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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 29**

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of Sub-Saharan Africa for 2022 - 2026 Part 2

**Action Document for “Migration and Mobility Dialogue support programme (MMD III)”**

**MULTIANNUAL PLAN**

This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans in the sense of Article 23 of NDICI-Global Europe Regulation.

## 1. SYNOPSIS

### 1.1. Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Migration and Mobility Dialogue support programme (MMD III) OPSYS number: ACT-61059 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation
<b>2. Team Europe Initiative</b>	This programme will contribute to 2 TEIs: Team Europe Initiative on the Atlantic/Western Mediterranean migration route& Team Europe Initiative on the Central Mediterranean migration route
<b>3. Zone benefiting from the action</b>	Africa The action shall be carried out at the following location: in Africa. Some activities will be also implemented in Africa and EU MS
<b>4. Programming document</b>	Multi-Annual Indicative Programme for Sub-Saharan Africa.
<b>5. Link with relevant MIP(s) objectives/expected results</b>	<u>Priority area 6</u> – Migration, mobility, and forced displacement, Results 1.1 to 3.3
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Priority area 6 – Migration, mobility, and forced displacement DAC Code 151 (Government and civil society - general)
<b>7. Sustainable Development Goals (SDGs)</b>	<u>Main SDG:</u> SDG 10 to reduce inequality within and among countries and in particular target (10.7) to facilitate orderly, safe, regular, and responsible migration and mobility of people. <u>Other significant SDGs (up to 9) and where appropriate, targets:</u>

	SDG 1 (poverty), SDG 4.3 (equal access to affordable and quality technical, vocational and tertiary education), SDG 5.2 (violence against women and girls), SDG 8.7 and SDG 16.2 (trafficking, violence, exploitation), SDG 10.2 (social, economic and political inclusion of all).			
<b>8 a) DAC code(s)</b>	15190 (Facilitation of orderly, safe, regular and responsible migration and mobility) 15136 (immigration)			
<b>8 b) Main Delivery Channel @</b>	40000 - MULTILATERAL ORGANISATIONS			
<b>9. Targets</b>	<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 type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" 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"/>
	Trade development	<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"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Tags: digital connectivity		<input type="checkbox"/>	<input type="checkbox"/>
	digital governance		<input type="checkbox"/>	<input type="checkbox"/>
	digital entrepreneurship		<input type="checkbox"/>	<input type="checkbox"/>
	job creation		<input type="checkbox"/>	<input type="checkbox"/>
	digital skills/literacy		<input type="checkbox"/>	<input type="checkbox"/>

	digital services		<input type="checkbox"/>	<input type="checkbox"/>
	Connectivity @ Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget lines: West Africa BGUE-B2022-14.020120-C1-INTPA: EUR 9 500 000 East and Central Africa BGUE-B2022-14.020121-C1-INTPA: EUR 9 500 000 Southern Africa and Indian Ocean BGUE-B2022-14.020122-C1-INTPA: EUR 3 000 000 Total estimated cost: EUR 22 000 000 Total amount of EU budget contribution: EUR 22 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing <sup>1</sup>	Indirect management with the International Centre for Migration Policy Development (ICMPD)			

## 1.2. Summary of the Action

This action will improve dialogue, coordination and exchange of knowledge and good practices between European and African partners, promoting the development of integrated, comprehensive and balanced migration policies. The MMD III is geared towards improving migration governance, which remains both a complex issue and priority at global, continental and regional levels. The Global Compact for Safe, Orderly and Regular Migration (GCM) recognises the significance of Migration Dialogues as necessary tools to achieve its objectives. At continental level, this action is expected to contribute to delivering on the Joint vision for 2030 set out at the latest European Union (EU)-African Union (AU) Summit held in February 2022. At the Summit, both continents' leaders committed to enhancing migration dialogues between the two Continents and deliver on their key priorities. This is part of the enhanced and reciprocal partnership for migration and mobility, where the EU and the AU agreed to deepen their cooperation. At regional level, the five pillars of the Joint Valetta Action Plan (JVAP) remain a relevant framework, which steer the work of the Khartoum and Rabat Processes.

MMD III's overall objective will be to support the orderly, safe, regular and responsible migration and mobility of people within Africa, and between Africa and Europe. Its specific objectives will be:

<sup>1</sup> Art. 27 NDICI

- 1) Improved governance and cooperation on migration and mobility within Africa and between Africa and the EU;
- 2) Improved engagement of civil society organisations (CSOs), diaspora organisations, and local authorities (LAs) in the field of migration.

MMD III will comprise two main components. Firstly, an “institutional” component including the Secretariats of the Khartoum and Rabat Processes, and the Continent-to-Continent Migration and Mobility Dialogue (C2CMMD). Secondly, the MMD III will support initiatives (selected via a call for proposals) to carry out projects on migration in order to bolster links between the dialogues and the JVAP framework on one side, and civil society, and local authorities on the other.. This will add an operational element to MMD III, helping to translate engagements and commitments into concrete action, which will strengthen the sustainability and impact of the dialogues. These projects will tackle pressing migration and mobility challenges at continental/regional/multi-country level, while harnessing the expertise and knowledge of CSOs, diaspora organisations and LAs.

