EN

THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX VI

to the Commission Implementing Decision on the financing of the Multiannual Action Plan 2025 - 2027 of the Multi Country Migration Programme for the Southern Neighbourhood

Action Document for "Migration Neighbourhood South Technical Cooperation Facility 2025-2027 (Support Measures)"

MULTIANNUAL ACTION PLAN
This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan/measure in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table[1]

1. Title **OPSYS** **Basic Act**	**Migration Neighbourhood South Technical Cooperation Facility 2025-2027 (Support Measures)** Commission Implementing Decision on the financing of the Multi Annual Action Plan 2025 - 2027 of the Multi-Country Migration Programme for the Southern Neighbourhood OPSYS business reference[2]: ACT-63345 SUMMA Commitment level 1 number: JAG.SUM.2085532 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).
2. Economic and Investment Plan (EIP)	Yes
EIP Flagship	Yes, flagship 8 "Migration"

[1] This section is to be completed by the EU Office/Delegation.
[2] Depending on the availability of OPSYS at the time of encoding, a provisional CRIS number may need to be provided.

3. Team Europe Initiative[3]	Yes This action should contribute to the two Team Europe Initiatives (TEIs) covering the regional migration actions: • The TEI for a Comprehensive Migration Approach in the Maghreb, Sahel and West African countries in the Atlantic/Western Mediterranean Route (AWMED) to which Belgium, Denmark, France, Germany, Italy, Spain and The Netherlands contribute as well as Switzerland, and • The TEI for a Comprehensive Migration Approach in the Central Mediterranean Route (Central Med) to which Austria, Belgium, Denmark, Finland, France, Germany, Italy, Malta and The Netherlands contribute. The TEIs offer a framework which allows the Union and Member States to improve coordination and increase efficiency of programmes and projects in the area of migration. Contributions can take different forms, including co-financing and individual projects contributing to the same objectives. The commitment of the EU's contribution to this action will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the Team Europe Initiatives (TEI) and/or these contributions do not materialise, the EU action may continue outside a TEI framework.
4. Beneficiar(y)/(ies) of the action	The action shall be carried out in the North of Africa region (Algeria, Egypt, Libya, Morocco and Tunisia) and where relevant in the Neighbourhood South
5. Programming document	Multiannual Indicative Programme 2021-2027 for Multi-Country Migration Programme for the Southern Neighbourhood – Decision C(2022)8015[4]
6. Link with relevant MIP(s) objectives/expected results	Support measures
PRIORITY AREAS AND SECTOR INFORMATION	
7. Priority Area(s), sectors	This Action is linked to the priority areas of the Multi-Annual Indicative Programme for a Multi-Country Migration Programme for the Southern Neighbourhood (2021-2027)
8. Sustainable Development Goals (SDGs)	Main SDG: **SDG 10**- Reduce inequality within and among countries Target: 10.7-Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

[3] Please specify if this action contributes to a Team Europe Initiative (TEI). In case yes, please ensure consistency of the information provided on TEI in this section and Sections 3.1 (Objectives and expected outputs), 3.5 (Intervention logic), 5.2 (Evaluation), 6 (Strategic communication).

[4] C(2022) 8015 MULTI-ANNUAL INDICATIVE PROGRAMME FOR A MULTI-COUNTRY MIGRATION PROGRAMME FOR THE SOUTHERN NEIGHBOURHOOD (2021-2027), 28 November 2022 - European Commission (europa.eu)

	Other SDG: **SDG 17**- Strengthen the means of implementation and revitalize the global partnership for sustainable development
9. DAC code(s) [5]	15190 Facilitation of orderly, safe, regular and responsible migration and mobility 100%
10. Main Delivery Channel @	10000 – Public sector institutions 20000 – Non-governmental organisations and civil society 21000 - International Organisations 40000 – Multilateral organisations 51000 – University, college, teaching institution, research institute or think-tank 60000 – Private sector institutions
11. Targets	☒ Migration ☐ Climate ☐ Social inclusion and Human Development ☒ Gender ☐ Biodiversity ☒ Human Rights, Democracy and Governance[6]

12. Markers [7] (from DAC form)

General policy objective @	**Not targeted**	**Significant objective**	**Principal objective**
Participation development/good governance	☒	☐	☐
Aid to environment @	☒	☐	☐
Gender equality and women's and girl's empowerment	☒	☐	☐
Reproductive, maternal, new-born and child health	☒	☐	☐
Disaster Risk Reduction @	☒	☐	☐
Inclusion of persons with Disabilities	☒	☐	☐
Nutrition[8] @	☒	☐	☐
RIO Convention markers @	**Not targeted**	**Significant objective**	**Principal objective**

[5] DAC sectors (codes and descriptions) are indicated in the first and fourth columns of the tab 'purpose codes' in the following document: DAC and CRS code lists - OECD.
[6] Thematic target for geographic programmes (at least 15%) in delegated act.
[7] For guidance, see Development finance standards - OECD (go to "Data collection and resources for reporters", select Addendum 2, annexes 18 (policy) and 19 (Rio) of the reporting directive). If an action is marked in the DAC form as contributing to one of the general policy objectives or to RIO principles as a principal objective or a significant objective, then this should be reflected in the logframe matrix (in the results chain and/or indicators).
[8] Please check the Handbook on the OECD-DAC Nutrition Policy Marker.

