



**2<sup>nd</sup> International Conference on  
COMPREHENSIVE  
BORDER  
GOVERNANCE**

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**23-24 October 2019  
Yerevan, Armenia**



EUROPEAN UNION

Funded by the European Union

Implemented by:



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International Centre for Migration Policy Development (ICMPD)

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# 2<sup>nd</sup> International Conference on COMPREHENSIVE BORDER GOVERNANCE

23-24 October 2019, Yerevan, Armenia

Produced by ICMPD, this brochure introduces the various projects and programmes funded by the European Union and implemented by ICMPD, which aim to enhance migration and border management capacities at national and regional levels.

ICMPD would like to express its sincere gratitude to all partners in Armenia and across the other attending states, as well as to the European Union for its continuous support and exemplary cooperation throughout many years.

## LIST OF ACRONYMS

BCP	Border crossing point
DDF	Demand-Driven Facility
DG HOME	European Commission Directorate-General for Migration and Home Affairs
ECOWAS	Economic Community of West African States
EU	European Union
ENPI	European Neighbourhood Partnership Instrument
EUBAM Libya	EU Border Assistance Mission in Libya
EUD	EU Delegation
FMM	Support to Free Movement of Persons and Migration
FRONTEX	European Border and Coast Guard Agency
GIS	Ghana Immigration Service
GSP+	extended Generalised System of Preferences
IBM	Integrated border management
ICMPD	International Centre for Migration Policy Development
ILO	International Labour Organization
IOM	International Organization for Migration
IT	Information technologies
MIBMA	Support to Migration and Border Management in Armenia
MIDWA	Migration Dialogue for West Africa
MPF	Mobility Partnership Facility
SMMIG	Strengthening Border and Migration Management in Ghana
UNODC	United Nations Office on Drugs and Crime
UNDP	United Nations Development Programme

This brochure contains the programme and concept of the 2<sup>nd</sup> International Conference on Comprehensive Border Governance (Yerevan, 23-24 October 2019), as well as a short introduction of the following EU-funded projects, which have supported its organisation:

- **Prague Process**
- **Support to Migration and Border Management in Armenia**
- **Integrated Border Management in the Silk Routes Countries**
- **Strategic and Institutional Management of Migration in Libya**
- **Strengthening Border and Migration Management in Ghana**
- **Support to Free Movement of Persons and Migration in West Africa**
- **EU support to Integrated Border Management in Jordan**



*Border management is not limited only to border checks at border crossing points (BCPs) and the surveillance of land and maritime borders. The EU concept of Integrated Border Management (IBM) remains vital to EU Member States and partner countries in the EU neighbourhood and beyond. However, the demands, challenges, potential and resources dictate extensive approach and call for a country's specific approach.*

*Meanwhile, the more recent idea of Comprehensive Border Governance stipulates a wider proactive involvement of all agencies whose work is relevant to border management. Such approach is connecting various - previously independent - areas, ranging from the socio-economic sphere to human development. The main aim is for all relevant actors to contribute to the common objective of open and secure borders and to not only ensure a positive impact on security, but also in terms of economic and social development.*

*At the technical level, such approach would require sufficient capacities to obtain, process and swiftly implement advanced operational information and to provide a secure and stable environment that would allow for socio-economic progress and encourage global mobility, business growth and the overall well-being.*

Modern border management agencies are the ones who can most contribute to better border governance. This requires well-established, functional, efficient and trustworthy mechanisms for cooperation, coordination and information sharing on institutional, national and international levels. New technologies, innovative IT solutions and border management information systems are being touted as a solution to many of these challenges for their ability to collect new data and/or make connections between existing data. In this way, they should improve security, facilitating legitimate movements and identifying potential threats.

In addition, border management agencies have not completely exhausted the potential in cooperating with local border communities, local governments, non-governmental organisations, the private sector or the public. Cooperation with these entities is mutually beneficial for all parties involved, starting with awareness-raising on the most recent trends in terms of border and migration management, cross-border crime prevention, improved transparency in public institutions and therefore heightened trust between actors, decreased vulnerability of services to corruption and an improved capacity to obtain valuable operational information. To achieve this, the internal and external communication culture and the approach to managing human resources and public relations would need to be modernised. Moreover, a vested effort is needed to improve the border management infrastructure, equipment and operational capacity building, in order to fully realise the benefits of public cooperation. Comprehensive Border Governance promotes the idea that the management of the national borders is not only of the responsibility of a few select law enforcement and specialised agencies operating at the border, but rather the joint responsibility of a multitude of actors, including the academic sphere, NGOs, media and the private sector. Finally, the public also needs to support the state agencies, while also holding them accountable for an effective delivery of their border management functions.

