This action is funded by the European Union

ANNEX III

of the Commission Implementing Decision on the Annual Action Programme – Part 1 – for 2019 in favour of the ENI South countries

Action Document for EUROMED Migration V

<table>
<tr><td colspan="2" align="center">ANNUAL PROGRAMME
This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation and action programme/measure in the sense of Articles 2 and 3 of Regulation N° 236/2014.</td></tr>
</table>

<table>
<tr>
<td>1. Title/basic act/ CRIS number</td>
<td colspan="2">EUROMED Migration V (EMM5)

CRIS number: 2019   2019   /042-098

financed under the European Neighbourhood Instrument</td>
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<td>2. Zone benefiting from the action/location</td>
<td colspan="2">European Neighbourhood Instrument South Partner Countries (ENI SPCs).

Algeria, Egypt, Israel ([1]), Jordan, Lebanon, Libya, Morocco, Palestine ([2]), Syria ([3]) and Tunisia.

The action shall be carried out at the following location: ICMPD Regional Coordination Office for the Mediterranean (Valletta, Malta).</td>
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<tr>
<td>3. Programming document</td>
<td colspan="2">Programming of the European Neighbourhood Instrument (ENI) 2014-2020. Regional South Strategy Paper (2014-2020) and Multiannual Indicative Programme (2018-2020)</td>
</tr>
<tr>
<td>4. SDGs</td>
<td colspan="2">10 'Reduce inequality within and among countries', 10.7 'safe, regular and responsible migration' and the implementation of 'well-managed migration policies'.</td>
</tr>
<tr>
<td>5. Sector of intervention/ thematic area</td>
<td>Public sector policy and administrative management</td>
<td>DEV. Assistance: YES ([4])</td>
</tr>
</table>

([1]) See Guidelines on the eligibility of Israeli entities and their activities in the territories occupied by Israel since June 1967 for grants, prizes and financial instruments funded by the EU from 2014 onwards on http://eurlex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2013.205.01.0009.01.ENG.

([2]) 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.

([3]) On hold – activities suspended in previous phases due to conflict.

([4]) Official Development Assistance is administered with the promotion of the economic development and welfare of developing countries as its main objective.

6. Amounts concerned	Total estimated cost: EUR 5 055 000 Total amount of European Union (EU) contribution: EUR 5 000 000			
7. Aid modality(ies) and implementation modality(ies)	Project Modality **Indirect management** with the International Centre for Migration Policy Development (ICMPD)			
8 a) DAC code(s)	15190 Facilitation of orderly, safe, regular and responsible migration and mobility			
b) Main Delivery Channel	21000 International NGO			

9. Markers (from CRIS DAC form)	**General policy objective**	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☐	X	☐
	Aid to environment	X	☐	☐
	Gender equality and Women's and Girl's Empowerment	☐	X	☐
	Trade Development	X	☐	☐
	Reproductive, Maternal, New born and child health	X	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity	X	☐	☐
	Combat desertification	X	☐	☐
	Climate change mitigation	X	☐	☐
	Climate change adaptation	X	☐	☐
10. Global Public Goods and Challenges (GPGC) thematic flagships	Migration and Asylum: Promote effective governance of migration and mobility and capacity building of developing countries of origin, transit and destination			

SUMMARY

The Euro-Mediterranean region is at an important juncture. In this current context of fluid, complex migration flows, the distinction between source, transit and destination countries is becoming increasingly blurred. Civil war, political and economic instability are having a transformative effect on human mobility and on the demographic makeup of the region. States are challenged with the need to put in place informed and effective migration policies that both effectively tackle deriving challenges and devise ways to harness the potential of this mobility. The way ENI SPCs and EU MS are able to address this critical challenge and govern migration will be determinant for the long-term development and stability in the region.

Mindful of this, the Action aims to foster rights-based migration governance-systems in the Euro-Mediterranean region. It capitalises and builds upon a successful trajectory of the EUROMED Migration as the technical dialogue on migration in the region. The EUROMED Migration is the only ENI-funded

framework that brings together all the countries of the European Neighbourhood South to exchange and discuss on migration issues, providing a flexible platform to adapt to volatile context and priorities.

Based on the lessons learned from previous phases, the Action foresees three complementary components.

At the core of the Action, a strengthened **Dialogue and Cooperation** aims to improve cooperation between relevant stakeholders in the field of migration governance at local/ national/ regional/ international level. Activities carried out build upon outcomes of consultations, and encompass both North-South and South-South dimensions, with a focus on the thematic priorities of the Global Approach to Migration and Mobility (GAMM).

Knowledge management and development aims to improve migration-related knowledge and data management by building and accruing evidence to better inform policy-making in the field of migration governance. This component foresees the continuation of the EUROMED Migration Governance Traineeship programme aiming to create migration managers through a comprehensive and intersectoral approach.

In a context of a polarised public debate on migration, the Action's third component of **Communications and Narrative on migration** aims to foster a realistic and fair narrative on migration, promoting intercultural dialogue, cultural diversity and mutual understanding. This component has been introduced following the growing need to invest on communication on migration and builds on concrete activities launched under Euromed Migration IV.

The Action is implemented by the International Centre for Migration Policy Development (ICMPD), an international organisation with over 25 years of expertise on migration and a proven track-record of innovation in the field. ICMPD strives to ensure coherence and create the right conditions for multiplier effects among related initiatives.

1 CONTEXT ANALYSIS

1.1 Context Description

The situation in the Mediterranean has put the spotlight on migration, placing it at the heart of the political discourse on immigration, identity and security in Europe. While Europe's economic and demographic context solicits efficient legal instruments to address labour market shortages through migration, the focus of the debate in Europe has centred on the mixed migration flows crossing the Mediterranean and the immediate needs generated by this so-called crisis. While Mediterranean sea crossings continue to fall, the perilous journey still claims thousands of lives per year, with around 2 275 people perishing in 2018 [5]. 2018 also saw significant changes to the pattern of routes taken by migrants heading for Europe, with the situation unlikely to abate as long as root causes that trigger displacement and migration, including search of better opportunities, continue.

The Middle East and North Africa region (MENA), as of 2017, has two ongoing civil wars, and accordingly is also home to the two countries that host the highest per citizen number of displaced, Lebanon and Jordan at 208.91 and 89.55 per 1 000 inhabitants respectively [6].

In the **North of Africa**, the combined effect of inward flows from Sub Saharan Africa and outwards movement towards Europe has blurred the division between source, transit and destination countries [7]. As an example, Egypt has become a migration crossroad, and

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[5] UNHCR. 2018. *Desperate Journeys* Report.
[6] http://www.unhcr.org/statistics/mid2015stats.zip
[7] H. Malka, Destination Maghreb, Changing Migration Patterns in North Africa, CSIS, April 2018. P.7.

increasingly a destination country for migrants. The exact number of economic and forced migrants in Egypt is difficult to assess since an unknown number of Syrians and other nationalities remain unregistered living among Egyptian communities across the country. Moreover, an approximate 100 000 migrants, mostly from Sub-Saharan Africa, are currently residing in both Morocco and Algeria respectively. Whilst Morocco, Algeria and Tunisia continue to serve as main transit "hubs" for Sub Saharan migrants on their way to Europe, they are also at the same time increasingly becoming countries of destination. In the meantime, the persistence of strong emigration aspirations among country nationals, especially youth, remains cause of concern as a potential drain on national resources. Furthermore, the consequences of the Libyan civil conflict, despite solid progress in peace and state-building efforts, are still rippling through the region, remaining a potential source of instability and displacement. This context has driven North African states to seek to reinforce their migration apparatus and, in these efforts, take steps towards ramping up bilateral and multilateral cooperation.