In terms of beneficiaries, MMD III’s actions will benefit governments, their agencies and institutions – supporting their needs by providing a space for dialogue with other governments on migration and mobility as well as a forum for policy and knowledge exchange through the C2CMMD. The MMD III will also benefit civil society, diaspora organisation and LAs by providing them with financial and operation support to carry out their activities. Ultimately, MMD III actions are aimed at benefitting migrant population as well as migrants’ families and communities.

MMD III will contribute to equitable digital transformation as a driver of sustainable development, building on previous phases, which explored, in particular, digital technologies in the area of remittances, as well as mobilising diaspora investment. Building on lessons learnt and recommendations from MMDI & II, MMD III will continue to make use of virtual solutions to ensure cooperation and continued engagement with and among partners. It will continue to support the use of digital technology for the generation and collection of data on migration supporting.

The lead entity in charge of this action is DG INTPA Unit A2.

The entity of the contract management is DG INTPA Unit A2.

## 2. RATIONALE

### 2.1. Context

The MMD III is geared towards improving migration governance, which remains both a complex issue and priority at global, continental and regional levels. The Global Compact for Safe, Orderly and Regular Migration (GCM) recognises the significance of Migration Dialogues as necessary tools to achieve its objectives. At continental level, this action is expected to contribute to delivering on the Joint vision for 2030 set out at the latest European Union (EU)-African Union (AU) Summit held in February 2022. At the Summit, both continents’ leaders committed to enhancing migration dialogues between the two Continents and deliver on their key priorities. At regional level, the five pillars of the Joint Valetta Action Plan (JVAP) remain highly relevant and steer the work of the Khartoum and Rabat Processes

Building on previous phases of the project, MMD III will continue to support the Africa-EU Partnership priorities on migration, including those outlined during the 6th EU-AU Summit. It will facilitate balanced cooperation and dialogue on migration and mobility between Africa and Europe in a comprehensive manner, involving all stakeholders, also in the framework of Talent Partnerships with selected partner countries. In order to booster links between the dialogues and the JVAP framework on one side, and CSOs diaspora organisation and LAs on the other, MMD III will provide support to a selected number of actors to carry out projects on migration. These projects will tackle some of the main migration and mobility challenges at continental/regional/multi-country level, harnessing the expertise and knowledge of CSOs, diaspora organisations, and LAs. Furthermore, MMD III will take into account new priorities, challenges and developments in the international migration context. These include the adoption of the EU’s Pact on Migration and Asylum (2020), the EU’s Multiannual Financial Framework - NDICI-Global Europe (2021-2027), the consequences of the COVID-19 pandemic and the deterioration of the security and socio-economic

situation in the Sahel and Horn of Africa. The Pact on Migration and Asylum also stipulates that the EU build on progress at the regional and continental levels, through dedicated dialogues between European and African countries.

MMD III will contribute to achieving the EU's objectives in terms of the MIP for Sub-Saharan Africa (2021-2027), and it will contribute significantly to all results of priority area 6 (Migration, mobility, and forced displacement). To a lesser extent, it will contribute to result 2.2 of priority area 5 (Sustainable Growth and Decent Jobs), in particular by helping to ensure that the regulatory framework on labour migration and mobility is strengthened and harmonised, and that efforts are made to transpose continental and regional protocols on free movement at national level.

MMD III will respond to some of the priorities outlined in the NDICI-Global Europe "Global Challenge" Programme, in particular to priority area 1 "People" (migration and forced displacement, decent work, social protection, inequality and inclusion). Through the work of the Dialogues on labour migration and mobility, the free movement agenda (ECOWAS Protocol on Free Movement, the continental Protocol to Free Movement, and ACFTA), on remittances and the promotion of diaspora investment, MMD III will also contribute to priority area 3 "Prosperity".

At global level, MMD III will contribute to several of the 2030 SDGs, including SDG 10 to reduce inequality within and among countries and in particular target (10.7) to facilitate orderly, safe, regular, and responsible migration and mobility of people. It will also contribute to SDG 1 (poverty), 4.3 (equal access to affordable and quality technical, vocational and tertiary education), 5.2 (violence against women and girls), 8.7 and 16.2 (trafficking, violence, exploitation) and 10.2 (social, economic and political inclusion of all). Indeed, existing migration dynamics are modified or exacerbated by climate change and environmental degradation – factors that are projected to increase further the number of forcibly displaced persons across the world. By raising governments' awareness of the link between climate change and migration, and by sharing knowledge to facilitate the development of initiatives to integrate climate change into national and regional policies and planning, MMD III will contribute to SDG 13.

MMD III will also contribute to increased multilateral cooperation among countries of origin, transit and destination, helping to address the risks and vulnerabilities faced by migrants and refugees, whilst promoting the opportunities that safe and regular migration presents for development. Finally, by supporting projects carried out by CSOs and LAs under Component 2, MMD III will contribute to SDG 17 on a global partnership for sustainable development.

## 2.2. Problem Analysis

Although dialogue and cooperation are recognised as key tools to improve migration policy, management and governance between Europe and Africa and within Africa, this is not necessarily reflected in the way individual countries prioritise and tackle migration and mobility issues. Despite joint strategies announcing mutual objectives, this is not always easy to achieve in practice, as not all partners take a "shared responsibility" or "burden sharing" approach when it comes to migration cooperation and are even distrustful of other partners. This is compounded by weak communication channels between governments and institutions, tensions and conflicts, which stall efforts for better dialogue and insufficient allocation of resources (human, financial) to certain thematic areas. In addition, the need to continuously adjust and respond to emerging needs –the Covid-19 pandemic is a recent example – puts additional pressures on resources.

