

Development Engagement Document

Project title:	Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med)
Donor reference (F2)	2021-8287
Executing agency	ICMPD
Beneficiaries:	Southern Partner Countries (Jordan, Lebanon, Tunisia, Morocco)
Project Site:	Valetta, Malta
Duration:	12 months
Budget:	DKK 14,900,000.00

1. Introduction

The present Development Engagement Document (DED) details the objectives and management arrangements for the financial support to the project entitled *Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med)* as agreed between the parties specified below.

1.1 Parties

Ministry of Foreign Affairs of Denmark and the International Centre for Migration Policy Development (ICMPD)

1.2 Documentation

“The Documentation” refers to the Grant Agreement with the present DED (Annex 1), the Risk Management Matrix (Annex 2), the Budget (Annex 3) and the partner project document (Annex 4).

1.3. Contributions

Denmark, represented by the Ministry of Foreign Affairs, commits to a contribution to the engagement of **DKK 14,9 million (fourteen million and nine hundred thousand Danish Kroner) for the period of 01 August 2021 to 31 July 2022.**

2. Background and context

Over the last two decades, intensified mixed migration flows in the Mediterranean have brought the region at the fore of migration cooperation related efforts and challenges. In Europe and its neighbourhood, countries have increasingly invested in development of capacities to address a number of challenges, such as irregular migration, reintegration of returning populations and tackling human trafficking and smuggling.

At the same time, investments have been made in Europe and South Partner Countries (SPCs) to reap on the potential opportunities mobility can bring about, including via diaspora engagement, labour migration and improved economic opportunities.

The management of these complex challenges and opportunities brought about by migration must be ensured by qualified individuals. Thus, professionalising migration management becomes essential if migration priorities are to be effectively and efficiently implemented. Until now, the main focus across the region has been on higher level academic programmes (undergraduate degrees and above) requiring significant financial and time investment, and focus on theoretical knowledge. Meanwhile, governance-related education and operational level training have been largely absent from the professional work environment.

Notwithstanding, Southern Partner Countries have enhanced their competences reflecting their specific cultural, institutional and operational contexts and characteristics with opportunities for migration actors to develop relevant knowledge and skills on offer within a limited, restricted number of international assistance programmes, albeit outside of formal educational frameworks and often without access to job-related learning. The inherent short-term nature and supply-driven approach of such international assistance programmes has ultimately undermined the sustainability and impact of these interventions and its meaningful alignment to identified national needs and priorities in the spirit of true partnership.

Increasingly, actors working on the management and governance of Euro-Mediterranean migration are aiming for a cooperative approach, a re-defined partnership. These cooperating actors require this new approach to reflect the change in the dynamic from one party being the recipient of training and the other simply being a provider, to a model that enables peer learning that both reflects international standards, towards mutual recognition and their contextually appropriate application in specific settings, namely Capacity Partnership.

Therefore, it is now time to capitalise on lessons learned and move away from business-as-usual interventions that place providers at the centrefold and refocus on meaningful engagement of beneficiaries of training in the identification of needs, conceptualisation and development of the curricula they will eventually take part in. This will lead to the upgrade of the migration governance learning ecosystem by developing practical-applicable competences that are included as part of the formal education quality-assured offer, prioritising learner-based approaches.

The proposed project sets out to address this need through the establishment of a state-of-the art, accredited Training Institute and roll-out of trainings of tailored curriculum under the strategic direction of a Governing Board of committed States and SPCs to provide full ownership and longer lasting impact of the approach.

Trainings will be developed and offered initially to SPCs selected on the basis of assumed readiness to engage in capacity development, and alignment of existing trajectory and context to scope and vision of the MCP Med. The tentative list includes Morocco, Tunisia, Jordan and Lebanon. The Action Document (Annex 3) details the context factors per country in fuller detail.

The Action foresees three stages aimed at ensuring a full and effective establishment of the training institute, consolidation and training delivery and business plan development. It also ensures that duplication is avoided by establishing strategic partnerships with agencies such as the European Asylum Support Office (EASO) in technical advisory roles.

3. Development Engagement Objective and agreed results framework

3.1 Objectives and theories of change

The **overall objective** of the development cooperation among the parties is to **contribute to building migration capacity partnerships by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.**

The proposed project is based on the theory of change that operates on the understanding that **if** a quality training designed to transfer the approaches, methods and tools at the regional, national and local levels is provided and **if** organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted and **if** technology resources and tools to improve and enhance workflow efficiency are leveraged **then** a permanent and accredited regional training institution offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors will be established and fully functional.

3.2. Project beneficiaries

The training is mainly dedicated to migration operators and technical front-line governmental as well as NGO staff while the capacity partnerships targets primarily decision makers and thought leaders. In this regard and more specifically, the project main beneficiaries are:

- **Southern Partners Countries (SPCs):** Their buy-in and sense of ownership will be crucial to the success and ultimately the sustainability of the training institute
- **Technical Institutions and agencies dealing with migration governance issues in SPCs:** Their effective contributions will ensure local contextual relevance, underlining the benefits of capacity development for all, and the progressively encourage increased cooperation, based on mutual trust.
- **EU Member States (MS):** Will support the initiative, create synergies with similar efforts, and drives increasing complementarity across EU and individual MS programming;
- **Civil society:** Their keen interest and engagement in a meaningful manner will foster national ownership and greater transfer of knowledge.
- **International actors working on capacity development and/or migration governance in the Mediterranean region:** They will be informed of the projects technical methodology and achievements, with a view to supporting the view of increased regional cooperation on migration governance, based on trust born from an appreciation of professionalism and technical competence.

3.3. Project implementer and synergies with existing initiatives

The International Centre for Migration Policy Development (ICMPD), an inter-governmental organisation with extensive experience in migration governance. ICMPD's work focuses on fostering intergovernmental dialogue on international migration, building national and regional capacities to effectively address current migration issues and challenges.

ICMPD has built a reputation for regional cooperation and coordination, as well as for high-quality research and evidence that documents, explains and improves international migration trends, patterns and policies in Europe and its greater neighbourhood. Through its work, ICMPD has accumulated extensive knowledge and experience in the dialogue and cooperation, including the implementation of projects and programmes aimed at engendering cooperation and collaboration and improving knowledge, understanding and policy. Since 2017, ICMPD established a Regional Coordination Office based in Malta covering the entire Mediterranean Region. A regional Office that translated the keen interest of Malta to be key player in the Mediterranean Region. ICMPD's expertise and experience coupled with solid and

sound relationship with Maltese Government uniquely situates it among international organisations to develop and implement the proposed project.

The proposed project 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.

In this regard, the vast majority of the current and upcoming projects include a capacity development component. A component that this proposed project seeks to centralise in order to ensure better cost-effectiveness and facilitate the implementation of a rigorous monitoring and follow up process able to anchor the training programme in a long term perspective instead of one-shot set of activities.

4. Project description

The proposed project will be structured in 3 phases (establishment phase, transition and consolidation phase) with each having its specific objective and related activities (Annex 3).

Along with Malta's, Denmark's contribution will be dedicated primarily to the establishment phase. This will enable the timely set-up of the accredited centre whilst contributions from other donors materialise for the multi-donor nature of the overall Action (see Annex 2 Budget breakdown and Annex 3 Action Document).