**Borut Eržen**

**Head, Border Management and Security Programme, ICMPD**



*Distinguished colleagues,*

*On behalf of the Border Troops of the National Security Service of the Republic of Armenia, and on my own behalf, I am welcoming you all to the 2nd International Conference on Comprehensive Border Governance.*

*The 10 October 2007 marked the beginning – the date on which the Armenian Government signed a declaration for the ministerial conference on ‘the European Commission Programme for Supporting Integrated Border Management Systems in the South Caucasus’; reconfirming Armenia’s commitment to enhance the state border integrated management system, which laid the basis for further cooperation.*

In the following years, Armenia has implemented a number of activities in the sphere of border management, in particular, the Border Security and Integrated State Border Management Strategy, which was adopted by a Presidential Order on 3 November 2010.

Based on the provisions of the Strategy, the 2011-2015 Action Plan and Timetable for its implementation was approved by a Government Decree on 21 April 2011. The second action plan, for the period of 2017-2021, was approved at a Government Session on 6 April 2017.

During both periods, a wide range of activities aimed to enhance the border management system and are still being implemented at state BCPs.

The Border Troops of the National Security Service highly value the efforts and contribution of ICMPD in introducing the IBM model in Armenia and implementing activities aimed at enhancing border security and realising the national border management strategy.

I am confident that our cooperation with ICMPD will continue to contribute to the enhancement of national and regional security. Therefore, I wish you all much success and fruitful work.

***Colonel Vaghinak Sargsyan,  
Commander of Border Troops  
of the National Security Service of the  
Republic of Armenia***



*Well managed borders can contribute positively to security, trade, migration and social development of a country and its people. Supporting countries to govern their borders in a balanced way has therefore been one of the core activities that of ICMPD has been promoting and implementing over the last two decades. During this time, the discourse on border management has developed from a traditional approach focused on security and physical border protection, to a human rights based approach combining security and migration concerns with human rights, trade facilitation and social and economic priorities. National governments and their institutions as well as international organisations and academia are all in search of workable solutions that would balance openness and security at international borders. They try to prevent cross-border crimes, while encouraging and facilitating mobility for bona fide travellers and boosting cross-border trade. Solutions should strive to bring relevant stakeholders together and should connect relevant actors and proactively contribute to the overall human progress. A concept of comprehensive border governance needs to therefore be embraced by national and international partners, as it will serve the interests of governments, citizens, migrants, travellers and businesses alike.*

Participants of last year's Conference in Lebanon concluded that border management practices must adapt to the highly dynamic political, security and economic environments we are living in today. Participants agreed that the only way to provide a comprehensive response to migration- and border management-related challenges would be to continue to enhance cooperation among all actors involved or associated with border management at the local, regional and global levels. This includes national border agencies with immigration management functions, law enforcement, tax collection, non-governmental organisations and local border communities, academia and the private sector. Although mainly focusing on security aspects, the EU has progressed in this direction in the recently published concept of Integrated Border Management as defined in the EU regulations for the European Border and Coast Guard Agency (FRONTEX). Other countries beyond EU borders are also gradually building their own national concepts, some with support from ICMPD.

ICMPD wants to contribute to the deepening of this discussion, working with our partners to promote innovative, comprehensive and sustainable migration and border governance policies. We seek to link governments, organisations and the private sector and with our annual border management conference we want to provide a platform to discuss challenges, lessons learned and creative practical and sustainable solutions.

I am pleased and honoured to welcome such a wide audience of experts. By discussing together our opportunities and challenges I expect we will identify workable solutions to facilitate cooperation and coordination among traditional border and migration management agencies on national, regional and global levels. We are therefore also seeking recommendations and best practices in engaging a discourse with academic, non-governmental and private sectors on Comprehensive Border Governance.

I extend my gratitude especially to the Government of Armenia, our long-term and trusted partner, for all the support and cooperation in organising this Conference.