In this sense, given the rising migratory trends, Egypt has taken major steps towards developing a comprehensive strategy to curb smuggling and trafficking activities on its territory. In October 2016, the Government of Egypt launched a new "National Strategy on Combating Illegal Migration" for the period 2016-2026. In 2017 irregular outflow from the Egyptian northern coast has sharply decreased due to tightened control measures, which proves step forward have been made.

The Kingdom of Morocco and the People's Republic of Algeria remained stable throughout the Arab springs. Morocco is building its experience in managing migration and circular labour migration to Europe as well as domestic migration management that is expected to be strengthened through the implementation of the National Immigration and Asylum Strategy. Algeria on the other hand, has the most effective approach to managing irregular immigration, and the associated security concerns. Though Algeria has a vast and remote southern border its engagement with the Tuareg clans in the Sahara has resulted in a stable and calm southern border, even while its southern neighbours Mali and Niger, and Libya to the East struggle with civil wars.

The **Middle East** is a region traditionally at the crossroads of global mobility and embodiment of the increased complexity in migration trajectories. Migration has recently been on the spotlight as the region faces political instability coupled with strain on resources generated by a sudden, high volume of Syrian displacement to neighbouring countries. As the biggest migrant host countries from the region, with an estimated 1.7 m refugees ([8]), Lebanon and Jordan have experienced unprecedented strain on resources that puts social cohesion in local communities at risk ([9]). Notwithstanding, the Middle East continues to be a source of skilled labour force in the region, as reflected in the steady outflow of Arab skilled workers towards European or Gulf countries, with the reaffirmation of prominent migration corridors, such as between Egypt and Saudi Arabia. Saudi Arabia alone hosts an estimated 200 000 Jordanian, 160 000 Lebanese and up to 2 million Egyptian workers. Upper estimates indicate a total of 210,000 Lebanese, 400 000 Jordanians and up to 2.9 million Egyptians residing in the Kingdom. Moreover countries such as Jordan and Lebanon continue to represent attractive destinations for migrant workers from South/South-East Asia, namely Bangladesh and the Philippines.

The forcibly displaced by the Syrian Civil War, the persistent insecurity in Iraq, and the continued displacement of Palestinians, make the Middle East region (especially Lebanon and Jordan) a major region of origin and destination worldwide. The Hashemite Kingdom of Jordan's approach of applying a strong rule of law coupled with an emphasis on cultural on solidarity and integration has proven to be successful in ensuring a stability few other countries enjoy in the region. After periods of unrest during and immediately after the Arab springs Egypt, as in the

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([8]) The Welfare of Syrian refugees: Evidence from Jordan and Lebanon. The World Bank, 2016.
([9]) Y. Maha, Policy Framework for Refugees in Lebanon and Jordan, Carnegie Middle East Centre, 2018.

case of Tunisia, has politically stabilised but remains vulnerable economically. Furthermore, the continued tense situation between Israel and Palestine inherently complicates Middle Eastern Affairs and limits opportunities for regional integration and cooperation. Excluding Palestinians officially registered as residents in the West Bank, the Israeli labour market still hosts a significant foreign workforce. An estimated 166 000 (non-Arab) foreign workers resided in Israel in 2017.

As such, the current context in the Euro-Mediterranean region is heavily impacted by these mixed migration flows and their effects on local populations and political processes. The region's deep and long-held interconnection of economic, social and cultural phenomena translates into mobility dynamics which transcend both pre-existing legal structures and territorial boundaries. Against this backdrop, states are challenged with the need to effectively tackle deriving challenges, notably in terms of settlement, displacement, migrant smuggling, and, most importantly, devise ways to harness the potential of this mobility. Across the region, policy-makers' ability to formulate policies based on evidence and in favour of the general interest has been hampered by a prevalence of distorted narratives on migration.

Criminal networks involved in trafficking in human beings take advantage of the irregular migration routes. In the context of migration, the early identification and referral for support of potential victims and victims of trafficking in human beings should be appropriately addressed, taking into account patterns such as the disproportionate women and girls trafficked for the purpose of sexual exploitation.([10])

The proposed Action is therefore positioned at this important crossroads. The way states decide to (or not) devise evidence-based solutions to migration or address mobility from a rights-based approach will have irreversible, long-term consequences for the stability, prosperity, development of the region and its citizens.

The EUROMED Migration is currently the only regional programme on migration bringing together all the countries of the European Neighbourhood South as well as EU Member States to exchange and discuss on migration issues, providing a flexible platform to adapt to volatile context and priorities. In the current phase of the EUROMED, this approach has proven to be successful in terms of supporting countries in supporting dialogue and exchange based on commonly identified priorities. The EUROMED has also demonstrated its added value in supporting dialogue exchanges on specific EU priorities, also contributing through the development of targeted knowledge products to the formulation of country and regional programmes under different financial instruments. It is worth highlighting that, albeit the ENP review of 2015 has included migration as the main pillar of cooperation with countries of the neighbourhood, with the establishment of the EU Emergency Trust fund for Africa North of Africa window, the cooperation on migration has been centralised in this ad-hoc instrument with a geographical scope limited to the North of Africa Countries.

As stressed also by the ROM report and substantiated with lessons learned, there is the need to maintain a regional instrument that can serve as a platform of exchanges between the countries of the whole neighbourhood south and the EU MS.

1.2 Policy Framework on migration (Global, EU)

The proposed Action responds to objectives set out in the key global and regional EU policy framework such as the Global Migration Compact and the Global Refugee Compact.

([10])https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-security/20181204_com-2018-777-report_en.pdf

Through reinforcement of cooperation among migration stakeholders, and building of evidence, the Action will address the *EU's Global Approach to Migration and Mobility's (GAMM)* ([11]) call for better management of migration flows through increased cooperation with third countries.

The four GAMM priorities ([12]) will serve the thematic reference framework to inform dialogue and exchange activities. The Action will align to more recent policies and communications, in particular to the *European Agenda on Migration*[13]'s and the Communication on the New Partnership Framework with third countries[14] proposing the establishment of structured dialogues on migration, mobility and security with the Southern Mediterranean countries ([15]).

In June 2016 the Communication "Lives in Dignity: From Aid-dependence to Self-reliance[16]" put forward a policy framework to gradually end dependence on humanitarian assistance in existing displacement situations by fostering self-reliance and enabling the displaced to live in dignity as contributors to their host societies, until voluntary return or resettlement.

The ***Progress report on the Implementation of the European Agenda on Migration*** ([17]) highlights how a comprehensive and multi-thematic approach to migration management has impacted positively in facing the challenges the Euro-Mediterranean has faced in the past five years. In this perspective, the Action is one of the initiatives that contribute to achieve better regional cooperation in strategic sectors, alongside with EUROMED Justice and Police.

The Action is grounded on the *European Neighbourhood Policy ([18]) (ENP)* strategy regulating the EU's relationship with countries of the European neighbourhood, in a spirit of achieving mutual benefits, and bringing the EU and its neighbours closer together to bring stability and security throughout the region. In this framework, the Union for the Mediterranean which replaces the 2008 Barcelona Process and complements bilateral cooperation under ENP aims to strengthen regional economic integration. EU cooperation with Southern Mediterranean countries on migration-related issues is recognised as strategic priority, focusing mainly on supporting cooperation on mobility and discouraging irregular migration.

