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ANNEX 3

to the Commission Implementing Decision on the financing of the annual action plan for the thematic programme on Global Challenges People – Migration for 2023

Action Document for a Technical Assistance Facility on Migration and Forced Displacement

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Technical Assistance Facility on Migration and Forced Displacement OPSYS number: ACT-62241 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out at global level, in countries with which the EU has international partnerships (excluding Neighbourhood and accession countries) .
4. Programming document	NDICI-Global Europe Multiannual Indicative Programme (MIP) for the Global Challenges Thematic Programme 2021 - 2027 ¹
5. Link with relevant MIP(s) objectives / expected results	Global Challenges MIP Priority area 1: People, Specific Objective 5: Migration and forced displacement, with the following expected results: 1. (...) an enhanced cooperation between countries of origin, transit and destination based on the whole of route approach, and on the needs of all partners (...); and 2. reinforced capacity in partner countries' administrations and strengthened global knowledge on specific aspects of migration management".
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	151 – Government and Civil Society – General
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 10 – Reduce inequalities within and between countries. Target 10.7 Facilitate orderly, safe, regular and responsible migration and mobility of

¹ C(2021)9157

	people, including through the implementation of planned and well-managed migration policies Other significant SDGs: SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all SDG 11 - Make cities and human settlements inclusive, safe, resilient and sustainable SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels			
8 a) DAC code(s)	DAC code: 15190 – 100%			
8 b) Main Delivery Channel	11000 - Donor Government 41000 - United Nations agency, fund or commission (UN) 61000 - Private sector in provider country			
9. Targets	<input checked="" type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		YES	NO	

	digital connectivity	<input type="checkbox"/>	<input type="checkbox"/>	
	digital governance	<input type="checkbox"/>	<input type="checkbox"/>	
	digital entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	
	digital skills/literacy	<input type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input type="checkbox"/>	<input type="checkbox"/>	
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES	NO	
	energy	<input type="checkbox"/>	<input type="checkbox"/>	
	transport	<input type="checkbox"/>	<input type="checkbox"/>	
	health	<input type="checkbox"/>	<input type="checkbox"/>	
	education and research	<input type="checkbox"/>	<input type="checkbox"/>	
Migration @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
BUDGET INFORMATION				
12. Amounts concerned	Budget line: 14.020240 – Global Challenges People Total estimated cost: EUR 10 000 000 Total amount of EU budget contribution: EUR 10 000 000 The contribution is for an amount of EUR 10 000 000 from the general budget of the European Union for 2023.			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.1 Direct management through procurement			

1.2 Summary of the Action

The objectives of this Action are to improve the management of migration and forced displacement in partner countries and to strengthen the EU-funded cooperation programmes and partnerships on migration and forced displacement. The Action will support partner countries in building their capacities to manage migration and forced displacement challenges, by providing short-term expertise -inspired by the best international and EU standards and practices- on specific matters of concern or interest, responding to their request of assistance or to suggestions by the EU Delegations, in coherence with the priorities of EU development cooperation and of EU migration policy.

In addition, the Action will also provide technical assistance on migration and forced displacement to the Commission services, at Headquarters and in Delegations, that are in charge of providing support to partner countries, as well as to the authorities of the latter cooperating with the EU Delegations in these areas by providing access to high-quality training, expertise, studies, information etc., thus ultimately contributing to enhancing the quality of new projects under preparation .

Support would be provided only when better forms of technical assistance in these areas would not be available, with the same level of efficiency and effectiveness, under ongoing or forthcoming Actions funded under existing Country or Regional MIPs, thus avoiding any possible overlap and ensuring full complementarity.

2 RATIONALE

2.1 Context

Migration and forced displacement are human phenomena that have been shaping economies, societies and politics around the world throughout history. Migration has increased steadily in recent decades, with an estimated 281 million international migrants in mid-2020, or 3.6% of the world's population (up from 2.8% in 2000)². In 2020, an estimated 48% of those migrants were women. At mid-2022, there were 103 million forcibly displaced people in the world (around 74% of whom were in low and middle-income countries): 32.5 million were refugees and 53.2 million were internally displaced people (IDPs)³.