Furthermore, dynamics and internal developments (e.g. changes in leadership) in the respective agencies, ministries and institutions and their effects on the engagement of and with relevant stakeholders has shown to have an impact on the overall progress made towards joint commitments or objectives, and implementation capacities

The existing engagement between stakeholders of the different dialogues is a positive starting point and demonstrates their readiness and commitment to engage in a constructive manner in deepening cooperation and dialogue on migration between Africa and Europe. However, continued support is needed to generate the required outputs and outcomes. MMD III will contribute to filling this gap, providing a neutral platform for exchange between stakeholders at the regional and continental levels to foster a cooperative and conducive environment. MMD III will continue to act as a demand-driven initiative, responding to needs identified by the partners. MMD III will provide key organisational and coordination support, improve stakeholder engagement and mobilise technical expertise where relevant. It will help partners to adjust to unforeseen developments and respond to global and cross-cutting priorities.

Achieving progress towards joint commitments and increasing cooperation in areas of mutual importance has also been stifled by lack of translating policy decisions to actionable initiatives. Component 2 of the MMD III aims to counter this, by facilitating the implementation by CSOs diaspora organisation and LAs, (including diaspora organisations) of thematically and strategically relevant initiatives that can contribute to the operationalisation of such objectives.

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

Officials from European and African States as well as the African Union (AU) and relevant Regional Economic Communities (RECs) (e.g. ECOWAS, IGAD) will remain the main interlocutors of the dialogues and will provide specific political guidance. AU Member States as well as African diaspora communities will benefit from increased capacity to engage in dialogue with their counterparts. CSOs (including diaspora organisations) and LAs receive funding to implement thematically and strategically relevant initiatives.

Cooperation will be sought with other partners, which are active in the field of mobility and migration governance. These include but are not limited to: GIZ (Gesellschaft für Internationale Zusammenarbeit); UNCHR (United Nations Refugee Agency); UNECA (United Nations Economic Commission for Africa); ILO (International Labour Organisation); IOM (International Organization for Migration); the World Bank; IFAD (International Fund for Agricultural Development); UNEP (United Nations Environment Programme); UNCCD (United Nations Convention to Combat Desertification); UNODC (United Nations Office for Drugs and Crime); the African Development Bank; civil society organisations, African diaspora development organisations and diaspora platforms. Cooperation will also be established or renewed with other relevant processes such as the Africa Climate Mobility Initiative (ACMI), the EU-Horn of Africa Migration Route Initiative (HoAMRI) and the ECOWAS Task Force on the Trade Liberalization Scheme.

Furthermore, MMD III will liaise with the relevant research centres and institutions, including for example, but not limited to, the Joint Research Centre of the European Commission, as well as with the Regional Operational Centre in support of the Khartoum Process and the AU-Horn of African Initiative (ROCK), and the newly established migration Centres, the African Centre for the Study and Research on Migration in Mali and the African Migration Observatory in Morocco. The private sector will be also involved, notably in relation to remittances.

The involvement of stakeholders will depend on their own capacity, particularly at the level of national administrations and governing bodies. Requests for capacity building from states have been consistent throughout MMD I and MMD II. MMD III will respond to these by ensuring relevant content for thematic, political, and governance-related consultations and continuing to act as a platform for knowledge sharing for governments across regions and continents.

### 3. DESCRIPTION OF THE ACTION

#### 3.1. Objectives and Expected Outputs

The **Overall Objective** (Impact) of this action is **to support the orderly, safe, regular and responsible migration and mobility of people within Africa, and between Africa and Europe.**

The **Specifics Objectives** (Outcomes) of this action are:

SO1: Improved governance, management and cooperation on migration and mobility within Africa and between Africa and the EU;

SO2: Improved engagement of civil society organisations (CSOs), diaspora organisations, and local authorities (LAs) in the field of migration.

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

- 1.1 Rabat Process<sup>2</sup> partners have access to a constructive dialogue environment;
- 1.2 Khartoum Process<sup>3</sup> partners have access to a constructive dialogue environment;
- 1.3 Stakeholders of the C2CMMD<sup>4</sup> are provided with a platform to engage in political and policy dialogue at continental level;
- 1.4 Rabat and Khartoum Processes partners have access to data on activities and projects for implementation of the processes;
- 2.1 Migration projects launched by CSOs, diaspora development organisations and LAs.

### 3.2. Indicative Activities

While the dialogues (outputs 1.1 - 1.2 - 1.3.) have different regional/continental focus, the activities to be implemented are similar in nature. Building on the experience gained in previous phases of the project, a non-exhaustive and indicative overview of activities that are foreseen under Outcome/component 1 is herewith listed.