13. Internal markers[9] and Tags

Biological diversity @	☒	☐	☐
Combat desertification @	☒	☐	☐
Climate change mitigation @	☒	☐	☐
Climate change adaptation @	☒	☐	☐
Policy objectives	**Not targeted**	**Significant objective**	**Principal objective**
EIP	☐	☒	☐
EIP Flagship	YES ☒		NO ☐
Tags[10]	YES		NO
transport	☐		☒
energy	☐		☒
environment, climate resilience	☐		☒
digital	☐		☒
economic development (incl. private sector, trade and macroeconomic support)	☐		☒
human development (incl. human capital and youth)	☐		☒
health resilience	☐		☒
migration and mobility	☒		☐
agriculture, food security and rural development	☐		☒
rule of law, governance and public administration reform	☐		☒
other	☐		☒
Digitalisation[11] @	☒	☐	☐
Tags	YES		NO
digital connectivity	☐		☒
digital governance	☐		☒
digital entrepreneurship	☐		☒
digital skills/literacy	☐		☒
digital services	☐		☒

[9] These markers have a different scope/rationale than the DAC codes. They are drawn from the level of budget allocation and emphasis given to the action in terms of main objective(s) selected. The definition of objectives and outputs in the description of the action should be in line with this section.
[10] When a marker is Significant or Principal Objective, please indicate the relevant tags by selecting "YES" or "NO".
[11] Please address the digitalisation marker in line with the note Ares(2019)7611708.

Connectivity @	☒	☐	☐
Tags	YES		NO
digital connectivity	☐		☒
energy	☐		☒
transport	☐		☒
health	☐		☒
education and research	☐		☒
Migration[12] @	☐	☐	☒
Reduction of Inequalities @	☒	☐	☐
COVID-19	☒	☐	☐

BUDGET INFORMATION	
14. Amounts concerned	Budget line(s) (article, item): 14.020110 Southern Neighbourhood Total estimated cost: EUR 12 000 000.00 (2% of the 2025-2027 total Indicative budget for Migration Neighbourhood South) Total amount of EU budget contribution EUR 12 000 000.00 The contribution is for an amount of EUR 0.00 from the general budget of the European Union for 2025 and for an amount of EUR 6 000 000.00 from the general budget of the European Union for 2026 and for an amount of EUR 6 000 000.00 from the general budget of the European Union for 2027, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths The commitment of the EU's contribution to this action will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the Team Europe Initiatives (TEI) and/or these contributions do not materialise, the EU action may continue outside a TEI framework.
MANAGEMENT AND IMPLEMENTATION	
15. Implementation modalities (management mode and delivery methods)	**Direct management** through Procurement **Indirect management** with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.2.

1.2. Summary of the Action

This Action allows the European Commission to finance small-scale horizontal support measures, in a flexible way, that are necessary to achieve the objectives and priorities of the Multiannual Indicative Programme (MIP) 2021-2027 for a Multi-Country Migration Programme for the Southern Neighbourhood.

[12] Please address the migration marker in line with the note Ares(2021)6077013.

This includes financing the project cycle management support measures, as well as information and communication activities to support policy dialogues and exchanges of experiences among the relevant stakeholders at local, national, regional, and international level, in the framework of the Pact on Migration and Asylum[13] and the New Agenda for the Mediterranean[14].

This Action will contribute to enhancing the overall quality, efficiency and effectiveness of the migration programmes in the Southern Neighbourhood, as well as to better inform, communicate, and foster understanding on the European Union policies and programmes in the region. This Action also supports measures to oversee compliance with the principle of Leave No One Behind and the Human Rights-Based Approach in the design and implementation of migration programmes in the Southern Neighbourhood, in particular in the North Africa region.

This Action will contribute to improved design, implementation, awareness, visibility and accountability of programmes aimed at facilitating orderly, safe, regular, and responsible migration and mobility.

The Action will also contribute to the implementation of the external dimension of the Pact on Asylum and Migration, notably the objective to make use of all the EU tools to enhance operational support with partner countries, including through a much deeper involvement of EU agencies, notably Frontex, Europol, Cepol, and EUAA.

