

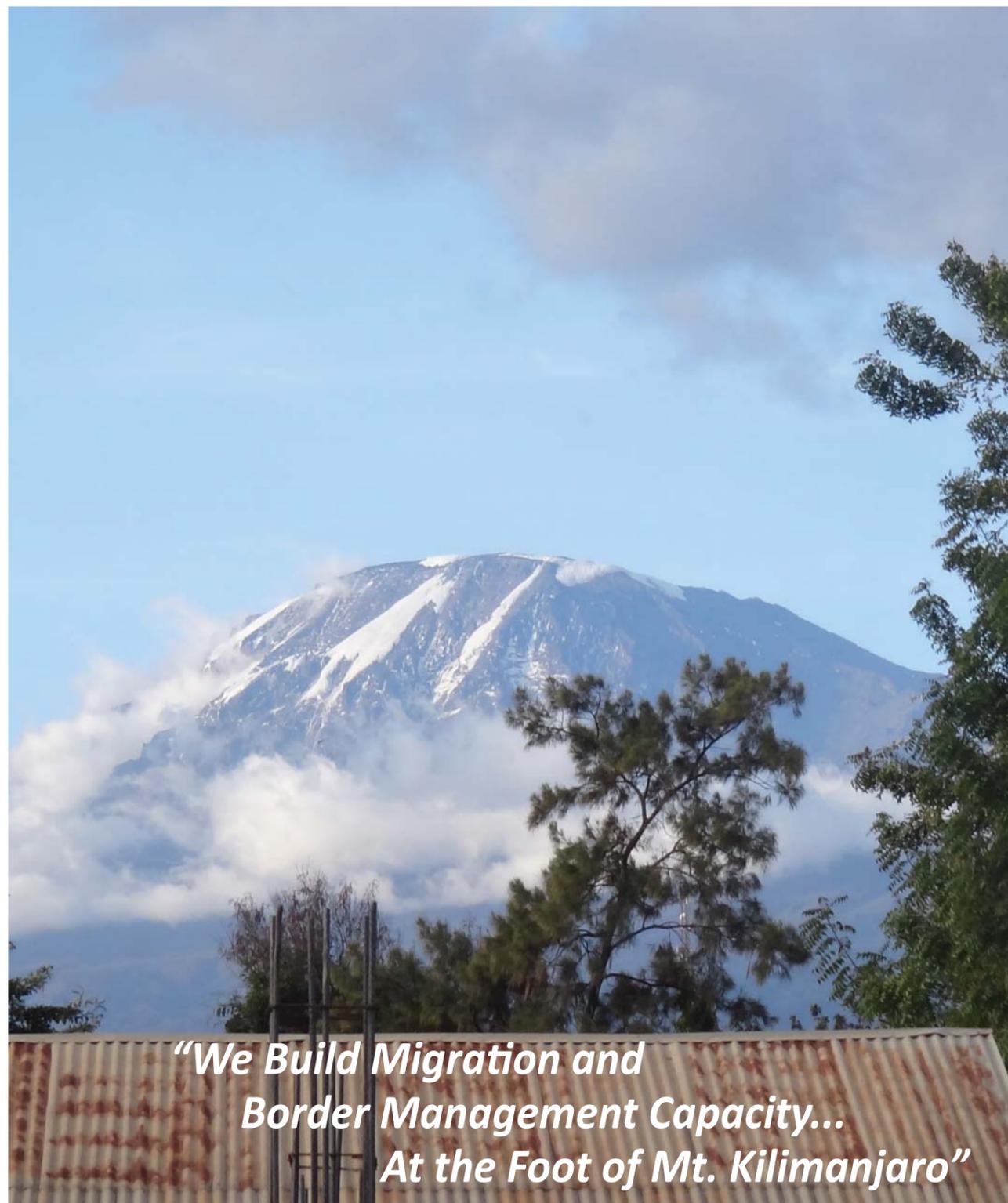


**African Capacity
Building Centre**

REPORT 2016



International Organization for Migration (IOM)



*“We Build Migration and
Border Management Capacity...
At the Foot of Mt. Kilimanjaro”*

Foreword

I am pleased to present the IOM African Capacity Building Centre (ACBC) Report 2016. This report shows how, over the last year and a half, ACBC has supported and promoted good migration governance by building and enhancing the migration management capacity of border and immigration officers, with the ultimate objective of supporting safe and regular migration, addressing irregular migration and reducing migration-linked vulnerabilities.

We live in an era of unprecedented mobility. While often the result of demographic imbalances, disasters, conflicts and other factors, migration is necessary for socioeconomic development and growth, and desirable if well governed. Good migration governance ensures humane, orderly, safe, and dignified migration that benefits migrants individually and society at large.

In this report, you will learn about concrete ACBC interventions and assistance across the African continent, from Ghana to Somalia and from Egypt to Namibia.

ACBC’s mandate to provide technical assistance and training in the field of border management information systems, notably through IOM’s own MIDAS program, remains unchanged. Over the coming years, ACBC’s objective is to further strengthen the delivery of migration management training and capacity-building programmes. Upon request from interested States, ACBC will also continue to conduct border assessments and provide advice to States regarding comprehensive migration policy development, consistent with – and in support of – African Union and Regional Economic Communities’ strategic priorities in the field of migration and mobility.



It is also ACBC’s purpose to expand its activities in labour migration management and migration and development while maintaining its core focus on capacity-building in border management. Increased attention will also be given to emerging issues in Africa such as migrant smuggling, border security, identity management and border management and trade.

I would like to thank IOM’s Member States, development partners and donors for their support and their confidence in IOM’s ACBC, whose success depends on their cooperation.

And I would particularly like to thank the Government of the United Republic of Tanzania and the Tanzania Regional Immigration Training Academy (TRITA) for hosting the Centre in the beautiful city of Moshi.

I look forward to continued and strengthened partnerships over the years to come and wish the ACBC continued success in its important mission.

William Lacy Swing
Director General
International Organization for Migration

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Colophon

3	The ACBC was established in February 2009 and has since grown into a widely recognized IOM institution providing capacity-building support in migration management in Africa.
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7	This Annual Report describes a selection of ACBC interventions covering the period from June 2014 to December 2015 and provides an outlook for more work to come. It has been prepared by ACBC staff with the support and oversight of the IOM Mission in Dar es Salaam, United Republic of Tanzania, IOM Headquarters in Geneva, Switzerland as well as the ACBC Advisory Board.
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20	The ACBC Team in Moshi Marcellino Ramkishun – Senior Migration Management Specialist Nelson Gonçalves Garcao – Senior Training Specialist Shafii Mrisha – Admin / Finance Assistant Pamela Kyando – Training Assistant David Hofmeijer – Curriculum Development Consultant
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What We Do

Border Management

Assessing countries' migration management frameworks and border management practices
Installation, training and technical support for IOM's Migration Information and Data Analysis System (MIDAS)
Capacity-building and training in Integrated Border Management, Border Management and Trade, Border Security, Identity Management, Humanitarian Border Management

Training in investigation techniques
Assistance in identifying possible smuggling routes
Training on search and rescue at sea
Curriculum development in the field of counter migrant smuggling (CMS)

Counter-Smuggling

Human Rights of Migrants

Help civil servants to understand and protect migrants' rights
Build capacity of States to better align with international standards
Support regional cooperation mechanisms

Labour Migration

Enhance capacities of policymakers in analysing key issues of labour migration
Support States in understanding and developing labour migration frameworks

Counter-Trafficking

Training in direct assistance for victims of trafficking (VoT)
Development of SOPs for VoT Identification and referral
Legal framework development
Investigation techniques
VoT protection

Migration & Development

Examine the linkages between migration and development and enhancing capacities of policymakers to mainstream migration into national development planning

Climate Change & Migration

Enhance capacities of policymakers and practitioners on migration and climate change in Africa
Highlight the importance of migration and climate change in regional processes.

Acronyms

ACBC	African Capacity Building Centre
APSCA	Asia Pacific Smart Card Association
BMIS	Border Management Information System(s)
CCCM	Camp Coordination and Camp Management
DCIC	Directorate of Citizenship and Immigration Control (Uganda)
DOE	Department of Operations and Emergencies (IOM)
DRD	Donor Relations Division (IOM)
DTM	Displacement Tracking Matrix
EAC	East African Community
ECOWAS	Economic Community of West African States
IBM	Immigration and Border Management
icID	Innovation Center for Identity Management
ICAO	International Civil Aviation Organization
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
IOM	International Organization for Migration
ITC-ILO	International Training Centre of the International Labour Organization
LMA 2015	Labour Migration Academy 2015
MAD	Migrant Assistance Division (IOM)
MCOF	Migration Crisis Operational Framework (IOM)
MIDAS	Migration Information and Data Analysis System
MIND	Mobile INTERPOL Network Database
MRTD	Machine Readable Travel Document(s)
NAIL	Nairobi Airline Immigration Liaison Office
OSBP	One Stop Border Post
REC	Regional Economic Community
PEPM	Passport Examination Procedures Manual
RFID	Radio-frequency identification
RTS	Regional Thematic Specialist (IOM)
SLO	Special Liaison Office (IOM)
ToT	Training of Trainers
TRIP	Traveller Identification Programme (ICAO)
TRITA	Tanzania Regional Immigration Training Academy

The Centre at a Glance

Since its creation, ACBC has promoted good migration governance by building migration management capacity to support safe and regular migration, mitigate risks and reduce migration-linked vulnerabilities.