- Organisation of **steering committees** for the dialogues where relevant
- Organisation of **policy meetings at technical level**: these will provide a platform for dialogue, consultation and information exchange on key topics. These may be topics emerging from the work carried out during the dialogue or specific issues arising from AU and EU policy orientations.
- Organisation of **peer-to-peer coordination meetings**, bringing together thematic experts, generalists and other relevant stakeholders
- Organisation of **thematic meetings where expertise and knowledge are shared, new initiatives and successful practices are presented, and recommendations are developed**
- Organisation of **technical working groups** to further develop and take forward orientations on particular topics.
- **Organisation of joint site assessment visits and study visits**: to provide opportunities for partners to learn from each other and to facilitate joint fact finding to deepen evidence and expand avenues for mutual learning understanding on successful policies and practices respectively.
- **Organisation of political meetings relating to migration governance** at regional or continental levels where **Senior Officials** take stock of progress on strategic frameworks set the agenda for future work.
- **The production of knowledge sharing documents**: policy briefs, manuals, guidelines, contextual documents, recommendations.

Activities foreseen under output 1.4 will ensure the continued reporting on Rabat and Khartoum Processes related activities and projects and may include, but are not limited to, the following:

- The production of communication outputs and activities, such as data analysis reports and presentations, brochures and infographics, website content, and direct communications with Partners.
- Contributing to and participating in the activities of the Khartoum and Rabat Process activities by reporting on data and information relevant to the topic, theme or event.
- Responding to data and data analysis requests from dialogue and other partners.
- Exploring the possibility to expand the monitoring and reporting to other dialogues such as C2CMMD.

<sup>2</sup> Members of Rabat Process: **28 African countries** (Algeria (observer), Benin, Burkina Faso, Cameroon, Cabo Verde, Chad, Congo, Cote d'Ivoire, Gabon, Gambia, Ghana, Guinea, Equatorial Guinea, Guinea-Bissau, Liberia, Libya (observer) Mali, Morocco, Mauritania, Niger, Nigeria, Central African Republic, Democratic Republic of Congo, Senegal, Sao Tomé and Príncipe, Sierra Leone, Togo and Tunisia) **29 European countries** (Austria, Belgium, Bulgaria, Croatia, Republic of Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and Switzerland. The United Kingdom has withdrawn from the European Union (EU) on 31 January 2020 and is no longer a Member State of the EU); **2 partner organisations** (the European Union (EU) and the Commission of the Economic Community of West African States (ECOWAS))

<sup>3</sup> Members of Khartoum Process: **11 African countries** (Djibouti, Egypt, Ethiopia, Eritrea, Kenya, Libya, South Sudan, Somalia, Sudan, Tunisia, Uganda) **29 European countries** (Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland), **5 observers** (European Union, African Union, International Organization for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR), United Nations Office on Drugs and Crime (UNODC), Intergovernmental Authority on Development (IGAD)).

<sup>4</sup> EU and AU members states

For Outcome 2, activities implemented will include, but are not limited to the following, to provide effective support to initiatives by CSOs, diaspora organisation and LAs. The projects and programmes supported under Outcome 2 will have individual results frameworks, which will be monitored within the framework of MMD III. Calls for proposals are launched in order to support initiatives for example on protection of migrants, support seed-initiatives to enhance diaspora engagement by countries of origin and countries of destination for development, or the organisation of civic and awareness campaigns.

- **Preparation**, in partnership with EC services, of Calls for Proposals (template, guidelines, selection criteria, classification system for scoring), selection and contracting of selected proposals; this should enable fast and flexible grant-making.
- Regular project **steering committee** meetings, comprising the ICMPD and the EC, as well as other relevant stakeholders where appropriate. Regular meetings with grantees.
- Monitoring and reporting.
- Evaluation of projects.
- **Capitalising upon experiences** through, *inter alia*, sharing knowledge between grantees and between components 1 & 2; annual meetings bringing together all grantees to share results and common challenges; inclusion of presentations from grantees at dialogue meetings.

### 3.3. Mainstreaming

#### **Environmental Protection & Climate Change**

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project). The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

**Outcome of the CRA (Climate Risk Assessment) screening** (relevant for projects and/or specific interventions within a project). The Climate Risk Assessment (CRA) screening concluded that this action no or low risk (no need for further assessment).

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#### **Gender equality and empowerment of women and girls**

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G0. This implies that MMD III is not primarily targeting gender equality and the empowerment of women. However, activities implemented within the framework of MMD III will pay due consideration to the importance of addressing questions relating thereto at governance and policy levels, to ensure positive outcomes towards orderly, safe and regular migration.

MMD III will continue to pay particular attention to vulnerable categories of migrants and in particular build upon previous recommendations (e.g. developed by the Khartoum Process) to strengthen governments' capacity to provide services and programmes which are accessible to women and girls, and tailored to their needs.

At the operational level, participation of women will be encouraged at all dialogue activities mindful of cultural norms of participating countries, or of countries where activities/meetings are planned.

With regards to the support which will be provided to CSOs, diaspora organisations/associations and local authorities for the implementation of migration projects under component 2, applicants will be required to demonstrate how their projects will take gender equality and empowerment of women and girls into account.

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#### **Human Rights**

Inherent to MMD III's overall objective to support the orderly, safe, regular and responsible migration and mobility of people within Africa, and between Africa and Europe is a human-rights based approach and understanding of migration. By addressing priority areas of, for example, trafficking in human beings (THB), smuggling of migrants (SoM), and the free movement agenda, MMD III seeks to contribute to enhancing governance and policy frameworks at national, regional and continental levels that can ensure that those who choose to leave their countries of origin, can do so in a dignified and safe manner, while also benefitting from the positive aspects of migration towards their livelihoods in their countries of destination, through their access to basic needs such as healthcare, their access to education or their integration into the labour market.



