

# MENDIVE

REVISTA DE EDUCACIÓN

*Translated from the original in Spanish*

## Historical-trend approach to the training of migration and foreigner's service in Angola

**Acercamiento histórico-tendencial a la formación de los funcionarios de migración y extranjería en Angola**

**Abordagem de tendência histórica para a formação de funcionários de imigração e imigração em Angola**

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### ABSTRACT

The considerable growth of migration in the current century has had an important impact on the Republic of Angola and requires the personnel working in the Migration and Foreigners Service to raise their professional training and improve their performance. As part of an investigation that addressed a problem related to inadequacies in the conception and execution of this process, a study was carried out that aimed to characterize the historical-trend evolution of the training process of the officials of the immigration and foreigner's service in the Angolan context. The study, which covered the period of Angola's history between 1975 and 2019, was based on a methodological strategy that included the combined use of theoretical and empirical methods of educational research, where historical-logical analysis and documentary analysis occupied the central place. Consequently, with the procedural requirements of the first, from defining a periodization criterion, three stages were identified in the historical evolution of the object (1975-1993, 1994-2007 and 2008-2019) and two indicators were defined to characterize them. As a result, a characterization of the object was obtained in its historical course that specified the ways of realization, the objectives and the content of the aforementioned training process and elements concerning its direction. The trends identified corroborated the need to implement a theoretical-practical proposal that helps to improve the training and performance of immigration service officials in the Angolan context.

**Keywords:** Angola; historical-trend study; training; migration and foreigners.

### RESUMEN

El crecimiento considerable de las migraciones en el actual siglo ha tenido un impacto importante en la República de Angola y exige del personal que labora en el Servicio de Migración y Extranjería la

elevación de su preparación profesional y el mejoramiento de su desempeño. Como parte de una investigación, que abordó un problema relacionado con insuficiencias en la concepción y ejecución de ese proceso, se realizó un estudio que tuvo como objetivo caracterizar la evolución histórico-tendencial del proceso de formación de los funcionarios del servicio de migración y extranjería en el contexto angolano. El estudio, que abarcó el período de la historia de Angola comprendido entre 1975 y 2019, se sustentó en una estrategia metodológica que incluyó el empleo combinado de métodos teóricos y empíricos de la investigación educativa, donde el análisis histórico-lógico y el análisis documental ocuparon el lugar central. En consecuencia, con las exigencias procedimentales del primero, a partir de definir un criterio de periodización, se identificaron tres etapas en la evolución histórica del objeto (1975-1993, 1994-2007 y 2008-2019) y se definieron dos indicadores para caracterizarlas. Como resultado se obtuvo una caracterización del objeto en su decurso histórico que precisó las vías de realización, los objetivos y el contenido del proceso formativo aludido y elementos concernientes a su dirección. Las tendencias identificadas corroboraron la necesidad de implementar una propuesta teórico-práctica que coadyuve a mejorar la formación y el desempeño de los funcionarios del servicio migratorio en el contexto angolano.

**Palabras clave:** Angola; estudio histórico-tendencial; formación; migración y extranjería.

## RESUMO

O considerável crescimento das migrações no século actual teve um impacto importante na República de Angola e obriga o pessoal que trabalha no Serviço de Migração e Estrangeiros a aumentar a sua preparação profissional e melhorar o seu desempenho. No âmbito de uma investigação, que abordou um problema relacionado com as inadequações na concepção e execução

deste processo, foi realizado um estudo que teve como objetivo caracterizar a evolução histórico-tendencial do processo de formação de funcionários do serviço de imigração e estrangeiros no Contexto angolano. O estudo, que abrangeu o período da história de Angola entre 1975 e 2019, baseou-se numa estratégia metodológica que incluiu a utilização combinada de métodos teóricos e empíricos de investigação educacional, onde a análise histórico-lógica e a análise documental ocuparam o lugar central. Em decorrência das exigências processuais da primeira, a partir da definição de um critério de periodização, foram identificadas três etapas na evolução histórica do objeto (1975-1993, 1994-2007 e 2008-2019) e definidos dois indicadores para caracterizá-las. Como resultado, obteve-se uma caracterização do objeto em seu percurso histórico que especificava as formas de realização, os objetivos e o conteúdo do referido processo formativo e elementos relativos ao seu direcionamento. As tendências identificadas corroboram a necessidade de implementação de uma proposta teórico-prática que contribua para a melhoria da formação e atuação dos funcionários dos serviços de imigração no contexto angolano.