While having a primary focus on the Neighbourhood South, the Action follows the principle of the expansion to the "Neighbours of our Neighbours" for dialogue, as mentioned in the revision of the ENP in 2015 where the consultations confirmed a strong interest in developing new ways of working with the neighbours of the neighbours ([19]).

It also responds to, and aims to make a marked contribution to the *Joint Valletta Action Plan (JVAP)*'s implementation of enhanced mobility management between Europe and African countries and tackle root causes of migration. It also aligns to the Communication on *Forced*

([11]) Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - The Global Approach to Migration and Mobility COM/2011/0743 final.
([12]) GAMM's four thematic priorities are: irregular migration, legal migration, migration and development and international protection and asylum.
([13]) Communication from the Commission – "A European Agenda on Migration" COM(2015) 240 final.
([14]) Adopted in June 2016 (COM(2016)385).
([15]) Such as Rabat Process and Khartoum Process.
([16])http://ec.europa.eu/echo/files/policies/refugees-idp/Communication_Forced_Displacement_Development_2016.pdf
([17]) Communication from the Commission – "Progress report on the Implementation of the European Agenda on Migration" COM(2019) 126 final.
([18]) Communication from the Commission - European Neighbourhood Policy - Strategy paper COM(2004) 373 final.
([19]) Joint Communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - Review of the European Neighbourhood Policy JOIN(2015) 50 final.

Displacement and Development ([20]) to set out to contribute to durable solutions for forcibly displaced people and their host communities.

Regionally, the Action contributes also to the *Migration on the Central Mediterranean route. Managing flows, saving lives* ([21])*,* by inter alia supporting dialogue for reinforced protection of borders and specific measures against smuggling as a way to address irregular migration, and better management of migration flows at the EU's southern borders, including increased cooperation with migration authorities in three target countries of the Action: Tunisia, Algeria and Egypt.

Globally, the Action aligns to the 2030 Agenda and follows the *European Consensus on Development* ([22])*,* considering Sustainable Development Goals (SDGs) as cross-cutting elements of all actions, and harnessing the development potential of mobility through promotion of a nuanced and balanced narrative on migration.

These policies are the subject of, and are informed by two relevant regional dialogues on migration: The Rabat Process and the Khartoum Process. The Euro-African Dialogue on Migration and Development (Rabat Process) is a regional migration dialogue. Since 2006, the dialogue has offered a framework for consultation, bringing together countries of origin, transit and destination of the migration routes linking Central, West and Northern Africa with Europe. Over 60 stakeholders, including the European Commission (EC) and the Economic Community of West African States (ECOWAS), are involved. The result is an open dialogue between national administrations about technical and political questions related to migration and development.

Both the Khartoum and Rabat processes Secretariats are supported and coordinated by ICMPD with funding from the European Union.

1.3   Public Policy Analysis of the partner country/region

In the **Middle East**, the ongoing Syrian civil war has heavily impacted the social and political context. Until now, the perspective of return for the millions of people displaced by this conflict and settled in Lebanon and Jordan is still uncertain. At the same time, this sudden demographic change for these small countries places an additional stress on already strained social systems and represent additional factors that inhibit consolidation and effective responses to the issue of migration and protracted displacement. Meanwhile, in Palestine and Israel, political instability and conflict signifies a major hurdle in devising long-term development paths for communities and migrants alike.

In the **North of Africa**, the situation is characterised by socio-economic turbulences. Under such circumstances, supporting the design and implementation of national strategies on migration and related priorities, is essential in a context of challenged governance.

The Action aims to enhance cooperation on migration at regional level, between EU Member States (EU MS) and ENI SPCs and among SPCs. By facilitating cooperation and reinforcing

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([20]) Communication from the Commission - Lives in Dignity: from Aid-dependence to Self-reliance COM(2016) 234 final.
([21]) Joint Communication on 'Migration on the Central Mediterranean route – Managing flows, saving lives' JOIN(2017) 4 final.
([22]) The new European Consensus on development 'Our world, our dignity, our future'- Joint statement by the Council and the representatives of the Governments of the Member States meeting within the Council, the European Parliament and the European Commission.

dialogue in the field of migration, at the technical level, the capacity of ENI SPCs and EU MS to manage and address migration challenges, and the intersectionality between their roles as places of origin, transit and destination of migration will be enhanced. The linkages created by diaspora settlement on both sides of the Mediterranean represents here a distinct opportunity.

This will ultimately contribute to the attainment of rights-based migration governance in the region and go towards establishment of mechanisms that ensure policy coherence in a framework of safety, human rights and development.

The proposed Action will engage institutional actors at the regional level, taking national and regional priorities and local contexts into account and developing activities in accordance with partner countries' strategic objectives.

1.4   Stakeholder analysis

The main stakeholders of the Action are the official representatives from ENI SPCs Ministries in charge of cooperation and migration, as duty bearers with the mandate to implement and enact migration policies in their respective territories. These include Ministries of Foreign Affairs and/or of Interior/Migration, among others.

As a comprehensive approach on migration entails the cooperation of various ministries and government institutions, the participation and proactive engagement of other government bodies such as Labour, of Finance, Statistics Offices, Finance, and Law Enforcement Authorities, where relevant to the action, is organised through the NFPs.

In order to streamline communication to both EU MSs and SPCs, a process of formally appointing National Focal Points (NFPs) from relevant ministries was undertaken in 2017. While the main stakeholders are the aforementioned ENI SPCs ministries, specifically technical level officials, secondary stakeholders that mirror the ENI SPCs in EU MSs are crucial to the success of the Action.

Donor institutions represent also secondary stakeholder, in that the action seeks to propose innovative concepts that drive cooperation, support better coordination, and the identification of cross-Mediterranean shared thematic priorities.

Tertiary stakeholders are media actors, academia and civil society working on migration related topics. Target stakeholders include also public communicators as well as the general public. Through strategic partnerships, the Action will address relevant stakeholders such as local and regional authorities, private sector, and migrant associations. An in-depth stakeholder analysis and matrix will be developed at the beginning of the implementation period to identify actions as catered and suitable to these specific stakeholder groups.

1.5   Problem analysis/priority areas for support

The migration "crisis" as experienced in 2015-2016 revealed a lack of coordination of policy responses to the fast evolution of mobility dynamics in the Euro-Mediterranean region.

National administrations in ENI SPCs are often experiencing lack of resources (and in-house capacity) to face the challenges of changing migration patterns as well reap on the potential benefits. Reinforcing capacities within SPCs and laying the groundwork for more fruitful long-term coordination with EU MS will contribute to deliver policy responses that guarantee safe, orderly and regular migration.

The proposed Action intends to build upon a successful trajectory of cooperation of EUROMED Migration with partner countries in order to enhance management and governance of migration both at the regional perspective. The action will target various thematic areas of support reflecting EU policy and cooperation framework as detailed in section 1.2, including: promotion of legal channels of mobility, strengthening of border management cooperation, enhancing diaspora engagement and dialogue with host and origin countries and combatting irregular migration/smuggling of human beings ensuring better migration governance and promoting rights based approach.