While orderly, safe, regular migration can contribute positively to development, irregular migration can entail increased risks and vulnerabilities for migrants, including exploitation, marginalisation and abuse. It also creates challenges, including development challenges, for the countries of origin, transit and destination. Existing migration and displacement dynamics are modified or exacerbated by climate change and environmental degradation – factors that are projected to increase further the number of displaced people across the world, due to water stress, land degradation and extreme weather events.

Increased cooperation is key to addressing the risks and vulnerabilities faced by migrants and refugees, preventing and tackling irregular migration, while at the same time promoting the opportunities for development that safe and regular migration can offer in countries of origin, transit and destination and also for the migrants themselves as beneficiaries of legal pathways. Migration, especially when it is properly managed, contributes to realizing the goals of the 2030 Agenda for Sustainable Development. Strengthened international cooperation and better global, regional, national and local migration governance are needed to assist countries of origin, transit and destination, migrants, refugees and host communities. This is part of SDG 10, particularly target 10.7: *“Facilitating orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”*. The EU also supported the establishment of the Global Compact on Migration and of the Global Compact of Refugees, and currently supports their implementation.

The European Consensus on Development adopted by the Council in 2017 and the EU Pact on Migration and Asylum of 2020⁴ underlined the importance for the EU to develop cooperation with its partner countries in a comprehensive, tailor-made and balanced manner, addressing all the aspects relevant for both sides, in view of developing mutually-beneficial migration partnerships. They also recognize that well-managed migration and mobility can contribute to the development of both countries of origin and destination, and that all countries have the collective responsibility to assist and protect the people that are forcibly displaced at global level, as well as their host communities.

Since 2020, the COVID-19 pandemic has demonstrated the need of stepping up strategic and smart investments in human development and ‘building back better’. The decrease in international migration experienced during the COVID-19 pandemic was reversed in 2022, due to the re-opening of borders, increasing labour needs, and a resumption of visa processing. At the same time, the number of forcibly displaced people continued to increase, reaching the staggering number of 100 million for the first time on record. Russia's unprovoked war of aggression against Ukraine created further mass displacements in Europe, while irregular migration and mixed migration flows, notably via the Central and Eastern Mediterranean Routes, are also increasing.

Considering these trends, migration and forced displacement has reverted back to the top of the EU political agenda. EU leaders discussed the situation at the special meeting of the European Council on 9 February 2023, and in line with the European Commission President's letter to EU leaders, called on the Commission to effectively respond. The subsequent spring European Council meeting in March 2023 has taken stock of the situation and it

² International Migrant Stock, UN DESA 2020.

³ <https://www.unhcr.org/refugee-statistics/>

⁴ COM(2020)609

will continue to be in the agenda of future Summits.

With regards to the context of other actions that provide short-term TA in the area of migration and forced displacement, the Action will follow up and complement the following:

- MIEUX (Migration EU Expertise) provides short-term TA and capacity building to partner countries, with a demand-driven approach. The programme will end on 31/12/2023.
- The Mainstreaming Migration into International Cooperation and Development (MMICD) has provided assistance to partner countries and EU Delegations in mainstreaming migration, and has ended in March 2023.
- The “EU-UN Partnership for Migration Capacity Building” supports the implementation of the Global Compact on Migration, by supporting countries to improve their migration policies, and to develop and implement national migration action plans that are in line with those policies. It focusses on 2 pilot countries (Ghana and El Salvador) and provides ad-hoc assistance also to a limited number of other countries. The programme will be extended until mid-2025.
- The “Methodological and Knowledge-Sharing” contract (MKS) provides learning events, methodological support and knowledge-sharing across a wide range of sectors of intervention. It will come to an end on 31/12/2023.
- The Action “Data and Research on Migration and Forced Displacement in Sub-Saharan Africa” focusses on data and research, as its name indicates. Other needs may not be covered (e.g. revision of a law, design of a strategy, support to a local authority on the integration of migrants/refugees). It focusses on SSA, therefore other regions cannot be covered. The specific data and research to be supported will be decided during implementation, based on the needs and priorities to be assessed at the time when the decision is made. At that time, coordination with other TA providers will ensure no duplication.
- The European Commission's Knowledge Centre on Migration and Demography (KCMD) provides scientific evidence on migration, demography and related policies. It carries out research and data analysis, with a focus on DG HOME's priorities.
- TAIEX provides short-term TA on a very wide range of topics. However, so far its experience in countries with which the EU has international partnerships (not including Neighbourhood and accession countries) on migration and forced displacement is quite limited. It works on a first-come, first-served basis, and therefore funding cannot be reserved for a specific sector. The Commission has the intention to expand TAIEX operations, and coordination with other TA providers in the area of migration and forced displacement may thus become increasingly important in the future.

