKLE THE CRISIS

Throughout 2021, the GIsP projects continued to engage with partner countries to provide demand-driven capacity development in an effort to equip them with the practices, approaches, solutions and partnerships necessary to address the consequences of the pandemic and to prepare national governance frameworks for the post-pandemic reality.

Funded by the European Commission's Directorate General for International Partnerships – DG INTPA, the **Migration EU eXpertise (MIEUX+)** Initiative received 32 expressions of interest for support, reflecting new needs from partners in management, resource planning and service delivery tied to the COVID-19 pandemic and the need to set the foundations for long-term plans.

As a service provider for GIZ and a contributor to the BMZ-funded Programme Migration and Diaspora, the Consortium of ICMPD, GOPA Worldwide Consultants and PMCG carried out 37 tailor-made trainings

for GIZ governmental partner institutions on development-oriented migration. Over 800 participants were reached in the eight targeted project countries: Albania, Kosovo\*, Serbia, Georgia, Indonesia, Ghana, Ecuador and Columbia.

## DIASPORA ENGAGEMENT AS A CATALYST TO ADDRESS NEW SOCIETAL PRIORITIES

2021 was also a very productive year for the **EU Global Diaspora Facility (EUDiF)**, also funded by EC/DG INTPA. Its 14 new interventions are designed to support governments and diaspora organisations to catalyse diaspora engagement on subjects as varied as skills profiling, leadership, tech and tourism. EUDiF generated new regional and thematic knowledge on the potential of the diaspora in EU Talent Partnerships, green transitions and youth entrepreneurship.

In June 2021, EUDiF's flagship event, the Future Forum, brought together over 500 participants to debate and inspire one another in relation to emerging priorities in diaspo-

## Global Initiatives Programme in 2021



ra engagement, such as the green economy, youth policies, and enabling environments.

## LEGAL AND LABOUR MIGRATION AS A STRATEGY TO BUILD BACK BETTER

Funded by the European Commission's Directorate General for Migration and Home Affairs – DG HOME, the Mobility Partnership Facility became the Migration Partnership Facility (MPF), further reflecting the priorities of the EU, EU member states and partner countries. The MPF continued to incubate

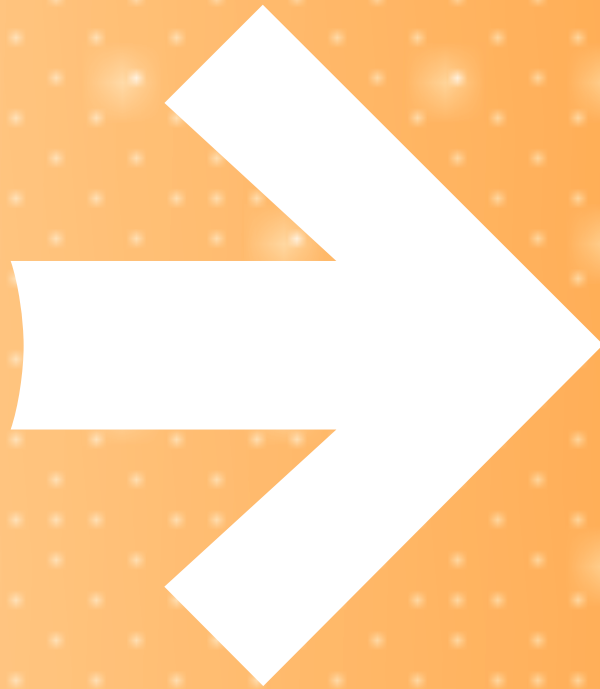
and support bespoke and result-oriented projects in Africa and Eastern Europe, with a strong focus on legal and labour migration, one of the EU's policy priorities deriving from the EU Pact on Migration and Asylum. In 2021, the MPF funded five legal and labour migration projects between Spain and Morocco, Belgium and Senegal, Italy, Morocco and Tunisia, and Slovakia and Moldova, and funded five projects aligned with the EU's external migration priorities in areas such as border management and security and anti-trafficking.