This establishment phase will encompass the organisation of the necessary initial set up and inception of necessary infrastructure and human resources to see MCP Med as an official EU-accredited formal education institution and set up of a trainer network.

The success of this first phase of implementation will pave the way to the realisation of the project's outcomes and constitute a critical founding element in the future success and implementation of MCP Med, contributing thus to the outcomes outlined below.

Intermediate Outcome I (IO1): Quality, cost-effective training designed to transfer the methods, tools and practices both at the national and regional level is provided.

Quality assurance will be the defining characteristic of the MCP Med. Complementing its own and ICMPD internal quality frameworks; the MCP Med will also obtain direct endorsements and accreditations, evidencing independent external parties' confirmation that its performance is legal, appropriate and compliant with industry requirements. This will take place at various levels:

- system (the institution itself);
- individual (the trainers and staff);
- product (courses and curricula).

The MCP Med will be officially registered as a Further Education Institution with the Malta Further and Higher Education Authority (MFHEA) as the country's statutory educational licencing body. This will be complemented by certification to globally recognised industry standards such as those of the International Organization for Standardization (ISO). Further system-focused mechanisms proposed under the European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) will be incorporated as they are clarified.

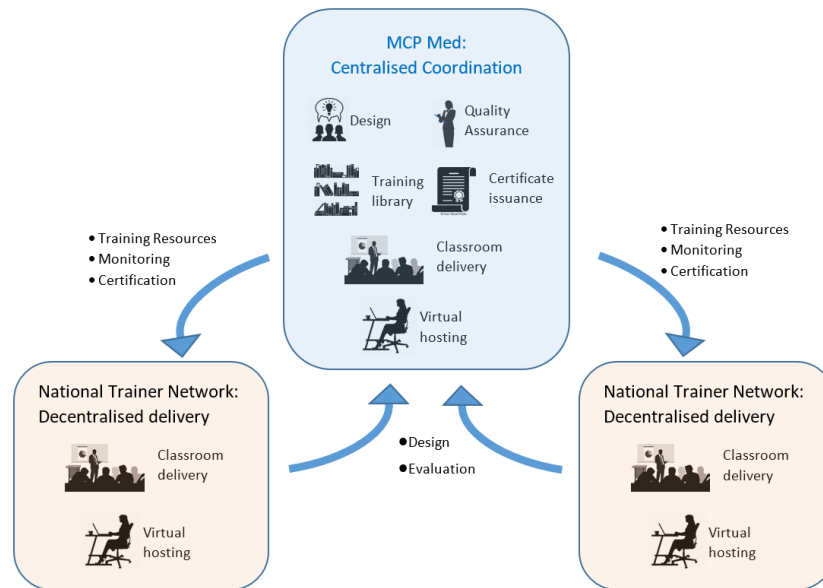
The creation of accredited training solutions will be the MCP Med's core task. The MCP Med with full involvement of its partners will set up a state-of the art facility and develop its own, original training material to supplement sourced pre-approved courseware to establish a library of custom-made, quality assured learning products owned by, and answering the needs of, its members. Establishing a necessary standardisation that also reflects the differing specific learning needs across states and entities, training will be developed as modular, reusable learning objects (RLOs) These individual learning 'units' will then be varyingly combined to build multiple bespoke learning programmes that most accurately answer partners' needs and offer increasingly higher and more comprehensive pre-tertiary qualifications with no reduction in either the quality or certification value.

Reflecting Partner States' operational realities, the MCP Med's programmes will focus on short (ranging from a few hours to a few days) courses targeted at levels 1 to 4 of the European Qualifications Framework (EQF). These levels focus on technical, practice-oriented and job-specific education most appropriate to the 'skilled-worker' concept and the EU's commitment to skills matching. The concise, targeted duration of the courses will deliberately increase access for suitable students (by minimising their absence from usual duties) as well as reducing the impact of additional pressures (temporal, cognitive, social, financial etc.) inherently felt by adult learners.

The MCP Med's approach will be fully participatory with its Governing Board supplemented by additional mechanisms to ensure that partners remain included at all levels, retaining direct influence on what training is pursued and how it is developed. These mechanisms will include technical working groups convened on either permanent or temporary bases and attended by subject matter experts whose role will be to advise on, and confirm accuracy of, specialised issues.

Offering an exceptional degree of versatility, training will be accessible both physically and virtually via the MCP Med's own classrooms in Malta, its partners' facilities across the region, and a bespoke virtual platform. Flexibly and sensitively combined,

these spaces will ensure the MCP Med has as extensive a reach as possible, connecting students with learning regardless of their location.



The design, delivery and evaluation of all training will be conducted by certified professionals. Trainers will be required to possess EU-recognised pedagogical qualifications/awards and accredited subject-matter qualifications and experience prior to their deployment. The MCP Med will establish an accredited training programme to ensure the necessary levels of competence in both pedagogy and the subject matter for all trainers and coordinate their continued compliance with standards. This programme will be aligned with EU and host-country practices and where practical carry EU-recognised qualifications.

Each Partner State will nominate personnel as potential trainers who upon qualifying for certification will become part of a regional trainer network certified to deliver particular programmes on behalf of, and coordinated by, MCP Med. While remaining under their regular employment these trainers will additionally function as affiliates of MCP Med, supporting the design, delivery and evaluation processes as directed by the Governing Board either in field locations or at the institution. This trainer network will significantly develop sustainability and ownership while simultaneously and markedly reducing financial and logistical costs for those participating. Flexibly offering a wide range of delivery options of 'face-to-face', 'virtual' and 'blended' methods as well as 'formal', 'non-formal' and 'informal' modes, both at a central and decentralised 'field' basis will therefore ensure widespread, easy and uninterrupted access to the trainings produced.

As an EU Further Education Institution, many of the MCP Med's courses will result in accredited educational awards for successful participants. These will carry fully transferrable EU academic/vocational credits under the European Credit Transfer and Accumulation System (ECTS) and European Credit System for Vocational Education and Training (ECVET). Where not already recognised by the partner states' educational authorities, the national validation of these qualifications will be actively pursued. Maximising both their relevance and ownership, individual training products will be developed based on the themes identified and the specific needs and parameters clarified by technical working groups of subject experts, as endorsed by the Governing Board. All products developed will remain under the direction of the Governing Board.

Lesson plans and associated material will either be developed entirely in-house by MCP Med staff or partner state experts; by procuring/repurposing existing courseware in compliance with copyright regulations; or contracting external providers to create original material. Regardless of the methodology employed, as far as possible all units of learning will be designed as RLOs, suitable for delivery individually or as a fully transferrable component of various courses. This modular approach to training development significantly increases the value of training material; greatly facilitating the creation of future courses as well as reinforcing the harmonisation and integration of learning across themes. Wherever possible (written) training reference material will be produced in English, French and Arabic.

The MCP Med will function as a cross-thematic training provider and an expert educational resource for its Partner States, flexibly developing 'formal', 'non-formal' and 'informal' training programmes and a regional trainer network to deliver them in response to needs and capacities identified by them. As such, the MCP Med will operate as a CoVE.

Trainings offered will emphasise ICMPD's thematic areas of expertise in operational and thematic subject matters and concentrate on practical, job-related knowledge, skill and competence acquisition. Thematic focus will be initially limited but will progressively expand as capacities develop and precise needs are increasingly identified across the spectrum of migration governance. Themes of training will be determined by the Governing Board.