In the six years since it was established, ACBC has strengthened the capacity of African States through various interventions at the country and regional levels. ACBC has trained 3,890 migration management officials in 175 training sessions, and has supported a considerable number of African IOM Member States in establishing or strengthening their own border management structures, to install border and migration information systems, and to roll out migration training programmes and mechanisms.

To reflect and adequately support the growth of the Centre – as it continues refining its role in capacity-building in border and migration management – the management structure of ACBC was updated by decision of the IOM Director General in late 2014; the role of the ACBC Advisory Board was strengthened. The Advisory Board provides advice to ensure a strategic focus of the Centre, including stronger alignment with the African Union's migration management priorities, as well as adherence to the Regional Economic Community (REC) Free Movement Protocols.

The ACBC Advisory Board

The ACBC Advisory Board provides strategic advice, inputs and support to ACBC. Specifically, the Board has the following areas of responsibilities:

1. Review and endorse the ACBC Annual Reports and give advice for the Centre's future work plans and strategic focus;
2. Ensure programming consistency with the migration policies of the African Union (AU) and the RECs;
3. Make recommendations on programming and budgeting for ACBC;
4. Provide advice and support as to the strengthening of partnerships between ACBC and partners in the migration field.

Members of the ACBC Advisory Board are:

- Director, Department of Migration Management, IOM HQ (Permanent Chair)
- Senior Regional Advisor for Africa, IOM HQ
- Head of the IOM Special Liaison Office in Addis Ababa
- IOM Regional Director West and Central Africa
- IOM Regional Director MENA
- IOM Regional Director Eastern Africa
- IOM Regional Director Southern Africa
- Chief of Mission IOM Tanzania
- Head, Immigration and Border Management Division, IOM HQ

Three pillars of assistance

ACBC's core activities fall under three pillars of assistance:

1. **Capacity-Building in Border and Migration Management:** aiming to improve States' border and migration frameworks and practices by developing and providing trainings and other capacity-building interventions. This also includes field assessments to undertake thorough in situ examination of the major elements of a State's border management apparatus.
2. **Migration Research and Development:** focusing on the drafting and publication of relevant training curricula and other capacity-building materials.
3. **Migration Advocacy and Partnership:** raising awareness about the importance of migration management frameworks and encouraging collaboration on migration initiatives. In cooperation with IOM country missions and the regional specialists, to provide technical advice and support in the framework of IOM projects.

ACBC management

ACBC's core staff comprises of two senior international specialists and two national support staff.

The Senior Migration Management Specialist develops and delivers trainings and training materials and – in coordination with IOM's Regional Thematic Specialists in the Regional Offices in Africa – provides country offices with migration management expertise, planning and guidance in the development, coordination, and implementation of training and capacity-building initiatives. He serves as an expert resource for technical cooperation programming in Africa with a focus on advising on the development, budgeting and delivery of training modules and capacity-building interventions. The specialist also manages the administration of the Centre including support staff, the relationship with Tanzania Regional Immigration Training Academy (TRITA) – ACBC's partner institution – as well as temporary programmatic support staff and consultants.

The Senior Training and Capacity-Building Specialist has the responsibility of serving as the key expert resource for training and capacity-building on border and immigration matters, including technical cooperation in the field of identity management, border security, border and trade and other specific border management topics.

ACBC's national staff is key to the Centre's work; both staff members are highly competent professionals and instrumental in the building of the Centre's institutional knowledge base.

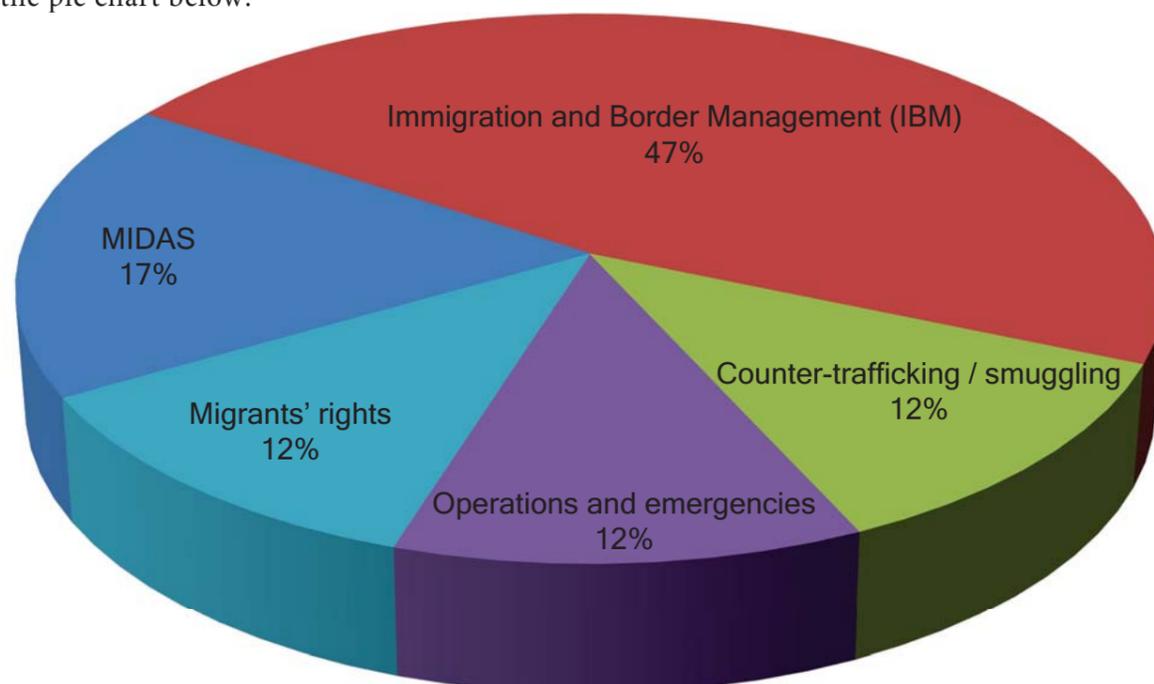
ACBC also employs the services of qualified migration experts and consultants, hired for the execution of specific deliverables, often requiring highly technical specialized skills.

The Chief of Mission for IOM Tanzania and the Head of the Immigration and Border Management Division at IOM Headquarters serve as co-supervisors of ACBC.

Training statistics

During the reporting period, ACBC has trained 410 officials across different areas of migration management in a total of 17 training activities. This includes trainings both at ACBC in Moshi and trainings provided by ACBC elsewhere.

The percentage of trainings over the reporting period, according to their thematic area, is displayed in the pie chart below:



Participants during an ACBC training exercise in 2012. ACBC applies a participatory and interpersonal approach to learning. © IOM

Pillar 1: Capacity-Building in Border and Migration Management

ACBC has delivered tailor-made and country-specific training and capacity-building courses focusing on, among other topics, counter-migrant smuggling, border management, as well as IOM's Migration Information and Data Analysis System (MIDAS).

The increased number of requests for trainings and provision of advice on policy development by Governments illustrates the high confidence in ACBC's capacity and commitment to deliver effective and high quality services.

ACBC also makes use of its close geographical location near a One Stop Border Post (OSBP) and has capitalized on this as an added training advantage. In addition to the theoretical training conducted at the Centre, trainees are subsequently exposed to practical and innovative elements of border management in a real and professional setting. This allows for real world training, as well as the immediate sharing of ideas, challenges and solutions.

Training on Human Rights-Based Migration Management; Information on and Analysis of Vulnerabilities of Migrants

In close collaboration with IOM Uganda, ACBC hosted a Training of Trainers (ToT) on Border Management in Uganda in August 2014.

Participants from the following agencies attended as part of the Ugandan government's overall border management internal capacity-building strategy:

- Ugandan Working Group on Border Management
- Directorate of Citizenship and Immigration Control (DCIC)
- Ugandan Revenue Authority
- Police Force Ministry of Internal Affairs
- Ministry of Foreign Affairs
- East African Community Affairs
- Ministry of Health
- Ministry of Defense
- Ministry of Works and Transportation
- Internal Security Organization
- Ministry of Land

The ToT concluded with the participants presenting the outputs of the training to the colleagues and staff at their respective headquarters, focusing on matters concerning refugees and the international human rights of migrants. This included work on human

trafficking, as well as the issue of proper implementation of national immigration legislation.