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

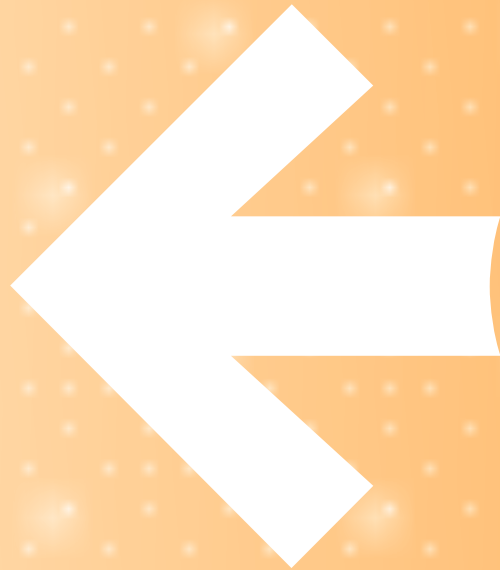




# EXTERNAL AND MEMBER STATES RELATIONS



71



# STRENGTHENING PARTNERSHIPS AMONG ICMPD MEMBER STATES

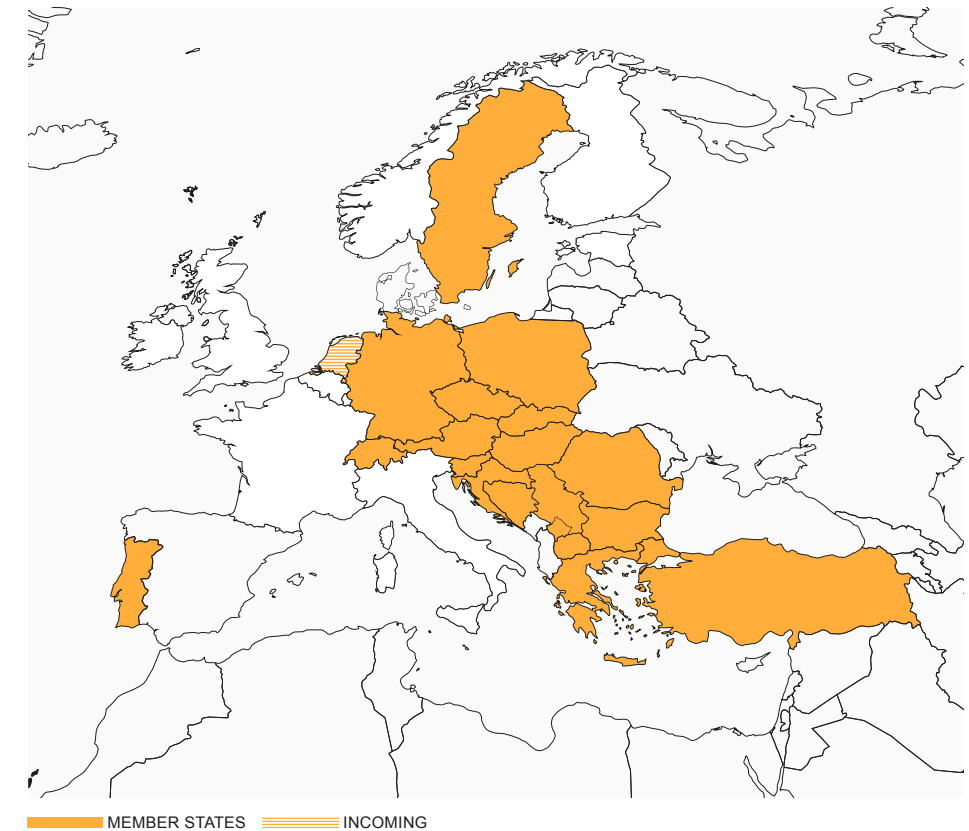
The current strategic framework, Strategy 2025, places a strong focus on reinforcing relations both with the growing membership base and with strategic partners. Cooperation with member states in 2021 continued to be characterised by ICMPD working together with its constituency on the initiatives supporting their migration priorities. These efforts go beyond standard operational cooperation within ICMPD's projects and programmes.