For the initial phase, it is proposed that training is offered in the following themes selected on basis of identified needs, priorities and opportunities:

- Border Management;
- Combatting Trafficking in Persons;
- Return and Reintegration;
- Project implementation – potentially including context analysis, donor mapping, and EU project-cycle management integration.

Importantly, trainings created will furthermore reflect the reality that adult learning experiences are not restricted purely to the specific subject being taught but also present opportunities for additional, complementary learning. Therefore, in line with EU policy and as reinforced by Maltese regulatory requirement, the MCP Med will integrate vocational 'key competences' considered necessary for personal fulfilment, social cohesion and employability in a knowledge-based society into its learning products. These include communication; basic science and mathematics; digital competence; learning to learn; cultural expression; interpersonal, intercultural and social competences, civic competence; and entrepreneurship.

Continuing development will also be inclusively applied to all staff and associates of the MCP Med, ensuring that the Institute not only benefits its partners more effectively but also leads by example.

Intermediate Outcome II (IO2): Organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted.

Pursuing meaningful sustainability, the MCP Med will develop a 'partnership network' locally and throughout the Mediterranean. Following the Triple Helix Model of Innovation¹, the MCP Med will bring together leading academic and vocational providers with state partners in a public-private partnership (PPP) forum to create a migration governance educational ecosystem. United by common regional interests, members will collaborate in order to drive towards sustainable capacity partnerships that produce impact at regional, national and local levels. This will result in migration governance and management being based increasingly on shared priorities, leading to more effective policies and operations, which protect migrants' rights, maintain the integrity of borders, reduce transnational crime, capitalise on and support migration opportunities and create triple win dynamics for migrants and host communities.

As part of this network, where identified needs are beyond its effective scope the MCP Med will facilitate cooperation between partners and suitable aligned institutions and training facilities.

Enhancing the regional partnership network, the MCP Med will also engage in international events, affiliations and fora in order to increase access to expertise and resources in addition to raising visibility. This may include formal membership of educational and/or migration related bodies as well as activities such as conferences, workshops and training programmes.

In line with trade practice, the MCP Med will further directly contribute to the global vocational education community of practice by making its relevant studies and training products openly available. Sharing such material with sister educational institutions, trainers and researchers will facilitate innovation for the sector as a whole whilst underlining the project's CoVE credentials. Only material that is not legally, commercially or security sensitive will be considered for release with Creative Commons (or similar) licencing employed to clearly specify conditions of use.

This concept of community will also be applied to participants of the trainer network. Although representing different countries and organisations, the MCP Med will facilitate real and functional intra-network communication and cooperation between them. This will include jointly working as equals on training development, delivery and/or evaluation either virtually or in person through staff exchanges or placements at the MCP Med. Establishing a common identity as professional vocational educators regardless of any other differences will significantly facilitate personal and institutional development (through learning via others' experiences) as well as future collaboration.

MCP Med's implementation modalities will also be kept as flexible as possible to take into account the role of evolving national priorities and needs to determine the topics to be explored and developed. This partnership mechanism of dialogue and trust is 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 and, on the other hand, maximise the potential impact of all these proposed modules.

This flexible approach, within a framework that is adequately planned and directed, also enables maximisation in potential for innovation and foster synergies with other relevant similar or complementary initiatives implemented at regional, national and global level.

Intermediate Outcome III (IO3): Technology resources and tools to improve and enhance workflow efficiency are leveraged.

E-learning is the use of information and communication technologies for educational purposes, as underlined by the European Commission as "the use of new multimedia technologies and of the Internet, to improve the quality of learning by facilitating access to resources and services, as well as remote exchanges and collaboration".

¹ A model representing the interplay between academia, industry and government in development including its potential as a vehicle for self-sustaining innovation

With migration governance necessarily implemented across a wide range of physical locations and actors which is increasingly further complicated by the progression from national to regional/international models, connecting operational staff with training opportunities has always been a challenge – often requiring significant financial, working-hour, logistical and environmental costs. Traditionally overly dependent on face-to-face delivery methodologies, the COVID-19 pandemic has acted as a catalyst for a process of digital transformation. The closure of physical learning institutions and travel restrictions have expedited a boom in remote online learning via digital platforms.

Mindful of this shift and in line with countries' digitalisation strategies as well as cost-effectiveness considerations, the MCP Med will develop in-house its own bespoke learning management system (LMS). Similarly to many higher-education institutions, the MCP MED LMS will be built on open-source software using in-house IT development expertise, the LMS will be produced low-cost and licence-free. Designed, maintained and wholly owned by the MCP Med the platform will be entirely adaptable; evolving to meet the MCP Med's growing demands as required without the need for extensive supplementary outsourcing/contracting. In addition to incorporating a virtual learning environment (VLE) accessible to all students, the system will allow complete administration of all of the MCP Med's training activities including data collection, collation and analysis. With content regularly updated, the VLE will provide a valuable multi-purpose resource, supporting both asynchronous and synchronous virtual training, blended delivery and as a separate reference asset. Finally the LMS will establish secure online fora for online communities of practice, whether they be trainers, trainees or management.

The benefits of technology will be further leveraged by enhancing the MCP Med's in-house professional capacity to create and host virtual training packages in their entirety, deploying cutting-edge software and hardware to produce, host and administer original and innovative digital learning objects. Avoiding a reliance on costly external providers unfamiliar with the context, professional-quality video, audio and animation will all be capable of being produced in-house at minimal cost, resulting in long-term efficiency gains.

The MCP Med's physical premises will also include dedicated distance learning/computer-based training facilities. In addition to ICT-specific classroom-based courses this will allow for significantly enhanced virtual learning whether it be in terms of facilitation (for example by providing use of software/hardware for those who may not otherwise have it, or offering onsite access to technical support) or quality control (such as live proctoring).

Specific objectives, expected results and main activities

Specific Objective I (SO1): To provide access to quality, cost-effective training designed to transfer the methods, tools and approaches to respond effectively and proactively to the emerging migration priorities both at the national and regional level

Expected results:

- The MCP Med is formally established as a quality-assured centre of VET excellence;
- Access to certified training for migration professionals in the Mediterranean is increased;

Indicative list of main activity sets for SO1:

- Registration as a formal educational institution with EU accreditation;
- Introduction of internal practices and procedures fully compliant with relevant international norms and standards;
- Development and certification of pedagogical and subject matter competences of MCP Med trainers, affiliates and staff;
- Development of state-of-art training facility for physical learning and recruitment of knowledge experts;
- Establishment of internal coordination and communication mechanisms to ensure partner participation and ownership including technical working groups;
- Development of bespoke training material/sourcing of approved courseware responding to identified training needs;
- Certification of MCP Med learning packages through endorsement and/or regulation with appropriate bodies;
- Establishment of a trainer network in partner and host states capable of delivering and monitoring MCP Med training as well as acting as local focal points.

Specific Objective II (SO2): To promote and foster an organisational environment that values development, dialogue, joint initiatives and multilateral cooperation

Expected results:

- The MCP Med's visibility is raised regionally and donor funding is effectively promoted;
- Constructive dialogue between MCP Med and its partners is established;
- Terms of Reference of Governance Board structure is confirmed;
- Plan for financial sustainability via mix of private-public funding is developed;

Indicative list of main activity sets for SO2:

- Implementation of dialogue and exchange mechanisms between MCP Med and its partners to indicatively include specific fora, staff exchanges and placements at MCP Med;
- Implementation of a varied set of communication tools and visibility activities;
- Development of partnerships with suitable sectoral and academic actors at national and regional levels.