This training also saw participants draft a strategy for the delivery of subsequent trainings for their colleagues during the latter part of the year in Kampala.

Border Management Training on Intelligence and Risk Analysis

ACBC also trained participants on the basics of risk management, as well as intelligence gathering with a focus on immigration intelligence.

Simultaneously to the training on Human Rights-Based Migration Management, ACBC and IOM Uganda conducted a separate training on Intelligence Risk Management for the DCIC Uganda and Uganda Border Agencies.

ACBC further facilitated discussions on Uganda's national identity documents and provided expert advice on the inclusion therein of additional security features and additional fields for data entry – doing so would further secure identification of documents – thus offering an important element for better identity

management ensuring that travel documents are fully in line with international requirements and good standards.

Counter-Trafficking Training in South Sudan

In October 2014, ACBC conducted training and capacity-building with the South Sudanese Immigration Directorate in Juba, South Sudan.

Under agreement between the ACBC and IOM South Sudan as part of the mission's border management project, ACBC staff travelled to Juba and delivered training sessions on:

- The United Nations Convention on Transnational Organized Crime and its Protocols
- Migrant smuggling investigation
- The role of intelligence gathering
- Counter-trafficking investigation, including a practical simulation focusing on interviews and first respondent procedures

Following these sessions, ACBC conducted a sensitization and debriefing session with the Director General of the Directorate of Nationality, Passports and Immigration (DNPI) and his deputies, and as well as a representative from the Ministry of Justice. In attendance were also mid-level managers from the departments of Immigration, Police, Judiciary, the Public Prosecutor's Office, the Criminal Investigation Department and the National Security Department.

ACBC Trains Somali Police Officers in Human Trafficking Investigation

The "Prevention of Trafficking, Gender Based Violence Protection and Care for Victims" project for IOM Somalia involved a three-day training in Moshi for the Somali Anti-Trafficking Police Unit, from 8 to 11 December 2014. Ten police officers, including the Director of Investigation as well as two female officers, took part in the training. The workshop aimed at enhancing the Somali Anti-Trafficking Police Unit's understanding of transnational organized crime and human trafficking. The workshop also covered the following topics:



Participants of the Somalia counter-trafficking training. © IOM

investigation process; assistance to and protection of victims; and the link between gender and human trafficking.

Speaking to the ACBC media focal point, Pamela Kyando, the two female counter-trafficking officers, Lul Saleban Ali and Sainab Abdullahi Hassan, stated: "We are happy with the training, although it is difficult to work in the Anti-Trafficking Unit because it involves combating organized crime in our country [which is very challenging.]" Officers Ali and Hassan added that "through this training we have learnt a lot, especially how to detect traffickers and how to support and assist the victims of trafficking."

While the training also included theories and broader concepts on which counter-trafficking work is based, its major objective was to support the functions and services of the police as practically as possible, to address concrete needs that became apparent during implementation of counter-trafficking projects in Somalia.

When asked about the effectiveness of the training, the Director of the Department of Immigration, Mr Abdirashid Ali Ahmed, said: "We will be sending more Somalis from the Anti-Trafficking Unit to ACBC. We cannot be the only ones with these skills, we need this knowledge to be disseminated to all the police officers in Somalia."

Capacity-Building for IOM Namibia Staff and Outreach Meetings

The IOM Country Office in Namibia has decided to increase its activities within the immigration and border management portfolio.

In February 2015, IOM Namibia invited ACBC to attend and facilitate meetings with donors and Namibian Border Agency counterparts in Windhoek, Namibia. The main aim was to foster development partner interest in immigration and border management (IBM) programming for the Republic of Namibia. Further, an in-depth briefing on IBM programming in Africa was conducted by ACBC for IOM Namibia staff.

ACBC facilitated meetings with the Ministry of Home Affairs and Immigration's Immigration and Border Control Department as well as a number of United Nations programming partners – in line with the country's 'One UN' approach.

A concrete outcome of ACBC's assistance was the development of a Concept Note to share with potential donors.

Programming Workshop for IOM Zimbabwe

At the request of IOM Zimbabwe, ACBC hosted a workshop on IBM programming for six IOM Zimbabwe colleagues.

The training topics included a general overview of migration patterns in the Southern African region, a focus on Zimbabwe's own migration challenges and an overview on transnational organized crime linked to migration. The workshop – which was part the preparations for a later assessment of Zimbabwe's border posts (see page 16) – took place from 16 to 18 March 2015.



IOM Zimbabwe colleagues receiving IBM training. © IOM

Tanzanian e-Registration / e-Application Training



The ACBC/TRITA training in session. © IOM

A workshop on the e-registration / e-application of irregular migrants was held at ACBC from 5 to 18 March 2015.

The workshop was a joint effort between TRITA and ACBC trainers for 108 Tanzanian border immigration officers from all regions of the country. The training enhanced the capacity of immigration officers on the use of e-application systems, including transferring data from manual registration to e-application and data summary. It, moreover, prepared the immigration officers to roll-out a continuation of the pilot registration exercise, including mass information, population mapping and e-registration of irregular migrants. Lastly, the training familiarized immigration officers with the Comprehensive Migration Management Strategy of the United Republic of Tanzania.

Ghana: Training of Trainers to Counter Migrant Smuggling

In March 2015, ACBC was asked to facilitate and conduct a regional Training of Trainers on countering migrant smuggling in Ghana. The ToT session took place from 17 to 20 March 2015 in Accra with the participation of immigration department representatives from Benin, Ghana, Guinea, Togo.

ACBC delivered training sessions on all aspects of migrant smuggling, including relevant international laws/norms criminalizing migrant smuggling, investigation techniques, as well as the criminal prosecution of smugglers. All participants actively contributed to the training by giving presentations on the migrant smuggling situation in their own countries.

The training was designed for officers from various border management agencies from Benin, Ghana, Guinea, Togo, with the aim to replicate the training in their own countries to further transmit knowledge.

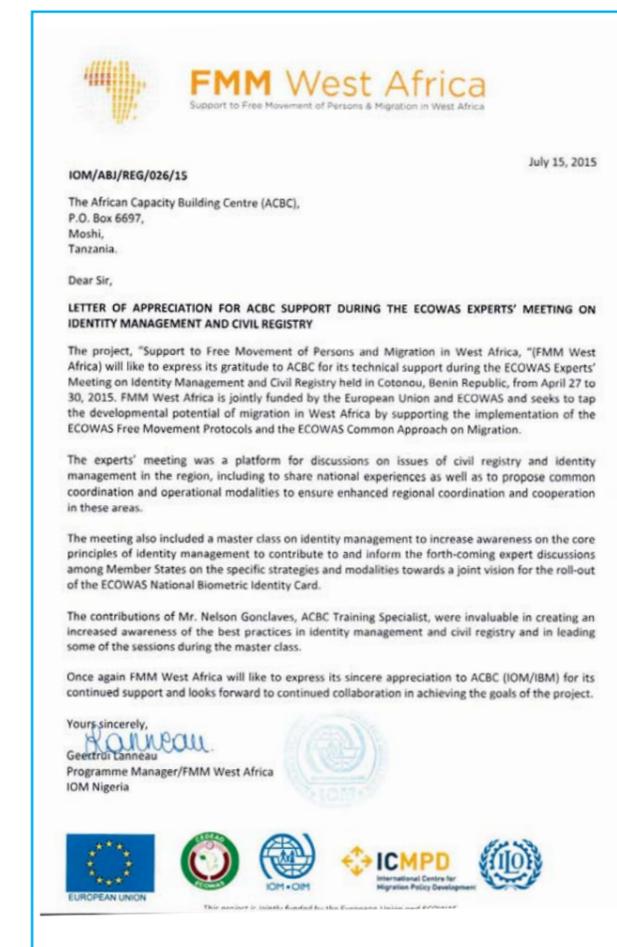
Master Class on Identity (ID) Management: Training in Benin

In April 2015, ACBC was invited to an ECOWAS workshop on 'Master class on identity management' and civil registry in Cotonou, Benin. The meeting was part of the "Support to Free Movement of Persons and Migration in West Africa" project, financed by EU and ECOWAS and implemented by a consortium of partners including IOM.

In his opening remarks, the EU Head of Delegation in Benin emphasized the importance of reforming the civil registration processes and enhancing identity management capacities in the region. These aspects are deemed critical in the face of current security challenges, as well as promoting regular migration, addressing irregular migration and enhancing the links between migration and development.

Identity management – which includes the organization and management of the national identity infrastructures – is a government responsibility that necessitates more global attention. It requires a high level of awareness, investment, and continued training to maintain and improve national identity infrastructures. Identity management infrastructures often develop organically, which harbours risks but also opportunities. Notably, the risk of document fraud, such as counterfeit documents, blank documents, stolen documents, photo substitution and look-alikes, must be addressed in a firm, rapid and effective way. For instance, identity theft is often a consequence of the poor quality of original documents and therefore hard to detect.

continued overleaf



Reproduction of the Letter of Appreciation that was sent to ACBC by IOM Nigeria on behalf of ECOWAS and the project consortium.