It also contributes to SDG 17, working to strengthen the means of implementation and revitalise the global partnership for sustainable development.

This Action relates to DAC 15190 (migration).

1.3. Beneficiar(y)/(ies) of the action

This action shall be carried out in Algeria, Egypt, Libya, Morrocco and Tunisia, all of which are included in the list of ODA recipients, and where relevant in the Neighbourhood South

2. RATIONALE

2.1. Context

Neighbourhood, Development and International Cooperation Instrument (NDICI– Global Europe)

Article 24 of the NDICI states that EU financing may cover support expenditure for the implementation of the Instrument and for the achievement of its objectives, including administrative support associated with the preparation, follow-up, monitoring, control, audit and evaluation activities necessary for such implementation, as well as expenditure at headquarters and EU delegations for the administrative and coordination support needed for the programme, and to manage operations financed under the Instrument, including information and communication actions, and corporate information technology systems.

13 EU Pact on Migration and Asylum, 2024

14 Joint Communication "Renewed Partnership with the Southern Neighbourhood: A new Agenda for the Mediterranean", 2021

When support expenditure is not included in the action plans or measures, the Commission shall adopt, where applicable, support measures. EU financing under support measures may cover:

(a) studies, meetings, information, awareness-raising, training, preparation and exchange of lessons learnt and best practices, publication activities and any other administrative or technical assistance expenditure necessary for the programming and management of actions, including remunerated external experts.

(b) research and innovation activities and studies on relevant issues and the dissemination thereof.

(c) expenditure related to the provision of information and communication actions, including the development of communication strategies and corporate communication and visibility of the political priorities of the EU.

Multi-annual Indicative Programme for a Migration programme for the Southern Neighbourhood 2021-2027:

The support measures 3.2 Cooperation facility states that in addition to the priority areas identified in the programming document, a specific allocation could also be foreseen for a multi-country cooperation facility that will support and complement the other means.

Those would support the following areas:
(a) Support policy dialogues and notably joint initiatives/projects at regional, sub-regional and cross-regional level. Particular attention will be given to the on-going Khartoum, Rabat, Valletta and AU-EU Continent-to-Continent processes – ensuring synergies with the Regional Migration Support Programme for Sub-Saharan Africa. To ensure coherence and in recognition of the fact that mixed migration flows cover both migrants, asylum-seekers and refugees, this sub-programme could also be the channel used to finance dialogues and joint initiatives on forced displacement

(b) Support to Public Diplomacy and Strategic Communication and fight against disinformation

(c) Support the preparation, implementation, and evaluation of the EU's cooperation, including via technical assistance.

(d) Support the cooperation with EU Agencies.

3. PROBLEM ANALYSIS

Short problem analysis

Commission headquarters and EU Delegations in charge of managing actions and projects need support to ensure an adequate level of analysis during all phases of the programme management cycle (identification, formulation, monitoring, evaluation, lessons learnt, and audit). Such support is needed to foster an efficient design and implementation of activities, an adequate reporting on programmes' performances and an appropriate level of overall accountability on migration-related activities funded by the EU.

Likewise, Commission's headquarters and EU delegations in charge of managing actions and projects need information and communication support to enhance the visibility of EU funded migration actions, as well as to support policy dialogues and exchanges of experiences among the relevant stakeholders at local, national, regional, and international level. Together, enhanced evidence-based information, coordinated

communication and policy dialogue within the framework of the New Agenda for the Mediterranean and the Pact on Migration and Asylum would facilitate effective North-South and South-South dialogues and cooperation on migration related activities.

It is essential to enhance cooperation with the various EU agencies, such as Eurojust, Europol, Frontex, CEPOL and the EU Asylum Agency. Although several countries covered by this action (Algeria, Egypt, Morocco and Tunisia) are designated as priority partners by some of these agencies, cooperation on the ground has been at times difficult and often on a case-by-case basis, despite efforts to negotiate Working Arrangements.

The EU must design and implement migration actions that are firmly rooted in human rights and guided by a do-no-harm approach, in line with international obligations and the human rights-based approach in migration and forced displacement. Risk assessments and related mitigating measures should be identified and implemented since the context analysis and throughout all the phases of the projects, notably by strengthening result-oriented monitoring and establishing robust mechanisms to detect, report, and address violations and abuses of human rights is also crucial to effectively mitigate risks and ensure accountability.

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

The citizens of the North of Africa countries in particular, and in the Southern Neighbourhood more generally, are the final beneficiaries of this action which aims to contribute to elaborate relevant and impactful migration related actions and projects financed by the EU in the region.

The main stakeholders in partners countries will include national and local authorities competent in the different dimensions of the migration policies and the implementation of actions in the North of Africa region. Coordination will be ensured with the EU (including EU agencies) and Member States agencies, the UN agencies, the African Union, and the Regional Economic Communities as relevant.