**Palavras-chave:** Angola; estudo de tendência histórica; Treinamento; Migração e Relações Exteriores.

## INTRODUCTION

In the current century there has been a growing increase in migration at a global level, particularly from developing countries to rich countries in the developed world. This has put on the agenda the need to pay attention to institutional strengthening, at the national level, and international cooperation in order to achieve their orderly

development, with full respect for human rights.

The imperative of making the services associated with the migratory phenomenon more effective, efficient and safe, present in the current circumstances, cannot be assumed without increasing the preparation and optimization of the performance of its officials, which leads to the need to develop with greater relevance is the process aimed at their initial and ongoing training, and the improvement of the direction of said training.

In this regard, as in other international forums in recent years, the South American Conference on Migration (Buenos Aires, 1999), as quoted in the Economic Commission for Latin America and the Caribbean (ECLAC, 2008) stated:

... that the adequate treatment of migration issues demands a great effort to modernize its management, the institutional strengthening of national organizations with competence in these matters, the training of public officials, the updating of national legislation and the development of mechanisms of coordination between the participating States (p. 72-73).

The aforementioned challenges are fully valid for the Republic of Angola, where it is necessary to improve the training of officials working in the Immigration and Alien Service. The foregoing constitutes an essential condition for modernization, as well as increasing the efficiency and effectiveness of this service (Henriques, Valiente and Tamayo, 2019).

In governing documents of the Republic of Angola, such as the Angolan Government Program for 2017-2022 [Movimiento Popular

de Libertação de Angola (MPLA), 2017] and the National Development Plan for 2018-2022 (Ministério da Economia e Planeamento, 2018), policies aimed at developing and training national human resources and encouraging vocational training throughout life are weighed and required. Likewise, within the strategies to ensure the defense and security of the nation and its citizens, the first of the documents defines:

Invest in human capital as the main resource in order to achieve excellence in police, investigation, migration, penitentiary and firefighting activities and conceive and execute technical-professional training programs, through long, medium and short cycles of studies, in establishments of MININT specialties, to respond to internal missions and peacekeeping at the level of the African Union (MPLA, 2017, p.69).

The training of the officials of the Migration and Immigration Services (SME) and their management have their main theoretical support in the numerous proposals (general and for specific segments) related to the training of human resources (human capital, human talent), in those that recognize stages, phases or steps through which the direction (management) of that process must pass, meaning by their recurrence: the detection, survey, diagnosis or analysis of educational needs (training, training, learning); planning (planning, design) of training activities (overcoming, training, preparation); the implementation or execution of training activities (improvement, training, preparation) and; the monitoring and evaluation of training (of the process, of the impact on individual and / or organizational performance) (Cuesta, 2001; Chiavenato, 2011; Valiente, Del Toro and González,

2016; Agudelo-Orrego, 2019 ; Ferreiro-Seoane, Del Campo & Camino-Santos, 2019; Labrador, Bustio, Reyes & Carvalhais, 2019; Tamayo, Cedeño & Arencibia, 2019; Valcárcel, Suárez, López & Pérez, 2019; Valiente & Del Toro, 2020).

The bibliographic search specifically related to the training of the officials of the Immigration and Alien Services, and the direction of this process, showed that, internationally, these have been little addressed since the investigation, and that the main references that today can be taken into account for their modeling come from the existing regulatory provisions on migration (Presidency of the Dominican Republic, 2004; Presidency of the Republic of Honduras, 2004; Presidency of the Republic of Nicaragua, 2012; Executive Power of the Republic of Costa Rica , 2014; Chamber of Deputies of the H. Congress of the Union, 2021; Presidency of the Republic of Ecuador, 2017; International Organization for Migration & Ministry of the Interior of the Republic of Paraguay, 2017; Kingdom of Spain, 2021). From the analysis of these sources, it could be seen that:

- Even though in some normative proposals there is an intention to graduate the objectives and content of the training, this is insufficient, not only because of the specificity of these experiences, but also because they do not specify how to differentiate the training considering the diversity of positions migration officials do not sufficiently weigh the initial training prior to access to the service.
- The conception of the training only takes as a reference of orientation (for the design of its objectives and content) the content of the professional activity of these officials, without considering, at least it is not made explicit, the diagnosis of their needs and educational potentialities and the modeling of the ideal

competencies or qualities for effective performance, among other sources of information that should be considered.

- The content of the training privileges the preparation to face the behaviors that turn into migratory crimes and other associated, for a respectful action and defense of the human rights of the migrants; as well as to apply innovative technologies supported by Information and Communication Technologies (ICT), in migratory activity.
- The hyperbolization of the role of courses and trainings as organizational forms for the academic management of training, as well as the insufficient conception and execution of the evaluation of training to assess the learning acquired and its application in the performance of work activity, and to assess its impact on organizational performance.

A diagnostic study of the situation presented by the training of immigration and immigration officials in the Republic of Angola (Henriques *et al.*, 2019), which was part of an investigation aimed at solving the shortcomings in the conception and execution of training of the officials of the immigration and foreigners service in the Republic of Angola, made it possible to specify that:

Even when its realization tends towards a theoretical-practical approach, the individual differences of the participants are insufficiently addressed and independent activity, protagonist and critical reflection are scarcely stimulated, the use of conventional means and the evaluation of the Learning presents limitations in terms of content and method of implementation (p.11).

It was also found that the direction of the training of officials of the immigration and foreigners service "... is not based on a systemic conception that explicitly establishes the stages (initial training and permanent training) through which it must pass", as well as that permanent training, specifically, "... is not organized by levels, nor is it based on individual development planning associated with a professional career" (Henriques *et al.* , 2019, p.11).

In the continuity of the aforementioned research, a study was carried out that aimed to characterize the historical-trend evolution of the training process of officials of the immigration and foreigner's service and their management, in the Angolan context, whose methodology and results are exposed in this article.

The study was based on a methodological strategy that included the combined use of theoretical and empirical methods of educational research. Among the first, the historical-logical analysis, the analysis-synthesis and the induction-deduction analysis were fundamental, which made it possible to establish the main characteristics and trends that marked the historical evolution of the process studied in the time frame considered.

The main empirical methods used to collect the data were the documentary analysis and the in-depth interview. For its processing, in order to obtain the required information, the main procedures used were content analysis and data triangulation.

The main sources of information used for the study were legal documents of the Angolan state (13 laws and 10 presidential and executive decrees) issued between 1975 and 2017, as well as the testimony offered by managers and experienced officials linked to the activity, in the interviews that were done to them.

The investigation covered the period of Angola's history between 1975 and 2019, which corresponds to that of its status as an independent nation, consequently with the procedural requirements of the historical-logical analysis method:

- It was taken as a periodization criterion to establish the stages of the historical evolution: the changes that occurred in the conception of the Immigration and Alien Services included in the country's legal regulations.
- Three stages were identified in the historical evolution of the training of the officials of the Migration and Foreigners Services and their management in Angola, which are framed between: 1975-1993 (the time preceding the approval of the first Migration and Immigration Law). Immigration; 1994-2007 (enactment and validity of the first Immigration and Immigration Law) and 2008-2019 (begins after the publication of the second Immigration and Immigration Law and concludes on the date of the study).
- The following were established as indicators for the characterization of the studied process in each stage of its historical evolution: the ways of carrying it out, the objectives and the content of the training process of the officials of the Immigration and Foreign Affairs Services and the direction of the training process of the officials of the Immigration and Immigration Services.
- The trends that define the essential characteristics that distinguish the evolution of the process studied in its historical course were identified.