The value of introducing high-quality ID documents, including the necessary security features needed to make them more reliable and allow for electronic verification of a person's identity, were highlighted by ACBC during the workshop.

The importance of cooperation between the different governmental bodies involved in the process of ID management was also stressed as a key factor to increase the security of documents.

(Note: In November 2015, ACBC organized an internal IOM ToT "Master class on Identity Management" in Lisbon, Portugal, delivered by a senior global expert and aimed at IOM Immigration and Border Management specialists. As a result of this Master class, ACBC now has a fully developed curriculum and trained trainers at hand to further roll out ID trainings upon request of beneficiary governments across Africa (see pages 15-16).)

Counter Smuggling Training Workshop in Egypt

In response to a request for assistance from IOM Regional Office (RO) in Cairo, ACBC conducted a Counter Migrant Smuggling training workshop in September 2015 for the Egyptian Ministry of Interior officials. These officials work for various law enforcement

units within the police and immigration departments.

The training was part of a larger project from the IOM Regional Office in Cairo, which focused on practical interventions within the field of counter-human trafficking and counter-migrant smuggling.

ACBC trained 15 officials on the following border management matters:

- Investigation: migrant smuggling and human trafficking
- Intelligence and its use in migrant smuggling investigations
- Crime scene management
- Identifying instances of migrant smuggling
- PEACE interview model
- International cooperation and assistance
- INTERPOL services

The IOM Regional Office in Cairo and ACBC continue to explore ways to expand such interventions, noting that there is a chance that organized crime networks might use the region as a launch pad for migrant smuggling operations to Europe.



Participants of the Training Workshop on Combatting Human Trafficking and Migrant Smuggling in Egypt. © IOM

NAIL Training for the Kilimanjaro Region

At the request of the Kilimanjaro Regional Immigration Office, ACBC conducted a three-day training session in collaboration with the Nairobi Airline Immigration Liaison Office (NAIL) aimed at Tanzanian Immigration and Customs Officers working at borders.



NAIL training in session. © IOM

The training was held from 7 to 9 September 2015 at the ACBC/Tanzania Regional Immigration Training Academy premises in Moshi. The objective of the training was to build the capacity of border officials from the Kilimanjaro International Airport and the Holili-Taveta One Stop Border Post on Security Document and Fraud Detection.

NAIL is a cooperation of liaison officers from the Netherlands, Switzerland, the United Kingdom, Hungary (EU-funded), the United States of America and Australia. NAIL team members advise airlines, consular sections and immigration services all over East Africa. ACBC always avails to offer training on the latest trends/technologies working with governmental counterparts and experts.



Tanzanian Immigration and Customs Officers posing with their certificates after the NAIL training. © IOM

Nairobi Border Integrated Management Assessment Assistance

From 4 to 8 October 2015, ACBC facilitated meetings with the Government of Kenya on behalf of the IOM Nairobi Country Office. The focus of the intervention was to make suggestions for enhanced border management nationally and within the entire region. As migration issues are gaining further prominence, Kenya is requesting assistance with border management assessments for selected border crossing points.

ACBC, in partnership with IOM Nairobi and an external consultant, briefed the governmental counterparts from the Kenya Immigration Services on IOM's border management assistance, especially stressing its best practices in integrated border management and considerations relevant to the East African Community (EAC) to better inform the planned reforms of national policies on migration.

This was the first in a set of meetings designed to further enhance the capacity of the Government of Kenya on border management issues. The aim is to work towards the establishment of a national border management agency that could drive border management questions, noting also Kenya's strategic location and its access to the coast and the port of Mombasa.

Portugal Master Class on Identity Management

ACBC and IOM's IBM Division organized training course on identity management in Lisbon, Portugal. The training ran from 16 to 19 November and was hosted by the Portuguese *Servico de Estrangeiros e Fronteiras*. Fons Knopjes of the Innovation Center for Identity Management (icID) delivered the training.

continued overleaf

ACBC staff members Marcellino Ramkishun and Nelson Gonçalves joined the icID's "Master class on identity management" encompassing various aspects of identity management and its relationship and position within border and migration management. This training served to further improve ACBC's training curriculum and strengthened the position

of ACBC to assist Member States requesting assistance on identity management.

Following this training, ACBC has now, in close coordination and collaboration with icID, included the 'Master class on identity management' in its assistance and advice package on border management and its training portfolio.



Participants – including ACBC staff – of the ID Management training, posing with the Director of the *Serviço de Estrangeiros e Fronteiras*, in Lisbon, Portugal. © IOM

Border Assessment in Zimbabwe

In response to the Government of Zimbabwe's request for assistance in realigning migration policies and border management, ACBC staff, the IBM Regional Thematic Specialist (RTS) from RO Pretoria and IOM Zimbabwe and Zambia colleagues conducted an assessment at selected border posts within Zimbabwe.

The assessment took place between 23 November and 4 December 2015 and focused on selected borders, notably the Beitbridge (planned OSBP) and Chirundu (existing OSBP). It primarily focused on two areas: the policy framework and the day-to-day operations of border crossing points.

Assisted by a team selected by the Ministry of Home Affairs, the assessment focused on the cooperation within agencies, infrastructure and support, but also how policy and existing systems and frameworks fit within the suggestions and parameters set out by the REC Free Movement Protocols.

Funded by the IOM Development Fund, it is envisioned that this assessment will not only lead to a new IOM project, but also reinforce the Zimbabwean commitment to migration and trade, and Zimbabwe's place as transit country.

Facilitating Protection Assistance Procedures for Vulnerable Migrants in Zambia



The security document and fraud detection training in session. © IOM

Under the "Facilitating Protection Assistance Procedures for Vulnerable Migrants in Zambia" project, ACBC was invited to deliver two training sessions in Lusaka, Zambia. The first one on security document and fraud detection took place on 10 December 2015 and the second on customer care on 11 December 2015.

The training on security documents and fraud detection emphasized the basics on the production of security documents (including e-passports), fraud detection, impostors (look-a-likes) and traveller profiling. The IOM Passport Examination Procedure Manual (PEPM) was distributed to each trainee as a helpful backup tool in their fraud detection work.

The second day of training with immigration officers from the Visa and Resident Permit Section took place at the Immigration Department headquarters. The session addressed customer care practices of visa and resident permit applicants and consisted of practical

exercises on common customer behaviours and recommended solutions. Customer care is an important aspect of institution-building for immigration departments and their capacity to properly inform, manage and provide services to applicants according to the best institutional standards.

In addition to the above, ACBC held a meeting with the Immigration Department's IT section on the Zambian government's need to deliver a "border pass" at the Kazungula border crossing point (between Zambia and Botswana) using IOM's MIDAS-linked e-Registration platform.

On 12 December, following a request of IOM Zambia and in line with ACBC's role in the revision of the OSBP Sourcebook (see page 24), an assessment was carried out on the Zambian side of the border at the Chirundu border crossing point to increase facilities and security, and to upgrade the Chirundu OSBP's operationalization.

The Migration Information and Data Analysis System (known as MIDAS) is IOM's computerized border management information system. MIDAS has been designed for States with limited or inadequate data capture systems in order to give them the operational means to manage migration. It was developed and overseen by ACBC until August 2015. Dr Niko Papanashvili was based at the Centre for three years and developed new features for MIDAS while in addition training officials and professionals from all over Africa on the four levels of MIDAS training delivery. As of September 2015, Papanashvili is delivering support for African states and globally, now based at IOM Headquarters in Geneva.

The four levels of MIDAS training delivery

1. User training
2. Training of Trainers
3. Training of MIDAS Administrators
4. MIDAS installation training

So far, MIDAS has been installed in 22 countries worldwide, and more are set to follow in the upcoming years. IOM's strategy for MIDAS foresees to further build capacity throughout Africa and support further implementation, in continued close cooperation with ACBC.

To effectively deliver trainings on MIDAS, ACBC has a fully equipped MIDAS lab at its disposal that can accommodate up to ten officers at a time, each with their own computer station.

MIDAS version 4

MIDAS was upgraded to version 4 in 2015. The new functions and capabilities of version 4 are:

- One integrated version for land, airport, sea port, train points-of-entry and immigration HQ
- Extended list of settings to customize application for local needs and requirements
- An improved function for adding new languages
- Three different types of passport reader supported in one integrated application
- The possibility to record ten fingerprints
- New algorithm for matching against international alert lists
- New reports for the secondary control
- Built-in reporting engine
- Biometric login option for MIDAS users
- Unique and fully customizable user roles and permissions
- MRZ¹ Visa reading
- The possibility to import visa records from e-Visa systems
- New module to issue visa before arrival

The Automated Data Exchange Service (ADES) automatically uploads Entry/Exit data from the border servers to the central database server for data consolidation and downloads alert/watch list records from the central database server to the border database server.

¹Machine-readable zone (MRZ).

