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The MIEUX Team wishes to acknowledge the contributions of Mr. Lukas Czorn, ICMPD Director – Southern Dimension, and the MIEUX Project Steering Group for their valuable guidance and support.

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The views expressed herein can in no way be taken to reflect the official opinion of the European Union or ICMPD.

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There are two kinds of benefits related to my participation in MIEUX Actions:

Personal: possibility to improve my skills in the field of training delivery. Based on the reaction and opinion of attendees, I improve training delivery, approaches, examples and exercises to adjust to their needs. In addition, there are enjoyable social issues like meeting and talking to other professionals of different cultures and religion.

Professional: establishment of new direct contacts with experts from other countries establishing working contact with beneficiary representatives, strengthening interlinks with ICMPD and presentation of my country/service in a positive light.

Mjr. SG Grzegorz Niemiec
Border Guard Commanding Centre, Government of Poland
MIEUX Expert for Sierra Leone and Uzbekistan
Building upon the outcomes, positive experience and momentum created during the period 2000-2011, the implementation of MIEUX will be further expanded over the next three years, 2012-2014. It will have an enlarged scope, providing EU expertise in all areas of migration policy interventions, in particular maximising the mutual benefits of migration for development, the fight against irregular migration and organising legal migration. MIEUX will continue, therefore, to support third countries in managing migration in an ever more complex and holistic manner.

The EU-funded initiatives in the field of migration, in general, and MIEUX, in particular, confirm the EU’s commitment to continue actively cooperating with third countries in the area of migration and mobility. It contributes to strengthening the partnership between third countries and the EU, to making cooperation mutually beneficial and to sustaining the EU’s continued efforts to support partner countries.

The implementation of MIEUX’s tailor-made actions has proved to be instrumental in providing third countries with access to rapid and flexible technical assistance in their efforts to fight against irregular migration. MIEUX’s interventions have contributed to enhancing the knowledge base and institutional capacities of partner countries, to initiating and building trust and communication between the EU Member States and beneficiary countries, to complementing the EU and EU Member States’ efforts and initiatives in the area of migration, to promoting dialogue and cooperation between EU Member States and partner countries, as well as to raising awareness on the EU Global Approach to Migration amongst other EU migration policies and practices between third countries. The core aspect of MIEUX, which is a exchange of experience and expertise between EU Member States and partner countries, through peer-to-peer cooperation, represents an important element of the EU’s efforts oriented towards capacity building and support, provided to our partners to manage migration flows.

The processes of globalisation and regional integration have fundamentally changed the concept and perception of migration. Governments and societies alike are faced with new challenges and concerns in the movements of persons across borders, regions, continents and cultures. In this context, the International Centre for Migration Policy Development (ICMPD) strives for comprehensive, sustainable and future-oriented migration governance. It does so through solid evidence and in partnership with all relevant stakeholders at national, regional and international levels. With a deep understanding of the political framework in which migration policies are being developed, ICMPD combines its work with findings of academic and policy research, with a strong acknowledgement of the importance of migration for development and for the mutual benefits of migration for development, the fight against irregular migration and organizing legal migration. MIEUX will continue, therefore, to support third countries in managing migration in an ever more complex and holistic manner.

At the end of three years of implementation, MIEUX can be presented as a success story and an innovative approach to cooperate in the field of migration with partner countries. MIEUX technical assistance has proved to be fast and foremost, a useful and most needed tool for partner countries and regions interested in enhancing their migration governance capacities. Moreover, MIEUX has successfully contributed to delivering the EU Global Approach to Migration, responding to the needs and priorities of both the EU and EU Member States in this domain, as well as filling in specific gaps in the way EU assistance is currently operating. By doing so, MIEUX has significantly contributed to developing and consolidating legal and political frameworks, building up the capacities of staff and institutions, and improving coordination and cooperation processes, both at national and regional levels. For these reasons, MIEUX has been prolonged for a further three years (2012-2014) with an enlarged thematic scope including legal migration, and migration and development.

The present publication displays the main results and outcomes of the MIEUX technical assistance actions requested by and implemented in over 50 countries. MIEUX experiences, gathered in the form of lessons learnt, are analysed with a view to inspiring other efforts on how to enhance technical assistance and capacity building in the area of migration and asylum in partnership with third countries.
QUICK TAILOR-MADE TECHNICAL ASSISTANCE IN MIGRATION MANAGEMENT
MIEUX works

The technical assistance carried out under MIEUX is demand-driven and initiated by a request. The request includes a brief outline of the needs to be addressed, as well as the name and professional status of the applicant. ICMPD’s MIEUX team reacts to this request over a one-month period. During this phase, the MIEUX team, the requesting authority and the EC work jointly on the evaluation of the request and the drafting of an outline of activities.

In collaboration with the requesting authority, MIEUX will set priorities and propose tailor-made technical assistance. The ICMPD MIEUX team, which combines migration experts and a logistical support unit, prepares the description of activities and facilitates the organisation of events and activities. Activities implemented meet the needs of the requesting authority and entail forms, for example, trainings, workshops, mission assessments, study visits, strategies and action plan development, as well as structural and legal reviews. MIEUX supports all relevant logistical and financial aspects of its technical assistance projects.

MIEUX deploys experts from EU Member States to boost the peer-to-peer transfer of expertise, knowledge and practices. Experts are identified through ICMPD’s extensive networks and its Expert and Action Roster (EAR), and are chosen through a non-discriminatory transparent procedure. The EAR is a key tool for the management of both MIEUX experts and actions, allowing the MIEUX team to maintain a consolidated record of project implementation progress and to facilitate swift access to available expertise.

WHAT IS MIEUX?

MIEUX – Migration EU Expertise – is a joint EC-ICMPD initiative that aims, through the provision of short-term technical assistance, to enhance the capacities of partner countries in migration management.

MIEUX is implemented by ICMPD under the guidance of a Project Steering Group (PSG) composed of the project management team and representatives of the European Commission. MIEUX aims to improve migration management capacities of partner countries by implementing quick-reaction, short-term, capacity-building projects. In doing so, MIEUX complements current mid- and long-term migration cooperation initiatives within the framework of the EU’s Global Approach to Migration and Mobility (GAMM). It also supports and links dialogue and cooperation between interested partner countries and the EU.

MIEUX technical assistance is provided to public authorities and institutions responsible for migration management at national, regional and sub-regional levels. Partner countries and regional organisations eligible for MIEUX technical assistance cover European Neighbourhood countries, and Africa, Caribbean and Pacific Countries (ACP), as well as countries of the EU Development Cooperation Instrument in South Africa, Latin America, Asia and Central Asia, and the Middle East.

MIEUX is a novel, European, technical assistance initiative with clear added value. Its request procedure is flexible and simple: no standardised application form or proposal is required. MIEUX benefits from a quick reaction mechanism that allows for the deployment of experts within eight weeks following receipt of a formal request. MIEUX also demonstrates flexibility at the implementation stage and builds on existing national or regional structures. Finally, MIEUX’s dynamic and unobtrusive management procedures help initiate and support cooperation between EU and non-EU countries through a peer-to-peer transfer of expertise and knowledge.

HOW MIEUX WORKS

MIEUX – Migration EU Expertise is a joint EC-ICMPD initiative that aims, through the provision of short-term technical assistance, to enhance the capacities of partner countries in migration management.
MIEUX as a Tool for Partner Countries and Regions

The overall objective of the MIEUX initiative is to enhance migration management capacities of interested authorities. MIEUX’s accessibility, light political and administrative procedures, make it a particularly useful tool. Partner countries and regional organisations have credited MIEUX with:

- consolidating institutional capacities for fulfilling political commitments and obligations linked to international conventions;
- fostering their legal and regulatory frameworks;
- building trust, developing mutual understanding and exploring approaches for engaging in new areas of cooperation;
- reaching out to tailored migration expertise found only in national government structures;
- improving their understanding of particular areas of migration management;
- enhancing their capacities for effectively managing migrants;
- strengthening capacities to craft, implement and assess national migration policy;
- developing normative frameworks responding to national or regional strategic and political objectives; and
- increasing dialogue at national and regional levels.

Migration areas covered by MIEUX provide a vast array of cooperation possibilities. Testimonies of authorities having benefited from MIEUX technical assistance attest to the positive outcomes achieved, the close collaboration developed with the EU and EU Member States, as well as the state-of-the-art working methods and techniques used.