Civil society representatives, local NGOs, private sector, trade unions, universities, media, migrants' associations and all other relevant actors engaged in the migration field are also part of the target groups of this action, including organisations representing members of the diaspora.

3.1. Lessons Learned

The Technical Cooperation Facility (TCF) and Global Allocation (GA) are well tried, and tested, support measures financed under the EUTF for Africa and former ENPI and ENI instruments since 2007. The long-term experience of TCF and GA confirms the need for such a support measures tool. Its flexibility provides valuable support to the entire project management cycle, ensuring continuous improvement of EU-funded actions from the planning through its implementation, reporting and evaluation phases. Previous and ongoing experiences confirm both the nature of the needs and the relevance of its financing.

This Action directly contributes to the implementation of the European Court of Auditors (ECA) recommendations on the EUTF[15], which are transposable to other migration-related interventions.
It will contribute to prioritise and focus the Commission's future support for the prevention and management of irregular migration, by supporting the targeting of the most relevant geographical areas and needs, by using migration-specific data and research-based information.

15 Special Report 17/2024: The EU trust fund for Africa

Reports detailing allegations of human rights violations and mistreatments of migrants suggest the need for an increased focus on ensuring (through risk assessments and mitigating measures) and monitoring the compliance with international law standards in migration-related interventions.

This Action will also build on the lessons learnt from the five Euro-Med Migration (EMM) programmes[16] funded by the European Union (EU) since 2004 and implemented by the International Centre for Migration Policy Development (ICMPD) to support EU Member States and European Southern Neighbourhood Partner Countries in establishing a comprehensive, constructive and operational dialogue and co-operation framework on migration, with a particular focus on reinforcing instruments and capacities to develop and implement evidence-based migration policies.

4. DESCRIPTION OF THE ACTION[17]

4.1. Objectives and Expected Outputs

The underlying intervention logic for this action is that the Commission headquarters and delegations in the North of Africa countries as well as in the wider Neighbourhood South may use the Technical Cooperation Facility funds depending on the needs arising during the year. At the beginning of the year, delegations and headquarters services prepare an initial annual plan stating the indicative need for funding in relation to project cycle management (identification, formulation, implementation, follow-up, monitoring, evaluations and audits) as well as information and communication activities. The plan is updated throughout the year when needs occur. This Facility is therefore managed in a flexible way.

The Action will also operate on the understanding that if a comprehensive, constructive and operational dialogue cooperation between relevant stakeholders in the field of migration governance at local, national, regional and international level is enhanced; and if a realistic and positive narrative on migration promoting intercultural dialogue, cultural diversity and mutual understanding is fostered across the Southern Neighbourhood, in particular the North Africa region, then a common and inclusive framework for migration governance could be developed and implemented by North African partners and those in the wider Neighbourhood South, the EU and Member States, together with an effective mechanism of coordination at national and regional level.

The Action should also aim at ensuring the involvement of the EU Agencies from two angles. The common and inclusive framework for migration governance mentioned above could only be achieved with the involvement of the EU Agencies, which are an inclusive part of the EU migration governance. Secondly, the implementation of the external dimension of the Pact would require the prioritisation of the operational activities of the EU Agencies.

The Action will also support measures to ensure compliance with the principle of Leave No One Behind and the Human Rights-Based Approach in the design and implementation of migration programmes in the Southern Neighbourhood, in particular in the North Africa region.

The impact(s) (overall objective(s)) of this action is to:

1. To contribute to elaborating and implementing relevant and impactful migration related actions and projects financed by the EU that are compliant with human rights and international obligations

16 EUROMED Migration V - ICMPD

17 From section 3 onwards, no cross-references should be made with section 2, because section 2 is not included in the Technical and Administrative Provisions of the future Financing Agreement.

The outcome(s) (specific objective(s)) of this action are to:

1. Ensure optimal preparation, implementation and accountability (monitoring, evaluation, lessons learnt and audit) of migration related actions and projects financed by the EU, including compliance with human rights and international obligations
2. Foster enhanced information and communication on migration-related interventions in the region, as well as migration policy dialogue with relevant stakeholders in the Neighbourhood South, in particular North African countries.

The outputs to be delivered by this action contributing to the corresponding outcomes (specific objectives) are:

Output 1.1 contributing to specific objective 1 (or outcome 1): Conduct research, surveys and studies activities supporting all the phases of the project management cycle (preparation, implementation, monitoring, evaluation, lessons learnt and audits) including to ensure compliance with human rights and international obligations.

Output 1.2 contributing to specific objective 1 (or outcome 1): Provide ad hoc support to implementing partners, partner countries or any other relevant stakeholders on urgent needs not covered by other programmes.