**Martijn Pluim**  
**Director, Migration Dialogues and Cooperation, ICMPD**

# INTERNATIONAL CONFERENCE ON COMPREHENSIVE BORDER GOVERNANCE

**ICMPD** organised the 1<sup>st</sup> International Border Management Conference last year in Beirut, Lebanon, bringing together representatives of numerous countries, institutions and agencies. The Conference addressed four main topics: EU IBM; trade facilitation; technology driven challenges; and educational initiatives for border personnel. A year ago, these were the main thematic areas that shaped border management approaches at the global level. While all of these remain highly relevant, global border management practices must adapt to the highly dynamic political, security and economic environment we are living in today, along with various factors that influence our space of mobility, work and daily life. The aim of a comprehensive border governance is set up a framework that includes border guards and police, customs, veterinary and phytosanitary services, as well as many others from the public and private sphere actors, together in where the safe and orderly movement of people and goods across borders is the top priority.

**Effective border governance** plays a key role in national efforts to prevent the smuggling of counterfeit and prohibited goods, combat organised crime and corruption, and guarantee the safety of travellers, migrants and refugees. Interception of smuggling and trafficking networks at the borders is necessary to safeguard the rule of law, but it also contributes to ensuring that legitimate businesses face a level playing field in domestic markets, and that necessary duties and taxes are collected by the state.

The promotion of trade, mobility and stability is best achieved through a comprehensive governance framework. A jointly-developed approach ensures that border agencies and other institutions involved in the wide variety of tasks and processes related to national borders are working towards a common set of objectives and results. This means developing a framework for coordination between all border agencies in capitals, provincial offices and BCPs, as well as ensuring individual agencies have the necessary capacities, resources and leadership to accomplish their mission. It also means harnessing international partnerships to bring world-leading expertise and knowledge to bear on solving the many challenges posed by an increasingly interconnected world.

**Border management** is undergoing a phase of technical modernisation and digitalisation, making all relevant processes quicker, safer and more transparent. Seamless and automatic border controls are already a reality at a number of BCPs worldwide, whether land, air or sea. These innovations have a tremendous impact on how border controls, including trade facilitation, are performed and on the methodology border agencies are applying now and in the years to come. Progress in making border control more effective and efficient is exceeding forecasts, thereby turning it into one of the fastest developing areas in border governance. This growth is matched by the constant and rapid increase in worldwide travellers and globalised trade. Border management does not only have a significant impact from a security perspective, but also supports social and cultural exchange, rural development in remote areas and education. It positively contributes to de-radicalisation, promotes business and plays a key role in global mobility. Despite the obvious progress and development, certain regions are still struggling to meet basic standards and requirements to ensure effective border management. This is mainly due to a lack of financial, material and human resources, but also a lack of political will, unstable and

unpredictable security environments, lack of delimited and demarcated borders and armed conflicts within the vicinity of border areas. Border officials require constant training and education to provide them with the skills needed to keep up with contemporary challenges and perform their daily duties in a highly qualified manner.

Nowadays, IBM is a well-known concept on how to manage borders in a modern, improved, effective and efficient manner at the global level. On the European side, since its endorsement by the European Commission in 2002, the concept as such has been accepted and adapted in numerous countries within EU and beyond. The most recent document 'the Technical and Operational Strategy for European Integrated Border Management', was officially endorsed this year with FRONTEX as its guardian. The IBM concept has been extended to countries outside the EU based on the Guidelines for Integrated Border Management in European Commission External Cooperation (2010). With the ever-changing security, economic and social environment over the past decade, the Guidelines supporting EU efforts in external cooperation could use a closer look for revision and updates. This is a process that is certainly warranted by now, and many elements of the European IBM concept could be used as a basis for EU assistance beyond the EU external borders.

**The 2<sup>nd</sup> International Conference on Comprehensive Border Governance** will address the mentioned topics from different perspectives, ranging from the academic point of view to the perception of practitioners. Given the dynamic nature of the challenges facing border management professionals, the Conference will explore how a step-change from the management of borders towards their comprehensive governance may provide the tools needed to meet these challenges. Participants will have an opportunity to present their daily practices and achievements, exchange views and discuss potential developments in border governance, as a means to address today's threats to global security and prepare for future challenges.

The Conference will bring together experts with practical and technical professional backgrounds, including academia, policy-makers and decision-takers from various public institutions and agencies, as well as private sector representatives working in the international theatre of border governance.