The valuable experiences shared by MIEUX experts and the General Commission for Foreigners and Borders of Spain significantly contributed to the transformation process of the Administrative Department of Security and paved the way for a new institutional framework for migration in Colombia.

Administrative Department of Security of Colombia
MIEUX AS A TOOL FOR EUROPEAN UNION MEMBER STATES

MIEUX predominantly deploys experts from EU Member State national administrations, who have first-hand experience in migration management. As such, EU Member State experts are crucial to MIEUX’s success.

MIEUX also aims to support the priorities of EU Member States by, for example:

- preparing the ground for future bi- and multilateral interventions;
- increasing interaction amongst experts and public servants from other EU Member States and requesting authorities;
- strengthening operational cooperation between countries or regions along migratory routes;
- tapping into European financing;
- collecting and gathering migration information abroad;
- transferring national practices and know-how to partner countries;
- complementing and supplementing ongoing bilateral cooperation and projects; and
- exposing national officials to various professional environments and opportunities.

The flexible nature of MIEUX allows EU Member States to approach MIEUX in different ways, but still in accordance with institutional procedures and working methods. To facilitate the coordination and deployment of experts, certain EU Member States have designated MIEUX focal points. The involvement of EU Member States’ Immigration Liaison Officers (ILOs) in MIEUX actions is equally important. Their local knowledge, networks of contacts and tailored expertise directly contribute to the success of MIEUX. EU Member States also play a significant role in hosting MIEUX study tours for officials of requesting authorities.

The MIEUX team has developed a tailored expert management mechanism that allows for the effective and efficient management of EU Member State experts through standard operating procedures. Support is provided at both administrative and substantive levels, including planning and swift mobilisation, support for event organisation, monitoring and evaluation and external communication.

I am of the opinion that MIEUX is an excellent instrument, which fulfils its objective in an effective and practical way. Many beneficiary countries lack human resources to deal with more complicated EU instruments such as Twinning. Consequently, it is recommendable that MIEUX will also in the future remain in the EU toolkit.

Mr. Matti Heinonen
International Cooperation, Finnish Immigration Service
MIEUX Expert for Cape Verde and Uzbekistan
MIEUX means the support by multi-disciplinary teams consisting of experts from different EU Member States. This EU teamwork aspect is an inspiration to enhance regional cooperation. Working together with my EU co-experts on a project gave me insight into the practice in my field of work in different EU Member States. It extended my network in the EU and with EU institutions. MIEUX put me in contact with professionals in Africa passionate about the issues I am interested in. MIEUX is truly a different dimension.

Mr Mark de Leeuw
International Affairs and Immigration Service, Ministry of Justice of the Netherlands
MIEUX Expert for Zambia and Senegal
THEMATIC AREAS

The various migration policy areas tackled under MIEUX’s Actions attest to the continuous interest of partner countries in strengthening their capacities to manage migration in a comprehensive fashion and to benefit from well-managed migration. The requests received have touched upon an array of inter-connected migration-related issues placed on the agendas of the partner countries and organisations which are willing to tackle them sustainably and progressively, in cooperation with relevant stakeholders.

MIEUX has been supporting partner countries in various areas of intervention, both at political and operational levels. Taking into account the scope of the first phase of MIEUX, the technical assistance was provided, notably, in the fields of border management, improvement of the legal and institutional frameworks, development of national migration policy, visa and documents security, fight against irregular migration and human trafficking, data management, awareness-raising campaigns etc.

In the area of Border Management, MIEUX deploys experts who, for example: (i) guide and advise on the development of Strategies; (ii) support the creation of border guard units; (iii) develop operational procedures and improved practices; (iv) elaborate practical handbooks for standardised border procedures; (v) contribute to the improvement of inter-agency and international cooperation; (vi) assess gaps and needs; (vii) organise trainings and study visits in EU Member States; and (viii) provide guidelines on the protection of rights of asylum seekers and people crossing the borders.

Eradication of Trafficking in Human Beings and the Protection of Victims is a major priority of many partners collaborating with MIEUX. Tangible and good results have been obtained in a number of countries which have manifested a high interest and commitment, chiefly in the following areas: (i) monitoring and evaluation of Action Plans; (ii) protection of victims of human trafficking; (iii) awareness-raising campaigns against trafficking and illegal remittance; and (iv) investigation techniques.

The growing efforts of Governments to bring national migration legislation into compliance with international and regional instruments and standards, including EU acquis in certain cases, and to adjust the legal and regulatory frameworks to prevailing realities, are confirmed by requests soliciting MIEUX’s expertise in this domain. The outcomes of these actions have enabled the partner countries and regional entities to develop, revise and harmonise their normative framework and legislative processes according to the standards, and administrative and judicial practices presented during activities organised in this respect. MIEUX focuses on the following elements: (i) evaluation of the overall migration legislation and formulation of recommendations for consideration; (ii) delivery of specialised designed training courses on EU migration legislation; and (iii) support in improving draft bills. On the whole, the greater majority of beneficiary countries have acquainted with the legal provisions of EU Law and EU Member States, in the area of migration, during training sessions, this being a constant priority of MIEUX.

In the areas of Document Security, MIEUX supports partners by: (i) organising practical trainings; (ii) assessing the state of play in the field and providing practical suggestions; and (iii) supporting border guards and immigration officers to the models and working methodologies of their European counterparts by organising study tours to EU Member States.

In the upcoming years, MIEUX will address the complexity of migration by expanding its thematic interventions. The scope will therefore be built on the Global Approach to Migration and Mobility policy areas: irregular migration, legal migration, and nexus between migration and development. This approach will enable MIEUX partners to step up their efforts to address migration in a complex and holistic manner.
From January 2009 to December 2011, MIEUX received a total of 50 requests from national and regional authorities. The following fiches summarise the general objectives, activities, and results of technical assistance provided. These are tailored to the needs of the requesting authority and are largely based on the input and effective communication between the MIEUX team and the recipient authority.

**TECHNICAL ASSISTANCE FICHES**

**From January 2009 to December 2011, MIEUX received a total of 50 requests from national and regional authorities. The following fiches summarise the general objectives, activities, and results of technical assistance provided. These are tailored to the needs of the requesting authority and are largely based on the input and effective communication between the MIEUX team and the recipient authority.**

<table>
<thead>
<tr>
<th>EXPERTS:</th>
<th>Hungary and Slovenia</th>
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<tbody>
<tr>
<td>AREA TARGETED:</td>
<td>Border Management</td>
</tr>
<tr>
<td>LOCATION:</td>
<td>Malawi</td>
</tr>
<tr>
<td>REQUESTING AUTHORITY:</td>
<td>Department of Immigration of Malawi, Ministry of Home Affairs and Internal Security</td>
</tr>
<tr>
<td>TIMEFRAME:</td>
<td>June to November 2009</td>
</tr>
</tbody>
</table>

**OBJECTIVES**

- Develop a set of common border management procedures for the Department of Immigration to help curb illegal migration.
- Ensure a standardised understanding of roles and responsibilities at borders amongst the Department of Immigration staff.

**ACTIVITIES**

- Desk review of border management capacities and structures in Malawi.
- Assessment of border management procedures in Malawi.
- Elaboration of a “Practical Handbook for Immigration Officials on Border Procedures in Malawi”.
- Development of an induction programme and materials.
- Delivery of the handbook and induction training programme.
- A training of staff and trainers.

**RESULTS**

- A quick reference handbook for border procedures in Malawi.
- Increased standardisation and knowledge of national border procedures.
- Training of border guards at two border crossing points.
- Trainers trained in handbook delivery.
- Cooperation in migration initiated between Malawi and the EU.
EXPERTS: Portugal and Slovenia

AREA TARGETED: Document Security and Migration Management

LOCATION: Mozambique and Portugal

REQUESTING AUTHORITY: National Directorate for Migration of Mozambique, Ministry of the Interior

TIMEFRAME: July 2009 to June 2010

OBJECTIVES
- Improve the overall knowledge and sensitivity of Mozambican officials in modern migration management.
- Introduce the systems and methods of migration management with a particular focus on irregular migration.
- Strengthen capacities in border management and document security.

ACTIVITIES
- Induction training in modern migration management systems and methods.
- Training on border management and document security for middle management.
- Study visit to relevant Portuguese institutions.
- Border guard training in border management and document security at two key regional border crossing points.

RESULTS
- Improved capacities of the National Directorate for Migration in migration management, in particular on border management and document security.
- Increased knowledge and sensitivity to migration management challenges.
- Increased cooperation between Mozambique and Portugal in the area of migration.

