RABAT PROCESS
Euro-African Dialogue on Migration and Development
The development of a national IBM Strategy

EU IBM Guidance and Standards
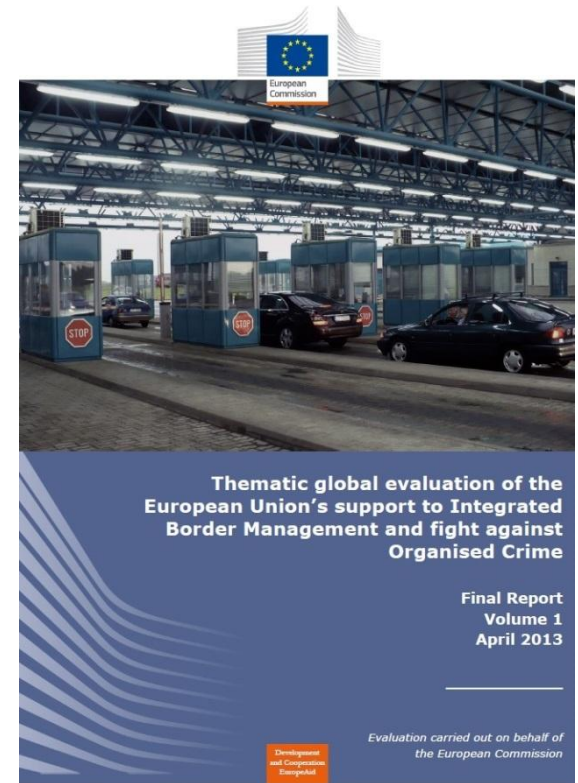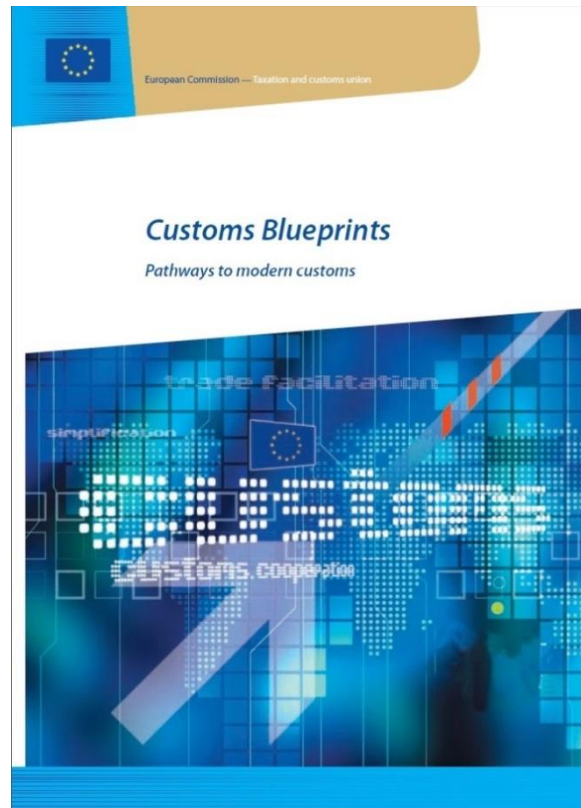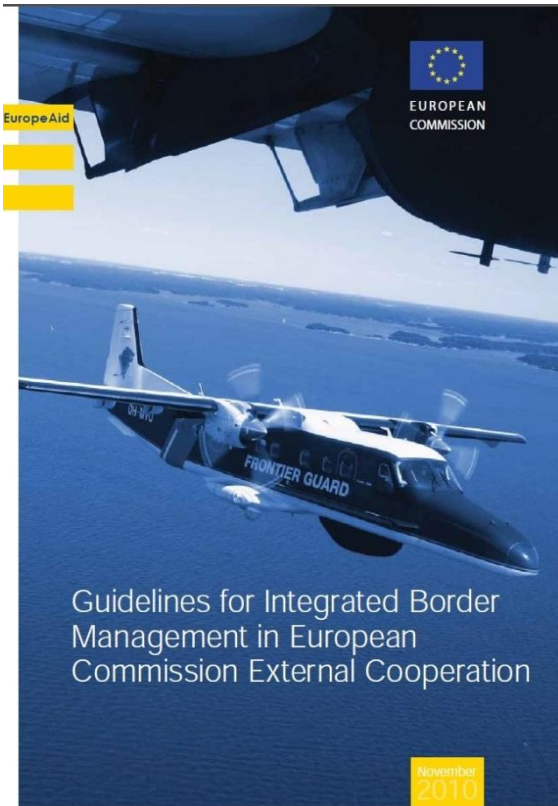
Some IBM benefits