Output 2.1 contributing to specific objective 2 (or outcome 2): Conduct, information, communication, and migration policy dialogue activities (e.g. workshops, meetings or events) in the Neighbourhood South, in particular North African countries.

4.2. Indicative Activities

Activities related to output 1.1:

- Needs assessments and other preparatory activities for the identification and formulation of actions and projects that may result in EU funding (e.g. consultation with NGOs, CSOs, and relevant EU agencies).
- Monitoring, Evaluations and Audits of actions for which EU financing was not foreseen in their respective Action Document (e.g. due to the N+1 rule).
- Other research, survey and studies in the area of migration, including but not limited to relevant sectoral or thematic studies, country or regional studies, horizontal studies on cross-cutting or specific cooperation areas, impact assessments, lessons learnt, data collection exercises and their dissemination.
- Risk assessments on the impact on human rights of actions and projects that may result in EU funding and implementation of relevant mitigating measures or monitoring activities to assess that the actions and projects funded by the EU took into account the human rights-based approach and to detect instances where human rights abuses may have occurred in connection with EU support.

Activities related to output 1.2:

- Capacity building to implementing partners, partner countries, or any other relevant stakeholders in the context of migration related interventions financed by the EU. Participation of the EU agencies within such activities will be prioritised.
- Provision of evidence-based information to implementing partners, partner countries, or any other relevant stakeholders in the context of migration related interventions financed by the EU. Participation of the EU agencies within such activities will be prioritised.

- Other types of relevant support to implementing partners or partner countries in the context of migration related interventions financed by the EU. Participation of the EU agencies within such activities will be prioritised.

Activities related to output 2.1:

- Information and communication activities to enhance the visibility of migration related actions and projects financed by the EU in the North African region.
- Information and communication activities to foster policy dialogue and promote mutual understanding in the field of migration governance at local, national, regional and international level.

The commitment of the EU's contribution to the Team Europe Initiative to which this action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's meaningful contribution as early as possible. In the event that the Team Europe Initiatives (TEI) and/or these contributions do not materialise, the EU action may continue outside a TEI framework.

4.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

Outcomes of the Strategic Environmental Assessment (SEA) screening (relevant for budget support and strategic-level interventions).
The SEA screening concluded that no further action was required.

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

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

Environmental and climate aspects will be considered in a cross-cutting manner to reduce potential negative impacts of migration-related interventions on the environment and, where appropriate, to maximise their positive contributions to sustainability and resilience[18].

– Under **Output 1.1**, environmental and climate risk aspects will be integrated, where relevant, into research, surveys, and studies on migration dynamics—particularly in areas vulnerable to desertification, water stress, or other forms of environmental degradation. This will support a better understanding of how environmental stressors may influence displacement patterns or reintegration processes. Additionally, when feasible, research activities will include data collection on the potential

[18] This section is based on the EU document on Quick Tips to incorporate and environmental/climate approach to the migration programmes: https://capacity4dev.europa.eu/library/quick-tips-integration-climate-change-environment-and-biodiversity-considerations-migration-programmes_en?listing=group_library&refgid=686 –
If useful this could be incorporated in the formulation of the potential activities

for green jobs and the reskilling needs of origin or return communities, with a view to informing livelihood support or diaspora engagement initiatives.

- Under **Output 1.2**, ad hoc support provided to partners may include guidance on environmental mainstreaming in migration-related programming. This could encompass, for example, the promotion of sustainable procurement practices in the management of temporary settlements or reception centres, or the provision of capacity-building activities related to the integration of green skills within circular migration schemes.
- Under **Output 2.1**, information, communication, and policy dialogue activities will, where relevant, promote environmental awareness as part of broader resilience narratives, particularly in climate-sensitive or rural contexts. Positive examples of migrant or diaspora-led environmental initiatives—such as afforestation projects or renewable energy cooperatives—may be highlighted to contribute to public diplomacy efforts and support more inclusive, forward-looking narratives on migration.

Gender equality and empowerment of women and girls

As per OE As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G0. This implies that gender is not a significant objective. Nevertheless, gender equality will be promoted to the maximum extent possible into the planning, assessment, implementation, monitoring, evaluation, communication, and policy dialogue activities.

Human Rights

The actions' activities fully align with a strong support to EU fundamental values, including respect for human rights. The Action aims to support an effective "do no harm" approach and to ensure a human rights-based approach by enhancing information gathering and reporting mechanisms. This will enable the timely identification of human rights risks and the detection of incidents that may involve human rights violations, ensuring that appropriate mitigation measures are in place.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that disability is not directly targeted although this actions' activities will take due regard to diversity, equity and inclusion for all.

Democracy

Not specifically targeted in this action consisting of multi-purpose support measures.