ACTION 2009-03

EXPERTS: France, Germany, Hungary, Poland and Sweden

AREA TARGETED: Visa Management and Migration Management

LOCATION: Kazakhstan

REQUESTING AUTHORITY: Ministry of Foreign Affairs of the Republic of Kazakhstan

TIMEFRAME: August to October 2009

OBJECTIVES
- Provide assistance in the organisation of a seminar on the facilitation of visa procedures and migration issues.
- Provide a platform for discussions, transfer of knowledge, and increased cooperation between EU and the relevant actors in Kazakhstan.

ACTIVITIES
- Seminar on Visa Facilitation and Migration between the Republic of Kazakhstan and the EU.

RESULTS
- Improved understanding of the relevant authorities on EU migration policies and practices.
- A platform for discussion established on the objectives and priorities of migration management, setting the stage for future national developments in this area.

ACTION 2009-04
EXPERTS: Belgium, Italy, France and the Netherlands
AREA TARGETED: Migration Data Management and Migration Policy
LOCATION: Armenia
REQUESTING AUTHORITY: State Migration Service of the Republic of Armenia
TIMEFRAME: August 2009 to March 2010

OBJECTIVES
Provide support to the State Migration Service and other relevant authorities in enhancing their national migration information management system.
Provide advice relevant to finalising the national strategy on migration with a special focus on data gathering and management.

ACTIVITIES
Assessment of the current situation related to data gathering and the management and provision of advice to the working group in charge of developing the national strategy on migration.
Organisation of a seminar on EU and EU Member States’ standards and practices on migration data collection and management, and a round table on migration policies.
Formulation of recommendations on the elaboration of the national migration strategy and improvement of migration data management.

RESULTS
Theoretical knowledge and practical skills on various aspects of migration information management transferred to the Armenian counterparts.
Recommendations on improving the migration information management provided to the national entities.
Capacities and capabilities of the relevant Armenian authorities to better manage migration and develop national evidence-based migration policies improved.

EXPERTS: The Netherlands, Portugal and Romania
AREA TARGETED: Asylum and Migration Legislation
LOCATION: Angola
REQUESTING AUTHORITY: Service of Migration and Foreigners (SMF)
TIMEFRAME: September 2009 to July 2010

OBJECTIVES
Contribute to the prevention of irregular migration by supporting and strengthening the capacities of the national authorities to develop the domestic legal framework.
Assist in the drafting and provision of recommendations for the improvement of relevant legislation.

ACTIVITIES
Assessment of the national migration and asylum legal and institutional framework.
Review of the Angolan legislation on migration and asylum, in particular its correlation and compatibility with international standards, and its implementation level.
Elaboration of an assessment report, including the provision of recommendations for future interventions.
Seminar on Migration Legislation Development.

RESULTS
Theoretical knowledge and practical skills on various aspects of migration legislation development transferred to Angolan counterparts.
Improved capacities of the relevant institutions and authorities to develop and improve national migration legislation, particularly in the areas of asylum and trafficking in human beings.
Recommendations for improvement of the national migration legislation framework presented to the authorities, and further recommendations for future courses of action elaborated and presented to the same authorities.
EXPERTS: United Kingdom

AREA TARGETED: Trafficking in Human Beings

LOCATION: Ethiopia

REQUESTING AUTHORITY: Ethiopian Expatriate Affairs Directorate General, Ministry of Foreign Affairs

TIMEFRAME: September 2009 to March 2010

OBJECTIVES
- Raise awareness of irregular migration flows at a national level.
- Develop national strategies and actions to address irregular migration.
- Kick-start a national dialogue on irregular migration.

ACTIVITIES
- A two-day national conference on irregular migration for over 300 stakeholders of all provinces and relevant national services.

RESULTS
- Dialogue at national level initiated.
- Increased understanding and sensitisation of participants on irregular migration.
- Exchange of information and knowledge on the actual practice and impact to combat irregular migration, with a particular focus on trafficking in human beings.

EXPERTS: Austria, Lithuania, Poland, Romania, and the Netherlands (academia)

AREA TARGETED: Border Management and Migration Legislation

LOCATION: Sierra Leone

REQUESTING AUTHORITY: Ministry of Foreign Affairs and International Cooperation of the Republic of Sierra Leone

TIMEFRAME: September 2009 to October 2011

OBJECTIVES
- Assist authorities in identifying their needs in the areas of migration and border management, and provide recommendations on further improvements and actions.
- Raise awareness among the national in-line institutions on the constituents of border management and increase their capacities to better control national borders.
- Improve national capacities to elaborate a domestic legal framework reflecting national realities and needs.

ACTIVITIES
- Rapid needs assessment of the situation related to migration and border management, and preparation of the Assessment Report.
- Organisation of two training sessions on Border Management and Security.
- Organisation of training on Migration Legislation.

RESULTS
- Understanding of Border Management elements are enhanced during the assessment phase and, in particular, during the delivered training sessions.
- Capacities of national authorities to elaborate and implement a legal framework, reflecting the current state of play, are strengthened.
- The national border management system is enhanced and tailored to the national needs and priorities.
OBJECTIVES

Enhancing migration management in Azerbaijan, with a focus on the prevention and fight against irregular migration.

Expanding the national institutions dealing with migration to EU and EU Member States’ migration-related practices and policies by providing training sessions and a study tour to a selected EU Member State.

Contributing to the development and improvement of the national migration legislation.

ACTIVITIES

Fact-finding mission and assessment of the current legal and institutional frameworks.

Study tour to Poland with the aim of exposing the representatives of the State Migration Service to Polish practices concerning the fight against irregular migration and management of borders (internal and external).

Carry out the Report on Migration Legislation in Azerbaijan which (i) highlights the gaps of the national migration framework, (ii) formulates a set of recommendations with regard to the enhancement of domestic migration legislation, and (iii) provides a round table on migration legislation and training on migration issues with the aim of presenting the findings of the assessment report.

RESULTS

Operational capabilities of migration authorities increased through capacity building and strengthened activities.

Abilities of the national administration to better prevent and fight against irregular migration are enhanced.

Recommendations are provided on how to harmonise national migration legal framework with international and regional standards.

EXPERTS:

Spain

AREA TARGETED:

Migration Management and Capacity Building for Consular Affairs

LOCATION:

Bolivia

REQUESTING AUTHORITY:

Directorate-General of Consular Affairs (DGCR), Ministry of Foreign Affairs

TIMEFRAME:

February 2010 to June 2011

OBJECTIVES

Support the knowledge building of consular staff with respect to international standards in immigration policy and procedures.

ACTIVITIES

Review and mapping of DGCR gaps and needs.

Development of tailored training materials and curriculum.

Training of DGCR staff.

RESULTS

Detailed review of DGCR needs regarding training in migration policy and procedures.

Development of tailor-made training curriculum for staff.

Training conducted in Bolivia.

EXPERTS:

Bulgaria, Denmark, the Netherlands and Poland

AREA TARGETED:

Migration Legislation and Irregular Migration

LOCATION:

Azerbaijan and Poland

REQUESTING AUTHORITY:

State Migration Service (SMS)

TIMEFRAME:

November 2009 to February 2011

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EXPERTS:

Republic of Azerbaijan

ACTION 2009-17

Action 2010-02

PLURINATIONAL STATE OF BOLIVIA

REPUBLIC OF AZERBAIJAN

OBJECTIVES

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REPUBLIC OF AZERBAIJAN

OBJECTIVES

Support the knowledge building of consular staff with respect to international standards in immigration policy and procedures.

ACTIVITIES

Review and mapping of DGCR gaps and needs.

Development of tailored training materials and curriculum.

Training of DGCR staff.

RESULTS

Detailed review of DGCR needs regarding training in migration policy and procedures.

Development of tailor-made training curriculum for staff.

Training conducted in Bolivia.

EXPERTS:

Spain

AREA TARGETED:

Migration Management and Capacity Building for Consular Affairs

LOCATION:

Bolivia

REQUESTING AUTHORITY:

Directorate-General of Consular Affairs (DGCR), Ministry of Foreign Affairs

TIMEFRAME:

February 2010 to June 2011

OBJECTIVES

Support the knowledge building of consular staff with respect to international standards in immigration policy and procedures.

ACTIVITIES

Review and mapping of DGCR gaps and needs.

Development of tailored training materials and curriculum.

Training of DGCR staff.

RESULTS

Detailed review of DGCR needs regarding training in migration policy and procedures.