Specific Objective III (SO3): To leverage technology resources and tools to improve and enhance workflow efficiency

Expected results:

- A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies.

Indicative list of main activity sets for SO3:

- Establishment of a fully editable Learning Management System (LMS) that includes the creation of flexible Virtual Learning Environments (VLEs);

For the Ministry of Foreign Affairs of Denmark's reporting purposes the following objective, key outcome and outputs have been selected to document progress:

Project title		Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med)	
Project objective		The objective is to contribute to building migration capacity partnerships by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.	
Impact Indicator		Building of Migration Capacity partnerships by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.	
Baseline	2021		N/A
Target	2022		Migration Capacity partnerships is built by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.
Outcome 1		Quality, cost-effective training designed to transfer the methods, tools and practices both at the national and regional level is provided	
Outcome indicator		Number of countries committed to further expand and enrich the development of MCP Med	
Baseline	Year	2021	N/A
Target	Year	2022	To be determined (during first three months)
Output 1.1		The MCP Med is formally established as a quality-assured institute of VET excellence	
Output indicator		Existence as an EU and ISO 21001-certified educational award issuing authority	
Baseline	Year	2021	N/A
Target	Year 1	2022	EU and ISO 21001-certified educational award is issued
Output 1.2		Partner ownership over training solutions to nationally and regionally identified needs is ensured	
Output indicator		Number of intra-regional Governing Board meetings	
Baseline	Year	2021	N/A
Target	Year 1	2022	2
Output 1.3		Access to certified training for migration professionals in the Mediterranean is increased	
Output indicator		Number of created virtual courses in Arabic, English and/or French	
Baseline	Year	2021	N/A
Target	Year 1	2022	5
Outcome 2		Organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted	
Outcome indicator		Number of countries who express confidence in the professionalism and efficiency	
Baseline	Year	2021	N/A
Target	Year	2022	To be determined (during first three months)
Output 2.1		Community of practice mechanisms and fora between MCP Med and its partners is established	
Output indicator		Establishment of intra-regional technical working	
Baseline	2020	2021	N/A
Target	2021	2022	Intra-regional technical working groups/meetings established
Outcome 3		Technology resources and tools to improve and enhance workflow efficiency are leveraged	
Outcome indicator		Quality of the content available online as well as the functionalities	
Baseline	Year	2021	N/A
Target	Year	2022	Satisfactory
Output 3.1		A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies	
Output indicator		Establishment of a fully editable Learning Management System (LMS) including flexible Virtual Learning Environments (VLEs)	
Baseline	Year	2021	N/A
Target	Year	2022	LMS accessible online

5. Risk Management

Active issues and risks will be monitored and reassessed by the Project team on a regular basis and will be part of regular reports to the Governing Board.

The fundraising strategy is set out so as to enable contributions to arrive in staggered phases, thus donors can commit to the pooled funding on their own accord. In the unlikely event that no other contributions materialise, the MCP Med will be established and launched and its funding mechanism revised and adapted accordingly, including through income-generation strategies, so as to ensure sustainability.

Denmark's contribution towards the establishment and wider initiative through its inception will be widely advertised as per the Communications and Visibility plan as a critical contribution to facilities, infrastructure and human capital to serve in the effective establishment, set up and ultimate success of inception of the institute.

For a description of risk factors and responses, please see *Annex 1 – Risk Management Matrix*.

6. Budget

See *Annex 2 – Budget Details*.

The implementing partner is responsible for ensuring that the funds are spent in compliance with the agreement and with due consideration to economy, efficiency and effectiveness in achieving the results intended.

Funds cannot be transferred more than 10% between the indicated budget lines without prior approval from the Ministry of Foreign Affairs of Denmark. Expenditures beyond the total grant cannot be reimbursed to ICMPD.

7. Management arrangement

A Project Team, responsible for the day-to-day management of this project will be coordinated and led by the Senior Project Manager based in the MCP MED Training Centre in Malta, who will also provide for quality assurance of project activities and outputs. S/he will be assisted by a multidisciplinary / multi-skilled team responsible for technical and administrative support and language assistance.

Additionally, the project team will receive administrative support from a backstopping team based in **ICMPD in the Regional Office for the Mediterranean** and from the **ICMPD headquarters**. The strategic level management will be led by the Regional Coordinator for the Mediterranean and the Regional Portfolio Manager.

With day-to-day operations managed by ICMPD, MCP Med will be directed by a **Governing Board** of Participating States (European and Southern Partner Countries). In order to ensure efficient and effective start-up, the Governing Board membership will initially be limited to a select number of committed states/organisations. An engagement strategy for South Partner Countries will be developed during the project development phase to ensure ownership of the process.

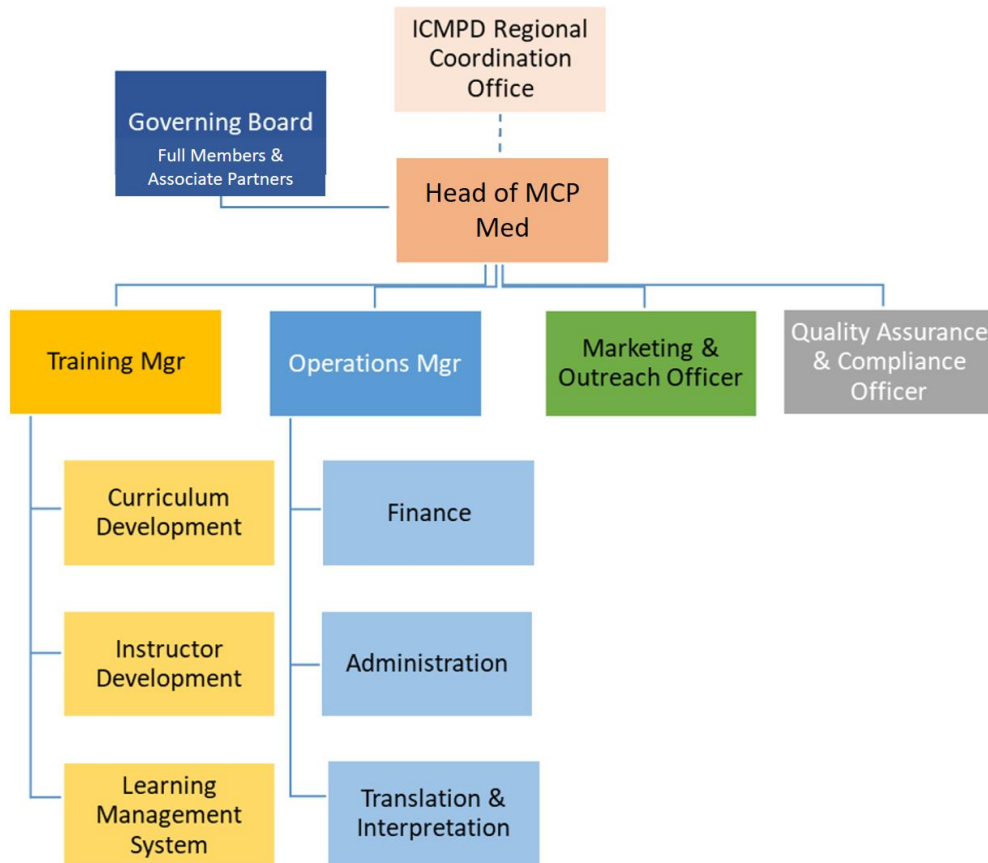
The Board will meet at least twice a year to review the Institute's mission and purpose; evaluate its performance; and to agree specific activities (including the themes, scope and scale of assistance). The MCP Med's approach will be fully participatory with the Governing Board further supplemented by additional mechanisms such as technical working groups, workshops, staff exchanges and placements to ensure that partners remain included at all levels, retaining direct influence on what training is pursued and how it is developed.