2.2 Problem Analysis

Short problem analysis:

Many partner countries of the EU, that are confronted with important migration or forced displacement situations, as countries of origin, transit or destination, have to cope with these challenges without having well designed and functioning systems to manage those situations in line with international standards. Partner countries in such situations rarely decide to embark in a holistic reform of its migration and forced displacement management systems, which may justify the funding of a dedicated action under a Country MIP; on the other hand, partner countries more frequently decide to approach the EU and request, in a fragmented manner, and at short notice, to provide limited but specific and high quality support for building their capacities in addressing some specific new migration and forced displacement situations they are confronted with, or to provide expertise and advice on options in order to address such situations.

Causes and opportunities for such demands can be multiple: They can be linked to new developments in the migratory or forced displacement flows, but also to evolutions in the policy reflection and priorities of the

authorities and public opinion in the partner countries, including as the result of their cooperation with the EU, its Member States or other countries.

Against this background, and in the light of the difficulty to predict when, where and on which topics the EU may be requested to provide support and advice to partner countries in the areas of migration management and forced displacement, it is important to establish a technical assistance facility of global nature, that would be able to provide this expertise and support, notably when requests would originate from countries that play an important role in the field of migration and displacement, in their regional context or in their relations with the EU.

The needed expertise and support should be provided in a rapid and tailor-made manner, and be inspired not only by the knowledge of the standards and best practices set at international level in the areas of migration and forced displacement, but also -when applicable and appropriate- on the specific expertise and intervention models that have been developed in this area within the EU and owned by the officers of the specialised EU and EU Member States agencies ; responding in this richer and more articulated manner, would contribute, in addition to generically supporting the partner countries in developing their capacity to manage migration and forced displacement, also to enhancing their understanding of -and possibly its adherence to- the EU migration and asylum system, values and interests, thus facilitating their increased partnership and cooperation with the EU in these areas.

The action would in parallel also support EU services - at Headquarters and in Delegations - that are in the frontline in delivering assistance on migration and forced displacement to partner countries, as well as to the staff of the authorities of the latter, that are in charge of cooperating with the EU in these areas, to have access -on ad hoc basis- to high-quality, up-to-date, politically-neutral expertise, helping them in the programming and monitoring of cooperation, and creating a level-playing field that facilitates their mutual understanding and cooperation.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

The main stakeholders/duty-bearers are national and local authorities, CSOs, regional bodies working in the area of migration and forced displacement, as well as EU staff in HQ and Delegations who are responsible for the management of EU cooperation in the area of migration and forced displacement and for the establishment of migration partnerships in partner countries and regions.

The ultimate beneficiaries of the Action are migrants, forcibly-displaced persons and host communities.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to contribute to safe, orderly and regular migration, as well as to the protection of, and the provision of durable solutions for forcibly displaced persons and host communities.

The Specific Objectives of this action are to:

1. Improve the management of migration and forced displacement in partner countries.
2. Strengthen the EU-funded cooperation programmes and partnerships on migration and forced displacement.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives are:

1. (contributing to Specific Objectives 1 and 2) The design of migration and forced displacement management systems in partner countries and their implementation are enhanced taking into account international standards.
2. (contributing to Specific Objectives 1 and 2) The formulation and implementation of EU-funded cooperation programmes supporting partner countries on migration and forced displacement are

strengthened and based on an increased use of knowledge and evidence.