Conflict sensitivity, peace and resilience

Not specifically targeted in this action consisting of multi-purpose support measures.

Disaster Risk Reduction

Not specifically targeted in this action consisting of multi-purpose support measures.

4.4. Risks and Assumptions

The implementation of EU-funded migration-related programmes in the Neighbourhood South, particularly in North Africa, continues without major disruptions.

Category[19]	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1 (External Environment)	Disruptions in implementation of EU-funded migration-related programmes in the Neighbourhood South, particularly in North Africa	M	H	The contracts funded under this AD will continue activities as far as possible, with programmes not involved in the crisis, pending the return to implementation.
1	Limited buy-in of involved stakeholders: - Partner governments for political dialogue on migration-related themes. - Partner organisations, in relation to NGO or CSO consultation	M	H	The action will build upon existing support and best practices. The action will be driven by i) demand by the partner countries/organisations and by ii) the EU priorities in the countries in question. By intervening where the 2 factors coincide, the risk of different agendas will be minimised. The mobilisation of this TCF will be synchronised with the needs and possibilities created by the EU dialogue with partner countries/organisations in the area of migration, focussing on mutually-beneficial partnerships. If changes in governments result in a subsequent lack of interest for certain activities funded under this AD, the funds initially allocated to that activity may be reallocated elsewhere.

[19] The risk (category) can be related 1-to the external environment; 2-to planning, processes and systems; 3-to people and the organisation; 4-to legality and regularity aspects; 5-to communication and information. See pp44-48 of Implementation Guide of the Risk management in the Commission. *[EC internal link]*

2 (planning, processes and systems)	Low level of coordination and referrals between implementing partners/contractors	H	M	• Anchor the promotion of cooperation and coordination between implementing partners/contractors in the log frames/ToR. • Develop referrals between the Commission implementing partners to ensure smooth coordination/cooperation
3 (people and organisation)	Communication is not treated as priority	M	H	If any changes result in a subsequent lack of interest for certain activities funded under this AD, the funds initially allocated to that activity may be reallocated elsewhere.
4 (legality and regulatory aspects)	Diversion and misuse of funds/ fraud	L	M	Work with pre-vetted and reliable partners, run spot- checks and inspections.
No further specific risks are identified due to the nature of the support measures, which is to allow the Commission Headquarters and Union Delegations to plan, implement, follow up, inform, communicate and dialogue on migration-related actions and projects in a flexible way.				

4.5. Intervention Logic

The underlying intervention logic for this action is that the Commission headquarters and delegations in the North of Africa countries as well as in the wider Neighbourhood South may use the Technical Cooperation Facility funds depending on the needs arising during the year. At the beginning of the year, delegations and headquarters services prepare an initial annual plan stating the indicative need for funding in relation to project cycle management (identification, formulation, implementation, follow-up, monitoring, evaluations and audits) as well as information and communication activities and other ad hoc support activities. The plan is updated throughout the year when needs occur. This Facility is therefore managed in a flexible way.

The Action will also operate on the understanding that **if** a comprehensive, constructive and operational dialogue cooperation between relevant stakeholders in the field of migration governance at local, national, regional and international level is enhanced; **and if** a realistic and positive narrative on migration promoting intercultural dialogue, cultural diversity and mutual understanding is fostered across the Southern Neighbourhood, in particular the North Africa region, **then** a common and inclusive framework for migration governance could be developed and implemented by North African partners and those in the wider Neighbourhood South, the EU and Member States, together with an effective mechanism of coordination at national and regional level.

4.6. Indicative Logical Framework Matrix[20]

Results	Results chain: Main expected results	Indicators	Baselines	Targets	Sources of data	Assumptions
Impact 1	To contribute to elaborating relevant and impactful migration related actions and projects financed by the EU that are compliant with human rights and international obligations	1.Extent to which the Commission headquarters and delegations report on support received from this Action.	N/A	N/A		*Not applicable*
Outcome 1	**1.** Optimal preparation, implementation, and accountability (monitoring, evaluation, lesson learnt and audit) of migration related actions and projects financed by the EU in the North African region, including to ensure compliance with human rights and international obligations.	1.1. Level of quality of action documents and project appraisal, including mechanisms and processes to ensure compliance with human rights. 1.2. Level of monitoring and follow-up of programmes.	N/A	N/A	1.1. Minutes (QRM, ISC and NDICI committee) 1.2 Reports (monitoring, evaluation, and audit)	Socio-economic and political stability of partner countries. Political dialogue with partner governments. Dialogue with NGOs and citizens.
Outcome 2	2. Enhanced information, communication, and migration policy dialogue with relevant stakeholders in the Neighbourhood South, in particular North of Africa countries	2.1. Level of visibility on migration related actions and projects 2.2. Level of policy dialogue among migration governance stakeholders	N/A	N/A	2.1. Reports (interventions and evaluations) 2.2. Reports (interventions and evaluations)	See outcome 1
Output 1 related to Outcome 1	1.1. Conduct research, surveys and studies activities supporting all the phases of the project management cycle (preparation, implementation, monitoring, evaluation, lessons learnt and audits) including to ensure compliance with human and international obligations.	1.1.1. Number of contracts signed 1.1.2. Number of research, surveys and studies conducted	N/A	N/A As long as the Technical Cooperation Facility is fully committed	1.1.1 OPSYS/MLS/EAMR report 1.1.2 OPSYS/MLS/EAMR report	Good quality of terms of reference