### **Objectives of the Conference**

The main objective of the Conference is to address the challenges in border governance and suggest different paths to streamline the work of border agencies in a comprehensive and methodological way. The Conference will be divided into three thematic panels as a platform for open and solution-oriented discussions.

# PROGRAMME OF THE CONFERENCE

Hotel Double Tree by Hilton Yerevan, Meeting room Milano  
Mr. Borut Eržen, ICMPD Head, Border Management and Security Programme

23 October 2019 (Wednesday)	
15:30 - 16:00	On-site registration <span style="float: right;"><i>Courtesy refreshment</i></span>
Session I: Opening session	
16:00 - 16:45	<p><b>Welcoming address:</b></p> <ul style="list-style-type: none"> <li>Mr. Tigran Samvelyan, Head of Europe Department, Ministry of Foreign Affairs, Armenia</li> <li>Mr. Gregory Tsouris, Deputy Head of Operations, Delegation of the European Union to Armenia</li> <li>Mr. Borut Eržen, ICMPD Head, Border Management and Security Programme</li> </ul> <p><b>Key Note Speeches:</b></p> <ul style="list-style-type: none"> <li>Col. Vaghinak Sargsyan, Commander of Border Troops, Armenia: Priorities in cooperation on border management in Armenia</li> <li>Mr. Martijn Pluim, ICMPD Director for Migration Dialogues and Cooperation: ICMPD and approach to border governance</li> </ul>
16:45 - 17:00	<ul style="list-style-type: none"> <li>Introduction of the Conference agenda, <b>Chair, ICMPD</b></li> <li>Family photo, <i>all participants</i></li> </ul>
17:00 - 17:30	Press Conference
18:00	<i>Welcoming reception in the restaurant of Hotel Double Tree by Hilton Yerevan</i>
24 October 2019 (Thursday)	
Session II: Panel discussions	
09:15 - 09:30	<i>Arrival and courtesy refreshment</i>
09:30 - 10:45	<p><b>Panel 1: Border management in 2025: what has changed since 2015? What impact will developments in related areas of security, trade facilitation and migration have on border management in the next years?</b></p> <p><i>Moderation: Mr. Borut Eržen</i> <i>Rapporteur: Mr. Carel Hofstra</i></p> <ul style="list-style-type: none"> <li>Ms. Luiza Bialasiewicz, Amsterdam Centre for European Studies: <i>“Demographic geopolitics and EU foreign policy: Connecting internal and external security agendas”</i></li> <li>Mr. Pieter Moret and Ms. Neda Katalina, Royal Netherlands Marechaussee: <i>“The Dutch Comprehensive Approach”</i></li> <li>Mr. Biagio Perretti, Università della Basilicata, Italy: <i>“Migration beyond the borders. Economic impacts of old and new migration flows”</i></li> <li>Ms. Veronica Blixt, Global Manager Security &amp; Enforcement, KGH Customs, Sweden: <i>“Development: from drones to Trade Facilitation Agreement”</i></li> <li>Mr. Tony Mihaitoiaia, ICMPD: <i>“ICMPD activities in border management and security”</i></li> </ul>
10:45 - 11:15	Q&A
11:15 - 11:45	<i>Coffee break</i>
11:45 - 13:00	<p><b>Panel 2: Seamless border controls and hybrid security threats: realistic future or commercial advertisements?</b></p> <p><i>Moderation: Ms. Monika Weber</i> <i>Rapporteur: Mr. Andrey Apoyan</i></p> <ul style="list-style-type: none"> <li>Mr. Lénárd Zsákai, Hungarian National Police: <i>“European innovation for land borders”</i></li> <li>Mr. Amatzia Keidar, Cellebrite, Vice President of International Marketing: <i>“Border Management and Digital Intelligence”</i></li> <li>Mr. Jaan Hein, DefSecIntel Solutions: <i>“Technology: hindrance or help?”</i></li> <li>Mr. Chris Hurrey, Interpit Minds: <i>“PROTECT - No moving parts, just moving passengers. An EU border control research project”</i></li> <li>Mr. Antoine Feghaly, Potech Consulting: <i>“In the hacker’s den”</i></li> </ul>