With regards to the support which will be provided to CSOs, diaspora organisations/associations and local authorities for the implementation of migration projects under component 2, applicants will be required to demonstrate how their projects will take human rights into account.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that MMD III does not directly address the inclusion of persons with disabilities. However, and inherent to the objective of improving governance structures for orderly, safe, regular and responsible migration and mobility and in line with the abovementioned human-rights based approach to migration, thematic areas covered under the MMD III indirectly address their inclusion.

With regards to the support provided to CSOs, diaspora organisations/associations and local authorities under component 2, applicants will be required to demonstrate how their projects will be accessible to persons with disability.

#### **Democracy**

While upholding democratic values is inherent to several of the issues addressed within the Programme - including migration governance (safe, regular, orderly migration) or free movement of people - democracy is not the main focus of MMD III. However, where relevant, activities within MMD III will consider this priority

#### **Conflict sensitivity, peace and resilience**

By aiming to strengthen governance structures to support orderly, safe, regular and responsible migration and mobility, MMD III is well positioned to contribute to improved peace and resilience in countries of origin, transit and destination, as it seeks to address questions relating to, for example, THB and SoM, or the free movement of people. Concerns relating to cross-border security, for example, has been a key challenge limiting the ratification and therefore the implementation of the AU's Free Movement Agenda, which the dialogues seek to address. Furthermore, conflict sensitivity is at the core of MMD III modus operandi. Based on the experience of MMD I and II, continuous monitoring of the political situation and exchange with relevant stakeholders will allow for the adjustment and adequate response to tensions and/or conflicts that may arise.

#### **Disaster Risk Reduction**

Where relevant, the issue of disaster risk reduction will be taken into consideration.

### 3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1	COVID-19 or other pandemic-related mobility restrictions	High	Medium	<p>Building on the lessons learnt from in MMD I and II, particularly with regards to adjusting working modalities to the limitations due to COVID-19, MMD III will carry out constant monitoring of the pandemic and concomitant travel / meeting restrictions. It will continue - where this is feasible – to make use of online technology to ensure a continuous dialogue, holding virtual or hybrid meetings / events.</p> <p>In terms of the actions implemented in Component 2, these risks will be acknowledged and integrated into the project development stage. A flexible approach, with the possibility of</p>

				reallocating funds to different activities, will be adopted.
2	Limited engagement and ownership of partner countries and institutions on migration-related issues	High	Medium	Capitalise upon the willingness and interest of other countries and “champions” for certain causes. Political dialogue and sustained high-level engagement with partner countries and institutions, Similarly, MMD III will encourage adjustment and flexibility, where possible, to respond to emerging needs and challenges, which can contribute to enhancing active engagement and ownership.
2	Not being able to get the right stakeholders “around the table” for Dialogue meetings, reducing possibility of meaningful discussions and follow up at policy and political level	High	Medium	Liaison will be undertaken with focal points at the national and continental levels in order to identify, together, the most relevant stakeholders for each dialogue and activity. MMD III will ensure internal synergies and sharing of information and contact networks across the dialogues.  Furthermore, as was noted during MMD II, digital technology makes it easier to access and mobilise certain stakeholders.
1	Political instability/insecurity in selected regions/beneficiary countries.	Medium	Medium	MMD III will monitor risks and latest information on security situation. It will maintain ongoing dialogue with key stakeholders, to help early identification of problems and quick responses in coordination with the EC. MMD III will develop balanced agendas in partnership with both European and African partners, ensuring that sensitive topics are handled in a constructive way. In terms of the actions implemented under Component 2, these risks will be acknowledged and integrated into the project development stage, with adequate mitigating measures. In case of suspension of activities / involvement of one country due to insecurity, prioritise implementation in non-affected countries.
2	Lack of cooperation between partners and willingness to coordinate with other partners	Medium	High	An extensive network of contacts with organisations and stakeholders was established during MMDI and II: this will be consolidated and exploited for the next phase with a view to improving cooperation among the partners. Internal synergies among the Dialogues (both regional and continental) will further facilitate this. Cooperation can also be secured by ensuring that the planned activities allow for adjustment to emerging needs and changes in priorities (e.g. in the face of change of leadership).

5	Criticism of MMD III by general public resulting from lack of understanding / negative migration narratives	Low	Low	MMD III will continue to implement a strong communication and visibility strategy, capitalising upon its institutional expertise on balanced migration narratives and more responsible journalistic reporting on migration. The positive impact of migration on development – and how the project is helping to capitalise upon this – will be highlighted.
5	Criticism from CSOs and LAs over grant-making selection decisions with regards to actions implemented under Component 2	Low	Low	MMD III will be fully transparent about the selection criteria, communicating this via appropriate pre-defined channels.
3	Conflicts between the local authorities involved in actions implemented under Component 2 and their national counterparts involved in the migration dialogues	Low	Low	MMD III will ensure that national dialogue partners are fully informed where their local counterparts are involved in projects and partnerships of actions implemented under Component 2.
5	Participation of CSOs funded by the actions implemented under Component 2 obstructed by repressive/non-democratic systems or non-inclusive laws.	Low	Low	Early identification of obstacles through close consultation with CSOs during programming phase, in close coordination with the EC.
4	Negative impact of the current political debate and narratives on migration within the EU and disengagement of some MS from migration dialogues /frameworks.	Low	Low	MMD III will continue to engage with all project stakeholders and further promote engagement by showing positive results of cooperation.  By working with technical experts, research institutes and using data, MMD III will promote dialogue based on facts and figures helping to ensure a balanced narrative on migration.