3.2 Indicative Activities

The Action will mobilise short-term specialist technical assistance in a flexible and rapid manner, so as to provide tailor-made responses to new and evolving situations and needs. All TA will follow a rights-based approach and will give due consideration to gender issues of migrants, forcibly-displaced persons and host communities. A particular attention will be given to the rights migrant/displaced children.

Activities relating to Output 1 will include:

For partner countries: National/local/regional authorities and CSOs

- Support for the assessment, revision or design of national/local/regional legislation, policies and strategies on migration and forced displacement
- Support for advising on or evaluating the implementation of policies and strategies in those areas
- Training and seminars for partner countries on migration and forced displacement (including through the provision of limited quantities of equipment as training tools)
- Support on data production and management
- Support in designing awareness raising/information campaigns at national and regional level.
- Provision of expertise to second and mentor national officers
- Capacity building in the areas of migration and forced displacement

This component will be driven by demands by the partner country while taking into account the EU cooperation priorities and migration partnerships with the country in question. By intervening where these two factors coincide, the Action will ensure ownership by the partner country and alignment with both the partner's and the EU's priorities. This component will thus enhance the knowledge of the EU migration management model, when this is appropriate and requested by the third country, and will facilitate the partnership with the EU by providing advice that takes into account the EU migration policy priorities in relation to that country or the migration challenges it faces.

Activities relating to Output 2 will include:

For EU staff in Delegations and HQ and partner countries' staff working on migration and forced displacement:

- Specialist training (logistics and/or content) on migration and forced displacement;
- Support for the design, implementation and evaluation of actions in those areas;
- Support to policy work;
- Thematic studies, contribution to thematic guidelines;
- Organisation of thematic roundtables/seminars/conferences (logistics and/or content);

Short-term specialist support will be available on all aspects related to migration and forced displacement, but the focus will be on four specific areas:

- (i) Legal migration, by better organising incoming and outgoing movements, and ensuring the respect of migrant workers' rights, including fair recruitment, and providing language and vocational training to ensure a better match between labour demand and skills, also in the context of Talent Partnerships with priority partner countries;
- (ii) The positive impact of migration on development, through supporting a cheaper and smoother transfer of remittances, their stronger use for income-generating and development-oriented purposes, while supporting the role of diasporas for development;
- (iii) Irregular migration, including through addressing its root causes, strengthening border and migration management, enhancing travel documents' and visa systems' quality, fighting migrants' smuggling and trafficking in human beings, as well as readmission, return and sustainable reintegration;
- (iv) Support to forcibly displaced persons (internally and internationally) and their host communities, promoting durable solutions and supporting the protection systems of the host countries.

3.3 Mainstreaming

Environmental Protection & Climate Change

Every year, millions of people are forced to leave their homes because of floods, tropical storms, droughts, melting glaciers, earthquakes and other natural hazards. Many find refuge within their own country, but some have to move abroad. Scientists warn that climate change is projected to increase displacement in the future, both internally and across borders.

The Action will include issues of human mobility in the context of disasters, climate change and environmental degradation. It will contribute to improved management of these issues, to an increased knowledge and understanding of these dynamics, or to the formulation of policy and technical management instruments.

Outcomes of the SEA screening: N/A

Outcomes of the EIA (Environmental Impact Assessment) screening: N/A

Outcome of the CRA (Climate Risk Assessment) screening: N/A

Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G0.

Gender influences reasons for migrating, who migrates and to where, how people migrate and the networks they use, opportunities and resources available at destinations, and relations with the country of origin. Risks, vulnerabilities and needs are also shaped in large part by one's gender, and often vary drastically for different groups. The roles, expectations, relationships and power dynamics associated with being a man, woman, boy or girl, and whether one identifies as lesbian, gay, bisexual, transgender and/or intersex (LGBTI), significantly affect all aspects of the migration process, and can also be affected in new ways by migration.

The Action will take into account gender-specific issues, such as better understanding of how gender interacts with migration and forced displacement, combatting discriminatory migration practices, issues of access to protection, basic services or employment opportunities. It will ensure diversity and inclusiveness in consultations and participation in activities.