## DEVELOPMENT

This section presents the main characteristics of the historical evolution of the training process for officials of the immigration and foreigner's service in the Republic of Angola, in the period between the proclamation of its independence from Portuguese colonialism (1975) and the moment of this study (2019). Three stages were identified in the evolutionary development of the process in its historical course (1975-1993, 1994-2007 and 2008-2019), which were demarcated from considering as milestones the moments in which transcendental changes occurred in the conception of the Migration and Immigration Services. Next, the characterization of the identified stages is presented in summary, considering the defined indicators, which were exposed in the previous section.

### Stage I (1975-1993)

During this stage, in which Angola was established as an independent state (November 11, 1975), the Migration and Immigration Services (SME) did not have specific regulations. They were guided by a set of regulations that addressed issues specific to the processes that concern them and their mission was originally defined as: "To exercise surveillance and control of the country's land, sea and river borders" (Presidência da República Popular de Angola, 1975, p.117) and later it was supplemented with the assignment of responsibility for regulating the entry and exit of nationals and foreigners in the People's Republic of Angola (Presidência da República Popular de Angola, 1978).

The fulfillment of this mission was specified in the following processes: surveillance, control and inspection of national borders (land, sea, air and river); the issuance and granting of passports, safe-conduct and travel passes to nationals; the issuance, granting and extension of visas for entry, exit

and stay in the country; the registration, issuance and granting of visas to foreign aid workers; the issuance of identity cards to foreigners (cooperating workers and residents); the control of the embarkation, disembarkation and transit of passengers and the registration and control of border residents.

The civil servants (officers) in charge of the service, who were classified with categories A, B and C, in correspondence with the positions they occupied and the complexity of the functions and roles they performed, accessed from closed calls that were carried out by the Angolan Information and Security Directorate (DISA) and the Ministry of State Security (MINSE), which in these years were the main state bodies in charge of the immigration service. Applicants to enter the service had to have completed the fourth grade of schooling (4th class), a good citizen behavior and be members of the organizations of the Popular Movement for the Liberation of Angola (MPLA).

### Indicator 1. The ways of carrying out, the objectives and the content of the training process for officials of the Immigration and Alien Services

During this period, the training of officials of the Immigration and Foreign Affairs Services was carried out through two main channels:

- Initial training actions aimed at the officers (officers C) who entered the service, coming from the recruitment centers of the DISA and the MINSE, whose more general purpose was the qualification to begin to develop the specific activities of the positions they held, and They were developed in the workplace itself under the leadership of managers and senior officials, who acted as trainers.
- Permanent training actions aimed at specialization, updating, complementation and requalification,

which could take place: in the work context itself, developed by managers and senior officials and, abroad, in countries of the socialist field such as the Union of Soviet Socialist Republics (USSR), German Democratic Republic (GDR), Cuba, Romania and Yugoslavia, where the participants received an accreditation that endorsed their specialized training.

In the initial and permanent training actions, in the labor context, specialized content on migration matters and others related to the military preparation of the officers were dealt with. Expository and practical methods predominated, with the support of traditional teaching aids and other more modern ones (films, videos). The evaluation of learning was based on oral and written questions and the assessment of performance during the execution of practical activities.

### **Indicator 2. The direction of the training process for officials of the Immigration and Foreign Affairs Services**

During this stage, there was no formally established national system for the training (initial and permanent) of SME officials, nor a specialized training institution in this regard. Consequently, the training was not organized by stages or levels through which the officials entering the SME had to pass.

No specific prior training was required to access the service, except having completed the fourth grade (fourth class) of primary education, and specialized training actions were not conceived during the first year of work activity. The ongoing training actions were not standardized and were carried out through the ways outlined in the previous indicator.

Those responsible for the administrative management of the training were the managers of the units of the different sectors and positions of the SME. The Personnel and

Management Department of DISA and MINSE guided and carried out some specific training activities and intervened in the selection of officers who received specialized training abroad.

The main guiding references that were taken into account to conceive the training actions were the functional content of the work activity of the service officers and the guidance issued nationally by the responsible bodies. No differentiation of training was required according to existing positions (jobs) and categories of civil servants, nor their individual planning of training and professional development.

The evaluation of the training process that took place in the service units was not an established practice. The results of the training were linked to promotion to higher-ranking positions and categories.