13:00 - 13:30	Q&A
13:30 - 14:30	<b>Lunch</b>
14:30 - 15:45	<p><b>Panel 3: International technical assistance in border management (case studies, projects)</b></p> <p>Moderation: Mr. Jean-Charles de Cordes Rapporteur: Ms. Iuliia Subbotska</p> <ul style="list-style-type: none"> <li>• Mr. Vaghinak Sargsyan, Commander of Border Troops, Armenia: “Sustainable Development of the Armenian Border Guard as a Prerequisite of the Country’s Border Security”</li> <li>• Mr. Abdunnaser Segayer, Chair of the National Team for Border security and Management, Libya: “Libyan Border Security and Management Reform”</li> <li>• Mr. Arian Shafiqullah, Afghanistan: “Technical assistance: information exchange and capacity building”</li> <li>• Mr. Roman Gutu, Head of the Department on external assistance of the General Inspectorate of Border Police, Moldova: “IBM in Moldova: enhanced by technical assistance and exchange of best practices”</li> <li>• Mr. Ahmad Fawaz, Head of Quality Management Department of the General Directorate for General Security, Lebanon: “Managing the Lebanese border, current challenges and international assistance”</li> </ul>
15:45 - 16:15	Q&A
16:15 - 16:30	<p><b>Conclusions and closing of the Conference:</b></p> <ul style="list-style-type: none"> <li>• Mr. Borut Eržen, ICMPD Head, Border Management and Security Programme</li> </ul>
16:30	<b>Courtesy refreshment and optional networking</b>



EUROPEAN UNION



الفريق الوطني لأمن وإدارة الحدود  
NATIONAL TEAM FOR BORDER MANAGEMENT AND SECURITY



**ICMPD**

International Centre for Migration Policy Development



**FMM West Africa**  
Support to Free Movement of Persons & Migration in West Africa



Mobility Partnership Facility

**INTEGRATED BORDER MANAGEMENT  
IN THE SILK ROUTES COUNTRIES**



**The Prague Process is an** intergovernmental migration dialogue featuring 50 states of the European Union, Schengen Area, Eastern Partnership, Western Balkans, Central Asia, Russia and Turkey.

The Process was launched at the 1<sup>st</sup> Prague Process Ministerial Conference “Building Migration Partnerships”, culminating in the signature of the Prague Process Joint Declaration in April 2009. The participating states thereby agreed to strengthen cooperation in migration management, following a

comprehensive, balanced, pragmatic and operational approach, and respecting the rights and human dignity of migrants and their family members, as well as of refugees.

**The main areas of cooperation**, set by the Joint Declaration and by the Prague Process Action Plan, adopted at the 2<sup>nd</sup> Ministerial Conference in 2011 are as follows:

- Preventing and fighting illegal migration;
- Readmission, voluntary return and sustainable reintegration;
- Legal migration with a special emphasis on labour migration;
- Integration of legally residing migrants;
- Migration, mobility and development;
- Strengthening capacities in the area of asylum and international protection.

Since the establishing of the Prague Process in 2009, most participating states introduced manifold changes to their migration legislation. Non-EU states largely adapted their policies to the EU acquis. This approximation of legal systems and national practices, as well as the continued exchange of knowledge and experience, represent the key achievements of the Prague Process.

The 3<sup>rd</sup> Prague Process Ministerial Conference, held in Bratislava in September 2016, saw the adoption of the **Bratislava Ministerial Declaration**. Its ongoing implementation is financed by the European Commission Directorate-General for Migration and Home Affairs (DG HOME) within the **Prague Process: Dialogue, Analysis and Training in Action initiative**, representing one of the components of the Mobility Partnership Facility (MPF).

The three-year initiative started on 1 January 2018. Its main aims are to sustain and further enhance the cooperation established among the 50 participating states, as well as to establish the Migration Observatory and Training Academy, as requested by the Ministers in the Bratislava Declaration of 2016. Building on the Prague Process Knowledge base concept and combining state and academic expertise, the Migration Observatory produces analytical outputs in English and Russian on the thematic areas of the Prague Process Action Plan. Meanwhile, the Training Academy serves the development of various training materials as well as the organisation of training sessions based on the good practices established. All results, training materials and e-learning tools are published in English and Russian. **Both newly-established platforms** represent a laboratory for generating new project and cooperation ideas for the Prague Process and MPF purposes.



EU – Armenia relations are based on the Comprehensive Enhanced Partnership Agreement, which provisionally entered into force on 1 June 2018. The Mobility Partnership with Armenia was signed in 2011 while the Visa Facilitation and Readmission Agreements entered into force in January 2014.