In the field of migration, ICMPD member states are key European countries of vital significance both for building migration management systems and for improving cooperation on migration in a sustainable way. The ICMPD member states represent a variety of European countries bringing different perspectives and dynamics to cooperation. The group has expanded step-by-step since the organisation was founded and these dynamics continued in 2021. After recently welcoming Malta, Turkey and Germany, ICMPD saw Greece become its 19th member in October 2021.

Greece has a key role to play in European migration, and its accession to ICMPD marked an important development for cooperation on migration among the ICMPD member states as such. Greece has historically and geographically been at the forefront of migration movements and brings rich migration management experience to the table. Having Greece

The Netherlands has been an observer country since 2018 and expects to join the organisation as a full member in 2022. Concrete membership discussions with Denmark started in 2020 and continued throughout 2021. Following a concluding round of exploratory talks in April 2021, the Steering Group officially invited Denmark to join ICMPD as a member state.

## ICMPD Member States



Apart from continuing the strategic exchange with Denmark, exploratory talks are also being held with countries that have an interest in joining the organisation and that have been identified by the Steering Group as priority partners. In 2021 the Steering Group reconfirmed that an integrated and purposeful enlargement of ICMPD remains one of the long-term strategic objectives of the organisation, following the adoption of the new five-year ICMPD strategic framework.

as a member will strengthen ICMPD's capabilities to respond jointly to migration challenges and work towards functioning migration systems at the regional level.

The Netherlands, an observer country since 2018, has continued to experience some delays in the national accession procedures. However, ICMPD member states remain committed to soon welcoming the Netherlands as a full member of the organisation. Concrete membership discussions with Denmark started in 2020 and continued throughout 2021. The concluding round of exploratory talks was held in April 2021. The Steering Group considered the outcomes of these talks positive and officially invited Denmark to join ICMPD as a member state. Apart from continuing the strategic exchange with Denmark, ICMPD



will focus in 2022 on exploring potential interest that France, Italy and the United Kingdom might have in joining ICMPD.

Strategy 2025 is built on three key principles: continuation, consolidation and calibration and the same three principles form the basis for the organisation's approach to enlargement. An integrated and purposeful enlargement of ICMPD remains a long-term strategic objective of the organisation. Following the adoption of the new five-year strategic framework for ICMPD, the Steering Group re-confirmed outstanding countries – Belgium, Estonia, Finland, France, Italy, Norway and the United Kingdom – as priority countries for enlargement.

#### Chairmanship of the ICMPD Steering Group

Apart from being the decision-making body of the organisation, the Steering Group is a strategic consultative forum for the member states. During the year of the chairmanship,

the chair contributes actively to setting the ICMPD agenda by establishing a theme and priority areas. In 2021, the Maltese chairmanship chose *Redefining Migration Partnerships* as its theme. With this as the priority topic, Malta brought to the forefront the discussions on how partnerships between countries on migration can ensure win-win situations and be truly mutually beneficial. Several events were held for member states and broader expert groups in the framework of the Maltese priority theme. These events involved discussions on a cooperative approach to the way countries can work together on migration and focused on subjects such as facilitating legal migration or enhancing cooperation on combatting migrant smuggling.

In 2022, Germany will hold the rotating chairmanship of the ICMPD Steering Group.