Component 3 of the programme on communications addresses a rising trend of negative reporting on migration which polarises the debate and abates efforts to enact pragmatic evidenced-based solutions. This has been identified as a pre-condition to building long-lasting, successful systems that contribute to rights-based migration governance.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Low level of engagement from partner institutions and particularly from nominated National Focal Points (NFPs – both from SPCs and EU MS).	H	• Asserting the participatory approach through better coordination mechanisms as to increase engagement during events • Define a coordinated NFPs outreach strategy with the support of the European Commission • Establishing a comprehensive calendar of events in coordination with relevant dialogues and regional initiatives, that strikes a balance between keeping momentum and enables continued participation of NFPs that are often serving as focal points for many initiatives • Developing a stakeholder management plan to coordinate with partner organisations and build economies of scale • Incorporating a targeted partner communications plan as part of the broader communications plan to build ownership and keep participants abreast of project activities and development
Low level of cooperation and coordination among relevant entities affecting engagement with the dialogue component in targeted countries	M	• Investing in closer bilateral consultations with the nominated NFPs to provide needed support in coordination efforts and ensure commitment and ownership
Stereotypical and simplified narrative on migration undermining efforts towards discussing migration in a constructive and outcome-oriented	M	• Emphasising the positive outcomes of migration, stressing the role of evidence and engaging more directly

way in the Mediterranean		with communicators, media, policy makers as well as the general public
Instability of the political context in SPCs	**H**	• The EUROMED Migration programme is anchored in a long-term approach and based on a series of phases that allowed ICMPD to establish in those countries a solid relationship based on cooperation, trust and coordination, in particular the administrative structures independently of political level
Assumptions		
1-SPCs and EU MS and official stakeholders demonstrate the necessary political will and sufficient trust to engage in and support project activities. 2- Regional and national political and economic stability as well as stable participating institutions and entities, working in an environment that encourages participation and cooperation 3- The media and general public in SPCs and EU MS are open to learning about and, where needed, reconsidering their perception on migration/migrants on the basis of solid evidence 4- Project partners and participants are committed to and active in coordination, communication and dialogue through the project as well as migration management more broadly 5-DG NEAR provides input and perspectives on project design, methodologies, and deliverables and engages and supports project deliverables		

3   LESSONS LEARNT AND COMPLEMENTARITY

3.1   Main achievements and Lessons learnt

Euromed Migration IV achievements

This section provides an overview of the main outputs delivered under the Euromed Migration IV, which is due to end in December 2019. The final evaluation of the programme will allow furthering fine-tuning the activities of the phase V.

Outcome: Cooperation between relevant stakeholders in the field of migration governance at local/ national/ regional/ international level is improved

- **13** out of 18 dialogue and exchange activities conducted to foster cooperation between regional stakeholders. Such dialogue events take the form of peer-to-peer conferences; workshops, sub-regional workshops. Those activities saw the participation of 31 Countries (23 EU MS and 8 ENI SPCs), with a variable level of participation according to the interest in the topic under discussion.
- EMMIV has produced publications and research outputs. Namely, **a study on the matching of labour supply and demand at the regional level** and, a **mapping of labour-matching initiatives** between North African SPCs and EU MS as well as "**Tunisian Labour Market Inventory"**.
- **2** countries participating in the Migration Governance Process (MGP). For Tunisia, capacity-building efforts have focused on enlarging the knowledge base on migration while providing policy-makers with the appropriate tools to implement a national migration strategy. The delivered outputs have informed and prepared the ground for the development of a standalone project, ProGreS-Migration ([23]). The standalone project will accompany and support the effective implementation of the national migration strategy. Palestine has been committed to reinforce its governance of migration since EMM3 notably through the establishment of a migration body composed of different ministries and agencies. EMM4 currently supports various domestic work

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([23]) "Projet Gouvernance et Stratégie", funded under the EU Trust Fund for Africa.

streams aiming to reinforce data collection capacities at borders and modalities of engagement of Palestinians residing abroad

- **Five** cycles of the Traineeship have been completed, with the sixth cycle underway with a total of 633 applications, around 80 % from EUMS and 20 % from ENI SPCs. **24 trainees** have successfully completed the Migration Governance Traineeship, with 8 more traineeship to be undertaken by the end of the programme. The i.Map Migration Governance Traineeship aimed at strengthening the migration governance expertise of students and young professionals in the Euro-Mediterranean region.

Outcome: a realistic and fair and balanced narrative on migration is fostered:

- A training curriculum for journalists on migration has been devised with a total of **30 journalists** coming from Algeria, Egypt, Morocco, Syria and Tunisia trained on how to better cover migration in their reporting. Target by the end of the programme is 80.
- **80 governmental communicators** trained on the importance of balancing the narrative on migration
- **1090 policy makers sensitised** on the importance of rebalancing the narrative on Migration
- **2 editions of the Migration Media Award** have been organised jointly with the ENI-funded Open Media Hub Programme.
- **109 journalistic pieces** which contribute to balance the narrative on migration as a result of the project's actions through the Migration Media Award 2017 and 2018
- **2 publications** on the narrative on migration produced, namely the study "**How does Media on both sides of the Mediterranean report on migration?**" and "**Compilation and analysis of existing opinion polls on public attitudes on migration in the Euro-Mediterranean region**". Fulfilling EMM4's commitment to boost its partnership approach, both studies were conducted in collaboration with specialised organisations: the Ethical Journalism Network (EJN) for the first study and the Observatory for Public Attitudes on Migration (OPAM) for the second.
- Through dissemination activities **800 journalists have been reached and sensitised** through the collaboration with Arab Reporters for Investigative Journalism (ARIJ) in Jordan, one of the main journalists network in Middle East, and co-orgnaisation of events such as the Assises Internationales du Journalisme de Tunis

Lessons Learned

The EUROMED Migration programme capitalises and builds upon its 15-year trajectory as the technical dialogue on migration in the region (EUROMED Migration phases II to IV).

During the implementation of the phase IV, it has been observed that some issues can have a major impact in the implementation of the initiative, such as the fluctuant engagement of the National focal points, the capacity to adapt to a regional volatile political context as well as taking into consideration emerging priorities.

Additionally, it draws on lessons learned from similar initiatives and dialogues. Through the implementation of EMM4, the following main lessons learned contributed to the formulation of the proposed Action:

Ensuring National Focal Point (NFP) engagement

NFPs are instrumental in shaping long-term relations with national stakeholders and the dialogue's impact is to some extent determined by their level of engagement. High turnover, delayed engagement or deferred appointment of NFPs can have a detrimental effect on the effectiveness and continuity of dialogue. Mindful of the experience under EMMIV, the Action will invest in the reinforcement of ties with NFPs in all SPCs as well as EU MS. This gradual process will require conducting of regular missions to countries of interest in view of securing engagement and maintaining interest on the side of national institutions. The Action foresee a

strengthened role for NFPs through regular consultations with the aim of increasing their participation and ownership. In coordination with EU Delegations and European Commission, the Action will adopt a country-based approach considerate of country sensitivities and absorption capacities.

Investment in education on migration

The EUROMED Migration Governance Traineeship programme piloted as of 2017 has brought to light the need to invest in professionalization of the migration sector, by training future leaders and providing practical, hands-on experience on migration governance. The successful piloting of the traineeship scheme which benefited 32 young professionals from the region was positively evaluated as addressing a growing need in training for the migration field to link academic experience to professional know-how.