However, given the special nature of the is Action (short-term TA facility) and its demand-driven approach, gender issues cannot be included as a specific objective/result ex ante.

Human Rights

The action will promote a human rights-based approach that places migrants, refugees and internally displaced persons at the centre of migration policies and governance, seeking to ensure that these considerations are duly integrated in its interventions. While providing capacity building, the action will take into account the vulnerabilities of migrants and refugees at various levels (with particular attention to children including unaccompanied) and will make sure that these aspects are reflected into national and regional policies. The role of public authorities as primary duty bearers and the possible participation of migrants, refugees and displaced people in the action, as being the primary rights holders, will be sought.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0.

Migrants and forcibly-displaced persons include persons with disabilities, who face additional challenges in their mobility. The Action will ensure that this group is given due consideration and that the technical assistance and expertise provided will support better integration of disability issues in migration and forced-displacement policies and actions.

However, given the special nature of the is Action (short-term TA facility) and its demand-driven approach, disability issues cannot be included as a specific objective/result ex ante.

Reduction of inequalities

Migrants and forcibly displaced persons often belong to the bottom (poorest) 40 per cent or socio-economically disadvantaged individuals, or live in vulnerable and marginalised situations, due to the challenges and obstacles many of them face when they leave their place of origin, during their mobility and at the place of destination. By contributing to safe, orderly and regular migration, as well as to the protection of, and the provision of durable solutions for forcibly displaced persons and host communities, the Action will also contribute to the reduction of inequalities or the mitigation of their effects on the target population.

Democracy

N/A

Conflict sensitivity, peace and resilience

By contributing to the protection of, and the provision of durable solutions for forcibly displaced persons and host communities, the Action contributes to the triple nexus Humanitarian-Peace-Development.

Disaster Risk Reduction

Please see above section on Environmental Protection & Climate Change

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1. External environment	Some partner countries that initially make a request for TA, are subsequently no longer willing to cooperate constructively with the EU on migration and forced displacement issues/ Differences in the political agenda.	High	Medium	<p>The action will be driven by i) demand by the partner country and by ii) the EU priorities in the country in question. By intervening where the 2 factors coincide, the risk of different agendas will be minimised.</p> <p>The mobilisation of this technical assistance will be synchronised with the needs and possibilities created by the EU dialogue with partner countries in the area of migration and forced displacement, focussing on mutually-beneficial partnerships.</p> <p>If changes in the government result in a subsequent lack of interest, the funds initially allocated to that action may be reallocated elsewhere.</p>
1. External environment	External factors undermine the design and implementation of	Medium	High	The EU is committed at the highest political level towards the SDGs, GCM and GCR, and will continue to work with partners at bilateral and multilateral level

	strategies and policies that are consistent with the SDGs, GCM and GCR, such as the political sensitiveness of the matter, making the elaboration of stable, long-term policy approaches difficult			towards achieving their objectives.
1. External environment	The drivers of migration and displacement do increase beyond control.	Medium	High	Most MIPs tackle root causes of migration and forced displacement in partner countries
2. Planning, processes and systems	Sufficient resources are allocated by partner countries to address migration/displacement issues	Medim	High	Many MIPs include migration/displacement as a priority area of cooperation, accompanied by policy dialogue, that can encourage the allocation of the necessary resources. Migration partnerships between the EU and third countries can encourage the allocation of the necessary resources.
2. Planning, processes and systems	Sufficient resources are allocated by the EU to address migration/displacement issues.	Medium	High	Migration partnerships are a priority for the EU, and the NDICI-GE has a 10% spending target on migration/displacement. This can ensure an adequate level of EU resources.