# VIENNA MIGRATION CONFERENCE



# VIENNA MIGRATION CONFERENCE 2021

Europe's leading forum on migration

19–20 OCTOBER 2021,  
PALAIS NIEDERÖSTERREICH

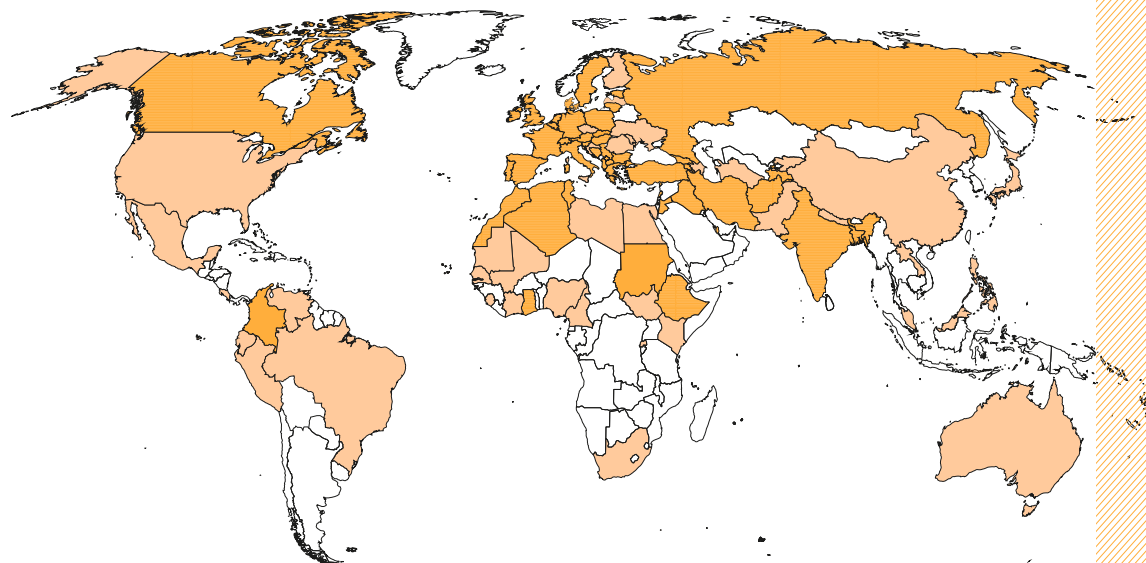
In its sixth edition, ICMPD's annual Vienna Migration Conference brought together ministers, decision makers and key migration stakeholders to discuss the most important developments, challenges and opportunities for migration cooperation in Europe and beyond. Panellists explored the realities on the ground along and across key migration routes connecting Europe, the Western Balkans, the Mediterranean, Africa and beyond. Key points of discussion were crisis preparedness and response, and the future of the EU given the turbulent geopolitical scene and the situations unfolding in Afghanistan and Belarus.

## Programme

9 panels  
27 speakers  
6 moderators

## Participants

166 in-person  
1,311 online



## Sectors represented



Government > 462



Private Sector > 111



Multilateral and International Organisations > 354



Academia/Think Tanks/Civil Society > 449

+ Other > 67

# ↓ HUMAN RESOURCES



# WHO WE ARE

Over the last year, ICMPD saw a continuation of its growth, with a budget increase of 27% and a significant expansion in its workforce, which now totals 463 employees. ICMPD staff are international and increasingly diverse, comprising 70 nationalities working in 29 duty stations and field offices across four regions of the globe.

Of note is the high share of female employees in the professional category at 60%. ICMPD’s expanding profile increases its attractiveness as an employer for highly qualified professionals with expert knowledge of 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 that its staff brings to bear.

Working at ICMPD promises exposure to cutting-edge concepts, a wide 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 establishment of new partnerships.