Development of tailor-made training curriculum for staff.

Training conducted in Bolivia.

EXPERTS:

Bulgaria, Denmark, the Netherlands and Poland

AREA TARGETED:

Migration Legislation and Irregular Migration

LOCATION:

Azerbaijan and Poland

REQUESTING AUTHORITY:

State Migration Service (SMS)

TIMEFRAME:

November 2009 to February 2011

OBJECTIVES

Enhancing migration management in Azerbaijan, with a focus on the prevention and fight against irregular migration.

Expanding the national institutions dealing with migration to EU and EU Member States’ migration-related practices and policies by providing training sessions and a study tour to a selected EU Member State.

Contributing to the development and improvement of the national migration legislation.

ACTIVITIES

Fact-finding mission and assessment of the current legal and institutional frameworks.

Study tour to Poland with the aim of exposing the representatives of the State Migration Service to Polish practices concerning the fight against irregular migration and management of borders (internal and external).

Carry out the Report on Migration Legislation in Azerbaijan which (i) highlights the gaps of the national migration framework, (ii) formulates a set of recommendations with regard to the enhancement of domestic migration legislation, and (iii) provides a round table on migration legislation and training on migration issues with the aim of presenting the findings of the assessment report.

RESULTS

Operational capabilities of migration authorities increased through capacity building and strengthened activities.

Abilities of the national administration to better prevent and fight against irregular migration are enhanced.

Recommendations are provided on how to harmonise national migration legal framework with international and regional standards.
**EXPERTS:** Private consultants  
**AREA TARGETED:** Integrated Border Management  
**LOCATION:** Panama  
**REQUESTING AUTHORITY:** General Secretariat of the Central American Integration System (SICA)  
**TIMEFRAME:** March to May 2010

**OBJECTIVES**
Contribute to the process of regional integration in Central America, by supporting the capacity building of the police, migration and customs authorities of the SICA Member States, with a view to strengthening both national and regional border management capacities.

**ACTIVITIES**
Regional Thematic Workshop on IBM.
**ACTION 2010-07**

**EXPERTS:** Greece, FRONTEX and private consultant

**AREA TARGETED:** Integrated Border Management (IBM)

**LOCATION:** Panama

**REQUESTING AUTHORITY:** Ministry of Public Security

**TIMEFRAME:** July 2010 to August 2011

**OBJECTIVES**

- Build capacities and strengthen cooperation and coordination between the relevant national agencies in charge of border management.
- Introduce the methodology and tools, and provide recommendations for developing a national IBM strategy and action plan.

**RESULTS**

- Methodology and tools for the development of a national IBM strategy, as well as an action plan, introduced to the relevant border management authorities.
- Main gaps and needs, and national priorities in border management identified.
- Elaboration of recommendations for the development of the national IBM strategy.

**ACTIVITIES**

- Two workshops on IBM with a view to assessing the state of play, main gaps and needs, and introducing the methodology and tools for developing a national IBM strategy.
- Long-distance technical assistance as a follow-up to the workshops.
- Elaboration of recommendations for developing the national IBM strategy.

**ACTION 2010-09**

**EXPERTS:** Experts from EU Member States and Eastern Partners' countries participating in the action's activities

**AREA TARGETED:** Cooperation and Dialogue

**LOCATION:** Moldova

**REQUESTING AUTHORITY:** Ministry of Foreign Affairs and European Integration

**TIMEFRAME:** January 2011

**OBJECTIVES**

- Introduce the Justice and Home Affairs (JHA) vision and priorities under the external dimension of the Stockholm Programme to the EU Eastern Partnership Countries.
- Explore joint opportunities and venues for further cooperation which could be covered by the Stockholm Programme's Action Plan.
- Discuss the possibilities of establishing an EU – Eastern Partnership Countries' Dialogue on the implementation of the Stockholm Programme.
- Identify joint actions to be carried out in order to improve mobility and cooperation in the JHA field.

**RESULTS**

- Key recommendations developed to reflect the commitment and engagement of the partners involved in the regional conference into a more dynamic and structured dialogue and cooperation in the field of JHA.
- Existing bilateral and multilateral structures for political dialogue and cooperation exploited in order to improve and continue the reform processes that Eastern Partners are pursuing.

**ACTIVITIES**

- Organisation of a two-day Regional Conference: “The Eastern Partners' contribution to the Stockholm Programme: Synergies to improve mobility and strengthen security” (day one: expert meeting; day two: high-ranking officials meeting).
**Common Southern Market**

**Action 2011-02**

**Experts:**
Austria, Portugal and Spain

**Area Targeted:**
Trafficking in Human Beings, Border Management and Human Rights

**Location:**
Paraguay and Uruguay

**Requesting Authority:**
Parliament of the MERCOSUR, Commission of Citizenship and Human Rights

**Timeframe:**
March to December 2011

**Objectives**
- Support the MERCOSUR Parliament in the development of the regional agenda on free movement of persons.
- Identify priority areas, and gaps and needs of migration management and policy implementation in the region and provide recommendations for improvements.
- Support knowledge building of parliamentarians and Government officials in the areas of border management and trafficking in human beings, with a cross-cutting human rights’ perspective.
- Provide recommendations for a course of action in the development of migration policy and legislation, at regional level, in the given areas.

**Activities**
- Working Group on Regional Migration Policy and Security, and provision of recommendations for a future course of action.
- Workshop on Trafficking in Human Beings, and provision of recommendations for a future course of action.
- Workshop on Border Management and provision of recommendations for a future course of action.

**Results**
- Priority areas, gaps and needs of migration management and policy implementation in the region are identified and recommendations for improvements are provided.
- Knowledge and capacities of the recipient institutions are strengthened regarding border management and trafficking in human beings.
- Recommendations for a course of action on the improvement of migration policy and legislation at regional level, in the given areas.

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**Republic of Colombia**

**Action 2010-12**

**Experts:**
Spain

**Area Targeted:**
Document Security, Trafficking in Human Beings, Smuggling of Migrants, and Border Management

**Location:**
Colombia and Spain

**Requesting Authority:**
Administrative Department of Security of Colombia (DAS)

**Timeframe:**
August 2010 to July 2011

**Objectives**
- Strengthen the Colombian authorities’ capacities to manage the fight against irregular migration and document fraud.
- Familiarize the Colombian authorities with EU practices on the above-mentioned topics.
- Provide the relevant security forces with capable, trained resource persons in the areas of Document Security, Trafficking in Human Beings (THB) and Smuggling of Migrants (SoM).

**Activities**
- Working Group on Migration Management, with a focus on irregular migration thematic areas.
- Elaboration of “Training Manual on Investigation of Trafficking in Human Beings and Smuggling of Migrants” and “Training Manual on Examination and Analysis of Identity and Travel Documents”.
- Delivery of Training of Trainers’ courses on Document Security and THB/SoM.
- Study visit to Spain and familiarisation with EU and Spanish migration management practices.

**Results**
- Colombian authorities familiarized with EU and international instruments and practices in the fight against irregular migration and transnational organised crime, as well as in the specific field of border management.
- Main gaps and needs assessed and priority courses of action in each of the above thematic areas identified.
- Relevant national authorities provided with capable training resource persons in the areas of document security and THB/SoM.
- Personnel capacities and institutional reform process enhanced.
OBJECTIVES
Contribute to the development of Cape Verdean national migration policies with a view to reducing irregular migration and maximizing migration benefits.
Identify priority areas, gaps and needs of migration management in Cape Verde.
Transfer knowledge, practices and experience on migration policies and migration management measures from EU Member States to Cape Verdean counterparts.
Develop an overarching National Immigration Strategy and Action Plan which will pave the way for future interventions related to the improvement of legal and institutional frameworks.

ACTIVITIES
Analysis of gaps and needs of migration management in Cape Verde and preparation of the Assessment Report.
Training on Migration Management and on the Development of Migration Policies.
SWOT Analysis of national migration management.
Assistance in the elaboration of the National Immigration Strategy.
Assistance in the elaboration of the National Action Plan to implement the National Strategy.
Organisation of workshops on specific aspects related to migration management.

EXPECTED RESULTS
Main gaps and needs of the Cape Verdean migration system are identified, with particular attention to the institutional and legislative framework.

Capacities and capabilities of the relevant Cape Verdean authorities to better manage migration and develop/implement nationally tailored policies improved.

Draft of the National Immigration Strategy developed by involving institutions at national and local levels, including civil society.