- Simplified and harmonised procedures (no duplication of efforts)

- More effective use of resources, overall and easier planning

- Faster processing of people and goods

- More effective detection of people traffickers and smugglers, terrorists and other criminals

- Faster and improved sharing of information

- Faster response to emergencies and threats

- Better border management overview for the government

Developing a national IBM strategy

- Political will, appointment of a coordinator
- Creation of an inter-agency working group
  - Decision-making body
  - Implementing body
- Involvement of *all* border management agencies
- Long-term perspective
- Thorough assessment of the current border management situation (gaps & needs analysis) – see **self-assessment grid** **(IBM GL, 2010)**
- Inventory of all ongoing and planned border management activities in the country

Key steps for developing the IBM strategy

- Identification of a national coordinator
- Identification of and contact with key stakeholders
- Establishment of the coordinating bodies (high-level decision-making body and implementing body) with clear Terms of Reference
- Definition of the main objectives
- Analysis of the current situation (gaps & needs analysis)
- Drafting of individual strategy chapters
- Circulation of the draft strategy paper for input from all stakeholders
- Preparation of the final strategy document
- Adoption of the strategy at the highest level

The process of developing and implementing the IBM Strategy and Action plan
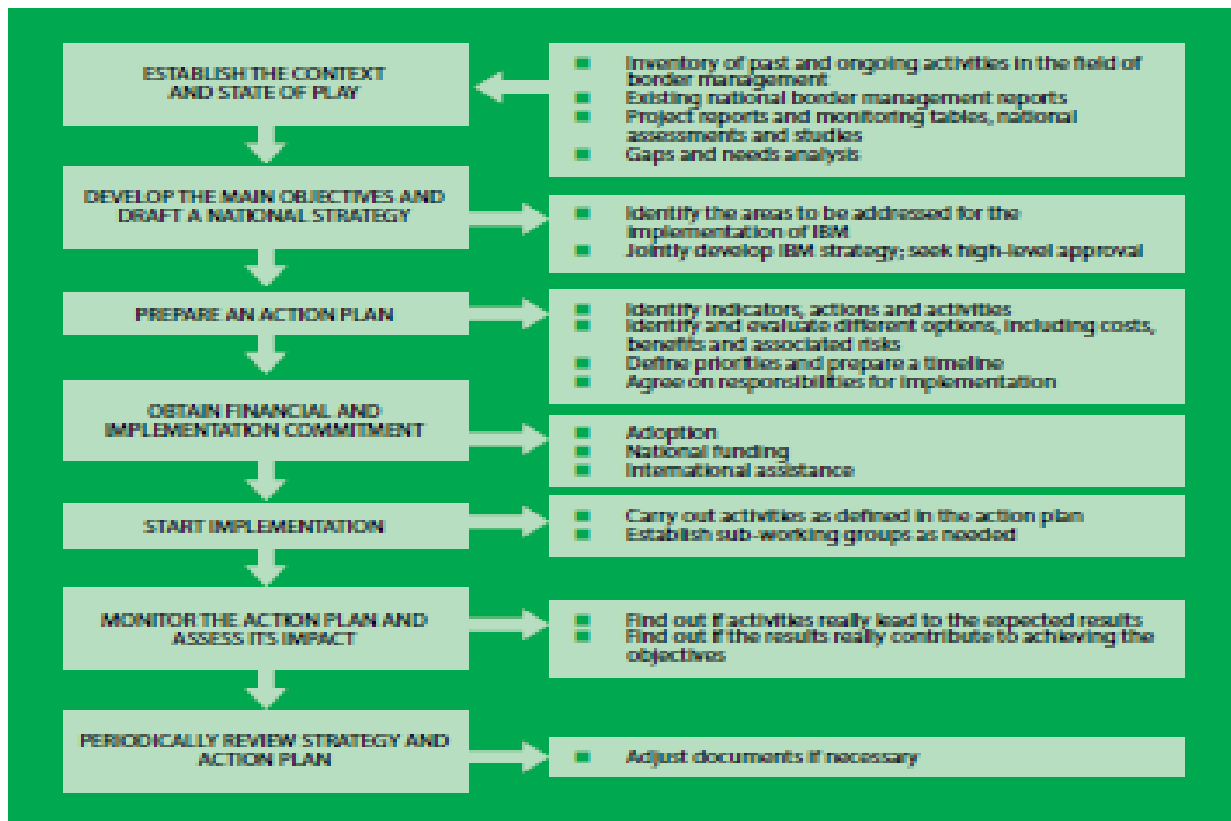
How is IBM implemented?