## Gender Balance

277 FEMALE  
186 MALE

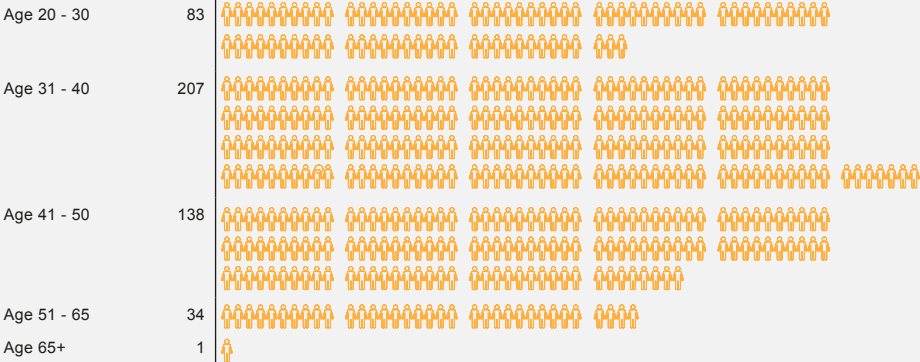


## Employee Growth 463 EMPLOYEES 127 NEW EMPLOYEES IN 2021



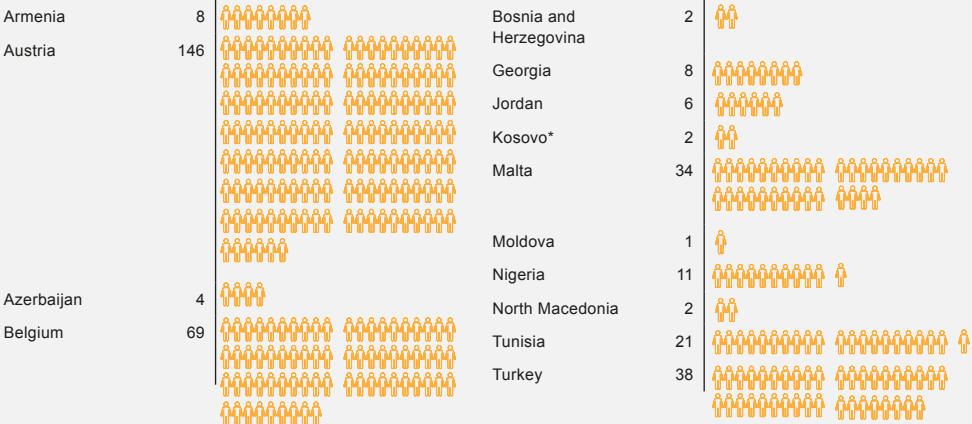
## Age Profile

AVERAGE AGE: 38



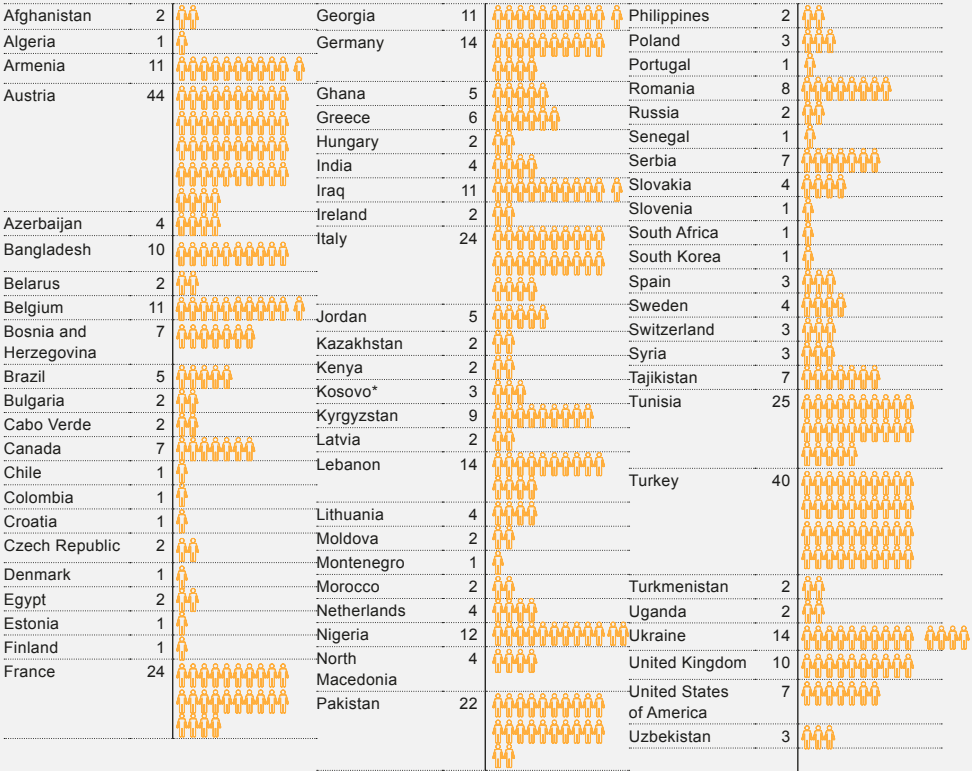
## Duty Stations

14 STATIONS



## Nationalities

70 DIFFERENT NATIONALITIES WORKING TOGETHER



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





International Centre for Migration  
Policy Development (ICMPD)

Gonzagagasse 1  
1010 Vienna  
Austria

[www.icmpd.org](http://www.icmpd.org)

All rights reserved. No part of this  
publication may be reproduced,  
copied, or transmitted in any form  
or by any means, electronic or  
mechanical, including photocopy,  
recording, or any information  
storage and retrieval system,  
without permission of the copyright  
owners.

Project Responsibility:  
Bernhard Schragl, ICMPD  
Art Direction, Design and Editing:  