### **Stage II (1994-2007)**

At this stage, the SMEs had their first specific regulation, relative to the Legal Regime for Foreigners (National Assembly of the Republic of Angola, 1994, Law no. 3/94). Also important were Decrees no. 111/94 (Presidencia de la República de Angola, 1994) and 10/00 (Presidência da República de Angola, 2000b), and Executive Decree no. 1/00 (Presidency of the Republic of Angola, 2000a), in which issues related to the approval of degrees and badges in use in the Angolan Directorate of Migration and Borders, the regime of specific careers of the Migration Service were addressed and Immigration and the organic statute of the SME, respectively.

The migration and foreigner's activity received two names: Angolan Emigration and Borders Directorate and the Migration and Foreigners Service (SME), since 1999. The SME was defined as the body responsible for promoting and coordinating the implementation of measures and actions.

inherent in the transit, entry, stay, residence and exit of foreign citizens from the national territory, the control of the movement of people through the land, sea, air and river border posts, as well as the issuance and control of the national passport (Presidency of the Republic of Angola, 2000a, Executive Decree no. 1/00). In general, the organ developed the same processes as in the previous stage, although these became more complex: they were technically perfected and, in some cases, began to be digitized.

The SME maintained the categories of officials (officers A, B and C) established in the preceding stage. The new officers came mainly from the defunct MINSE and the Angolan National Police Command and were required to have a healthy physical and psychological condition and a minimum level of sixth grade (6th class) schooling.

### **Indicator 1. The ways of carrying out, the objectives and the content of the training process for officials of the Immigration and Alien Services**

In this period, as in the previous one, the training of officials of the Immigration and Foreign Affairs Services included initial and ongoing training actions. The first, in which the managers and senior officials acted as trainers, were directed to the qualification to develop the activities of the service and all the officers (A, B and C) who entered it and did not have specific training participated.

The ongoing training actions, which continued to focus on the specialization, updating, complementation and requalification of officials, were developed in two scenarios: the departments themselves of the different sectors and positions of the SME and abroad, where they received specialized accredited training, in countries like Cuba and Portugal.

The contents of the training gave priority to issues related to migration, although they

also covered other issues. In general, they focused on the study of normative, regulatory and complementary documents in the matter of migration, to enable the improvement in the management of processes related to this service; as well as the attention to the requesting of the same ones. In the training activities, expository and practical methods predominated, supported by traditional teaching aids and the incorporation of new technologies. The learning evaluation maintained the particularities of the previous stage.

### **Indicator 2. The direction of the training process for officials of the Immigration and Foreign Affairs Services**

The management of the training of SME officials, which had as managers the managers of the different departments of the service, had characteristics similar to those of the previous stage, namely: lack of a national system formally established for training (initial and permanent) of the civil servants of the service and of a specialized training institution; the training was not organized by stages or levels through which the officials who were part of the service had to pass; the non-requirement of specific prior training for admission; failure to carry out specialized training actions during the first year after entering the service; the absence of standardization of ongoing training actions.

Likewise, it had the following characteristics: the main guiding reference that was taken to specify the content of the training was the functional content of the work activity of the service officers; the lack of individual training planning; The evaluation of the training process was not established practice and the results of the training were only linked to promotion to higher positions and categories.

An element to be highlighted in this stage was the beginning of the first experiences of differentiation of training, in correspondence

with the positions and classes of existing officers (civil servants). Similarly, only the training received abroad, in a training school, or that provided by a body of foreign teachers (from governmental and non-governmental organizations) was accredited through certificates and certificates of participation.

### Stage III (2008-2019)

At this stage, the SMEs had their second specific regulation, which regulates the Legal Regime for Foreigners in the Republic of Angola (National Assembly of the Republic of Angola, 2007, Law no. 2/07), approved on August 31, 2007 Presidential decrees no. 35/14 and 43/14 (Presidency of the Republic of Angola, 2014a and 2014b), 180/16 (Presidency of the Republic of Angola, 2016) and 189/17 (Presidência da Republica de Angola, 2017) that regulated issues related to a: the organic functioning of the SME and the specific careers and disciplinary regimes of its officials; as well as the General Labor Law no. 7/15 (Assembleia Nacional da República da Angola, 2015) and presidential decrees no. 114/13 and 116/13 (Presidência da República de Angola, 2013a and 2013b) that regulated matters concerning the improvement of human resources management and professional training of holders of management positions and heads of state administration.