The project “Support to Migration and Border Management in Armenia” (MIBMA) was launched in April 2016 with the budget of 4 Million Euros with the objective to enhance approximation of the migration and border management in Armenia to European standards of governance, in order to increase security, facilitate trade, and support the possible visa liberalisation dialogue between the European Union and Armenia.

**The project beneficiaries** include Armenian migration and border management authorities, while the final beneficiaries of the project are staff and management of migration and border agencies, refugees and asylum seekers, travellers, the international trading and investment community, the general public and citizens of Armenia, who will all benefit from well-managed mobility and migration flows, open and secure borders and increased trade facilitation.

The project supports the achievement of two specific project objectives:

## 1 Increase Government capacities for migration and asylum management

in line with the EU-Armenia Visa Facilitation and Readmission Agreements and Mobility Partnership, to prepare for the possible EU-Armenia visa liberalisation dialogue.

### Component 1: Migration

- EU - Armenia Visa Dialogue
- Migration Governance
- Integration
- Asylum
- Document Security

## 2 Strengthen inter-agency cooperation

through further extension of the EU IBM concept and its principles into Armenia's border management system with a focus on core areas such as the simplification and harmonisation of procedures; to improve the service level for end users; to facilitate trade; and to further develop transport corridors.

### Component 2: Border Management

- IBM Support
- Trade Facilitation
- Accountability, Transparency, Integrity
- Outreach

The project is funded by the EU under the European Neighbourhood Partnership Instrument (ENPI) and implemented by the ICMPD in partnership with the United Nations Development Programme (UNDP).

## INTEGRATED BORDER MANAGEMENT IN THE SILK ROUTES COUNTRIES



The project 'Integrated Border Management in the Silk Routes Countries' (IBM Silk Routes) was launched in January 2019 with the budget of 12 million euros with the objective to **support countries of the Silk Routes region in building more effective and efficient border management systems, using the EU IBM concept and its developments as a blueprint**, reflecting its principles and main components and translating them to the specific situations and realities of the partner Silk Routes countries.

**The project beneficiaries** include the border management agencies of Afghanistan, Bangladesh, Iran, Iraq, and Pakistan. The final beneficiaries include the staff and management of the border agencies, the businesses and other clients (international and national), migrant workers, border communities and the general population of the Silk Routes countries who will benefit from more secure and better-managed borders.

The project supports the achievement of two specific project objectives:

**1 Build capacities, instruments and infrastructure to develop and implement IBM in the Silk Routes countries;**

**2 Improve regional and bilateral coordination and cooperation in the area of border management in the Silk Routes countries.**

**The project aims to achieve the following results contributing to two major outcomes:**

Component (outcome) 1: Assistance in developing capacities, instruments and infrastructure

- National IBM strategies and action plans are developed to strengthen intra-, inter-agency and international cooperation;
- Operational capacities of border management agencies is enhanced;
- Capacities of training entities of the beneficiary agencies is increased;
- Infrastructure to facilitate better border management is improved.

Component (outcome) 2: Regional and bilateral coordination and cooperation

- Legal framework for international cooperation is improved;
- Mechanisms for information and knowledge exchange is enhanced.

This project is funded by the EU and implemented by ICMPD.



The project on ‘Strategic and Institutional Management of Migration in Libya’ began implementation in August 2016 with the objective **to support the Libyan administration at the central and local levels as well as the Libyan civil society and academia in their efforts to develop the necessary prerequisites for effective migration governance geared towards improving the management of migration flows and the living conditions of migrants in Libya.**



**The project beneficiaries** include Libyan governmental institutions of direct relevance to migration, Libyan civil society organisations and academia. The final beneficiaries of the project are migrants to, from and via the territory of Libya.

The project with a total duration of 48 months supports the analysis of the migration situation in Libya and brings forward recommendations on migration governance in Libya. The developed objectives and proposed actions are also a result of a wide consultation and a thorough reflection with the Libyan partners, including central and local administration and non-governmental actors. The project specific objectives are the following:

**1 Identify the mandates and capacities of Libyan stakeholders** (central and local authorities, civil society, academia etc.) in order to improve migration management;

**3 Support Libya’s reintegration into regional and international dialogues** on migration.

**2 Assist the Libyan administration in improving the current structures, mechanisms and procedures necessary for migration governance,** in line with international standards and Libyan specificities and needs;

Within the framework of the project, ICMPD is working together with the EU Border Assistance Mission in Libya (EUBAM Libya) and the Libyan National Team for Border Security and Management on developing the

**White Paper on Integrated Border Management.** It will inform the Libyan government concisely about the complex issue of reforming the border security and management sector. The document will describe the current status of the border security and management system, identify the main causes of this situation and present its impact on the Libyan state and society, specifically on internal integrated border management. It will advocate the solution of creating an institutional and legislative framework in line with the principles of integrated border management in reforming the border security and management in Libya.