Fleisch Media (Martina Bachler,  
Pia Scharler, Bettina Willnauer,  
Johanna Brodträger).  
Photography: ICMPD-Archive

International Centre for Migration  
Policy Development (ICMPD)  
Austria, 2022

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

# EXECUTIVE MANAGEMENT



**Michael Spindelegger**  
Director General



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



**Martijn Pluim**  
Director of Migration Dialogues & Cooperation



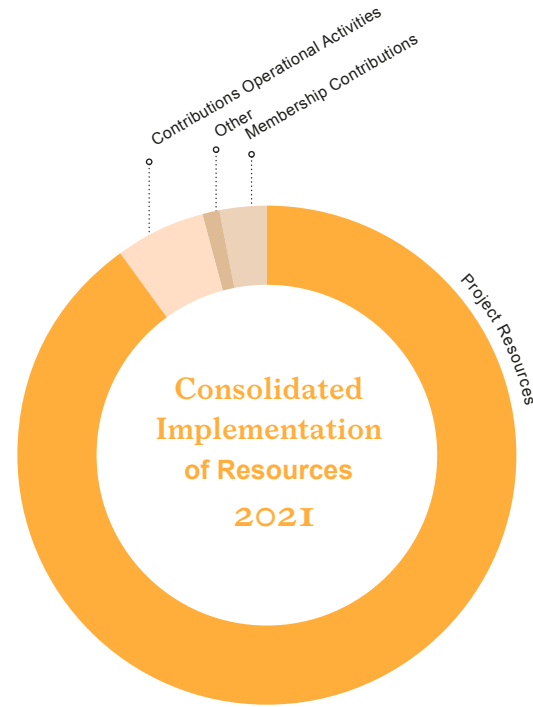
**Ralph Genetzke**  
Head of Brussels Mission

# FINANCIAL INFORMATION

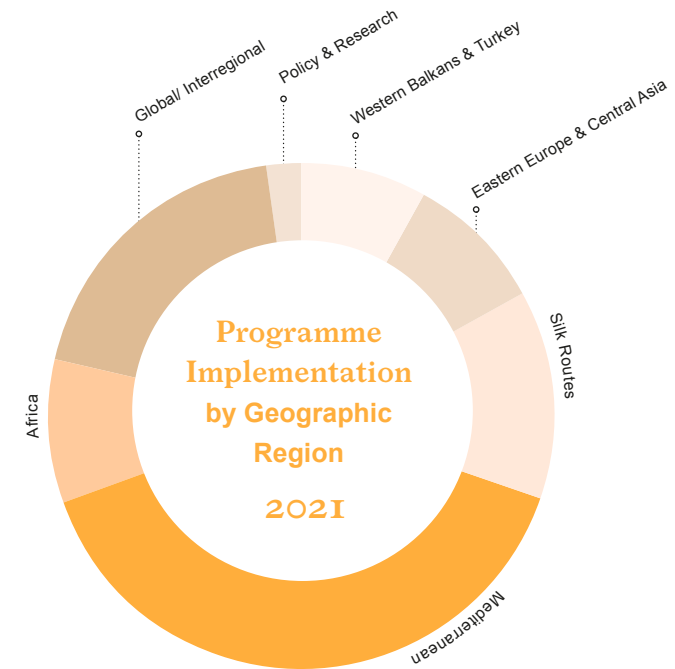
The financial statements of the ICMPD are prepared in accordance with the rules governing the financial framework of the organisation and the relevant decisions taken by the member states. These statements are prepared in conformity with generally accepted accounting principles and the International Standards of Public Accounting apply.