A technical advisory group involving related agencies, such as EASO, will act as reference to avoid duplication on the solutions proposed by MCP Med team on the basis of the needs as identified by the Governing Board. Furthermore the Advisory Group could help in the creation of the solution at the stage of unit and course development.

The initial structure of MCP Med will provisionally be framed around four complementary sections:

- Training – leading institutional, individual and product development;
- Operations – conducting the institutional and activity-specific support and administration;
- Marketing & Outreach – coordinating external relations including analyses and promoting the work of the MCP Med, its donors and partners;
- Compliance – ensuring internal but independent auditing of the Institution's performance including separate reporting and accountability.

The indicative structure can be summarised as:



Each section will report to, and be coordinated by, the Head of the MCP Med acting as Senior Project Manager. S/he in turn reports to the Governing Board for strategic direction and the ICMPD Regional Coordination Office for daily coordination.

The Ministry of Foreign Affairs, Denmark, shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project/programme.

After the termination of the project support, the relevant unit of the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article.

8. Financial Management

ICMPD shall administer the Danish funds according to the conditions and in accordance with the Ministry of Danish Foreign Affairs [General Guidelines for Financial Management](#) which are an integral part of the agreement.

8.1 Procurement of goods and services

ICMPD's procurement and travel rules shall apply.

8.2. Transfer of funds

Tentative disbursement schedule:

Disbursement	Period	Reporting required
Initial disbursement: DKK 7,000,000.00	6 months	Signed agreement
Second disbursement DKK 7,000,000.00	6 months	Progress report and financial stat report
Final disbursement DKK 900,000.00	Remaining	Final audited financial statement

The first disbursement shall be made upon the signature of contract. Further disbursement shall be made subject to an approved working plan for the upcoming period, an assessment of need for liquidity and the actual progress of the activities.

Funds shall be transferred to the following ICMPD's DKK bank account:

Bank: Bank Austria – UniCreditgroup AG
 Address: Jakov-Lind-Strasse 13, 1020 Vienna, Austria
 Currency: DKK Danish krone
 IBAN: AT72 1200 0100 3404 6119
 BIC: BKAUATWW

The bank account details should also be included in the disbursement requests.

8.3 Accounting requirements

Accounts shall be kept in accordance with internationally accepted accounting principles and the organisation must follow the basic four-eye principles for all payments.

The accounts shall at all-time be kept updated according to international standards.

The accounts shall be drawn up to the same level of detail as is done in the budget.

The total overall budget cannot be exceeded and shall be used for the agreed purposes only. Budget variance up to 15% per budget heading are allowable.

8.4 Financial reporting requirements

A financial status report shall be submitted to the Ministry of Foreign Affairs of Denmark following six (6) months of implementation.

A final audited statement of accounts (covering the entire project period) shall be submitted as soon as possible and no later than 4 months after the project completion date. Terms of Reference for the audit must be developed in line with the Guidelines for Financial Management chapter 7 'Auditing', annex 5.A and annex 5.B.

Statement of accounts shall be drawn up to the same level of detail as is done in the budget (reflecting any agreed changes made). The statements shall clearly state the disbursements made by the ICMPD as well as the outstanding balance at the time of reporting. The statements shall be signed by the responsible authority and shall include a bank statement and a bank reconciliation.

8.5 Unspent funds

Any unspent balance or any savings of project funds shall be returned to the Danish Ministry of Foreign Affairs (MFA) together with any interest accrued from deposit of Danish funds at the end of the project period.

8.6 Audit requirements

Reference is made to the Financial Management Guidelines (2019)', which are an integral part of the agreement.

8.7 Obligation to report on changes and irregularities

The International Centre for Migration Policy Development is obliged to inform the Ministry of Foreign Affairs of Denmark immediately if any changes, including overspending of budget lines, or irregularities in the management of funds are foreseen or have occurred.

9. Monitoring and Evaluation

Data collection process: The project team will collect both quantitative and qualitative data required to update project indicators. The integration of effective, continuous monitoring and evaluation mechanisms will be a further priority. Going beyond simple 'reactive' learner feedback, longer-term institutional impacts will also be assessed to provide a more detailed, comprehensive and valuable set of tools to reliably gauge performance and necessary revisions.

In order to specifically facilitate the assessment of compliance against quality-assurance standards, a Compliance Officer position will be created within the MCP Med structure. The officer will function as an internal auditor and report directly to the Head of the Institution and/or the Governing Board.

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 project will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the project team will establish a permanent internal, technical and financial monitoring system for the project, including the Danish and other donor contributions, and elaborate and inception report (after 6 months) as well as regular progress reports and a final report.

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

The donor may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly for independent monitoring reviews.

10. Reporting and closure

The International Centre for Migration Policy Development shall hand over the follow project reporting to the Ministry of Foreign Affairs:

Following six (6) months of implementation

- A narrative progress report detailing i) progress as compared to the defined (original or revised) outcome and output targets for the entire project period ii) Explanations of challenges encountered and how these have been handled
- A budget monitoring report, showcasing progress against the agreed plan and budget for the first 6 months of implementation. The budget monitoring report should be drawn up to the same level of detail as the detailed budget and include i) funds received, ii) actual expenditure for the period and accumulated iii) variance between budget and expenditure.

No later than 4 months after the project completion date

- A final narrative report covering the entire project period detailing i) progress as compared to the defined (original or revised) outcome and output targets for the entire project period ii) Explanations of challenges encountered and how these have been handled, iii) Lessons learnt during the year with an analysis of what works and what has worked less well and why supported by evidence
- A final audited financial statement covering the entire project period (see description of required contents in section 7.4 above)

END

Annex 2: Risk Management Matrix

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Political volatility deprioritises commitment to the implementation of the project	Likely	Major	Continuous engagement with the stakeholders, and focus intervention on the technical level, with counterparts being less subject to political changes.	Risk is further reduced to a very unlikely level.	The objectives and activities of the proposed action address a longstanding priority of Southern Partners Countries already articulated in the context of different projects.
International public-health situation degrades significantly due to Covid-19 spread, and restrictions of movement are put in place.	Likely	Minor	The majority of the training programmes could be undertaken via the e-learning platform that will offer an interactive and dynamic functionality.	Risk is further reduced to a very unlikely level.	The project foresees the implementation of a wide variety of tools that allow the implementation of the project activities beyond possible restrictions.
Low level of commitment of partner institutions and organisations to participation	Unlikely	Minor	Adopt a participatory approach to increase engagement during project start up and implementation and incorporate a targeted partner communications plan as part of the broader communications plan to keep partners abreast of project activities and development.	Risk is further reduced to a very unlikely level.	ICMPD has established sound and solid relationships with Southern Partners Countries and notably partner institutions in the framework of different initiatives and projects implemented in the MED region.

Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
High staff turnover challenges the sustainability of the project's outcomes.	Almost certain	Major	Capacity-building and knowledge transfer activities are mainstreamed throughout the proposed development engagement in order to make sure that a sufficient number of staff has been adequately trained. The project team will also develop a series of supporting documentation for future reference.	The risk is reduced but remains in the long-term. However, the relatively high number of administrations involved increases the chances that institutional memory is retained	Experience with previous projects has shown that staff rotation is significant in administrations and requires sound capacity-development activities and the development of supporting documentation to preserve institutional memory.
Acquisition of required hard-or software may take longer than expected.	Likely	Minor	The project workplan will provide for sufficient leeway to ensure that the necessary IT infrastructure and capacities are in place prior to the implementation phase.	Residual risks remain but can be managed through a 'conservative' procurement planning and scheduling.	External dependencies such as delays in receiving offers, protracted contract negotiations, or delayed supply may have an impact on the timeline, schedule, and deliverables.
No other funding materialises	Unlikely	Major	The project team will continually assess this risk and adapt fundraising strategy accordingly. A plan for financial sustainability via mix of private-public funding shall be developed allowing for an effective implementation of the MCP Med based on existing projects as well as private funding.	Residual risks remain but given appetite and positive response from States and donors (EU) and alignment to priorities, completion of the three phases is expected to allow project sustainability.	Different European Union Member States and European Union already showed keen interest to fund the project either during the first year of implementation or the 3 upcoming years.

Budget for MCP Med	Description	36 Months TOTAL		
		EUR	EUR	DKK*
	events organisation and conference costs, travel related costs, expertise, trainer certification, office set up costs, equipment, communications and visibility			
1. Activities Costs				
Output 1.1: The MCP Med is formally established as a quality-assured institute of VET excellence		548.590,00	315.190,00	2.348.165,50
Output 1.2: Partner ownership over training solutions to nationally and regionally identified needs is ensured		36.000,00	13.500,00	100.575,00
Output 1.3: Access to certified training for migration professionals in the Mediterranean is increased		382.450,00	117.150,00	872.767,50
Output 2.1: Community of practice mechanisms and fora between MCP Med and its partners is established		607.610,00	156.950,00	1.169.277,50
Output 3.1: A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies		347.750,00	287.500,00	2.141.875,00
Subtotal Activities Costs		1.922.400,00	890.290,00	6.632.660,49
2. HR Costs	Budget rates for Global salary scale or adjusted local Salary scale for local positions per person/months			
2.1 Strategic Oversight	costs of regional staff providing institutional steering and accountable for overall project implementation and delivery of results. Comprises regional coordination function at 10% FTE.	41.684,40	13.894,80	103.516,26
2.2 Programmatic Coordination	costs of regional staff providing overall coordination of the Action in the region and ensuring synergies and communications deliverables along with related projects across the region. Includes portfolio manager 20%, Regional associate project and communications officers at 25% each. staff dedicated exclusively to the project comprised of Project Manager, office manager, officer for marketing and outreach, admin and language assistants	183.954,60	61.318,20	456.820,59
2.3 Project Team - CORE	staff dedicated exclusively to the project comprised of a training manager, learning management system officer, course development officer, associate trainer development officer, compliance officer	1.333.818,00	325.866,00	2.427.701,70
2.4 Project Team - MED Faculty	staff providing administrative and financial management support to the project and ensures appropriate internal monitoring and control, as well as compliance with donor requirements. Includes Head of Corporate Resource Management at 10%, Resource Management Officer at 65%, Finance Officer at 30% and support officer (ICT, HR) at 10%.	1.013.688,00	228.696,00	1.703.785,20
2.5 Project Support Team (PST)		329.688,00	109.896,00	818.725,20
Subtotal HR Costs		2.902.833,00	739.671,00	5.510.548,95
3. Office and related operating costs				
3.1 Training Center direct costs	Running costs including rent (EUR 7500 per month), maintenance (incl. electricity, communication costs, cleaning, etc. at EUR 5,500 per month, rent of printers and ICT equipment and services at 3,500 per month), supplies (and consumables at EUR 1,000 per month).	630.000,00	210.000,00	1.564.500,00
3.2. Support offices	Running costs and rental agreements RCO MLT and VIE HQ	58.230,00	19.410,00	144.604,50
3.3 Audit/Expenditure verification costs		14.978,12	4.987,88	37.159,71
3.4 Bank fees and charges		14.400,00	4.800,00	35.760,00
Subtotal Office and related operating costs		717.608,12	239.197,88	1.782.024,20
4. Subtotal direct eligible costs of the Action		3.620.441,12	1.869.158,88	13.925.233,64
5. Provision for contingency reserve (maximum 5% of 4, subtotal of direct eligible costs of the Action)		0,00	0,00	0,00
6. Total direct eligible costs of the Action		3.620.441,12	1.869.158,88	13.925.233,64
7. Administrative costs (maximum 7% of 6, total direct eligible costs of the Action)		253.430,88	130.841,12	974.766,36
8. Total eligible costs		3.873.872,00	2.000.000,00	14.900.000,00

* Exchange rate applied EUR/DKK: 7.44999994

Title of the action	<i>Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med)</i>
Location of the action	<i>Malta</i>
Initial duration of the action	36 months
Tentative budget	5,930,840.00 Million Euro
Target Countries	Tentative: Jordan, Lebanon, Morocco and Tunisia initially. Scope can be altered/broadened as per identified scope and strategic priorities.
Beneficiaries	Training: primarily migration operators and technical front-line governmental and NGO staff; Capacity partnerships: primarily decision makers and thought leaders.
Overall Objective	To contribute to building migration capacity partnerships by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.
Specific Objectives	<ol style="list-style-type: none"> 1. To provide access to quality, cost-effective training designed to transfer the methods, tools and approaches to respond effectively and proactively to the emerging migration priorities both at the national and regional level; 2. To promote and foster an organisational environment that values development, dialogue, joint initiatives and multilateral cooperation; 3. To leverage technology resources and tools to improve and enhance workflow efficiency.

SUMMARY

This Action is set at the nexus of two key European and regional strategic endeavours – that of vocational education and migration governance, addressing specific identified needs in the Mediterranean.

Over the last decade, governments have invested and benefited from a consistent improvement in migration competences, experience and specialisation, raising expectations for skills and qualifications of migration professionals at all levels.

Whereas significant efforts have been invested at higher academic levels, the migration governance sector has not fully capitalised on advancements and reforms in Vocational Education and Training (VET).

The **Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med)** represents an ambitious endeavour to address this call for increased efficiency and quality of training in the migration sector.

A whole-of-governance approach solicits functionally linking modern European Union VET policies and approaches with effective external assistance capacity-development – in real terms, increasing access to quality educational opportunities that will directly improve the application and sustainability of professional migration governance.

In this regard, mutual expectations between cooperating parties require a new approach to ensure self-assessment capacities, better matching between training needs and offers, greater ownership over the curricula notably from Southern Partner Countries, and increasing joint commitment towards Capacity Partnership in the framework of Euro-Mediterranean cooperation.