#### Lessons Learnt:

1. Coordination and information sharing between the dialogues are strong due to regular internal meetings and reflection. In order to improve coordination and ensure efficiency, a mechanism for **pooling of resources** should be envisaged under MMD III (e.g. joint database of thematic experts/services).
2. Given the overlaps among the three dialogues (diaspora engagement, remittances, protection and asylum, the fight against THB, migrant smuggling and integrated border management, return, readmission and reintegration as well as a growing shared interest in climate change) **joint outputs should be envisaged under MMD III**. These could take the form of joint meetings, documents and visibility and/or knowledge products. Indeed, several joint Khartoum-Rabat meetings were held under MMD I, and the dialogues worked closely together with the JVAP component on the analysis and monitoring of Joint Valetta Action Plan – such activities have been missing in MMD II. Furthermore, several thematic areas will benefit from joint action at the regional and continental levels to ensure broad ownership and consequently long-term impact (particularly the free movement agenda).
3. Synergies have been established with other regional consultative processes, such as with the Budapest and Prague Processes, EUROMED and the partners of the Niamey Declaration (and its permanent follow-up mechanism supported by UNODC). Rabat and Khartoum Processes also feed into the work of the IOM aimed at better information sharing among the different Inter-State Consultation Mechanisms. However, **more regular contact and exchanges should be planned during MMD III with other relevant processes** such as the EU-Horn of Africa Migration Route Initiative (HoAMRI) and the ECOWAS Task Force on the Trade Liberalization Scheme.

4. Establishing a causal link between the activities and knowledge produced by the Dialogues/JVAP and impact on migration policy making and governance, is challenging. During MMD II new methods for gathering feedback including the use of an online survey platform, were used. MMD III will **strengthen these type of tools and choose relevant indicators to measure progress**. The causal links can also be supported through the efforts for joint action and internal synergies across the Dialogues.
5. Virtual and hybrid meeting formats are appropriate for some types of meeting (such as thematic events), but **should not be relied on solely**. For political activities such as High-level meetings, Steering Committees, and SOMs, face-to-face meetings should be given priority. Feedback has been consistent from dialogue partners pointing out that opportunities for networking and bilateral relationship-building are lost with virtual meetings, and there is insufficient time for discussions, debate and questions and answer sessions. These points will be factored into MMD III.
6. To guarantee participation and increase participation of all countries both EU and African countries have e presidencies of Khartoum and Rabat processes (one year per countries) steering committees. Topics and discussions are taking in the framework of the steering committee where ownership is guaranteed, The action in implemented by ICMPD that, as has been underlined by the latest evaluation report, is considered for EU and African countries supra partes.

### 3.5. The Intervention Logic

The underlying intervention logic for this action is that by strategically engaging relevant stakeholders at the local, regional and continental levels on topics of mutual importance and interest, the overall objective of supporting orderly, safe, regular and responsible migration and mobility of people within Africa, and between Africa and Europe will be met. In particular, the programme will contribute to improve dialogue, communication and coordination between national and regional authorities (participating to different dialogues) from one side, and CSOs/LAs on the other side.

On the one hand, both partners will have increased knowledge on migration and better access to data and information - including what policies and programmes implemented by others and what works or does not work. As a result, partners will be able to engage in more evidence-based and appropriate migration policy-making and migration management as well as development of initiatives to strengthen migration governance and management. This includes also initiatives that will be implemented by CSOs/LAs in support to the operationalisation of decisions and recommendations taken at the political and policy levels in the framework of dialogues. On the other hand, partners and stakeholders will benefit from improved and more sustainable multilateralism. In return, this is expected to contribute to improved governance, management and cooperation on migration and mobility within Africa and between Africa and the EU through dialogue and knowledge sharing.

By adopting this more comprehensive approach by also implementing actions related to migration and development on regional/multi-country/continental-level, MMD III will see greater and more sustainable impact towards orderly, safe, regular and responsible migration and mobility of people within Africa, and between Africa and Europe.

### 3.6. Logical Framework Matrix

At action level, the indicative logframe should have a maximum of 10 expected results (Impact/Outcome(s)/Output(s)).

It 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.

Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To support the orderly, safe, regular and responsible migration and mobility of people within Africa, and between Africa and Europe.	1. Number of migration policies adopted which are in line with international human rights/migration frameworks, disaggregated by the Partner Countries (** GEF 2.21).	To be defined during the inception phase / to be confirmed with migration profiles.	To be determined during the inception phase in cooperation with beneficiaries	1. Relevant government decisions and legal acts, migration profiles by EU and AU MS	<i>Not applicable</i>
Outcome 1	Improved governance, management and cooperation on migration and mobility within Africa and between Africa and the EU;	1.1 Number of joint commitments and common positions declared by the Partners in multilateral fora	To be defined during the inception phase.	1.1 To be determined during the inception phase in cooperation with beneficiaries	Dialogue reports, media, international organisation (IOs)  Action's progress reports, evaluation	Political climate allows smooth cooperation between the EU and African countries, as well as between African countries.  Partners remain committed to the work conducted under the dialogues, to follow-up on conclusions and recommendations, and to work jointly on the reporting and monitoring.  Partners remain committed to share information.