The 2021 consolidated budget (Regular and Programme Budget) amounted to EUR 58 million. The budget was financed by the membership contributions from the member states, other revenue and to a larger extent by donor contributions for project resources.

The consolidated budget includes two budget 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.



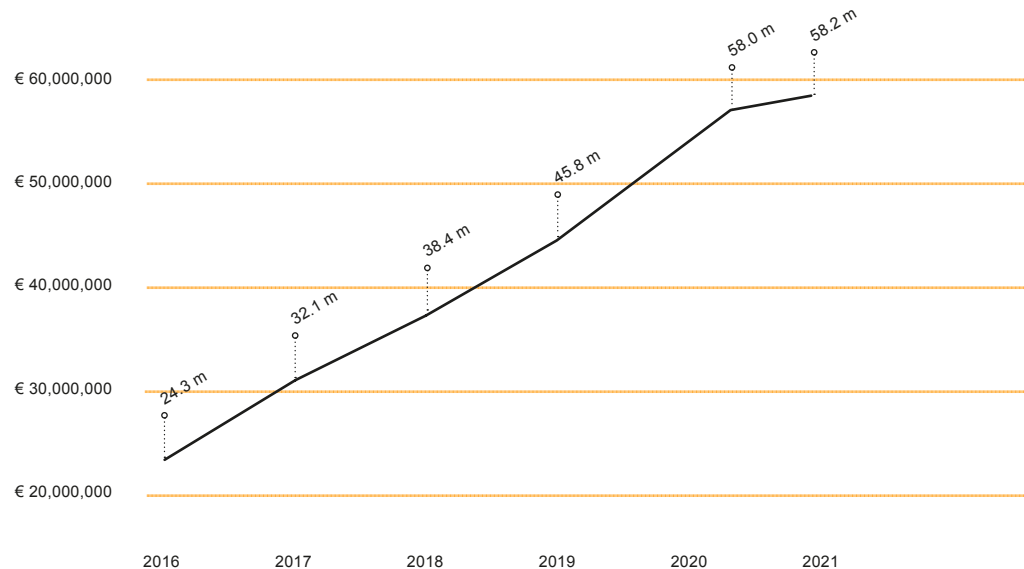
|  |                     |
|--|---------------------|
| Membership Contributions                 | € 1,482,000         |
| Other                                    | € 671,000           |
| Contributions for Operational Activities | € 3,303,000         |
| Project Resources                        | € 52,752,000        |
| <b>TOTAL REVENUE</b>                     | <b>€ 58,208,000</b> |



|                               |      |
|-------------------------------|------|
| Western Balkans & Turkey      | 8 %  |
| Eastern Europe & Central Asia | 9 %  |
| Silk Routes                   | 14 % |
| Mediterranean                 | 39 % |
| Africa                        | 9 %  |
| Global / Interregional        | 19 % |
| Policy & Research             | 2 %  |

## Consolidated Implementation (Increase of 0,30% in 2021 in Comparison to 2020)

2016 – 2021



|                         |      |
|-------------------------|------|
| ICMPD Member States     | 10 % |
| Other States            | 14 % |
| European Commission     | 74 % |
| UN & Other Institutions | 2 %  |