Likewise, during this stage the Human Resources Development Policy is outlined as part of the National Development Plan (2018-2022), which envisages the preparation and implementation of a National Human Resources Development Strategy that includes all skill levels. ; raises the increase of actions for their professional training; and aims to support lifelong learning, among other priorities (Ministério da Economia e Planeamento da República de Angola, 2018).

Immigration activity and foreign affairs remained subordinate to the SME created

since 1999. Decree 189/17 defines the SME as:

... The central executive body of the Ministry of the Interior, (...) which is responsible for executing the policies and legislative and regulatory measures related to the entry, transit, exit and control of the permanence and activities of foreign citizens in national territory, as well how to study, promote, coordinate and execute the measures and actions related to these activities (Presidência da Republica de Angola. 2017, p. 3718).

Consequently, the mission of the SME is the "... control of the entry, exit, permanence and activity of foreign citizens in the national territory" (Presidência da Republica de Angola, 2017, p. 3717).

The strategic, key and support processes of the SME remained, essentially, the same, even when the quantitative growth of the migratory phenomenon led to the need for its virtualization with the use of ICT. From the analysis of Decree 189/17, the following can be identified as the most important: the control of border posts; health control at borders; control of the movement of people at border posts; the authorization and verification of the entry of people in boats and aircraft; the control and inspection of the permanence and activities of foreigners in the national territory; the investigation of crimes associated with illegal immigration; the granting of consular visas; the granting of visas, extensions, travel documents and residence authorization in national territory; the expulsion of foreigners from the national territory; attention to asylum processes and granting of refugee status and; participation in the processes of acquisition, reacquisition

and loss of Angolan nationality (Presidência da República de Angola, 2017).

The categories of SME officials evolved. During the stage and at the time of the study, they were: management officers (commissioners), superior officers, junior officers, deputy chiefs and agents; in each case there are three subcategories of officials. Access to the SME was transformed and became more open, with any citizen being able to aspire to it, regardless of their party affiliation.

### **Indicator 1. The ways of carrying out, the objectives and the content of the training process for officials of the Immigration and Alien Services**

At this stage, the training process for SME officials included initial and ongoing training actions, which are supported, explicitly or implicitly, in important normative and political documents of the Angolan state.

In relation to initial training, a prior preparation to enter the SME began to be required, since it is established that entry into the specific career of the SME begins in the position of 3rd Class Migration Agent, after having successfully passed a basic course of migration, a requirement specified in Presidential Decree no. 43/14 (Presidência da República de Angola, 2014b), which must also be complied with by the officials who entered before this regulation was promulgated. Once they have entered, the new officers continue their qualification to develop the activities of the service, in their work centers, under the leadership of managers and senior officials.

Permanent training, aimed at specialization, updating, complementation, and requalification, is developed through: training activities that direct managers and senior officials in the departments of the different sectors and positions of the SME; training activities, on specific topics,

carried out by specialists from the General Directorate of Migration and Foreigners, including those specifically for directors and senior officials; training activities at the Serra-Vandunén Higher Institute of Police Sciences (Luanda) and at the National School of Migration, since 2019 and; specialized training in other countries.

The priority in the selection of the contents of the training activities (initial and permanent) continued to be oriented to issues related to regulations and the implementation of migration processes, as well as the modernization of the latter. The training activities were developed, mainly, through seminars and conferences in which exhibition methods, joint preparation and independent work are used, with a practical approach and the use of various means, including those associated with ICT and documents containing the regulations under study. The evaluation of learning took place during the development of activities to assess individual and group performance, using traditional forms of evaluation.