To set up an IBM System, it is required to:

- Plan and coordinate actions at the higher level

- Involve all relevant stakeholders

- Address issues in a multidisciplinary and unified manner

To do so:

- IBM Strategy and Action Plan must be developed...

- ...with the help of a Inter-agency Working Group

The IBM Planning Documents

The National IBM Strategy shall:

- On the basis of a comprehensive Gaps & Needs Analysis (or self-assessment grid)

- List clear OBJECTIVES leading to better intra-service, inter-agency and international cooperation

The National IBM Action Plan:

- "**Translates**" each objective of the IBM Strategy into **ACTIVITIES**, incl. human resources, budget, timelines...

IBM inter-agency working group

- Address problems in a multidisciplinary way
- Identify overlaps or omissions
- Help reduce divisions between different areas of work
- Foster joint decision-making
- Ensure coherence in the work carried out by the different agencies
- Conduct better resource planning and make optimal use of expertise/competence of each agency involved
- Set clear strategic and operational objectives in the areas requiring adjustments

ToR for an IBM Inter-Agency Working Group

ANNEX 3.
TERMS OF REFERENCE FOR AN IBM INTER-AGENCY WORKING GROUP

These Terms of Reference (ToR) detail the composition and tasks of the high level IBM Interagency Working Group (IAWG), as well as the procedures ensuring the smooth functioning and effectiveness of its work.

Permanent Members
- Chair (upon agreement between all partners, possibly Ministry of the Interior)
- Ministry of Foreign Affairs - Visa-regimes
- Ministry of the Interior – Border Guard
- Ministry of Finance – Customs Directorate
- Ministry of Agriculture – Veterinary Inspection
- Ministry of Agriculture – Phytosanitary Inspection

Associated Ministries and State Institutions
- Ministry of Health

If one of the members of the IAWG cannot attend a meeting, he/she shall nominate a representative who will take decisions on his/her behalf.

Tasks:
- Coordinates the national task forces;
- Reviews and adopts the reports of the task forces, as well as the consolidated reports;
- Ensures commitment at higher level and continuous communication with the responsible decision-makers within the government;
- Ensures communication with and involvement of other relevant institutions upon need (e.g. Ministry of Tourism, Transportation, Development, Justice, Foreign Affairs, Finance, Labour, Regional integration, Environment, and Chamber of Commerce).

Focal points in each of these institutions will be responsible for distributing information about the ongoing activities of the project and channelling input and comments of their organisation to the work of the IAWG. The Focal Points will be asked to join the meetings of the IAWG.

Decisions of the High Level IBM Interagency Working Group are reached unanimously.
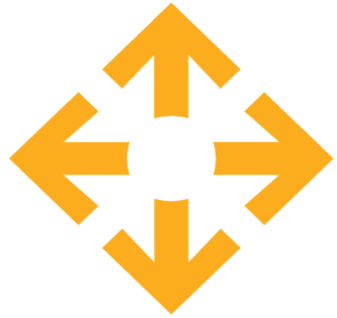
Possible obstacles

- Lack of trust
- Lack of political/high level support
- Time-consuming revision of legislation for effective cooperation (overlaps, loopholes, unclear responsibilities)
- Non- or weak cooperation from stakeholders
- Different agencies are at different stages of technological development
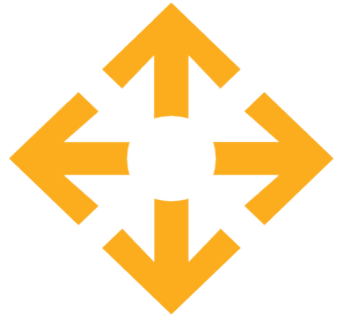
Questions?

Thank you very much for your attention!

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