<b>Outcome 2</b>	Improved role of support civil society organisations (CSOs), (including diaspora organisations), local authorities (LAs) as actors for development in the field of migration at regional/multi-country/continental-levels.	2.1 Number of projects implemented by civil society, local authorities and the diaspora supported the Action (MMD III)	To be defined during the inception phase.	2.1 To be determined during the inception phase	2.1 ICMPD report evaluating the rate of implementation of the projects	Partners continue prioritisation of the migration and development related issues
<b>Output 1 related to Outcome 1</b>	1.1 <b>Rabat Process</b> partners received access to a continuous and constructive dialogue, opportunities for cooperation on migration and mobility and support for migration policy-making.	<p>1.1.1 Number of countries and their institutions participating in the meetings, disaggregated by the type of the working body, by country and by institutions</p> <p>1.1.2 Number of knowledge sharing documents produced by implementing organisation (policy briefs, manuals, guidelines, contextual documents, recommendations)</p>	To be defined during the inception phase. The final evaluation of the previous programme will be used.	To be determined during the inception phase in cooperation with beneficiaries	<p>1.1.1 Meeting / training reports and recommendations / conclusions</p> <p>1.1.2 Interviews with officials, evaluation forms (Alchemer forms)</p> <p>1.1.3 Survey / interviews with government officials, media, IOs</p> <p>1.1.4 Presentations, visibility material, knowledge sharing documents and publications produced</p> <p>1.1.5 List of participants</p>	<p>The interaction and dialogue between the participants continues</p> <p>Migration and relevant issues covered by the dialogue continue to be considered as priorities.</p> <p>Willingness of partners to include non-state actors and consider their contributions.</p> <p>Participants share information, contribute to the development of the tools / research and adopt recommendations.</p> <p>Level of interest of countries in participating is maintained.</p>

						The knowledge and experience acquired are used for policy initiatives.
<b>Output 2 related to Outcome 1</b>	1.2 <b>Khartoum Process</b> partners benefitted from strengthened measures to ensure orderly, safe, regular and responsible migration and mobility of people within Africa and between Africa and Europe as well as policy recommendations and opportunities to meet with other relevant stakeholders	<p>1.2.1 Number of countries and their institutions participating in the meetings, disaggregated by the type of the working body, by country and by institutions</p> <p>1.2.2 Number of knowledge sharing documents produced by implementing organisation (policy briefs, manuals, guidelines, contextual documents, recommendations)</p>	To be defined during the inception phase. The final evaluation of the previous programme will be used as reference	To be determined during the inception phase in cooperation with beneficiaries	<p>1.2.1 Meeting / training reports and recommendations / conclusions</p> <p>1.2.2 Interviews with officials, evaluation forms</p> <p>1.2.3 Survey / interviews with government officials, media, IOs</p> <p>1.2.4 Presentations, visibility material, knowledge sharing documents and publications produced</p> <p>1.2.5 List of participants</p>	<p>The interaction and dialogue between the participants continues</p> <p>Migration and relevant issues covered by the dialogue continue to be considered as priorities.</p> <p>Willingness of partners to include non-state actors and consider their contributions.</p> <p>Participants share information, contribute to the development of the tools / research and adopt recommendations.</p> <p>Level of interest of countries in participating is maintained.</p>



						The knowledge and experience acquired are used for policy initiatives.
<b>Output 3 related to Outcome 1</b>	1.3 Stakeholders of the <b>C2CMMD</b> were provided with a platform to engage in political and policy dialogue, consultation, coordination, and information- and experience sharing on topics of mutual importance and of continental dimension.	<p>1.3.1 Number of participants to the policy meetings at the technical level as a dialogue platform, disaggregated by type of institution.</p> <p>1.3.2 Number of focal points participating in horizontal meetings, disaggregated by institutions</p> <p>1.3.3 Number of institutions attending project and thematic meetings to define activities and their way forward</p> <p>1.3.4 Number of institutions participating in joint site assessment visits and twinning of experts</p>	To be defined during the inception phase. The final evaluation of the previous programme will be used as reference.	To be determined during the inception phase in cooperation with beneficiaries	<p>1.3.1 Meeting reports / minutes</p> <p>1.3.2 List of participants and meeting reports</p> <p>1.3.3 Activity progress reports and meeting reports</p>	<p>The interaction and dialogue between the participants continues</p> <p>The thematic focus within the Dialogue corresponds to the needs and priorities of the participating stakeholders.</p>
<b>Output 4 related to Outcome 1</b>	1.4 Rabat and Khartoum Processes partners have <b>access to data</b> on activities and project implementation, helping to enhance coordination and exchanges with other partners as well as sound decision making on migration policies and initiatives.	<p>1.4.1 Number of Partners who participate in data collection</p> <p>1.4.2 Number of Partners submitting initiatives during data collection</p> <p>1.4.3 Number of newly-published initiatives after the conclusion of data collection</p> <p>1.4.4 Number of requests by the Partner country or institution for data extracts and data analyses, disaggregated by partner country or institution</p>	To be defined during the inception phase. The final evaluation of the previous programme will be used.	To be determined during the inception phase in cooperation with beneficiaries	<p>1.4.1 Data extracts and data analysis reports prepared</p> <p>1.4.2 Data on participation and initiatives submitted during a data collection cycle is collected</p> <p>1.4.3 Presentations</p>	<p>The interaction and dialogue between the participants continues</p> <p>The data, analytical reports are used for policy discussions and elaboration by the Partners</p>