Mitigating effect of regional instability

EUROMED Migration operates in a relatively volatile regional environment. Beyond the protracted conflicts in Syria and Libya, SPCs currently face socio-political challenges which tend to monopolise state action and frequently challenge institutional foundations. Notwithstanding, EMM4 managed to attain in Palestine, in a context of high volatility, serious engagement and commitment to achieve long-standing national goals, thus opening opportunities that will be pursued under the proposed Action. In order to address a variety of migration-related challenges, the proposed Action closely involves partner countries in the design and implementation of activities. Capitalising on EMM4's practices, the Action will establish regular and thorough consultation and feedback channels throughout implementation, thereby placing partner countries' thematic priorities and objectives at the heart of the action. In line with partner's requests, the Action will work towards developing concrete work plans informing stakeholders of planned activities well ahead.

Capitalise on emerging interest in communications on migration

While it was not the main focus of the original formulation of the EMM4, the work undertaken on the narrative and communications on migration gradually became a flagship of the programme, responding to an emerging necessity expressed both by EU MSs and ENI SPCs to better understand how to balance the public narrative on migration after 2015/2016 so called "migration crisis". The proposed Action aims at keeping the momentum, and builds upon the positive dynamic created to continue supporting evidence-based communication and media reporting to promote unbiased and less polarised narrative on migration.

Adopt a flexible but structured approach to absorb rapid changes in the context

One of the lessons learned from EMM4 focus on the necessity of conceptualise flexible instruments which are easily adaptable to rapidly changing context and priorities. The challenges encountered at the beginning of the EMM4 implementation period entailed mainly the necessity to adapt the programme to changes in both regional context and national situations but also to a rapid shift in EU priorities in order to respond to the same regional changing scenario. With the Agenda on Migration and the Valletta Summit (and the related political declaration and action Plan), a reinforcement of both financial instruments and policies on Migration was promoted to respond to the necessity of saving lives at sea while ensuring a coherent and comprehensive approach to migration management. The initial features of the EMM4 (including a capacity building facility and small scale actions to be implemented) became rapidly redundant, overlapping and too limited in the approach, compared to the much more consistent efforts put in the EU Trust Fund for Africa. The present Action takes into consideration the change of context and aims at serving as regional framework to provide a platform to ensure coherence to all the initiatives implemented in the Neighbourhood South, without duplicating activities at country

level. The rational, integrated and well defined structure of the proposed Action will support efforts towards this end, providing a strong cooperation framework.

3.2   Complementarity, synergy and donor coordination

The proposed Action will be closely coordinated and implemented in complementarity with relevant EU-funded bilateral and regional initiatives as well as other donor's relevant actions in this field (see Annex I).

Following the Valletta Summit and the creation of the EU Emergency Trust Fund for addressing root causes of irregular migration and forced displacement in Africa, the initiatives funded by the EU on migration dramatically increased in number.

The EUROMED Migration provide the framework for discussing aspects of migration that are covered by the EUTF funded actions bringing the discussion to regional level, including partner countries from the Middle East into the scenario. It will focus on all the priorities covered by the EU TF, with a specific emphasis on the nexus between migration and development, labour migration, communication on migration.

Moreover, the dialogue component of Euromed Migration is also instrumental to discuss ad-hoc issues and feed DG NEAR with information useful for the formulation of new programmes.

Synergies will be ensured and reinforced with ICMPD activities and relevant programmes in targeted countries. Furthermore, links will be strengthened with other dialogues, including Rabat, Budapest and Khartoum processes, to ensure complementarity of actions and in particular in the monitoring and delivery of the Joint Valletta Action Plan (JVAP). As ICMPD is currently the implementing partner for all the above mentioned EU funded dialogues and support instruments, there is great added value in entrusting also the implementation of the EMMV to the same entity, in order to ensure coherence of approach and maximise synergies among the processes, while avoiding duplication and rationalising the efforts required from participating countries.

Moreover, ICMPD strives to go beyond enhancing coordination and ensure coherence among all its actions by creating the right conditions to create multiplier effects among related initiatives. Mechanisms are in place to apply the concept of economies of scale in project implementation processes in aligned areas of operation. The following initiatives are in particular taken into consideration:

- *Building, disseminating and operationalizing evidence-driven migration governance policy and practice in North Africa (eMGPP)* – by providing governmental institutional counterparts to the North AfricA Migration Academic Network (NAAMAN) in their capacity to enhance migration and research in the region, as well as contributing to the development and implementation of a systematic evaluation framework for EUTF NoA

- *Mobility Partnership Facility (MPF)* – as a potential tool for developing positive spillover effects, for example by developing bilateral cooperation mechanisms in priority countries for the EU, focusing in particular in those countries that signed Mobility Partnerships or Common Agendas on Migration and Mobility Joint Declarations.

- *Mediterranean City-to-City Migration* (MC2CM) – acting as a relay for inter-institutional coordination and multi-level governance vis-à-vis the local government network and joining up action in the support of awareness raising and promotion of a balanced narrative on migration

- *Support to the Implementation of the National Strategy on Migration of Tunisia* (ProGreS Migration) – by providing a relay on regional knowledge on migration governance processes and lessons and, where relevant, provide successful regional tools and mechanisms to enhance goals of improved migration management, cooperation and data collection in Tunisia

- *Strategic and Institutional Management of Migration in Libya* – by developing tools which have a regional relevance and can support in efforts to enhance capacity of Libyan administration, academia and civil society to improve the management of migration flows and conditions of migrants

- *MIgration EU eXpertise (MIEUX)* – by further exploring the potential of this tool as a mechanism to support governments in accessing EU migration expertise and technical support

- *Strengthening the Evidence Base for Migration Policies: A Central Migration Data Management Solution for Jordan* – by promoting sharing of experience that can lead to development of mechanisms for collection of accurate and reliable data on migratory movements

- *Support to the Mobility Partnership (MP) between the European Union (EU) and the Hashemite Kingdom Of Jordan (JEMPAS)* – by providing technical expertise and support to strengthen the capacity of implementation of the national migration policy

- As an implementing body for a number of Integrated Border Management initiatives in the region, ICMPD seeks through this Action to enhance the institutional framework and thus contribute to mitigating vulnerabilities arising from irregular migration and further improve the framework of protection in these territories

The Action will also continue to consolidate and expand strategic partnerships with relevant stakeholders and seek complementarity with other initiatives funded by EU and other donors, and in particular EUTF-funded programmes listed in the Annex I.

Donor coordination will be ensured through regular communication channels with the European Commission in Brussels as well as with relevant EU Delegations and Member States as required. The Operational Steering Committee will involve the EU as main donor in the decision-making structure of the project, allowing for a flexible mechanism that can adapt to rising needs and priorities.

4 DESCRIPTION OF THE ACTION

4.1 Overall objective, specific objective(s), expected outputs and indicative activities

The Action includes three components, each of them linked to specific objectives contributing to the overall objective, as aligned to the Monitoring and Evaluation framework for the North of Africa window of the EU TF (MENOA):

Overall Objective (OO): To foster rights-based migration governance-systems in the region

Component 1: Dialogue and Cooperation

Specific Objective I (SO1): To improve cooperation between relevant stakeholders in the field of migration governance at local/ national/ regional/ international level.

Intermediate Outcome I (IO1): To enhance dialogue/ exchange of experiences between relevant actors at local/ regional/ national/ international level in consultation with DG NEAR

The proposed Action's main feature will remain the Dialogue component, to continue the activities carried out during previous phases and build on the outcomes of the consultations with participating Countries, encompassing both North-South and South-South dimensions. The overarching priority shall be determined with DG NEAR with a particular relevance and consideration on how discussions on the external dimension shall affect the EU internal aspects.