[20] Baselines and targets are needed to assess progress against the expect results (Outputs, Outcomes, Impact(s)). In some cases, there are indicators for which there is no baseline at the design stage, and in such exceptional cases the baseline and target can be defined during the inception phase of implementation. This happens for example when a survey is needed to define the baseline.

Output 2 related to Outcome 1	1.2. Provide ad hoc support to implementing partners, partner countries or any other relevant stakeholders on urgent needs not covered by other programmes.	1.2.1. Number of contracts signed 1.2.2. Number of support sessions provided to IPs, partner countries or other relevant stakeholders (e.g. capacity building, information provision or other types of support)	N/A	N/A	1.2.1 OPSYS/MLS/EAMR report 1.2.2 OPSYS/MLS/EAMR report	Political dialogue with partner governments. Dialogue with Implementing Partners
Output 1 related to Outcome 2	2.1. Conduct information**,** communication, and migration policy dialogue activities in the Neighbourhood South, in particular the North of Africa countries.	2.1.1. Number of contracts signed 2.1.2. Number of workshops, meetings or event conducted	N/A		2.1.1 OPSYS/MLS/EAMR report 2.1.2 OPSYS/MLS/EAMR report	Communication treated as priority Political dialogue with partner governments. Dialogue with NGOs and citizens.

5. IMPLEMENTATION ARRANGEMENTS

5.1. Financing Agreement

No Financing Agreement is foreseen to be concluded for implementation of this action.

5.2. 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 96 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.

5.3. 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[21].

5.3.1. Direct Management (Procurement)

Specific objectives and expected outputs, described in section 3, the procurement will contribute to achieving:

- Optimal preparation, implementation, and accountability (monitoring, evaluation, lesson learnt and audit) of migration related actions and projects
- Enhanced information, communication, and migration policy dialogue with relevant stakeholders in the Neighbourhood South, in particular North of Africa countries

5.3.2. Indirect Management with a pillar-assessed entity[22]

This action may be implemented in indirect management with one or more entities, which will be selected by the Commission's services using the following criteria:

- Proven established experience and operational capacity in conducting research, surveys and studies as well as managing capacity building and international cooperation initiatives in the field of migration in the Neighbourhood South, in particular the North Africa countries.
- Technical competence in the sector and leverage for policy dialogue, including technical expertise in migration governance management and law enforcement cooperation.
- Administrative capability and experience to implement this type of intervention due to its mandate and expertise.
- Extensive network of national and international partners, which can be drawn on.
- Demonstrated capacity to coordinate with various stakeholders.

[21] EU Sanctions Map. 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.
[22] The signature of a contribution agreement with the chosen entity is subject to the completion of the necessary pillar assessment.

The implementation by these entities will contribute to achieving the overall and specific objectives listed in section 3.

5.3.3. Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances

If the implementation modality under indirect management as defined in section '4.3.2' cannot be implemented due to circumstances beyond the control of the Commission, the modality of implementation by procurements under direct management would be used according to 'section 4.3.1'.

If the implementation modality under direct management as defined in section '4.3.1 (procurements)' cannot be implemented due to circumstances beyond the control of the Commission, the modality of implementation by indirect management with a pillar-assessed entity would be used according to section '4.3.2'.

5.4. 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, subject to the following provisions.

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).

For this multi-country action, natural persons who are nationals of, and legal persons who are effectively established in the following countries and territories covered by this action, are also eligible: Southern Neighbourhood Partner Countries, including Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine[23], Syria and Tunisia.

5.5. Indicative Budget

Indicative Budget components [24]	**2025 EU contribution (amount in EUR)**	**2026 EU contribution (amount in EUR)**	**2027 EU contribution (amount in EUR)**	**Total EU contribution (amount in EUR)**
Implementation modalities – cf. section 4.3				
Outcome 1 - Optimal preparation, implementation and accountability (monitoring, evaluation, lesson learnt and audit) of migration related actions and projects composed of	**0.00 EUR**	**4 500 000.00 EUR**	**5 250 000.00 EUR**	**9 750 000.00 EUR**

[23] This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue

[24] 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.