Mindful of this, the Action aims to establish a permanent and accredited training institute within a Migration Capacity Partnership structure that enables full involvement of beneficiaries as equal partners. The MCP Med shall become a state-of-the-art, migration governance training institute developing original training material to supplement sourced pre-approved courseware, thus establishing an evolving library of custom-made, quality assured learning products effectively addressing its partners' needs, drawing on experience from experts from involved partner states and associated institutions.

As a certified education institution, MCP Med's courses will adhere to European standards and receive formal recognition across the EU. Furthermore, as a Centre of Vocational Excellence (CoVE) specifically for migration governance, the MCP Med will function as a cross-thematic training provider, not limiting itself either to a particular aspect of migration (such as control, facilitation, protection etc.) target audience (state, civil society etc.) or skillset.

The MCP Med will be based in Malta and will be implemented by the International Centre for Migration Policy Development (ICMPD), an international organisation with a specific institutional migration-focused mandate and proven long-standing experience and track-record in development and management of cutting-edge multilateral-funded migration governance projects, implementation of capacity building/development projects, and facilitation of regional dialogues and co-operation platforms between the EU and partner countries.

In this regard, the Action builds upon past EU and bilateral investment, and leverages ICMPD experience and lessons learned from the last two decades of implementation of projects in the field of border management, security sector and capacity development at the regional level and in the field (through field offices located in Tunisia, Lebanon and Jordan) towards the establishment of an operational and effective partnership with a strategic long term vision.

The proposed Action sets out to establish this structure during an initial 3-year period to enable the MCP Med to register and establish itself as a resource for migration capacity development. The MCP Med will thus seek to:

- provide access to quality, cost-effective training that includes both physical and virtual learning modalities;
- promote dialogue on learning;
- leverage technology for training and e-learning;

The Action foresees three stages aimed at ensuring a full and effective establishment of the training institute, consolidation and training delivery and business plan development. It also ensures that duplication is avoided by establishing strategic partnerships with agencies such as the European Asylum Support Office (EASO) in technical advisory roles.

Established in a region of strategic importance in terms of migration governance and cooperation, and particularly capacity development, the MCP Med will provide a stepping stone and potentially a benchmark towards redefining migration partnerships, ultimately contributing to the attainment of rights-based migration governance in the region.

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List of acronyms

BMS	Border Management and Security
CoVE	Centre of Vocational Excellence
EASO	European Asylum Support Office
EC	European Commission
ECTS	European Credit Transfer and Accumulation System
ECVET	European Credit System for Vocational Education and Training
eMGPP	Evidence-driven migration governance policy and practice in North-Africa
ENP	European Neighbourhood Policy
EQAVET	European Quality Assurance Reference Framework for Vocational Education and Training
EQF	European Qualifications Framework
ETF	European Training Foundation
E-TVET	Employment Technical and Vocational Training
EU	European Union
EUTF	European Union Emergency Trust Fund for Africa
GAMM	Global Approach to Migration and Mobility
GCM	Global Compact on Migration
IBM	Integrated Border Management
ICT	Information and Communication Technologies
IJ	International Institute for Justice and the Rule of Law
IOM	International Organization for Migration
ISO	International Organization for Standardization
JEMPAS	Support to the Mobility Partnership between the European Union and the Hashemite Kingdom of Jordan
JVAP	Joint Valletta Action Plan
LMS	Learning Management System
MC2CM	Mediterranean City-to-City Migration
MCAST	Malta College of Arts, Science & Technology
MCP Med	Training Institute on Migration Capacity Partnership for the Mediterranean
MEDAC	Mediterranean Academy of Diplomatic Studies
MFHEA	Malta Further and Higher Education Authority
MFPE	Tunisian Ministry of Vocational Training and Employment
MIEUX	MIgration EU eXpertise
MP	Mobility Partnership
MPF	Mobility Partnership Facility
NSHRD	National Strategy for Human Resource Development 2016-2025 (Jordan)
PPP	Public-Private Partnership
ProGreS	Support to the Implementation of the National Strategy on Migration of Tunisia
RLO	Reusable Learning Object
RR	Return and Reintegration
TVET	National Strategic Framework and Vocational Education Training (Lebanon)
UN DESA	United Nations Department of Economic and Social Affairs
UNICEF	United Nations International Children's Emergency Fund
VET	Vocational Education and Training
VLE	Virtual Learning Environment
VTC	Vocational Training Corporation (Jordan)

1 CONTEXT ANALYSIS

1.1 Context Description

Over the last two decades, intensified mixed migration flows in the Mediterranean have brought the region at the fore of migration cooperation related efforts and challenges. In Europe and its neighbourhood, countries have increasingly invested in development of capacities to address a number of challenges, such as irregular migration, reintegration of returning populations and tackling human trafficking and smuggling.

At the same time, investment has been made in Europe and South Partner Countries (SPCs) to reap on the potential opportunities mobility can bring about including via diaspora engagement, labour migration and improved economic opportunities.

The management of these complex challenges and opportunities brought about by migration must be ensured by qualified individuals. Thus, professionalising migration management becomes essential if migration priorities are to be effectively and efficiently implemented. Until now, the main focus across the region has been on higher level academic programmes (undergraduate degrees and above) requiring significant financial and time investment, and focus on theoretical knowledge. Meanwhile, **governance-related education and operational level training have been largely absent from the professional work environment.**

Notwithstanding, Southern Partner countries have enhanced their competences reflecting their specific cultural, institutional and operational contexts and characteristics with opportunities for migration actors to develop relevant knowledge and skills on offer within a limited, restricted number of international assistance programmes, albeit outside of formal educational frameworks and often without access to job-related learning. The inherent short-term nature and supply-driven approach of such international assistance programmes has ultimately undermined the sustainability and impact of these interventions and its meaningful alignment to identified national needs and priorities in the spirit of true partnership.

Increasingly, actors working on the management and governance of Euro-Mediterranean migration are aiming for a **cooperative approach, a re-defined partnership**. These cooperating actors require this new approach to reflect the change in the dynamic from one party being the recipient of training and the other simply being a provider, to a model that enables peer learning that both reflects international standards, towards mutual recognition and their contextually appropriate application in specific settings, namely **Capacity Partnership**.

Therefore, it is now time to capitalise on lessons learned and move away from business-as-usual interventions that place providers at the centrefold and refocus on meaningful engagement of beneficiaries of training in the identification of needs, conceptualisation and development of the curricula they will eventually take part in. This will lead to the upgrade of the migration governance learning ecosystem by developing practical-applicable competences that are included as part of the formal education quality-assured offer, prioritising learner-based approaches.

The proposed Action sets out to address this need through the establishment of a state-of-the art, accredited training institute and roll-out of trainings of tailored curriculum under the strategic direction of a Governing Board of committed States and SPCs to provide full ownership and longer lasting impact of the approach.

Trainings will be developed and offered initially to four pre-identified SPCs selected on the basis of assumed readiness to engage in capacity development, and alignment of existing trajectory and context to scope and vision of the MCP Med. The **tentative list includes Morocco, Tunisia, Jordan and Lebanon.**

Morocco:

The Royal Kingdom of Morocco enjoys a unique position as it is located between the African and European continents, whilst linking the Mediterranean Sea and the Atlantic Ocean. This strategic geographic location exposes the country to migration pressure, often leading to tensions along its borders. Morocco is the closest African country to Europe with two Spanish autonomous cities of Ceuta and Melilla located north of the country. According to UN DESA and UNCHR data, even though Morocco experienced a net emigration of approximately 250,000 people from 2014 to 2019, Morocco also experienced increases in the international migrant stock over the past decade, totalling nearly 100,000 in 2019, as well as in the refugee population. Moreover, FRONTEX data indicates that approximately only 1 in 5 detected irregular border crossings across the Western Mediterranean route in 2020 were Moroccan nationals, reaffirming the country's mixed profile as a country of origin, transit and destination.