The National Immigration Strategy is adopted by the Cabinet of Ministers.

Activities provide an occasion to discuss and formulate important conclusions regarding national migration management and policy, and the tasks and roles of different stakeholders, as well as the implication of civil society in this process.
OBJECTIVES

- Contribute to the current efforts of the POEA to counter illegal recruitment and trafficking in human beings.
- Enhance public awareness mechanisms in order to better prevent people prone to migrating from becoming victims of irregular migration and trafficking.
- Strengthen the capacities of Local Government Units with the aim of involving their participation in the national efforts to prevent irregular migration and trafficking.
- Enhance the capabilities of labour attachés based in Europe to provide better assistance to Filipinos working in these regions.

EXPECTED RESULTS

- The Concept of the POEA’s Programme “Regulative Recruitment and Trafficking, Free Information Campaign” updated and improved.
- Capacities of central and local public authorities to better prevent irregular migration and irregular recruitment enhanced.
- Prepeopness and capacities of the Local Government Units to become involved and organise public awareness campaigns strengthened.
- Awareness among migrant workers and their families about how to migrate safely and avoid traffickers and illegal recruiters increased.

ACTIVITIES

- Fast-tracked mission.
- Training on the POEA Anti-Trafficking in Persons and Illegal Recruitment Campaign.
- Elaboration of the Resource Bank for the POEA “Campaigning against Illegal Recruitment and Trafficking in Persons using Social Marketing Techniques”.
- Consultation at local level; Strategic Planning; and Development of Core Messages and Branding of the Information Campaign.
- Print-testing of the awareness-raising campaign materials.
- Capability enhancement training for POEA lawyers acting as special collaborating prosecutors in cases covering illegal recruitment and trafficking in persons.
- Training for labour attachés

ACTION 2010-02

OBJECTIVES

- Improve the capacities of the relevant institutions dealing with migration in Uzbekistan to better manage migration-related issues.
- Support Government agencies in the process of enhancing national migration management, policies, and legislation.
- Assist the relevant institutions to provide better protection and assistance to victims of trafficking in human beings.
- Support the relevant national authorities to raise awareness on the risks of trafficking in human beings and irregular migration among the population.

EXPECTED RESULTS

- Government capabilities to improve overall migration management enhanced.
- Practices to provide protection to victims of trafficking reviewed and improved.
- The relevant national authorities provided with skills and expertise to raise awareness on issues, risks, rights, and responsibilities associated with migration among selected target groups with the aim of increasing their protection.

ACTIVITIES

- Seminar on Mobility issues.
- Training on protection of victims of trafficking in human beings (for the staff of the Republican Rehabilitation Centre of Victims of Trafficking).
- Seminar on Immigration Management, Policy and Legislation.
- Study visit to Spain: Familiarisation with EU and Spanish practices to manage migration.
- Support to develop and implement an awareness-raising campaign against irregular migration and trafficking in human beings.
WEST AFRICA

EXPERTS: France and Belgium

AREA TARGETED: Document Security and Irregular Migration

LOCATION: Senegal, France and Belgium

REQUESTING AUTHORITY: La direction de la police de l’air et des frontières du Sénégal; La direction générale de la police du Mali; Direction générale de la documentation et de l’immigration du Gabon; La direction de la police nationale du Burkina Faso; La direction de la surveillance du territoire de Mauritanie

TIMEFRAME: Since June 2010

OBJECTIVES
- Strengthen capacities in the area of border control, and increase capacities in the fight against irregular migration and document fraud.

ACTIVITIES
- Development of an overall technical assistance programme to complement ongoing activities in strengthening capacities related to document security and document fraud.
- Development and delivery of a training programme on document security.
- A study visit to France and Belgium.

EXPECTED RESULTS
- Increased awareness and action implementation against irregular migration in West Africa and transit countries in the region.
- Increased knowledge and empowerment in the management of irregular migration, and the identification of fake and falsified documents in particular.
- Document control in the region is strengthened.
- Knowledge, good practices and the training shared through this project to other priority countries in the region are built.

COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA

EXPERTS: United Kingdom and private consultants

AREA TARGETED: Migration Legislation and Migration Management

LOCATION: Zambia, Swaziland and Kenya

REQUESTING AUTHORITY: COMESA

TIMEFRAME: Since March 2011

OBJECTIVES
- Support the Common Market for Eastern and Southern Africa in the development of the Free Trade Area as a means of promoting peace, liberty, democracy and development in the region.
- Support the promotion, ratification and implementation of the Visa and Free Movement Protocols.
- Enhance legislation harmonisation with the COMESA Model Law on Immigration.
- Strengthen cooperation amongst COMESA Member States on immigration matters.

ACTIVITIES
- Support to the 7th Meeting of COMESA Chief Immigration Officers and 4th meeting of COMESA Ministers Responsible for Immigration.
- Technical Workshop on cooperation amongst COMESA Member States on immigration matters.
- Support to the work of the COMESA Task Forces on Capacity Building Development and Protocol Implementation and Legal Harmonisation.

EXPECTED RESULTS
- Background papers for the Ministerial Meeting produced.
- Technical workshops on legal harmonisation and cooperation on immigration matters delivered.
- Roadmap for protocol implementation produced.
- Terms of Reference of the Task Forces developed.
- Cooperation between Member States on migration legislation and management strengthened.
- Knowledge and experience of regional integration transferred.
- Cooperation and immigration matters amongst COMESA Member States is reinforced.
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<thead>
<tr>
<th>ACTION 2010-14</th>
<th>ACTION 2010-15</th>
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<tr>
<td><strong>EXPERTS:</strong> United Kingdom</td>
<td>Experts: France and the Netherlands</td>
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<tr>
<td><strong>AREA TARGETED:</strong> Border Management, Document Security, Human Rights and Migration Management</td>
<td><strong>AREA TARGETED:</strong> Border Management</td>
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<tr>
<td><strong>LOCATION:</strong> Occupied Palestinian Territories</td>
<td><strong>LOCATION:</strong> Senegal</td>
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<td><strong>REQUESTING AUTHORITY:</strong> Palestinian Academy for Security Sciences (PASS)</td>
<td><strong>REQUESTING AUTHORITY:</strong> Ministry of Interior of Senegal</td>
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<td><strong>TIMEFRAME:</strong> Since January 2011</td>
<td><strong>TIMEFRAME:</strong> Since May 2011</td>
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<td><strong>OBJECTIVES</strong></td>
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<td>Strengthening institutional capacities and knowledge related to migration management, in particular in the areas of borders, human rights and travel documents.</td>
<td>Provide support in the development of a comprehensive national border management strategy with the aim to reduce irregular migration and provide information on migration benefits.</td>
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<td>Develop a comprehensive Border Management curriculum.</td>
<td>Identify the gaps and needs of border management in the country, exchange good information on EU practices and experience on border management policies and migration management measures.</td>
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<td><strong>ACTIVITIES</strong></td>
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<tr>
<td>Review and mapping of needs in Border Management training.</td>
<td>Analysis of gaps and needs of Border Management in Senegal.</td>
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<td>Refining of curriculum and handover to PASS.</td>
<td>Assistance in the elaboration of the National Action Plan to implement the National Strategy.</td>
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<td><strong>EXPECTED RESULTS</strong></td>
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<td>Capacities of the relevant Palestinian authorities to better manage borders is improved.</td>
<td>Strengthened capacities and capabilities of the relevant Senegalese authorities to better manage migration.</td>
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<td>First year students of the PASS are trained with the developed curriculum.</td>
<td>Better understanding to develop and implement national policies.</td>
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<td>Organisation of two workshops on specific aspects related to migration management.</td>
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**EXPERTS:** France and Italy  
**AREA TARGETED:** Data collection and analysis  
**LOCATION:** The Gambia  
**REQUESTING AUTHORITY:** Gambian Ministry of Interior and NGO Affairs  
**TIMEFRAME:** Since September 2010

**OBJECTIVES**  
Support the Gambian authorities in enhancing their national migration data and information management system.  
Strengthen the capacities of the national authorities responsible for migration data collection and analysis.  
Support the completion of the 2009 national migration survey and the dissemination of its results.

**ACTIVITIES**  
Review of data collected under the survey.  
Workshop on Data Collection.  
Compilation of additional data collected, according to requirements.  
Workshop on Data Analysis.  
Analysis of the survey, and support in the drafting of the relevant report.  
Public dissemination of the survey’s report and results.