Procurement (direct management) – cf. section 4.3.1	0.00 EUR	3 000 000.00 EUR	3 750 000.00 EUR	6 750 000.00 EUR
Indirect management – cf. section 4.3.2	0.00 EUR	1 500 000.00 EUR	1 500 000.00 EUR	3 000 000.00 EUR
Outcome 2 - Enhanced information, communication and policy dialogue composed of	**0.00 EUR**	**1.500 000.00 EUR**	**750 000.00 EUR**	**2 250 000.00 EUR**
Procurement (direct management) – cf. section 4.3.1	0.00 EUR	500 000.00 EUR	250 000.00 EUR	750 000.00 EUR
Indirect management – cf. section 4.3.2	0.00 EUR	1.000 000.00 EUR	500 000.00 EUR	1 500 000.00 EUR
Evaluation – cf. section 5.2 **Audit** – cf. section 5.3	May be covered by another Decision	May be covered by another Decision	May be covered by another Decision	May be covered by another Decision
Strategic communication and Public diplomacy – cf. section 6	Will be covered by another Decision	Will be covered by another Decision	Will be covered by another Decision	Will be covered by another Decision
Totals	**0.00 EUR**	**6 000 000.00 EUR**	**6 000 000.00 EUR**	**12 000 000.00 EUR**

5.6. Organisational Set-up and Responsibilities

The Technical Cooperation Facility is distributed based on needs expressed by Commission headquarters and EU Delegations. Updates allow fine-tuning the management of the allocation and the optimal use of the budget. Final distribution is ensured by the Headquarters.

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.

5.7. Pre-conditions

None

6. PERFORMANCE MEASUREMENT

6.1. 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 Outputs and contribution to the achievement of its Outcomes, and if possible at the time of

reporting, contribution to the achievement of its Impacts, 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).

Arrangements for monitoring and reporting, including roles and responsibilities for data collection, analysis and monitoring:

The implementing partners' monitoring system is expected to measure, and report, on progress in relation to the planned outputs, outcomes and impact of the action by means of RACER (Relevant, Accepted, Credible, Easy, Robust) and SMART (Specific, Measurable, Achievable, Realistic, Time-related) indicators related to a baseline situation. This balanced indicator system should also include both quantitative and qualitative indicators as well as gendered indicators. Considering the multi-country nature of this action, indicator values will be measured, and reported, both on a country and regional level.

Establishing baselines and targets for each indicator selected will be the responsibility of implementing partners and this information will be provided at contracting level (at the latest at the end of the inception phase). If a baseline survey is deemed necessary, correlated endline studies to collect results data will need to be envisaged. Such surveys can be financed under the regular budget of the intervention and should be budgeted accordingly at contracting level (with specific budget lines identified for this purpose).

The monitoring system put in place will collect and analyse data to inform on progress towards achievement of planned results to feed decision-making processes and to report on the use of resources. Considering the multi-country nature of this action, the separation of tasks and coordination on monitoring and reporting duties between the implementing partners involved in the action will have to be detailed and agreed upon by all parties involved at contracting stage. Result-based reporting will be used to foster the active and meaningful participation of all stakeholders involved in the action. Result-based progress reports will be presented and discussed during the action’s steering committee or any other relevant coordination mechanisms established in the framework of this action.

All monitoring and reporting shall assess how the action is taking into account the human rights-based approach and gender equality.

6.2. Evaluation

Having regard to the nature of the action, a final evaluation will not be carried out for this action or its components via independent consultants contracted by the Commission.

In case an evaluation is not planned, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

The evaluation reports shall be shared with the partner country 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, 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.

All evaluation shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

6.3. 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 concluded for interventions or their parts deriving from this action.

7. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

All entities implementing EU-funded external actions have the contractual obligation 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. To that end they must comply with the instructions given in the 2022 guidance document *Communicating and raising EU visibility: Guidance for external actions* (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and contribution agreements.

For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds. 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 the EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before the implementation. 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.

For communication on Team Europe Initiatives, the EU and its Member States can rely on the specific guidance on the Team Europe visual identity.

Appendix 1: IDENTIFICATION OF THE PRIMARY INTERVENTION LEVEL FOR REPORTING IN OPSYS

A Primary intervention[25] (project/programme) is a coherent set of results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

- ✓ Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);
- ✓ Articulating Actions and/or Contracts according to an expected common chain of results and therefore allowing them to ensure a more efficient and aggregated monitoring and reporting of performance;
- ✓ Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

The present Action identifies as

Contract level (i.e. Grants, Contribution Agreements, any case in which foreseen individual legal commitments identified in the budget will have different log frames, even if part of the same Action Document)		
☐	Single Contract 1	contract agreements

[25] 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. *[to access the link an EU Login is needed]*