Lessons Learnt:

The MIEUX (Migration EU Expertise) has been providing short-term TA to partner countries in the area of migration and forced displacement for over 10 years. It has relied mainly on experts from public administrations of EU MS and it has been demand-driven. It has been effective in responding flexibly and rapidly to requests by national, local and regional authorities, as well as CSOs. In some cases it has provided valuable expertise in countries that do not benefit from EU programmes on migration. In other cases, it has complemented EU support in countries benefitting from larger migration programmes, addressing specific gaps. Both partner countries and EU Delegations have generally expressed satisfaction with the quality and relevance of the assistance provided. Lessons learnt include:

- The use of expertise from EU MS public sector is key in ensuring consistency with the EU's policy priorities and practices, as well as taking into account also the political issues around migration and forced displacement.
- The demand-driven approach should be complemented by i) an assessment on the consistency of each demand with the EU priorities in the country in question, so that the TA is steered to be more aligned with EU priorities and constraints, and by ii) a confirmation that the demand corresponds to the partners interests and priorities, in terms of a contribution to the action also from their side (financial or in nature, and commensurate to the resources of the requesting partner).

The External Thematic Expertise on Migration (ETEM V) provided specialist support to EU headquarters and Delegations on migration and forced displacement between 2014 and 2018 in the areas of training, operational guidance, communication and policy initiatives. Lessons learnt include:

- On expertise: A combination of key and non-key experts with academic backgrounds and those with operational and field experience in developing countries provides substantial added-value. Given the short-term nature of each individual task, part-time nature of the work, and other demands on experts' agendas, advance planning is key in order to access high quality, experts (in particular from academia) for an individual event or deliverable.
- On training: Overloaded agendas, dense presentations and too few case studies were the most frequent areas of feedback from trainees. To maximize learning, it is recommended to have fewer speakers and rely more on expert facilitators, reduce and prioritise topics, maintain session length at no more than 1.5 hours without a break.

3.5 The Intervention Logic

The underlying intervention logic for this action is that:

IF short-term specialist support is provided in a flexible and rapid manner to national and local authorities, and CSOs in partner countries, as well as regional bodies,

AND IF specialised technical assistance is provided to EU services - at Headquarters and in Delegations - that are in the frontline in delivering NDICI-Global Europe assistance in these areas, and in building migration partnerships with those partner countries,

THEN the capacities of partner countries in managing migration and forced displacement, as well as the cooperation with the EU in these areas, AND the specialist knowledge and tools of EU staff will be strengthened,

AND THEREFORE they will be able to respond more effectively and with more relevance to new and evolving situations in the area of migration and forced displacement AND will thus contribute more effectively to safe, orderly and regular migration, as well as solutions for forcibly displaced persons and host communities, and to reinforcing migration partnerships.

The action will be driven by demand by the partner country, while taking into account the EU cooperation priorities and migration partnerships with the country in question. By intervening where these two factors coincide, the Action will ensure ownership by the partner country and alignment with both the partner and the EU's cooperation priorities.

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention. On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action. The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To contribute to safe, orderly and regular migration, as well as to the protection of, and the provision of durable solutions for forcibly displaced persons and host communities.	Number of countries with migration policies that facilitate orderly, safe, regular and responsible migration and mobility of people ** (SDG indicator 10.7.2)	63% of 138 countries (2021)	Improvement on 2023 (2027)	UN Department of Economic and Social Affairs (SDG progress reports)	<i>Not applicable</i>
Outcome 1	Improved management of migration and forced displacement in partner countries	Number of migration management or forced displacement strategies or policies (a) developed/revised, or (b) under implementation with EU support ** (GERF 2.21) (through this Action)	0 (2023)	20 (2027)	Implementation reports of this Action	External factors do not undermine the design and implementation of strategies and policies that are consistent with the SDGs, GCM and GCR.
Outcome 2	Strengthened EU-funded cooperation programmes and partnerships on migration and forced displacement	Number of cooperation actions and migration partnerships between the EU and third countries supported through this Action	0 (2023)	30 (2027)	Implementation reports of this Action	Partner countries are willing to cooperate constructively with the EU on migration/displacement issues