IOM and DCIC Uganda MIDAS training

ACBC organized two trainings for IOM Uganda from 26 to 30 August and 26 August to 3 September 2014. The first training entailed a Training of Trainers on *MIDAS utilization, passport identification and document forgery*, the second one a Training of Trainers of IT specialists on *MIDAS utilization, installation, administration and maintenance*. The participants came from the IOM Uganda office and the Ugandan government's DCIC.

The training was part of an IOM Uganda IBM project for capacity-building and strengthening border management in the country.



A biometric fingerprint reader, of a type compatible with the MIDAS software.

Historical highlights in MIDAS delivery:

- MIDAS v4 Roll-out in Djibouti, February 2014
- MIND² Database integration with MIDAS in South Sudan, March 2014
- MIND Database integration with MIDAS in Belize, April 2014
- MIDAS Data Exchange Service installation and Roll-out in Djibouti, June 2014
- MIDAS Installation training for Djibouti Police IT, Djibouti, June 2014
- MIDAS v4 User training for Somali Immigration officers, Djibouti, June 2014
- MIDAS v4 Installation and roll-out in Uganda; four border posts (Chanika, Bunagana, Afogi and Goli) and at Immigration HQ, Uganda, June 2014
- MIDAS User training for Uganda, ACBC Tanzania, August 2014
- MIDAS Installation training for Uganda, ACBC Tanzania, September 2014
- MIDAS 'Mobile Kit' User training in Kampala, Uganda, December 2014
- MIDAS v4 Installation and roll-out in South Sudan, December 2014
- MIDAS Assessment mission in Nigeria, January 2015
- MIDAS Data Exchange Service roll-out in South Sudan, March 2015
- MIDAS Data Exchange Service roll-out in Belize, April 2015
- MIDAS Assessment mission in Kinshasa and MIDAS upgrade from v2 to v3, Democratic Republic of the Congo, June 2015
- MIDAS Assessment mission in Uganda, June 2015
- MIDAS Presentation and assessment mission in Niger, July 2015

MIDAS Training for South Sudan

In September 2014, Emmanuel Sokiri, an IOM IT officer located in South Sudan, travelled to ACBC for additional training on the MIDAS application and installation to ensure its sustainability in his country. "I am here for training to reboot my skills on MIDAS, its application and increase the amount of knowledge on IBM, in order to ensure the sustainability of the system that has been installed in South Sudan."

Mr Sokiri added that the five-day training held at ACBC from 9 to 12 September, 2014, was more than just for rebooting his own skills: "Furthermore I am hoping to get extensive skills on MIDAS configuration and installation. I want to improve these skills especially because I will be facilitating more trainings for government immigration officers and my fellow IT officers at IOM in South Sudan."

²Mobile INTERPOL Network Database (MIND)

The training included a module on the new MIDAS Version 4 passport readers that have been installed in South Sudan to replace MIDAS Version 3.



Emmanuel Sokiri in South Sudan giving on-site MIDAS training to South Sudanese immigration officers. © IOM

ACBC training support to IOM Tanzania Programmes; Facilitation of trainings on IOM Emergency Response

ToT for Police, Prisons and Immigration Officers Tanzania



Participants and course trainers posing for a group photo in front of the Holili-Taveta One Stop Border Post. © IOM

In April 2015, ACBC acted as an intermediary between TRITA (ACBC's partner institution) and IOM Tanzania to facilitate a Training of Trainers course for Tanzanian Police, Immigration and Prison Service officers.

The activity, held from 20 to 24 April, was an advanced ToT conducted at TRITA in Moshi. The overall aim was to enhance the capacity of law enforcement trainers representing the

police, immigration service and prison services whilst providing training on the issue of protection-sensitive migration management.

Previous inter-agency law enforcement trainings only involved police and immigration services. This training was the first to also incorporate prison service officers, who play an integral role in ensuring migrant rights-sensitive management. Irregular migrants are often detained in centres, which can include vulnerable persons such as victims of trafficking. Yet, prison authorities had not yet received specific training in migrant safety protection, health, the national Anti-Trafficking legislation, the identification of victims of trafficking and the differences between trafficking and smuggling. IOM officers first identified this knowledge gap, after having visited prisons to interview migrants. Consequently, IOM approached the training departments of the three agencies with the proposal to conduct a multi-agency training of trainers to address this need.

Emergency response: CCCM and DTM Trainings

At the request of the Department of Operations and Emergencies (DOE) at IOM Headquarters, ACBC hosted two special trainings on emergency response: one on Camp Coordination and Camp Management (CCCM) and one on the IOM Displacement Tracking Matrix (DTM).

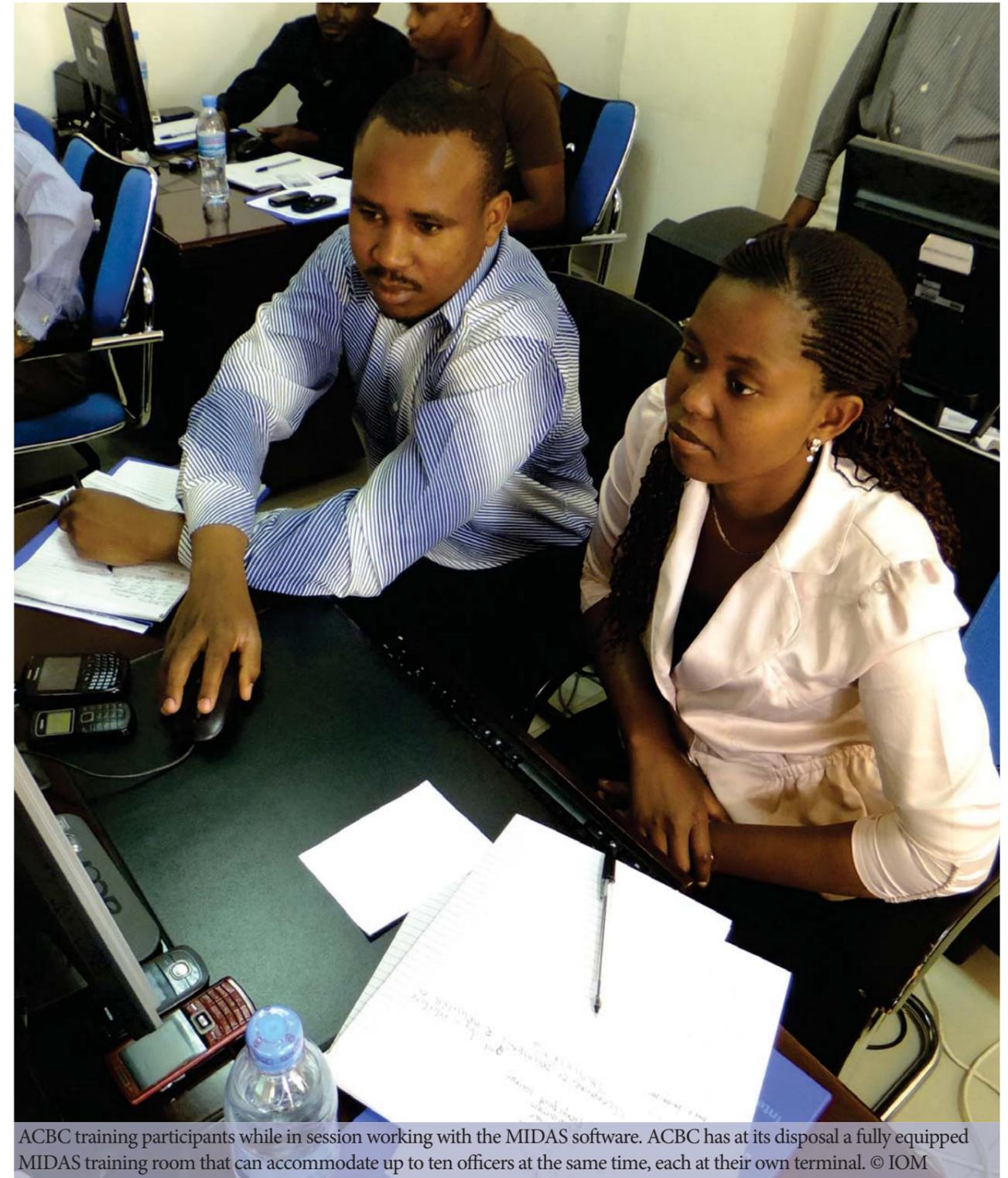
The six-day training sessions were held simultaneously from 31 August to 5 September 2015. The Centre hosted 70 participants, including DOE staff from Headquarters in Geneva as well as IOM colleagues from various field offices and sub-offices worldwide.



IOM Operations and Emergencies staff from all over the world. © IOM



Nuno Nunes, CCCM Global Cluster Coordinator, presenting a session during the training. © IOM



ACBC training participants while in session working with the MIDAS software. ACBC has at its disposal a fully equipped MIDAS training room that can accommodate up to ten officers at the same time, each at their own terminal. © IOM

Pillar 2: Migration Research and Development

ACBC's work in the area of migration research and capacity development aims at building on research on migration issues and trends in order to develop context-specific training and policy-related responses and interventions.