**EXPECTED RESULTS**  
Knowledge and capacities of national authorities enhanced in respect of the collection and analysis of migration data.  
Completion of the national migration survey facilitated.  
Knowledge regarding actual migration flows in and through The Gambia is enhanced.  
The development of the national migration policy and migration programmes is facilitated.

**EXPERTS:** The Netherlands and Spain  
**AREA TARGETED:** Consular Affairs  
**LOCATION:** Paraguay and Spain  
**REQUESTING AUTHORITY:** Directorate of Support to the Paraguayan Communities Abroad (DSPCA)  
**TIMEFRAME:** Since February 2011

**OBJECTIVES**  
Strengthen the migration management capacities of the requesting institution with a view to enhancing the development of the national migration policy and standard operating procedures.  
Identify the priority areas, and gaps and needs of migration management from the consular affairs’ perspective in Paraguay.  
Support knowledge building of headquarters and consular staff with respect to international standards in immigration policy and procedures, namely through the transfer of knowledge, practices and experience in the given areas from EU MS administrations.

**ACTIVITIES**  
Review and mapping of the DSPCA’s gaps and needs.  
Training on Migration Management from the Consular Perspective for Headquarters and Consular staff.

**EXPECTED RESULTS**  
Priority areas, gaps and needs of migration management in Paraguay are identified.  
Theoretical knowledge and practical skills on various aspects of consular affairs are transferred to the Paraguayan authorities.  
Capacities of the relevant authorities to better manage migration, and develop related operational procedures and measures, are strengthened.
**OBJECTIVES**

Increase the general knowledge of the rights and obligations embedded in the ECOWAS Protocols on Free Movement, the Right of Residence and Establishment, thereby enhancing the free movement of persons within the region and reducing cases of harassment/violation at the borders.

Develop a Regional Training Curriculum for all border officials (immigration, customs, security, etc.) to be used in the corresponding national training academies on the Protocols of Free Movement, the Right of Residence and Establishment.

**TARGET ACTIVITIES**

A fact-finding mission aimed at assessing the gaps and needs of key sectors related to free movement.

Formulation of the first draft of the Regional Training Curriculum.

Validation of the Regional Training Curriculum with a selected group of professionals from ECOWAS Member States.

Finalisation of the Regional Training Curriculum.

Regional Training of Trainers (ToT) to introduce the Regional Training Curriculum for subsequent use at national level.

**EXPECTED RESULTS**

The Training Curriculum will cover all aspects of free movement within ECOWAS and will be substantiated with educational tools such as case studies, exercise, visual aids, reading materials, etc.

The Training Curriculum will be made available in the three official ECOWAS languages (English, French and Portuguese) and disseminated among the ECOWAS Member States (border officials’ training facilities).

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**OBJECTIVES**

Provide capacity building to the Azerbaijani in-line authorities in order to manage the fight against irregular migration.

Familiarise the national institutions dealing with the management of irregular migration to EU and EU Member States’ practices and policies, in the fight against irregular migration, by providing a number of training sessions and a study tour.

**ACTIVITIES**

Organisation of one three-day training course on the management and running of accommodation facilities for irregular migrants.

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**EXPECTED RESULTS**

The Training Curriculum will cover all aspects of free movement within ECOWAS and will be substantiated with educational tools such as case studies, exercises, visual aids, reading materials, etc.

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**ACTION 2011-03**

Republic of Azerbaijan

**EXPERTS:** Austria and Germany

**AREAS TARGETED:** Border Management

**LOCATION:** ECOWAS Member States

**REQUESTING AUTHORITY:** ECOWAS Commission, Department of Free Movement and Tourism

**TIMEFRAME:** Since March 2011

**EXPECTED RESULTS**

Enhanced capacities of the State Migration Service to better prevent and fight against irregular migration, and treat irregular migrants in line with international standards.

Knowledge base increased with regard to various facets of management of irregular migration, running of accommodation centres, dealing with return, etc.

A better understanding on EU and EU Member States’ practices, in the field of the fight against irregular migration (including readmission), is built.
**EXPERTS:** The Netherlands

**AREA TARGETED:** Institutional Reform and Migration Management

**LOCATION:** Ghana

**REQUESTING AUTHORITY:** Ghanaian Immigration Service (GIS), Ministry of Interior

**TIMEFRAME:** Since July 2011

**OBJECTIVES**

- Provide capacity building to the GIS, specifically the recently established Policy Planning Monitoring and Evaluation Unit (PPMEU), to assist them in migration management.
- Build the capacities of the GIS management and the PPMEU through training sessions and workshops on project coordination and implementation.
- Provide a transfer of knowledge to the GIS from EU administrations through training sessions, workshops and best practices in the area of migration management, policies and institutions.

**ACTIVITIES**

- An assessment mission of the gaps and needs of the Ghanaian Immigration Service, specifically of the capacities of the PPMEU in the area of migration management.
- Seminar on the EU Global approach to Migration and Mobility
- Workshop on an institutional structure and coordination
- Training on policy formulation, implementation and methods of monitoring and evaluation.
- Workshop on management of Human Resources, including communication.

**EXPECTED RESULTS**

- Increased capacities of the management staff within the GIS and strengthening of the development of the PPMEU and overall internal coordination within the Ministry of Interior.
- Transfer of skill and knowledge of project management and coordination in order to encourage internal development and evaluation.
- Concrete outputs to this Action will be a set of management and evaluation tools catered to the specific needs of the GIS.

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**REPUBLIC OF GHANA**

**ACTION 2011-06**

**EXPERTS:** Spain

**AREA TARGETED:** Document Security and Trafficking in Human Beings

**LOCATION:** Costa Rica

**REQUESTING AUTHORITY:** General Directorate of Migration of Costa Rica (GDM)

**TIMEFRAME:** Since September 2011

**OBJECTIVES**

- Strengthen the capacities of the GDM to better manage migration flows, with a view to curbing irregular migration and maximising migration benefits.
- Provide the relevant migration authorities with capable, trained human resources through the development of the Trafficking in Human Beings and Smuggling of Migrants module of the national basic training for migration officers.
- Support the process of development of the National Integration Plan of Costa Rica.
- Familiarise the Costa Rican authorities with EU migration management practices for curbing irregular migration and promoting the integration of migrants.

**ACTIVITIES**

- Assessment of gaps and needs of the GDM.
- Development of training modules on Trafficking in Human Beings (THB) and Smuggling of Migrants (SoM), and delivery of a Training of Trainers (ToT) course.
- Support the elaboration of the National Integration Plan (NIP).
- Workshop on Integration Policy Development.

**EXPECTED RESULTS**

- Modules on Trafficking in Human Beings and Smuggling of Migrants are developed and the relevant trainers are trained.
- The process of developing the National Integration Plan of Costa Rica is enhanced.
- Costa Rican authorities are familiarised with EU migration management practices for curbing irregular migration and promoting integration of migrants.
EXPERTS: United Kingdom and Portugal

AREA TARGETED: Trafficking in Human Beings and Document Fraud

LOCATION: Uganda

REQUESTING AUTHORITY: Directorate of Citizenship and Immigration Control (DCIC), Ministry of Internal Affairs, Uganda

TIMEFRAME: Since September 2011

OBJECTIVES

Provide capacity building in the target areas across entry, middle and senior level staff of the DCIC. Develop training material and assistance in the development of a sustainable training unit. Support in the development of a National Action Plan to enforce existing legislation and develop policy implementation instruments.

ACTIVITIES


EXPECTED RESULTS

Improved capacities of the relevant institutions and authorities to develop and improve national migration legislation, particularly in the areas of trafficking in human beings and document fraud. Transfer of skills and knowledge to encourage internal development and sustainability from an increased understanding of best practices, and the development of comprehensive training programmes for both Immigration Officers and senior staff members. Development of a National Action Plan in Trafficking in Human Beings.
IV. MIEUX CONTRIBUTIONS
The growing numbers of migrants and complexity of migratory movements within and across regions, highlight the need to develop cooperative, interstate, and interregional approaches to managing migration. The need to speak a common language and implement collective solutions is a vital step in this direction.

Regional Economic Communities are key players for facilitating cooperation in the area of migration and mobility. Whilst this is mainly associated with the promotion of economic development, it also integrates important regional security and stability concerns. As such, ongoing processes of regional economic integration take account the importance of promoting managed, cross-border movement of persons, and regional goals of fostering cooperation and economic integration increasingly aim at accomplishing the free circulation of people, namely to encourage trade, investment and tourism.