This project with a budget of 3 Million Euros is funded by the EU and implemented by ICMPD.

*Project funded by the Government of Denmark and implemented by ICMPD*



The ‘Strengthening Border and Migration Management in Ghana’ (SMMiG) project, funded by the Government of Denmark and Implemented by ICMPD, is designed to support the Government of Ghana in strengthening its institutional and operational capacities to manage irregular migration flows.

Specifically, the project aims to:

**i. Strengthen the capacity of the Ghana Immigration Service (GIS)**

officers involved in countering irregular migration to detect forged and falsified travel documents at basic, intermediate and advanced levels;

**ii. Strengthen cooperation and information exchange** between the respective units of GIS involved in countering irregular migration;

**iii. Strengthen the effectiveness of travel documents inspection capacity** of the national agencies through provision of modern equipment at major entry points, the Document Fraud Expertise Centre’s laboratory and for training purposes;

**iv. Strengthen the capacity of the GIS Policy Planning Monitoring and Evaluation Department** to coordinate the implementation of the 2018 - 2022 GIS Strategic Plan.



**FMM West Africa**  
Support to Free Movement of Persons & Migration in West Africa

The project ‘Support to Free Movement of Persons and Migration’ (FMM) aims to **maximise the development potential of free movement of persons and migration in West Africa**. To this end, it supports the development of the national institutional capacities in migration data management, border management, labour migration and combating trafficking in persons in West Africa.

The project is designed to:

- 1.** Support the Economic Community of West African States (ECOWAS) Commission in its role as a regional platform for migration policy development;
- 2.** Strengthen the Migration Dialogue for West Africa (MIDWA);
- 3.** Build the capacities of ECOWAS in managing migration and exploring the benefit of ECOWAS free movement protocols.



At the national level, the project supports ECOWAS Member States and Mauritania in developing national migration profiles, elaborating and adopting national migration policies, and delivering tailored technical assistance for national institutions through a Demand-Driven Facility (DDF). The DDF component is implemented by ICMPD and its major beneficiaries are the national agencies of the ECOWAS Member States and Mauritania involved in migration management functions delivery (like migration services, diaspora commissions, ministries of labour, etc.).

Finally, the project promotes the active engagement of non-state actors and local authorities in information and protection activities for the benefit of migrant and cross-border populations in West Africa.

FMM West Africa is jointly funded by the EU and ECOWAS and implemented by the International Organization for Migration (IOM) in partnership with ICMPD and the International Labour Organization (ILO).

This project with a budget of 24.45 Million Euros is funded by the European Union with the smaller component (around 7.5 MLN EUR) implemented by ICMPD.



The 'EU-Jordan Single Support Framework 2017-2020' includes cooperation in upgrading border management and preventing violent extremism, as well as supporting the country's macro-economic stability and enhancing social and economic development.

The project 'EU support to Integrated Border Management in Jordan' (IBM Jordan), launched in July 2019, **contributes to the development of the long-term capability of Jordan to control and manage its borders and to ensure greater security for citizens and visitors, while guaranteeing respect for the rule of law and human rights standards.**

Specifically, the project aims at supporting Jordan in developing an integrated approach to border management, enhancing capacities to fight transnational crime, and strengthening trade facilitation practices and measures, under the following 3 components:

- Component 1: Integrated Border Management
- Component 2: Combat Transnational Crime
- Component 3: Trade Facilitation

**The main project stakeholders** will be the agencies operating at the borders, such as the Borders and Residence Department, the Public Security Directorate, Jordanian Customs, the General Intelligence Directorate the Jordanian Armed Forces, the Counter-Trafficking Unit, the National Centre for Human Rights, the private sector, civil society and local communities, migrants, Jordanian citizens, and other people on the move.

This project is funded by the European Union and implemented by ICMPD (components 1 and 3) and the United Nations Office on Drugs and Crime (UNODC, component 2).

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