Based on lessons learned, the broad thematic structure is preferred to ensure a flexible approach, should priorities and context related challenges change rapidly during the implementation period.

The approach, developed in the previous phases of the programme, of linking the definition of the themes for the dialogue framework to consultation mechanisms and specific analysis carried out during the monitoring and evaluation processes will remain, with selected priorities organised along the following two main categories:

- Mainstreaming Priorities
- Emerging Priorities

The EUROMED Migration Dialogue and Cooperation framework will also be kept as flexible as possible to recognise the appreciation of stakeholders identifying it as a "Laboratory of ideas". Taking account of country and regional priorities to determine the topics to be explored has been a critical factor in increasing and maintaining ownership of the process. This contributes to improved cooperation among stakeholders, ensuring that there is no duplication of work in related dialogues such as Rabat and Khartoum Processes and, on the other hand, maximise the potential impact of all these complementary settings and tools.

This flexible approach, within a framework that is adequately planned and directed, also enables maximisation in potential for innovation and synergies with activities carried out under the other components and relevant initiatives implemented at regional, national and global level.

National Focal Points (NFPs) both in EU MSs and ENI SPCs remain the main conduit for dissemination of information and requests as well as participation in consultation mechanisms envisaged to steer the dialogue.

The dialogue will encompass different types of meetings according to the specific nature of the thematic focus to be discussed. These may include Peer-to-Peer meetings, Sub-regional workshops, Experts' retreats and specific settings to enhance broader stakeholders' engagement. The EMM5 will follow Chatham House rules for all the meetings under the Dialogue component, unless agreed differently with all involved partners on a case by case approach.

Indicative list of Main Activities for Component 1:

- Organisation of EU Delegations and EUROMED migration NFPs' consultations to identify mainstreaming and emerging priorities within the themes of the GAMM, including Migration Governance.

- Organisation of restricted workshops to address specific issues at technical level aimed at informing Peer to Peer (P2P) events or discussing new approaches and experiences on the development of migration governance systems/processes.

- Organisation of P2P Events to foster dialogue and cooperation on commonly identified priorities.

- Further development of the EMM3 and 4 Dialogue Monitoring Tool to analyse dialogue thematic trends.

Expected outputs under Component 1 include:

- The improvement of the EUROMED migration Dialogue Monitoring Tool.

- The formulation of conclusions and policy/operational recommendations for the follow up of the thematic work from NFPs' consultations, P2P events and workshops.

Component 2: Knowledge management and development

Specific Objective II (SO2): <u>To improve migration related knowledge and data management in the field of governance.</u>

Intermediate Outcome II (IO2): <u>To increase migration-related Knowledge in all relevant areas.</u>

The focus on migration knowledge management and development aims at improving access to relevant studies and sources of information in order to build the knowledge of main stakeholders on migration governance to support evidence-based policy-making. It also focuses attention on the importance of knowledge and skills development to improve migration governance at national and regional level. Activities focus both on knowledge generation, development and analysis. They include addressing knowledge gaps on specific themes, country-based studies and knowledge management activities through identification and organisation of existing sources and knowledge products. This will increase accessibility to a broad range of content with the goal of informing evidence-based migration policy development. The interactive Map on Migration (i.Map) serves as platform that organises and presents this knowledge in an accessible and user-friendly way.

The focus of the thematic studies will be determined under Component 1, prioritising those themes which contribute to fostering the discussion undertaken in the framework of the dialogue in order to harmonise the activities to be carried out under the two work-streams and harmonising the definition of the annual work plan and expected outputs per component.

The Action foresees also the continuation of the EUROMED Migration Governance Traineeship programme, building on the success of the pilot experience carried out under EMM4.

<u>Indicative list of Main Activities for Component 2:</u>

- Conceptualisation and development of thematic and/or country based studies, policy and research outputs (encompassing qualitative and quantitative research) to provide the necessary information and knowledge to support constructive and fruitful dialogue exchanges, according to identified priorities.

- Continuation of the EUROMED Migration Governance Traineeship programme to contribute to the training of future migration governance experts from the Euro-Mediterranean region, with a focus on fostering exchanges among academic institutions (North-South and South-South) to identify strengths and weaknesses of existing curricula on migration and provide recommendations for the development of an adequate education offer that matches regional policy priorities.

- Further expansion of the i.Map, improving the quality and quantity of content available while identifying potential synergies with other ongoing initiatives to avoid duplication and maximise users' experience.

<u>Expected outputs under Component 2 include:</u>

- Development of thematic and country focused studies.

- Implementation of up to five cycles of the EUROMED Migration Governance traineeship (four trainees per cycle, each cycle of five months' duration).

- Development of an inventory of migration focused curricula in the Euro-Mediterranean region.

- Potential establishment of a community of practice to identify and discuss existing gaps in the academic offer on migration in the Euro-Mediterranean region.

- Development of relevant recommendations to improve the academic offer of migration studies cross-referencing regional policy priorities (both mainstreamed and emerging).

- Upgrading of i.Map platform, with improved quantity and quality of reliable, available content as well user interface and experience.

Component 3: Communications and Narrative on migration

Specific Objective III (SO3): To foster a realistic and fair narrative on migration promoting mutual dialogue, and mutual understanding.

Intermediate Outcome III (IO3): To enhance awareness/sensitivity of general public regarding all aspects of migration.

The promotion of a more balanced, evidence-based and fair narrative on migration will support the development of a less polarised public debate which will then contribute to create the pre-conditions for the development of evidence-based and sound migration policies that promote intercultural dialogue, cultural diversity and mutual understanding.

The approach aimed at rebalancing the narrative on migration entails three separate pillars (see below) to best address the targeted stakeholders of particular interest, namely: the media, the general public, and policy makers. These three target groups are considered interdependent, with the assumption that media play a role in the development of attitudes on migration and both public attitudes and media reporting contribute to generating and environment conducive to the development of evidence-based and sound migration policies.

- Pillar 1: ICMPD, under EMM4, developed and leads together with the DG NEAR funded initiative Open Media Hub (lead by Thomson Foundation), the Euro-Mediterranean Migration Media Award (MMA). From 2017 to 2019, the initiative has been implemented in partnership with the Ministry of Foreign Affairs and Trade Development of Malta, and the European Asylum Support Office (EASO). The MMA aims to recognise excellence, relevance, and newsworthiness of journalism pieces contributing to balance the narrative on migration in the Euro-Mediterranean region. The long-term objective of the MMA is to foster coverage and reward outstanding pieces of journalistic work on migration issues, recognising the role media play in balancing the current narrative on migration.

- Pillar 2: During EMM4, collaboration was launched with the Observatory on Public Attitudes on Migration (OPAM) at the European University Institute to develop a series of studies targeting public attitudes on migration. The proposed Action will capitalise on the work already done and develop the necessary knowledge products to support an evidence-based approach to the issue of the narrative on migration and provide policy and operational recommendations to communication professionals and policy makers in the Euro-Mediterranean region.

- Pillar 3: Cooperation with the Club of Venice (CoV), an informal group of Europe's most senior and experienced government communications professionals, has been established to bring the discussion on the narrative on migration to the attention of professional institutional communicators and identify main challenges policy makers encounter when communicating on migration. Building on successful practices under EMM4, the Action foresees the continuation of the work done at technical level to foster experience-sharing and encountered challenges in public communication on migration and proposes to develop a long-term initiative to identify good practices in communicating on migration, enlarging the relevant stakeholders' group to include, among others, academia, professional communicators, private sector and all relevant actors in both EU MSs and ENI SPCs.