By providing opportunities for exchange of knowledge and practices sourced in the EU integration process, MIEUX contributes to regional integration and cooperation; supports the integration of the commonly agreed regional standards into national practices; develops harmonised tools and mechanisms of learning and knowledge sharing; and facilitates the promotion of regional dialogue and collaborative partnerships in the field of migration. The enhanced impact of MIEUX regional actions is due to the fact that both regional and national levels are targeted.

Seven requests with regional impact have been processed under MIEUX. Requests have originated from both regional organisation, as well as groups of national Government authorities of neighbouring countries sharing regional concerns and facing similar priorities. Technical assistance was provided to the Central American Integration System (SICA); the Common Market for Eastern and Southern Africa (COMESA); the Common Southern Market (MERCOSUR); the Economic Community Of West African States (ECOWAS); the Conference on the Eastern Partners' contribution to the Stockholm Programme (the request originated from the Republic of Moldova); and the joint request from the group of West African countries Senegal, Mali, Gabon, Burkina Faso and Mauritania.

MIEUX actions implemented at national level have also sensitised regional authorities and given rise to requests at regional level: such is the case of the request formulated by Mozambique as Chair of the South African Development Community (SADC). The specific MIEUX regional actions implemented are presented in the relevant action fiches above.

Whilst specific objectives of the different MIEUX technical assistance actions with regional impact vary according to the particular thematic area covered, MIEUX regional actions have a common general objective of contributing to strengthening regional integration and cooperation, ultimately enhancing the free movement of persons within the region, and promot mobility, development and security in the region.

MIEUX has greatly contributed to advancing and strengthening migration policy frameworks at regional level. In this regard, a broader support to regional integration processes has been pursued, including enhancing cooperation between neighbouring countries, and promoting partnerships with partner countries and organisations.

Regional Integration

MIEUX technical assistance achieved, amongst others:

- Improved common understanding and knowledge base of concepts and methodologies at expert and policy levels, in both national and regional authorities, in the given areas of migration management;
- Enhanced capacities of regional and national authorities to manage migration, in particular to prevent and manage irregular migration flows, through policy harmonisation and information sharing techniques; and
- Confidence enhanced in regional organisations or neighbouring groups of countries for the development of further joint cooperation and partnerships with other actors, such as the EU and EU Member States, and other international organisations, in the field of migration.

MIEUX is very positive in enhancing the capacities of local organisations in implementing new and effective techniques to deal with the challenges of global migration. The fruitful interaction between local perspectives and EU experts generates a creative approach that benefits all parties. I found the frank discussions helpful in integrating my own expertise as a campaigner and social marketer from Europe.

Michael Raphael
Private Consultant
MIEUX expert for the Philippines and Uzbekistan
POLICY DEVELOPMENT

Migration's complexity, trends and consequences, along with its national and international realities and developments, make it necessary for States to develop tailor-made and evidence-based policies reflecting countries' needs, tackling the most pressing aspects of national migration management and connecting migration concerns with all related areas, such as the labour market, socio-economic issues, education, security, etc. States having holistic migration policy, well-defined long-term objectives, and clear vision and considerations, are in a much better situation to prevent negative consequences of the process. The development of national migration policy and strategies is one of the areas in which MIEUX provides consistent support to Governments requesting assistance. Apart from targeted and very specific actions related to crafting national policy and elaborating strategies, the development of migration policy is a cross-cutting element in MIEUX's interventions, reflecting the aspirations and commitment of States to adjust national policy to current conjunctures. MIEUX is actively engaged in activities fostering and building a common understanding and consensus on migration and policy coherence, in the area of migration, by guiding and advising partners in their process to design national policies. These ad hoc activities are framed within national-run, consultative processes involving relevant national authorities, civil society (including migrants' associations) and academia in order to seek a viewpoint from those who will implement policies and who are affected by them; to find political and institutional support; to improve information collection; to assess the feasibility of the proposed policy areas; and to ensure that the national ownership of the process is firmly grounded in the countries' priorities in line with their National Strategies.

In this specific area, MIEUX provides assistance, for example, in:
- the elaboration of national migration strategies and action plans;
- development of border management strategies;
- improvement of migration-data management with the aim of developing evidence-based policies;
- facilitation of dialogues and consultations with the aim of the further elaboration of strategies; and
- implementation, evaluation and monitoring of policy.

This assistance is framed within national-run, consultative processes involving relevant national authorities, civil society (including migrants' associations) and academia in order to seek a viewpoint from those who will implement policies and who are affected by them; to find political and institutional support; to improve information collection; to assess the feasibility of the proposed policy areas; and to ensure that the national ownership of the process is firmly grounded in the countries' priorities in line with their National Strategies.

CAPACITY BUILDING

Capacity building is at the core of MIEUX technical assistance. The ultimate goal of the initiative is to build the capacities of partner countries and regional organisations through tailored activities designed by the MIEUX team, in close cooperation with the requesting authorities, in order to meet the most pressing needs and priorities of the latter.

MIEUX's capacity building approach is based on a set of principles ensuring the national ownership and tailored nature of the action, strengthening both staff skills and abilities, as well as institutional capacities, in the fields required by partner countries. These underlying principles refer to: the involvement of relevant institutions and stakeholders in MIEUX activities; the assessment and identification of the institutional needs of partners requesting expertise, and formulation of practical recommendations at policy and operational levels; the sharing of knowledge and experience between partner countries and EU Member States participating in MIEUX Actions; and the undertaking of efforts to consolidate the management of institutions, staff and technical skills dealing with migration, with the aim of improving their performance and impact.

Capacity building has been a key theme in several MIEUX actions, namely the Zambia action to strengthen the capacities of the newly established Anti-Human Trafficking Secretariat, under the auspices of the Home Affairs Research and Planning Department. This action provided tailored activities targeting Migration and Evaluation, and Investigation and Prosecution, with a focus on capacity building. The study visit to various national administrations in the Netherlands that deal with Anti-Trafficking in Human Beings provided essential insight into the importance of cooperation and communication between the various stakeholders, including the victims themselves. The overall goal of implementing this form of assistance provides strengthened capacities of policy makers and civil society representatives, in order to develop and implement policies, programmes and projects based on good migration management.

Based on an initial assessment of the relevant ministry or administration to identify the gaps and needs where capacity building will be most effective, actions are then further defined. Amongst others, MIEUX supports its partner countries through activities focusing on the strategic planning and evaluation of national migration management and policy; the development, monitoring and assessment of national migration policy, strategies and action plans; the elaboration of institutional plans of action (organisational development); the organisation of specialised courses and training sessions, including state of the art capacity building techniques, such as training of trainers, legal framework development; and the development of practical handbooks and guidelines.
NATIONAL COORDINATION AND COOPERATION

MIEUX actions contribute to the improvement and redefinition of mechanisms of efficient coordination, cooperation and exchange of information among national stakeholders in migration.

Inter-agency cooperation is one of the main prerequisites to craft, develop, and implement governmental migration policy, responses and actions. However, in a number of countries, this significant element is underdeveloped, insufficient or nonexistent, putting challenges on the process of managing migration. In such circumstances, MIEUX technical assistance is required in order to help foster dialogue on and advance existing coordination at national level.

Through activities implemented in partner countries, MIEUX experts advise governments on the following application methods:

- how to set out the roles and responsibilities of different migration institutions;
- how to develop coordinated institutional integration policies;
- how to expand multilateral efforts related to the coordination of policies and measures within Government and beyond;
- how to develop partnerships at national, regional and international levels; and
- how to establish the necessary institutional capacity and interministerial coordination to meet Government policy objectives.

In a number of cases, MIEUX has initiated the process of establishing national coordination instruments, in particular related to the development of sectoral strategies. Considering that, in many instances, national dialogue and coordination are facilitated within the framework of various regional processes or by international partners, MIEUX recommendations focus on the creation of national-run, formal coordination and cooperation mechanisms which ensure sustainability and ownership of the process. Within the framework of its actions, MIEUX promotes and encourages partner countries to set up, support and sustain domestic intergovernmental coordination mechanisms conducive to the undertaking of joint efforts and actions (internal and external) related to the advancement of national migration policies, management and institutional capacities, as well as the harmonisation of practices and legal framework. The message and constant recommendations brought forth to MIEUX partners are that coordination between authorities is imperative since migration policy cannot be designed or translated into practice unilaterally and that coordination is key to meeting national policy objectives and prerogatives.