Output 1 (relating to Outcomes 1 and 2)	The design of migration and forced displacement management systems in partner countries and their implementation are enhanced, taking into account international standards and the EU model.	1. Number of persons from partner countries trained (disaggregated by gender) 2. Number of short-term TA actions delivered in partner countries	1. 0 (2023) 2. 0 (2023)	3: 1000 (2027) 4: 30 (2027)	Implementation reports of this Action	The drivers of migration and displacement do not increase beyond control. Sufficient resources are allocated by partner countries to address migration/displacement issues.
Output 2 (relating to Outcomes 1 and 2)	The formulation and implementation of EU-funded cooperation programmes supporting partner countries on migration and forced displacement are strengthened and based on an increased use of knowledge and evidence.	3. Number of persons trained (disaggregated by gender) 4. Number of short-term TA actions delivered	3: 0 (2023) 4: 0 (2023)	3: 100 (2027) 4: 20 (2027)	Implementation reports of this Action	Sufficient resources are allocated by the EU to address migration/displacement issues.

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner countries.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Financing Decision. Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.⁵

4.3.1 Indirect Management with an entrusted entity

A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Specialist expertise on international standards and best practices on migration and forced displacement.
- Expert knowledge on EU and EU MS migration and forced displacement policies, strategies, programmes, as well as their political aspects.
- Excellent knowledge of the migration and forced displacement situation of the partner countries as well as their relations with the EU in these areas.
- Track record of delivering high standards of short-term TA and capacity building support to partner countries.
- Capacity to rapidly deploy relevant experts to partner countries for short-term TA missions, providing them assistance both at logistical and technical level before, during and after the field missions.
- Access to rich roster of experts having specific thematic and geographic expertise, allowing to cover the largest possible spectrum of requests in a tailor-made manner.

The implementation by this entity entails strengthening the capacities of partner countries to manage migration and to respond to forced displacement (Output 1 of the Action). The type of activities will include support for the update or design of national/local/regional policies and strategies on migration and forced displacement, support for the implementation of policies and strategies in those areas, training and seminars for partner countries on migration and forced displacement, support for data production and management, for awareness

⁵ www.sanctionsmap.eu . Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

raising/information campaigns, capacity building in the areas of migration and forced displacement.

4.3.2 Direct Management (Procurement)

The implementation of Output 2 of the Action may be implemented in Direct Management through procurement.

4.3.3 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

If, due to circumstances outside of the Commission's control, Output 1 cannot be implemented in indirect management as established above, it may be implemented in direct management through a grant.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Output 1	8 000 000
Indirect management	
Output 2	2 000 000
Procurement (direct management)	
Evaluation – cf. section 5.2 Audit – cf. section 5.3	0 [will be covered by another Decision]
Totals	10 00 000

4.6 Organisational Set-up and Responsibilities

Given the nature of the Action, no overall governance structure is appropriate for the Action as a whole. Each component will have a separate organisational set-up:

Output 1- Indirect management with an entrusted entity: A steering committee for this component will be established in the implementing contract. It will include the Commission and the entrusted entity, as well as other stakeholders to be defined in the contract.

Output 2 - Procurement (direct management): To be managed in accordance to rules governing service contracts.

A key role will be played by the EU Delegations, both as initiators of the requests of technical assistance or as assessors of the requests sent by the authorities of the countries of their competence.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

Each implementing partner will be responsible for the data collection, analysis and monitoring of its respective component. The source of indicator values will be the implementation reports of each component. They will be reported as aggregated in the logical framework, and on a country-by-country basis in the implementation reports.

5.2 Evaluation

Having regard to the nature of the action, a mid-term evaluation may be carried out for this action or its components via independent consultants contracted by the Commission or via an implementing partner. It will be carried out for problem solving and learning purposes, in particular with respect to making relevant adjustments in view of the second part of the implementation of the Action.

The Commission shall inform the implementing partner at least one month in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 "[Communicating and Raising EU Visibility: Guidance for External Actions](#)", it will

remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

A Primary Intervention⁶ (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

Action level (i.e. Budget Support, blending)		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Output 1- Indirect management with an entrusted entity (€ 8 M)
<input checked="" type="checkbox"/>	Single Contract 2	Output 2 - Procurement - direct management (€ 2 M)
Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	

⁶ For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including 'Action' and 'Intervention' where an 'Action' is the content (or part of the content) of a Commission financing Decision and 'Intervention' is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).