Encompassing the three pillars, specific visibility events to promote activities on the communication and narrative on migration will be organised to raise awareness vis-à-vis the general public and practitioners of the importance to align evidence to the perception of migration.

<u>Indicative list of Main Activities for Component 3:</u>

- Organisation of Migration Media Award on annual basis, including call for proposals, mentoring process and Award Ceremony.

- Establishment of a network of migration-trained professionals in journalism in the Euro-Mediterranean region.

- Conceptualisation and development of specific studies on public attitudes on migration and interdisciplinary knowledge products on communication on migration targeting the general public perceptions.

- Development of a network of public communicators in the Euro-Mediterranean region to foster knowledge and experience exchange on good and innovative practices in communicating on migration.

- Organisation of high level events on communications on migration to raise awareness of the importance of supporting a fair and balanced narrative at institutional level.

- Organisation of visibility events to enhance and raise awareness of the general public on all aspects of migration.

<u>Expected outputs under Component 3 include:</u>

- Implementation of MMA initiative on an annual basis.

- Development of specific policy recommendations for communicators.

- Development of specific curricula for journalists' training, encompassing different themes relevant to migration reporting.

- Mapping of good practices in communicating on migration in the Euro-Mediterranean region.

- Establishment of a network of journalism and communication professionals in the Euro-Mediterranean region.

- Organisation of visibility and awareness raising events and communication materials and tools targeting different stakeholders' groups.

4.2   Intervention Logic

The Action will operate on the understanding that **if** a comprehensive, constructive and operational dialogue cooperation between relevant stakeholders in the field of migration governance, involving ENI SPCs and EU MS, at local/ national/ regional/ international level is improved. **And if** ENI SPCs are supported in their efforts to improve migration related knowledge and data management in the field of migration, **while** a realistic and fair narrative on migration promoting intercultural dialogue, cultural diversity and mutual understanding is fostered across the Euro-Mediterranean region, **then** a common, inclusive and strong framework to foster rights-based migration governance-systems in the Euro-Mediterranean region could be developed and implemented by ENI SPCs and EU MSs, together with an effective mechanism of coordination at national and regional level as well as bilaterally.

4.3   Mainstreaming

The Action's overall and specific objectives directly target good governance issues, with regards to areas of immediate social and economic relevance for ENI SPCs. The Action also contributes to strengthen the protection of fundamental rights in respect of vulnerable groups. In line with SDG 5, the gender dimension will be given particular attention, and will be taken in due account

throughout the implementation of the Action, encompassing all the components and related activities. In particular, and building upon a thematic focus developed under the previous phases of the EUROMED Migration, specific attention will be dedicated to mainstreaming gender issues into migration dialogue, research and policy development. Taking into account gender disaggregated data (^{24}) in informing the development of migration policies, as well as specific gender related challenges in the migration experience, can determine the success of the implementation of such policies at local, national and international level. Rights-based approach and gender will be taken fully into account in the design of activities and outputs and mainstreamed in the development of action-related implementation documents.

4.4 Contribution to SDGs

This intervention is relevant for the 2030 Agenda. It contributes primarily to the progressive achievement of SDGs 10 and 17, while also contributing inter alia to SDGs 3, 4, 5 and 8.

The Action will contribute in particular to target 10.7 of facilitating orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. It will do so through consolidation of partnerships and capacity development of institutions in view of creating policy and institutional coherence in the region.

The Action will be implemented under the aegis of full respect of human rights of migrants, contributing to a reduction of vulnerabilities of migrants and ultimately a process of improvement of conditions in relation to access to services, health, education, well-being and productive employment as enshrined in the Agenda 2030.

5 IMPLEMENTATION

5.1 Financing agreement

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

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 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 Decision and the relevant contracts and agreements.

(^{24}) In line with SDG 17 target 19: "*By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts*".

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 ([25]).

5.3.1 *Indirect management with an entrusted entity*

This action may be implemented in indirect management with the International centre for Migration Policy Development (ICMPD). This implementation entails carrying out the activities identified in section 4, related to the main components of the action. The envisaged entity has been selected using the following criteria:

ICMPD is an international organisation with a proven record in terms of experience and cutting-edge expertise on EU-funded project management, migration issues (specific institutional migration-focused mandate), implementation of migration governance projects, and facilitation of regional dialogues and co-operation platforms between the EU and third countries (Budapest Process since 1993, MTM Dialogue since 2002, Migration EU Expertise (MIEUX), EUROMED Migration III and IV. Last but not least, ICMPD acts as secretariat for the political dialogues on migration, Rabat Process and Prague Process since 2009 and Khartoum process since 2014).

Furthermore, ICMPD is well-suited organisation for the implementation of regional projects in the Euro-Mediterranean region as the entity has physical presence in the region, ensured by Regional Coordination Office for the Mediterranean (Malta) and Field Offices (Tunisia, Jordan and Lebanon) and thorough understanding of regional and national context. Coordination with other regional and national initiatives will be ensured trough existing coordination mechanisms at country and regional level.

Finally, implementation by ICMPD will allow for effective continuity between the EUROMED Migration previous phases and this action.

The entrusted entity would be responsible of the entire implementation of the action. In addition, ICMPD is a pillar-assessed organisation.

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 provision.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

([25]) 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.

5.5   Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution (amount in EUR)
Indirect management with ICMPD (cf. section 5.3.1)	5 000 000	55 000
Totals	5 000 000	55 000

5.6   Organisational set-up and responsibilities

The steering mechanisms of the action encompass three dimensions.

1. In line with the activities related to SO1 and SO2, NFPs from both EU MSs and SPCs are invited to take part in periodic NFPs consultations, with the aim of identifying and mainstreaming priorities into the activities foreseen under Components 1 and 2. The Commission and ICMPD will be chairing the NFPs' consultations in the absence of a rotating chair mechanism for the dialogue component. Consultations in different format may be organised to involve relevant stakeholders and partners in specific activities/initiatives building on the experience of the Friends of the EUROMED meetings organised during the previous phases of the programme.

2. Building on the successful practice in place during EMM4, an Operational Steering Committee (OSC) is set in place, involving the Commission and ICMPD. The OSC will meet at least twice a year to discuss the work plan according to the results of the NFPs' consultations, discuss project implementation and monitor activities. The OSC can discuss and adopt mitigating/corrective measures if necessary. EU Delegations and other relevant EU services will be closely associated to the discussions and may participate in relevant meetings, upon indication of the Commission.

3. Internal ICMPD operational coordination meetings will aim at discussing, identifying and proposing areas for coordination and possible concerted actions under different EU funded projects and programmes to maximise impact and avoid duplication of activities.

5.7   Performance and Results monitoring and reporting

1. Data collection process: Regular collection of data according to the framework defined by DG NEAR for the EU Emergency Trust Fund for Africa – North of Africa window.
    The project team will collect both quantitative and qualitative data required to update project indicators.

2. ICMPD's Quality Management System:
    The project manager supervises the implementation of activities and the level of achievement of committed outputs, evaluates them on the basis of feedback provided by stakeholders and suggests, according to the analyses, a contingency plan if necessary. In addition, ICMPD' quality management system ensures compliance of the implementation with a number of predefined procedures that are ISO 9001 compliant.