### **Indicator 2. The direction of the training process for officials of the Immigration and Foreign Affairs Services**

At this stage, progress can be seen in the regulations related to the SME and Human Resources management, in presidential decrees no. 114/13 (Presidência da República de Angola, 2013a), no. 43/14 (Presidência da República de Angola, 2014b) and no. 189/17 (Presidência da República de Angola, 2017); as well as in the Law no. 7/15 (Assembleia Nacional da República de Angola, 2015) and the National Development Plan for 2018-2022 (Ministério da Economia e Planeamento da República de Angola, 2018), which generated favorable conditions for the improvement in the direction of training of the official services. In this regard, issues such as: the implementation of management by competencies; the establishment of principles, the structure of the special regime of the professional career

and the requirements of entry, promotion and graduation of the effective personnel of the SME; the employer's duty to promote and facilitate the participation of workers in training and professional development programs and actions; the right of the worker to have a professional training plan and access to promotion to evolve in the professional career; the obligation of the Human Resources units of the SME to carry out a diagnosis of the training needs of its officials, to conceive appropriate training actions for the variety of careers present in it, as well as to implement evaluation systems for the various types of training and; the creation of the National School of Migration.

The latter began to function in April 2019 and its conception has drawn important guidelines for the training (initial and permanent) of SME officials, which constitute an important reference for the training proposals that are modeled from the provincial instances of the SME, regarding: types of courses and modalities for initial and ongoing training and the training of trainers; dimensions (principles) to be considered in training and training axes (legal; military and technical-police; technical-migration; ethics, deontological and patriotic; training in languages and info technology and other contents).

However, in the direction of the training of SME officials, the following limitations remained: the absence of a systemic modeling of training to respond to the requirements that the career plan of service officials poses to them in terms of preparation; the non-systematic nature of permanent training, not yet organized by stages or levels through which SME officials must pass, from the provincial directorates of this body; the consideration of the functional content of the work activity (professional) of the service officials as a reference for the main orientation (almost unique) of the objectives and content of the training, to the detriment of others of great importance; the

non-differentiation of training in correspondence with the existing positions and classes of civil servants; the absence of individual planning of training and development based on the career plan of each civil servant and; the non-use of evaluation as an instrument for the continuous improvement of training.

The analysis previously carried out allowed the identification of general trends that characterize the evolution of the training of SME officials in Angola, in the period between 1975 and 2019.

- In the process of training SME officials, where the training objectives focused on empowerment (in initial training), specialization, updating, complementation and requalification (in permanent training) and actions in the workplace predominated, There was a gradual evolution that included: the requirement of prior preparation to access the service; certain diversification of the pathways for permanent training; the transition of the training content, which, although still focused on the traditional content of migratory processes, has broadened its spectrum to face its modernization and the new challenges of the activity and; an ascending presence of the use of ICT, even when in the pedagogical process of this training traditional methods, means and forms of organization prevail in its methodological conception and in the evaluation of learning.
- In the direction of the training of SME officials, even when policies were proposed that favor their improvement and create favorable conditions for their progressive evolution, latent problems have been and are: the lack of a national system that regulates and guides the process. training, in terms of the stages or levels through which officials must

pass and the differentiation of objectives and training content for the different classes and positions of existing officials; the selection of the content of the training obviates other important orientation references, beyond the content of the migratory processes that make up the labor activity of the service officials; training is not planned individually based on the career plan of each civil servant and; Training evaluation is not a systematic practice for the continuous improvement of this process.

## CONCLUSIONS

The trends presented confirm those found by the researchers when studying the international experience regarding the training of officials of the migration services and their management, succinctly presented in the introductory part of this article: no differentiation of training according to the positions and categories of officials; lack of comprehensiveness in the use of guidance references for the design of training objectives and content; hyperbolizing of the role of courses and training; insufficient design and implementation of the evaluation in the evaluation of the impact of the training.

The results of the inquiry also complement those of the diagnostic study carried out on the process studied in the Angolan context (Henriques *et al.*, 2019) and ratify the need to model and implement a theoretical-practical proposal that helps to improve the conception of the training of SME officials and favors the improvement of their performance in the processes concerning the service.

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**Conflict of interest:**

Authors declare not to have any conflicts of interest.

**Authors' Contribution:**

The authors have participated in the writing of the work and analysis of the documents.



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