Examples of such initiatives include the compilation of customized standard operating procedures (SOP) for immigration departments, the design of immigration training curricula, or the development of tailored immigration and border management capacity-building interventions – all at the request of IOM Member States.

Angola Migration Policy Development



In October 2014, under IOM Angola's IOM Development Fund-supported project "Migration Policy Development for Angola," ACBC delivered a series of trainings aimed at key senior officers from the Angola Migration Technical Working Group. The trainings focused on main migration topics relevant to the Technical Commission, which had been tasked to develop a draft migration policy for the Government of Angola.

ACBC delivered sessions on:

- Immigration and document fraud
- The MIDAS border management information system
- Integrated Border Management and general principles of good border management
- Humanitarian Border Management
- Development of a Migration Profile for Angola
- Migration trends

The IOM Development Fund

The IOM Development Fund provides seed funding for innovative projects for eligible Member States to develop their capacity in migration management.

Since 2001, the Fund has funded over 500 projects in 112 countries worldwide.



For more information please visit:
www.iom.int/developmentfund

Zimbabwe Policy Development



The Department of Immigration in Zimbabwe received assistance from ACBC, in cooperation with the IOM Zimbabwe Country Office, to support a review and update to the national Immigration Act and overall national migration policies.

The Department of Immigration, which is mandated to administer the Immigration Act of Zimbabwe, had expressed strong interest to develop a new National Immigration Policy in line with national and regional changes.

The support provided by ACBC focused on:

- Border management
- Employment of foreign recruited nationals including necessary administrative procedures
- Tourism facilitation and promotion
- Investment promotion through better border management focusing on an integrated approach

In February 2015, ACBC facilitated meetings between the IOM Country Office in Harare and the Department of Immigration to discuss their capacity-building needs and provided briefings on MIDAS.

ACBC also gave a presentation on Humanitarian Border Management, the IOM Migration Crisis Operational Framework and information about IOM support in capacity-building.

The Kigali Roundtable

In March 2015 ACBC participated in the Roundtable on Intra-regional Migration and Labour mobility within Africa conference held in Kigali, Rwanda.

The Roundtable is a joint initiative of the African Union, IOM, the International Labour Organization (ILO), the United Nations Economic Commission for Africa (ECA) and the Swiss government. The Roundtable provided a platform for discussion for senior officials and experts from each of the Secretariats and Member States of the eight Regional Economic Communities (RECs).

The eight RECs are:

- The Community of Sahel-Saharan States (CEN-SAD)
- The Common Market for Eastern and Southern Africa (COMESA)
- The East African Community (EAC)
- The Economic Community for Central African States (ECCAS)
- The Economic Community of West African States (ECOWAS)
- The Intergovernmental Authority on Development (IGAD)
- The Southern Africa Development Community (SADC)
- The Arab Maghreb Union (UMA)

Participants of the Roundtable came from ministries and institutions responsible for trade, labour, immigration, regional integration, national planning and development.

ACBC briefed the participants about possible solutions to border management and control issues in a regionalized labour setting, and facilitated questions and answer rounds during the plenary sessions.



Group photo of officials at the Kigali Roundtable. © African Union

OSBP Handbook Review

“Trade is an important driver of economic growth and development: integration into world markets allows producers to specialize and reap the benefits of economies of scale. Trade also gives firms and households the opportunity to buy goods, services, and knowledge produced anywhere in the world.”

Source: *Border Management Modernization*, 2011, The International Bank for Reconstruction and Development / The World Bank

One Stop Border Posts (OSBPs) are introduced in many parts of Africa to address delays at major transport corridors. Cross-border movements of people and goods across Africa are often hampered by cumbersome procedures and time-consuming controls on each side of the border. The inconsistent application of national regulations and non-adherence to regional economic protocols contribute to blocking desirable trade and migratory cross-border movements. This is proving to be a hindrance to growth and development for emerging economies within Africa’s economic blocks and deters investment from both local and international investors.

With currently over 50 OSBPs established in Africa, the OSBP concept is presented as a solution for collaboratively managing the movements of people and goods. Best practices show that a fully integrated border management system (customs, immigration and others) increases facilitation and effectively mitigates security concerns, while at the same time improving cooperation and confidence among authorities, border agencies and the private sector on both sides of the border.

ACBC has been and continues to be involved in revising the Japan International Cooperation Agency (JICA)-sponsored *OSBP Handbook*. This handbook has a strong focus on successful immigration practices that build on experiences and lessons learned at the Unity Bridge OSBP between the United Republic of Tanzania and Mozambique. It entails advice on needed technical support, guidance for the design and rehabilitation of border posts, guidance for the harmonization of procedures, and support for developing SOPs and trainings.



The One Stop Border Post at Holili-Taveta. © IOM



A selection of international passports. Specimens such as these are used by ACBC during training sessions on travel document fraud detection and authentication. © IOM



Pillar 3: Migration Advocacy and Partnerships

In ACBC's continued pursuit to provide support to establish closer cooperation among African Member States on migration governance, with an emphasis on advocacy, partnership-building and awareness-raising, the Centre has enhanced its collaboration with RECs, potential donors and other international partner organizations operating in Africa.

IOM Donor Visit and Training

At the request of IOM's Donor Relations Division (DRD) in Geneva, ACBC, with the support of IOM Dar es Salaam, hosted a delegation of IOM Member State representatives and potential donors from 23 to 25 February 2015. This was the first part of a DRD organized one-week donor visit trip to both the United Republic of Tanzania and Kenya.



Participants of the DRD visit and training: Donors representatives, IOM/ACBC staff and UN staff, including Alvaro Rodriguez. © IOM

Representatives included officials from the Foreign Ministries of Belgium, Canada, Germany, Japan and the Netherlands.

The intent of the visit was to introduce the delegates to the regional situation in East and the Horn of Africa. Delegates were also introduced to the Migration Crisis Operational Framework (MCOF), developed by IOM as a key instrument to respond to crises through a migration lens.

What is MCOF?

The Migration Crisis Operational Framework (MCOF) was developed at the request of IOM Member States, pursuant to their growing concern in the migration consequences of crises. It allows IOM to improve and systematize the way in which it responds to the assistance and protection needs of crisis-affected populations.

For more information on MCOF visit: www.iom.int/mcof

ACBC hosted this DRD activity over the course of three days. The first day's session was opened by IOM Tanzania's Chief of Mission, followed by welcoming remarks from John Choma, Commissioner with the Tanzania Immigration Department and Commandant of the Tanzania Regional Immigration Training Academy – ACBC's partner institution.

The United Nations Resident Coordinator for Tanzania, Alvaro Rodriguez was also present. Rodriguez spoke about the 'ONE UN' structure in the United Republic of Tanzania, which is one of the pilot countries for the United Nations Development Assistance plan (UNDAP 2011–2015). This plan involves 20 agencies who work together on various thematic programmes to "Deliver as One." The Resident Coordinator specified that "migration is an essential reality of the 21st century," thereby recognizing the key role IOM in general and also training institutions such as ACBC have to play in handling migration crises and harnessing the impact that migration has on development.

19th INTERPOL Police Training Symposium, Addis Ababa, Ethiopia

ACBC was invited to attend and contribute to the 19th INTERPOL International Police Training Symposium in Addis Ababa, Ethiopia, from 1 to 3 December 2014.

The symposium brought together heads of national police training colleges, training and capacity-building centres and high-level police training experts to discuss new challenges and best practices on international police training in Africa.

The theme of the symposium was "Enhancing the efficiency of law enforcement learning activities." The symposium consisted of a forum in which training challenges and good practices were discussed, including:

- Innovation in police training
- Transfer of science into practice through training
- Training quality assurance
- International cooperation in police training



INTERPOL official (left) at the ACBC office, examining the MIDAS 'Mobile Kit.' © IOM

Following the INTERPOL symposium, officials from the INTERPOL Capacity Building and Training Division visited ACBC in Moshi, where they were given a tour and introduction to the Centre's work.

Discussions took place regarding the exchange of trainers and training materials focusing on migration management, related law enforcement and specifically capacity-building for border agencies in Africa.

ACBC and INTERPOL also visited the Taveta-Holili OSBP to discuss the threats of cross-border terrorism in East Africa.



INTERPOL officials visiting the Holili-Taveta One Stop Border Post. © IOM



INTERPOL country representative in the ACBC document verification lab. © IOM

ACBC Participation at Labour Migration Academy 2015

As part of its strategy to expand ACBC's knowledge base and thematic coverage, and to foster partnerships with other training institutions, ACBC contributed to, and participated in, a labour migration training course organized by the International Training Centre of the International Labour Organization in Turin, Italy (ITC-ILO). The course, named "Labour Migration Academy 2015" (LMA 2015), took place over a two-week period in May. LMA 2015 offered a rich learning environment involving some of the most renowned international experts working on the various topics relating to labour migration.