3. Learning process:
    Throughout the implementation phase, the team will develop a series of lessons learned from the program by highlighting some of the "success stories" achieved during project implementation. The purpose of these success stories is to identify key elements fostering a high

level of commitment and appropriation from the partner side and which positively impacted the achievement of the expected outcomes. In addition, in order to build know-how mechanisms based on a "doing by learning" process, the team will also summarise the main obstacles faced during the implementation phase and the different corrective actions undertaken in order to overcome these constraints.

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports.

Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the Log-frame matrix. SDGs indicators and, if applicable, any jointly agreed indicators as for instance per Joint Programming document should be taken into account.

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).

5.8   Evaluation

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

It will be carried out for problem solving, learning purposes, in particular with respect to identify and formulate potential recommendation to revise priorities due to external challenges and change of regional/national/international context.

The Commission shall inform the implementing partner at least 60 days in advance of the dates foreseen 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. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner countries, 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.

5.9   Audit

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 audits or expenditure verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a Financing Decision.

5.10   Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner countries, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and contribution agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

6 PRE-CONDITIONS

Not applicable.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

The project log-frame is aligned to the Monitoring and Evaluation Framework for the North of Africa window of the EU Emergency Trust Fund for Africa (2017).

	Results chain:	Indicators	Sources of data	Assumptions
	Main expected results (maximum 10)	**(at least one indicator per expected result)**		
Impact (Overall Objective)	**To foster rights-based migration-governance systems in the region**	**Governance (institutional capacity) Governance (regional and international co-operation and partnerships)**	**To be collected by EU via external assistance**	Not applicable
Specific Objectives	**Specific Objective I: To improve cooperation between relevant stakeholders in the field of migration governance at local/ national/ regional/ international level.**	**Indicator 1: Operational Coordination Mechanisms involving relevant stakeholders**	**To be collected by EU via external assistance**	1-SPCs and EU MS governments and official stakeholders demonstrate the necessary political will and sufficient trust to engage in and support project activities. 2- Regional and national political and economic stability as well as stable participating institutions and entities, working in an environment that encourages participation and cooperation 3- The media and general public in SPCs and the EU MS are open to learning about and where needed, changing their recurrent perspectives and narratives on migration/migrants and increasingly base it on evidence and facts, rather than stereotypes, assumptions and prejudice. 4- Project partners and participants committed to and active in coordination, communication and dialogue through the project as well as migration management more broadly.5-DG NEAR provides input and perspectives on project design, methodologies, and deliverables and engage and support all project activities.
	Intermediate outcome I: To improve dialogue/ exchange of experiences between relevant actors at local/ regional/ national/ international level.	**Indicator 2: Number of National Focal Points who express confidence in the professionalism and efficiency of the established dialogue**	**Final Evaluation of respective National Focal Points**	

	Specific Objective II: To improve migration related knowledge and data management in the field of governance.	**Indicator 3: Perception of national and international experts**	**To be collected by EU via external assistance**
	Intermediate outcome II: To increase migration-related Knowledge in all relevant areas.	**Indicator 4: Perception of institutional partners of the achieved Migration-related Knowledge**	**To be collected by EU via external assistance**
	Specific Objective III: To foster a realistic and fair narrative on migration	**Indicator 5: Content of public discourse on migrant population**	**To be collected by EU via external assistance**
	Intermediate outcome III: To enhance awareness/ sensitivity of general public regarding all aspects of migration.	**Indicator 6: Number of policy makers and journalist that speak out on unrealistic or unfair narrative in public settings disaggregated by country, gender**	**ICMPD internal reports and Final assessment**
	For SO1:To improve cooperation between relevant stakeholders in the field of migration governance at local/ national/ regional/ international level.		

Outputs	**Ouput 1**: A series of consultative workshops, Peer to Peer and meetings are organised	**Indicator 7:** Number of implemented consultative workshops, Peer to Peer and meetings Baseline: 0 **Indicator 8:** Level of participation: average number of participating ENI SPC and EU MS delegations for all event/activity; Disaggregated by country and gender Baseline: **Indicator 9:** Quality of participation: good match between profile of delegates sent by ENI SPC and EU MS and generic suited profile communicated for the event/activity ; Baseline: N/A	• ICMPD internal reports • Attendance sheets • Workshop agenda • ICMPD internal reports • Attendance sheets • Participation Quality Monitoring tool: matching of profile of participants with generic suited profiles communicated ahead of the activity/event	• A high level of engagement of ENI SPC and EU MS in the different events/activties across all thematic areas
	Output 2: A series of background documents, publications, studies and research papers are developed to facilitate the establishment of a constructive dialogue based on evidence base policy making	**Indicator 10** :Number of background documents, publications, studies and research papers developed Baseline: 0 **Indicator 11:** Number of stakeholders sensitised by the developed results Baseline: 0	• ICMPD internal reports • ICMPD final approval • Number of copies shared with stakeholders (soft and hard copies)	Willingness of stakeholders to cooperate and share information
	For SO2: To improve migration related knowledge and data management in the field of governance.			
	Output 1: i.Map platform dedicated to sharing information related to migration issues in the Med is improved, promoted and widely spread	**Indicator 12:** Number of unique visitors on the platform per year. Disaggregated by country Baseline:To be defined by the end of EMM4	• Google Analytics	• The ability of the iMap to be known by relevant target users, be relevant to their needs, and provide quality of information commensurate with enduser expectations

[26]

	Output 2: A pool of future professionals in migration governance is trained in migration related knowledge and data management to contribute to sustainability of regional governance approach	**Indicator 13:** Number of trainees trained on the governance of migration Baseline : 36 **Indicator 14:** Quality of the traineeship program Baseline:To be defined by the end of EMM4	• ICMPD internal reports • Attendance sheet • In depth interviews with a sample of a trainees	• The pool of Trainees are actively engaged in their countries of origin to develop and strengthen the local and regional governance framework
	For SO3: A realistic and fair narrative on migration promoting intercultural dialogue, cultural diversity and mutual understanding is fostered			
	Outpt 1: A pool of skilled journalists is trained in view to contribute to balancing the narrative on migration on both sides of the Mediterranean	**Indicator 15:** Number of journalists trained Baseline: To be defined by the end of EMM4 **Indicator 16:** Percentage of training participants who demonstrate an increase in knowledge in specific migration areas Baseline: N/A	• ICMPD internal reports • Attendance sheets • Project reports, pre/post training surveys	• Willingness of the media in the South Partner Countries (ENI SPC) to comprehensively address migration issues at national and regional level

	Output 2: The media and policy makers of ENI SPC and EU MS are aware of the importance of balancing the narrative on migration on both sides of the Mediterranean	**Indicator 17:** Number of policy makers reached and sensitised. Disaggregated by country, gender Baseline: To be defined by the end of EMM4 **Indicator 18:** Number of journalist reached and sensitised. Disaggregated by country, gender Baseline: To be defined by the end of EMM4 **Indicator 19**: Number of journalistic productions developed participating to balance the narrative on migration on both sides of the Mediterranean as a result of the project's action Baseline: To be defined by the end of EMM4	• ICMPD internal reports • Attendance sheets of events/conferences • Journalistic production available (soft or/and hard copy)	• The media in ENI SPC and EU MS are engaged in the development of a balanced narrative on migration on both sides of the Mediterranean