					prepared and conducted	
<b>Output 1 related to Outcome 2</b>	2.1 Initiatives of <b>CSOs, diaspora organisations and LAs</b> are supported	<p>2.1.1 Status of Call for proposals</p> <p>2.1.2 Number of projects implemented, monitored and reported on</p>	To be defined during the inception phase.	To be determined during the inception phase	<p>2.1.1 Meeting reports</p> <p>2.1.3 Submitted project packages</p> <p>2.1.4 Monitoring and Evaluation reports</p> <p>2.1.5 List of participants</p>	<p>Project proposals submitted by CSOs, diaspora organisations, local authorities and the diaspora complement efforts of the dialogues implemented under Outcome 1.</p> <p>The beneficiaries of the pilot project capable of cooperating with the grantees</p>

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. Financing Agreement

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

### 4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 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 of the Budget Support Component

N/A

### 4.4. 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<sup>5</sup>.

#### 4.4.1. Indirect Management with a pillar assessed entity

This action may be implemented in indirect management with International Centre for Migration Policy Development (ICMPD) - direct award as foreseen by Article 195 FR.

This implementation entails the management of the Migration and Mobility Dialogue processes and the selection, contracting and monitoring of grants to support CSO, LAs and diaspora initiatives.

The envisaged entity has been selected using the following criteria:

- Thematic knowledge in the field of migration management and its experience in the management of similar projects, and its prior experience as secretariat of various migration dialogues, including the migration dialogues to be supported through this action.
- Extensive experiences developed during the implementation of the previous phases of the MMD programme (phase I and II – on-going) of ICMPD,

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria.

### 4.5. 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, subject to the following provisions.

<sup>5</sup> [www.sanctionsmap.eu](http://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.

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). 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).

#### 4.6. Indicative Budget

<b>Indicative Budget components<sup>6</sup></b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities</b> – cf. section 4.4.1	
<b>Objective/Outcome 1</b> Improved governance, management and cooperation on migration and mobility within Africa and between Africa and the EU through dialogue and knowledge sharing.	12 000 000
<b>Objective/Outcome 2</b> Supported civil society, local authorities and the diaspora to implement actions related to migration and development on regional/multi-country/continental-level.	10 000 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	Covered by another Decision <sup>7</sup>
<b>Total</b>	<b>22 000 000</b>

#### 4.7. Organisational Set-up and Responsibilities

The action seeks to improve the different migration and mobility dialogues. A single contribution agreement will be signed with the implementing partner to manage both component in order to establish linkages between them.

Beside the steering committees that will be organised by each supported Dialogue, a Programme Steering Committee will be organised. This will be composed by DG INTPA with representatives from each Dialogue, AUC representative and representatives of selected CSO, diaspora organisation and LAs which will receive funds from this programme. This Steering Committee is to ensure the overall coherence of the action and to identify synergies amongst the 2 components, acting as the highest governance structure and providing political guidance.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

## 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

<sup>6</sup> N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e. for the conclusion of audit contracts and payments.

<sup>7</sup> Where the action is not covered by a financing agreement (see section 4.1), but 'will be covered by another Decision' as it is unlikely that evaluation and audit contracts on this action would be concluded within N+1. These contracts have to be authorised by another Financing Decision.

(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 (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

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).

The implementing partner will have specific responsibilities for monitoring and reporting under this action. Common indicators will as much as possible be used in order to allow AD wide reporting. Indicator values will be measured at continental, regional or on a country-by-country basis depending on the nature of the activities. Monitoring, Evaluation and Learning experts will closely work with both implementing consortiums to ensure that indicators are aligned to the INTPA results framework.

## 5.2. Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the programme is multi-stakeholders and it will support different Migrations Dialogues and initiatives of CSOs and LAs. This evaluation will be done in coordination with the TEIs that will be launched.

The Commission shall inform the implementing partner at least 1 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 shall be shared with the partner countries and other key stakeholders following the best practice of evaluation dissemination<sup>8</sup>. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The financing of the evaluation shall 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. COMMUNICATION AND VISIBILITY

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

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

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<sup>8</sup> See best [practice of evaluation dissemination](#)

providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and concerned EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before work starts. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.

## APPENDIX 1 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

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 is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of 'Group of actions' level, add references to the present action and other action concerning the same Primary Intervention.

In the case of 'Contract level', add the reference to the corresponding budgetary items in point 4.6, Indicative Budget.

<b>Option 1: Action level</b>		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Option 2: Group of actions level</b>		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
<b>Option 3: Contract level</b>		
<input type="checkbox"/>	Single Contract 1	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 2	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 3	<foreseen individual legal commitment (or contract)>
	(...)	
<input type="checkbox"/>	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>