The course trained the participants in an international perspective on labour migration policy issues through comparative analysis and experiences, and provided a unique opportunity to network.

ACBC's involvement included the delivery of a three-day training session entitled "Preventing Abusive Migration Practices" which focused on the issues of human trafficking, migrant smuggling and forced labour. On day one of the session, ACBC Consultant David Hofmeijer – who conceptualized the structure of the three-day session – trained participants on the differences between migrant smuggling and human trafficking. On day two of the session, Laurence Hart, Head of the Migrant Assistance Division (MAD) at IOM Headquarters,



ACBC Consultant, David Hofmeijer, delivering the first part of the three-day session. © IOM

spoke about the identification and referral of victims of trafficking and IOM's work in the area of counter human trafficking. The third day focused on forced migrant labour as a result of human trafficking and was delivered by an ITC-ILO expert.

ACBC staff member Pamela Kyando attended LMA 2015 as a participant to further improve ACBC's internal capacity and to expand her expertise in the areas of labour migration, migration and development and gender issues related to migration.

As a result, Ms Kyando now stands ready to support future ACBC trainings on those topics, as well as replicate similar trainings in the African context.



Laurence Hart, Head of MAD at IOM HQ, describing the trafficking process. © IOM



ACBC staff member, Pamela Kyando (left), posing with training participants in Turin, Italy. © IOM

East African Police Chiefs Cooperation Meeting, Nairobi, Kenya



In February 2015, the Eastern Africa Police Chiefs Cooperation Organization (EAPCCO) invited ACBC to give a presentation during their Cooperation Meeting in Nairobi, Kenya, on organized crime and the links to transnational organized crimes such as human trafficking and migrant smuggling.

EAPCCO, which cites IOM as a partner in the fight against trafficking in persons and migrant smuggling, called this meeting to share ideas between EAPCCO member countries with the aim of reducing crime within the migration realm and finding solutions to cross-border issues.

ACBC addressed the following issues during plenary and one-on-one briefing sessions:

- Optimizing interdepartmental cooperation
- Enhanced border management and control
- Information sharing, training and best practices
- Enhanced strategic cooperation mechanisms
- Operational collaboration and coordination across regional borders

APSCA Border Management Conference

Border management is defined by the United Nations Trade Facilitation Network as "the organization and supervision of border agency activities to meet the common challenge of facilitating the movement of legitimate people and goods while maintaining secure borders and meeting national legal requirements."

In order to achieve these goals, governments worldwide are increasingly looking to implement and/or upgrade their border management systems. In Africa and worldwide, many countries still largely depend on manual processes to manage their borders and are becoming increasingly aware of the need to implement automated systems.

Automated systems are able to register and verify arriving and departing travellers, detect those who are overstayers (visas or visa-free granted period), identify and stop those who are not welcome, and produce statistical reports by analysing stored data.

On the other hand, governments that already make use of automated border management systems – including e-gates – are looking for the latest IT solutions on the market for upgrades and information on how to increase facilitation, security and the integrity of travel documents.

In light of the above, in May 2015, ACBC contributed to the first Asia Pacific Smart Card Association (APSCA) Border Management Conference to be held in Africa. The Conference was hosted by the Government of the United Republic of Tanzania. ACBC showcased its Border Management Information System (MIDAS) and established contacts with Member States and the manufacturers and representatives of some of the world's latest border management technology solutions.



ACBC staff members, Marcellino Ramkishun, Niko Papanashvili and Nelson Gonçalves posing at the ACBC stand at the APSCA conference. © IOM

eID Conference in Washington D.C.

In September 2015, ACBC contributed to the 7th eID Conference (former National eID & ePassport Conference) in Washington D.C., United States of America.

The eID Conference brings together governmental agencies and private sector companies to discuss the challenges and benefits of electronic identity, electronic communication and data. The conference specifically discussed how best to secure identities, money and data in both the physical and digital world, targeted at both developed and emerging countries.

ACBC's ID management expert, Néilson Gonçalves, participated in the Automated



ACBC Specialist Néilson Gonçalves participating in a panel at the eID Conference. © IOM

Border Control and the Cyber Security panel to discuss rapid adaptation/response from governments to assure faster and secure controls, highlighting also specific challenges and possible answers for developing countries in Africa.

With the expanding roll-out of electronic Machine Readable Travel Documents (e-MRTDs), threats connected with identity theft need to be addressed by governments to ensure radio-frequency identification (RFID) data integrity. Therefore, logical security features, such as the soon-to-be-released Logical Data Structure (LDS2) which will increase RFID security and positively respond to governments' desire of writing digital information on the RFID (visas and e-stamps), which offers vastly improved security and traceability without compromising personal data, were welcomed by all participants.

The conference also featured a forensic lab room with private sector and government exhibitors, real-time demonstration of security systems by exhibitors, discussions on e-ID related issues and, lastly, examination of non-profit organizations' role in backing government efforts towards more secure ID management (the Security Identity Alliance and Document Security Alliance).

ACBC Attends the INTERPOL's 84th General Assembly in Kigali

ACBC was invited to partake in a panel on the "Future Landscapes for Policing" at the INTERPOL 84th General Assembly meeting held in Kigali, Rwanda, from 2 to 3 November 2015. ACBC provided specific insights into the inconsistencies that exist within the various legal frameworks of migration within the African continent and how this impacts migrants and made suggestions how to best overcome these challenges.



ACBC staff member Marcellino Ramkishun (third from the right) at the INTERPOL General Assembly. © IOM

Additionally, ACBC provided insights on the myths and realities of migration-related crimes with a focus on crimes perpetrated by organized criminal networks.

ACBC and the ICAO TRIP Strategy

The International Civil Aviation Organization's (ICAO) Traveller Identification Programme (TRIP) Strategy calls for States, ICAO and all other stakeholders to implement, individually and collectively, a holistic, coherent and coordinated approach to the interdependent elements of traveller identification management.

This encompasses the following elements:

- a. Evidence of identity – credible evidence of identity, involving the tracing, linkage and verification of identity against breeder documents to ensure the authenticity of identity;
- b. MRTDs – the design and manufacture of standardized MRTDs, including e-Passports that comply with ICAO specifications;
- c. Document issuance and control – processes and protocols for document issuance by appropriate authorities to authorized holders, and controls to prevent theft, tampering and loss;
- d. Inspection systems and tools – inspection systems and tools for the efficient and



ACBC staff member, Néilson Gonçalves, presenting at the ICAO TRIP Regional Symposium. © IOM

secure reading and verification of MRTDs, including use of the ICAO Public Key Directory (PKD);

- e. Interoperable applications – globally interoperable applications and protocols that provide for timely, secure and reliable linkage of MRTDs and their holders to available and relevant data in the course of inspection operations.

In order to support States worldwide to adhere with the TRIP Strategy, IOM is an active member of ICAO's Implementation Capacity Building Working Group; ACBC serves as a key training centre for to advance understanding and enhance capacity of States to implement TRIP.

ICAO organized a TRIP Regional Symposium in Nairobi, Kenya, from 10 to 12 November 2015, which included active contributions by ACBC. The ACBC presentation was divided in two different parts:

- IOM Member States' challenges in abiding by ICAO recommendations;
- IOM assistance to facilitate Member State implementation of ICAO recommendations.

The presentation was followed by a question and answer session where the IOM/ACBC ID management e-platforms and 'Dashboard' solution were a subject of interest to many participants from African states.

ACBC Support to RECs

EAC ID Management Training: Introduction to ID Management

The EAC is currently assessing the implementation of Machine Readable Travel Documents (e-MRTDs), both national and regional, as a result of the increasing need to produce identity and travel documents with the latest security standards.

The complexity of the existing e-documents infrastructure – the physical document and its security features – is a big concern for EAC Member States.

In accordance with the close cooperation that exists between IOM and African Member States, the Eastern Africa Community Secretariat invited ACBC to deliver a workshop on ID management to the Heads of EAC Immigration Departments in June 2015.

During the workshop, the Heads of Immigration Departments were

briefed about the Identity and Document Chain specificities, the importance of a reliable and efficient civil registration database, and the significance of the Public Key Infrastructure and Public Key Directorate.

Issues related with document fraud in general and identity theft in particular were highlighted.

Logical security features, such as the Basic Access Control and Extended Access Control were also debated and Member States were able to see the advantages in implementing a solid and robust passport system to assure, secure and verify identities.

Lastly, there was discussion on the new version of ICAO 9303 Doc and the soon-to-be-released Logical Data Structure (LDS 2).



The ID management workshop in session. © IOM

African Union Border Management Programme

In ongoing efforts to support the regional and continental migration processes, the IOM Special Liaison Office (SLO) to the African Union in Addis Ababa and ACBC participated in the African Union Border Management Programme (AUBP) draft policy document review.