Unilateral approaches relating to the management of migration are ineffective in managing mixed migratory flows, predicting and reacting to unforeseen situations or in dealing with increasing numbers of people crossing national borders. It is therefore important to interlink various facets of migration and ensure that coordination is in place, and that the efforts and burdens are divided among the relevant entities. Cooperation and coordination among agencies do not come automatically, but must be fostered throughout the process with the creation of a positive environment, the establishment of mechanisms and of regular interaction.

The involvement of experts from the Foreigners and Borders Service of Portugal in MIEUX actions allowed deeper understanding of the institutional realities and migration context in the beneficiary countries, particularly the Community of Portuguese Language Countries. It has strongly contributed to generating synergies with ongoing activities at bilateral level, with an overall positive impact on bilateral cooperation with these countries.

Ms. Ana Filipa Silva
Portuguese Immigration and Borders Service (SEF)

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LEGAL AND INSTITUTIONAL DEVELOPMENTS

A significant number of requests addressed to MIEUX refer to the reform of national institutions in charge of migration and the improvement of existing legal and regulatory frameworks.

This trend and reality illustrate that Governments are concerned and committed to enhancing both the legal and institutional aspects in line with national, regional and international realities and requirements, as well as with their own national policy objectives. Consequently, these elements of migration management have been constantly discussed and tackled within the actions implemented under MIEUX.

Migration management is best framed within a clear, coherent, transparent and comprehensive legal and regulatory setting, in line with international and regional instruments ratified by Governments. It should encompass the duties and rights of all parties involved, mirror the policy objectives of the respective Government, set up an institutional framework, procedures and rules, as well as a coordinating instrument. Countries requesting MIEUX’s assistance have different legal systems, traditions and preferences, a fact which hinders the sedimentation of a national legal practice and culture, and respect of the law.

MIEUX’s assistance in the field of migration legislation materialises in various forms, such as: support in the legislative process and development of laws; specialised training and seminars on EU legislation in the field of migration; and formulation of recommendations on how to improve the overall legal framework, in line with EU instruments and practices.

With the guidance of the MIEUX experts, we have redirected our strategies to make it attuned to the needs of our clientele, not to mention the fact that our personnel are now bombarded with additional skills and knowledge in rendering the anti-human trafficking campaign at grassroots level more challenging and effective. The T-shirts, wristbands and posters that you have funded somehow created impact in increasing the level of awareness of the public against illegal recruiters and human smugglers. Likewise, the sponsored seminar brought confidence to our lawyers as they prepare for their role as prosecutors in illegal recruitment cases filed in local courts.

Carlos S. Cao
Philippine Overseas Employment Administration
LESSONS LEARNT AND THE WAY FORWARD
MIEUX is presented as a success story for short-term, tailored technical assistance within the EU framework of external assistance in the field of migration. The accumulated experience in implementing MIEUX technical assistance actions enables the identification of the way forward on the basis of key lessons learnt with a view to contributing to enhancing the external cooperation dimension of migration policies in the EU.

MIEUX IS FLEXIBLE AND BUILDS ON EXISTING STRUCTURES.
MIEUX aims for the adaptable implementation of actions responding to partners' needs through actions that are tailor-made to priorities identified by partner countries, both at request level and throughout implementation. Flexibility at the implementation stage enables full involvement in the activities carried out and, most importantly, facilitates ownership of the action. Given its light management, MIEUX does not overburden partner countries by creating parallel structures for cooperation; instead, it works ‘through’ the national and/or regional authorities which have requested MIEUX assistance.

The concept of a demand-driven programme with light management procedures corresponds to the needs of partner countries.

MIEUX IS EFFICIENT AS BOTH A TARGETED, QUICK IMPACT MECHANISM AND A COMPLEMENTARY MEASURE.
The ability of MIEUX to deliver tangible results through its quick-reaction capacity and short-term interventions has proven highly efficient. As a quick-reaction mechanism, MIEUX provides a timely response and efficient reaction to partners' changing priority needs. In this regard, the short-term nature of MIEUX interventions fill a specific gap or answer to a particular need of the architecture in place: MIEUX actions complement and bridge medium and long-term EC programming and other donors’ initiatives on the ground, both avoiding duplication and supplementing existing assistance gaps with a targeted and results-oriented approach.

Rapid reaction and short-term interventions complement the existing architecture of assistance in the field of migration.

MIEUX PREPARES FUTURE INTERVENTIONS AND IS SUSTAINABLE.
MIEUX actions not only support existing cooperation with the EC, but also enable the preparation and/or initiation of future cooperation. MIEUX interventions allow the exploration and testing of new forms of cooperation with partners who have not previously benefited from targeted assistance in the field of migration; they also facilitate the identification of relevant interventions at national and/or global levels. By creating channels of communication, MIEUX opens new doors to further cooperation with partner countries. Sustainability of MIEUX actions, at institutional and policy levels, also takes account of this important aspect, and may be measured against the continuous interest manifested by partner countries in pursuing closer contact with the EC for future cooperation purposes.

Building trust and opening communication channels with partner countries are key success factors for enhancing external cooperation.

MIEUX IS RESPONSIVE TO EU PRIORITIES AND STRENGTHENS THE EU’S EVIDENCE-BASED TECHNICAL ASSISTANCE.
MIEUX interventions respond to the EU and EU Member States’ political and geographical priorities and needs in the management of migration. With MIEUX, EU Member States dispose of an additional instrument in order to capitalise on, and extend, their bilateral assistance initiatives, adding a meaningful European dimension to the process. With its global scope, MIEUX contributes to increasing EU visibility in external cooperation assistance, promoting a unified approach of EU standards, procedures and good practices in the field of migration management.

A comprehensive approach to migration management requires a global scope mechanism, able to respond to stakeholders’ needs.

The programme is fresh, fast and simple thanks to short lines of communication and a minimum of ‘Red Tape’. It brings our organisation and our employees European experience and cooperation, as well as an international orientation and network.

The Immigration and Naturalisation Service of The Netherlands
MIEUX FACILITATES ACCESS TO AVAILABLE EXPERTISE.

Clear identification of experts’ profiles, according to the specific Terms of Reference for each action, facilitates the scrutiny of available experts and the identification of the most adequate profile. Part of a wider administrative framework, the degree of feasibility of the experts as to their engagement in MIEUX varies significantly. Therefore, support to experts, at administrative and content levels, facilitates their smooth engagement in actions. EU MS commitment to MIEUX is additionally secured through the voluntary nomination of focal points. The MIEUX project team’s staff also consists of migration experts, who contribute to the actions when required and conduct the necessary dialogues with partner countries at technical and political levels.

Flexible recruitment and backstopping of experts facilitates their swift engagement in technical assistance actions, and secures EU Member States’ commitment to external cooperation.

MIEUX SUPPORTS THE EFFORTS OF PARTNER COUNTRIES AND REGIONS TO ENHANCE MIGRATION POLICIES AND MANAGEMENT.

The implementation of actions at different levels shows that migration has increasingly become part of national and regional agendas, and that its challenges and opportunities are gradually tackled both at national and international levels. This positive tendency should be sustained by regular, greater and improved coherence, coordination, consultation and exchange of information, both nationally and internationally. Consequently, these efforts should be upheld by increasing the capacities of Governments to design, and commit to, effective migration policies and measures, including their evaluation and monitoring, to set up and strengthen their institutional and administrative capacities, as well as to build a common understanding on the complexity of migration. In turn, these efforts should support the formulation and achievement of common objectives and goals concerning international cooperation, and contribute to the ongoing initiatives, processes and cooperation frameworks, including the EU Global Approach to Migration and Mobility. Enhancing governance and management of international migration requires the increased cooperation and consolidated capacities of national authorities.

MIEUX IMPACTS PARTNERS AT BOTH NATIONAL AND REGIONAL LEVELS, CONTRIBUTING TO STRENGTHENING MULTI-STAKEHOLDER MIGRATION GOVERNANCE.

The enhanced impact of MIEUX actions is due to the fact that both regional and national levels are targeted. There is noticeable influential behaviour in this respect: MIEUX actions implemented at national levels have sensitised regional authorities and stimulated requests at regional level; conversely, MIEUX regional actions have had a wide impact at national level and given rise to national requests. This interchange of synergies between regional and national levels contributes to enhancing the identification of relevant actors, and the overall contribution to the international migration debate, with the benefit of building up effective multi-stakeholder migration governance. Support to regional integration processes on free movement, works for the greater benefit of multi-stakeholder migration governance.
THE MIEUX TEAM
2009-2011

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