The AU specifically invited IOM to provide recommendations for enhanced border and migration management in Africa. The IOM SLO and ACBC provided input on the draft document and gave concrete recommendations on how to focus the strategy more on facilitating regular migration and mobility. IOM recommends principled flexibility and facilitation as opposed to overly rigid and restrictive approaches considering that migration is a rapidly evolving issue in Africa, often requiring diverse and rapid responses, and doubtlessly one of the key drivers for economic development if properly managed.

IOM also suggested that the AU should consider embedding basic migration management learning tools into the basic training courses aimed at AU Member States and various training institutes and offered IOM support. Further recommendations centred on the use of the REC's existing mechanisms and training centres, and on pooling of human resources from across the continent to build standardized basic training materials in the languages spoken in Africa.

ACBC and the Intergovernmental Authority on Development

IGAD is an eight-country trade bloc in Africa. It includes countries from the Horn of Africa, the Nile Valley, and the African Great Lakes. Its headquarters are in Djibouti City, Djibouti.

As part of the ongoing assistance to the Regional Economic Communities, ACBC staff travelled to Nairobi from 4 to 8 July 2015 to assist with concrete programming for IGAD-IOM-EU cooperation.

The EU and the IGAD secretariat have entered into a partnership focusing on the formulation of a programme that addresses the implementation and streamlining of the IGAD Free Movement Protocol within a larger migration and border management intervention.

ACBC provided advice on the following matters at stake:

- Assessment (signatories, status of implementation, training and capacity needs, etc.) of national legislation and alignment of the national tools to the IGAD Free Movement Protocol;
- Border Management Information Systems (BMIS) and the identification of trade corridors within the IGAD region with a view on building jointly operated borders;
- BMIS and the upgrade of identified border sites within Member States; possible installation of MIDAS and creation of an IT strategy for connectivity between States;
- Building of border information centres to connect border management agencies, related government agencies and the public, in order to share information on the Free Movement Protocol and to function as a joint operations centre for crises management;
- Training and capacity-building for officers at all levels involved in border management, in line with the IGAD and IOM recommendations and assessment findings;
- Establishment and coordination of technical working groups.



ACBC Curricula and other Publications

As a key international training centre on migration and border management, the African Capacity Building Centre is committed to develop high quality, training curricula for practitioners, policymakers and other migration stakeholders focusing on the specific needs of African states.

Based on ACBC's long expertise in developing and delivering trainings, capitalizing on technical in-house expertise of its staff and external expertise through consultants, the Centre has developed and is continually developing up-to-date training curricula on the following topics:

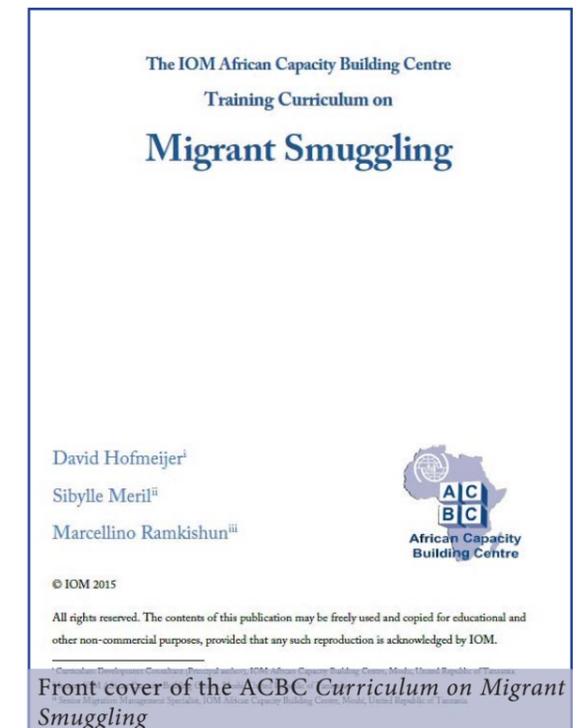
- Curriculum on Migrant Smuggling
- Search and Rescue at Sea Manual

In 2016, ACBC aims to complete:

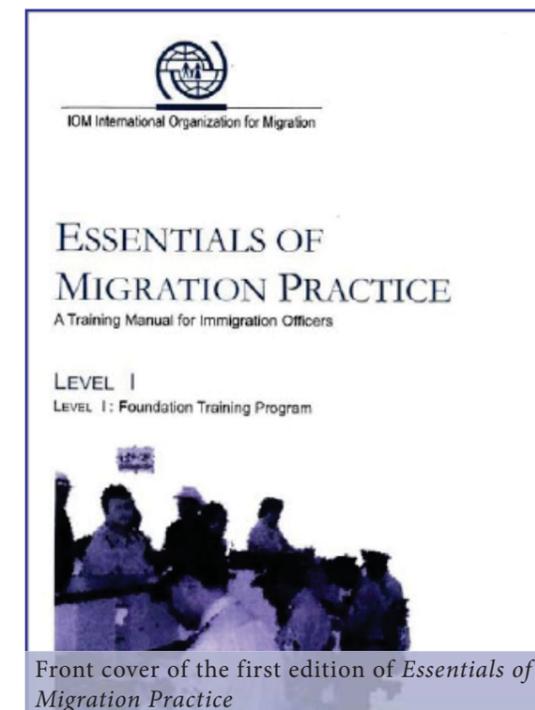
- Passport Examination Procedure Manual (PEPM), 2nd Edition
- Essentials of Migration Practice, 2nd Edition
- Humanitarian Border Management Manual
- OSBP Handbook, 2nd Edition



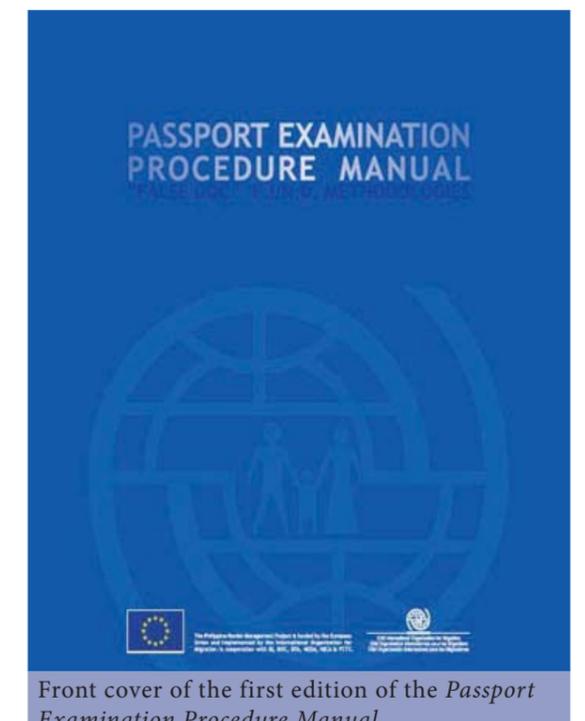
Training participants in training at ACBC, March 2014. © IOM



Front cover of the ACBC Curriculum on Migrant Smuggling



Front cover of the first edition of *Essentials of Migration Practice*



Front cover of the first edition of the *Passport Examination Procedure Manual*

ACBC Staff

Current Staff



Marcellino Ramkishun
Senior Migration Management Specialist

Shafii Mrisha
Admin / Finance Assistant

Pamela Kyando
Training Assistant

Nélson Gonçalves
Senior Training Specialist

David Hofmeijer
Curriculum Development Consultant

Good-bye note to Damien Thuriaux, former IOM Tanzania Chief of Mission and ACBC co-Supervisor

The ACBC team would like to acknowledge and deeply thank the outgoing IOM Tanzania Chief of Mission, Mr Damien Thuriaux, for his guidance and strong support to ACBC staff over the last years.

We wish Damien *bon courage* and *bonne chance* as he takes up his new post as Chief of Mission in Quito, Ecuador.

The ACBC team also takes this opportunity to warmly welcome IOM Tanzania's new Chief of Mission and ACBC co-Supervisor, Dr Qasim Sufi.

ACBC Programming Retreat

From 6 to 9 May 2015, ACBC hosted a programming retreat with the Centre's two co-supervisors: the Chief of Mission of IOM Tanzania and the Head of the Immigration and Border Division.

The Regional Thematic Specialists from the IOM Regional Offices in Dakar and Pretoria were also in attendance.

Conclusions reached at the meeting were the following:

- Clear ACBC work focus on: delivering trainings, drafting new training material and, provision of technical expertise and support;
- Thematic focus: While maintaining the established focus on migration and border management, ACBC should endeavour broadening its field of expertise and training support to other key migration areas such as labour migration (subject to additional funding);
- Increased cooperation with African Union and attention to migration-related strategies and policies of the AU and the different African RECs, in cooperation with the IOM Addis Ababa Special Liaison to the African Union and the RECs.



ACBC staff with IBM RTs and Florian Forster, Head of IBM, during their visit to ACBC. © IOM