The country's commitment to partnership and cooperation with its neighbours in Europe and Africa is evidenced not least by its active role in structured dialogues such as the Rabat process and its leading role as host country for the adoption of the Global Compact on Migration (GCM) in December 2018.

Morocco also has a long history of cooperation with the European Union in the field of migration. The Mobility Partnership Agreement, signed in 2013 among the EU and Morocco provides a framework for technical and financial support to Morocco in view of addressing irregular migration and promoting circular mobility through labour migration. Additionally, the establishment of the European Union Emergency Trust Fund for Africa (EU TF) following the Valletta Summit in 2015 has boosted cooperation efforts with Morocco, with nearly 235 million Euro having been committed to national projects for improved migration management.

The strategic dimension of the partnership between Morocco and European counterparts is unquestionable, particularly given the potential turbulent nature of mobility among these regions and its repercussions. As such, cooperation in the field of migration management is crucial, notably in the field of capacity development. This strengthening is primarily aimed at addressing the challenges related to irregular migration, human smuggling and trafficking in human beings as well as the activities of international criminal networks, which pose a growing threat. It is in line with EU policies of addressing irregular migration flows at its external borders, proposing cooperation and providing support to countries in its neighbourhood and beyond along main migration routes.

In the area of VET in Morocco, in recent years reforms in the education and training sector have taken place following key strategic policies enshrined in the Education Vision 2030 and related Strategy for Vocational Education and Training Reform 2021. In this regard, one of the priorities set for 2020 by the European Training Foundation (ETF) which contributes to the development of the education and training systems of EU partner countries including Morocco was to help national, regional and sector governance bodies to implement and monitor the national VET strategy.

Tunisia:

Tunisia shares with Morocco a geopolitical strategic position at a crossroads of migration flows. According to data from the United Nations Department of Economic and Social Affairs (UNDESA), nearly 60,000 international migrants resided in Tunisia in 2019, reflecting a slight increase compared to the start of the decade, while the 2014-2019 period saw a net emigration of 20,000 people. It is to be noted that as of the end of 2018, FRONTEX data indicate that Tunisia replaced Libya as the main country of departure for irregular border crossings detected on the Central Mediterranean route to Europe, following large decreases in detected departures from Libya and Algeria.

Since the historical turning point of 2011, Tunisia continues to face a precarious and volatile security, economic and political context. The EU has provided due response to these challenges and supported the country in its need for democratic reform and consolidation. This approach was translated into closer political cooperation in the areas of governance, security and conflict-resolution notably with the Mobility Partnership introduced in 2014 which provides the general framework for EU-Tunisia political dialogue on migration.

Furthermore, having succeeded its democratic transition but still faced with socio-economic challenges, the 2016 European Commission Joint Communication “Strengthening EU support for Tunisia” reaffirms the EU’s commitment to accompany Tunisia in its democratic and economic transition, emphasising the importance of developing national capacities and to promote long-term stability, good governance and socio-economic development and security for the population at large.

Tunisia also benefits from support from bilateral and regional funding under the EU TF amounting approximately 89 million Euro. Under this support a capacity partnership cooperation mechanism is established to respond to identified national priorities.

In line with efforts to improve the quality, relevance and attractiveness of VET provisions in Tunisia, and in accordance with the 2016-2020 National Development Plan, the Tunisian Ministry of Vocational Training and Employment (MFPE) is undertaking a VET reform through the implementation of several projects. Parallel efforts in this regard include the redrafting of the country’s employment strategy in 2018 by the MFPE in coordination with the International Labour Organization (ILO), which also supported the coordination of international donor support for VET reforms by undertaking a mapping of human and financial resources.

Jordan:

The Hashemite Kingdom of Jordan has traditionally been a beacon of stability in an otherwise volatile region of the Middle East. Notwithstanding, the Syrian and Iraqi crises in recent years have heavily and significantly impacted the security and economic situation in the country. According to UNHCR data for 2019, there were approximately 694,000 refugees and just over 51,305 asylum seekers in Jordan. The recent context of the Covid-19 pandemic and the economic consequences of the subsequent restriction measures has served to further add pressure on the country’s economic landscape.

A cooperation and partnership framework between the European Union and Jordan was enshrined in the EU-Jordan mobility Partnership concluded in 2014, to which the Dialogue on Migration, Mobility and Security in December was its predecessor.

The framework for the governments’ actions on VET is determined in line with the Jordan 2025: a National Vision and Strategy (2015-2025), which constitutes a comprehensive 10-year national strategy including the identification and setting of a series of goals to respond to some of the socioeconomic challenges Jordan is facing. In parallel, the National Strategy for Human Resource Development 2016-2025 (NSHRD) represents a new vision to enable education skills, qualifications and capabilities to feed into national social and economic priorities and meet national needs. With the support of the Ministry of Education and the Ministry of Higher Education and Scientific Research, the Higher Education Accreditation Commission monitors the compliance of higher education institutions with regulations and quality standards, while the Employment Technical and Vocational Training (E-TVET) Council and Fund promotes VET opportunities in Jordan. Moreover, several non-governmental institutions such as the Vocational Training Corporation (VTC), the National Centre for Human Resources Development, the Jordan Education Initiative and the Madrasati Initiative remain active in the area of VET in Jordan.

Moreover, and in light of the consequences of the Covid-19 crisis, the Jordan Digital Transformation Strategy 2020 highlights the importance of adopting distance learning approaches in order to support digital transformation, including through the cooperation with the private sector in view of providing flexible education opportunities by relying on e-learning and online courses. Furthermore, in order to support this increased digitalisation, the first component of the Digital Transformation Strategy 2020 seeks to support the provision of digital skills in Jordan.

Lebanon:

Lebanon's position bordering Syria and Israel by land, and with Turkey and Cyprus as its nearest neighbours over the sea (blue) border, puts the country at the heart of geopolitical tensions. Following a 3% decrease in 2019, according to UNHCR data nearly 920 000 refugees reside in Lebanon, while the government estimates the number of Syrian refugees to be as high as 1.5 million. As such, Lebanon remains the country with the highest proportion of refugees per capita.

Since 2019, Lebanon has been experiencing popular unrest related to widespread dissatisfaction with the socio-economic situation. The political uncertainty and the dramatic consequences of the Covid-19 crisis are plunging the country into a deterioration of the economic situation. This fragile political and socio-economic situation requires a coordinated effort to support the country to address national priorities and ultimately avoid a dramatic deterioration of the situation which might lead to a regional spill-over effect.

In Lebanon, the National Strategic Framework and Vocational Education Training (TVET), launched in 2018, was a major achievement towards developing the VET sector, as it outlines guidelines for the multiple actors involved in the TVET sector. The TVET action plan, whose implementation is underway, was a result of joint efforts from the Ministry of Education and Higher Education, the Ministry of Social Affairs, the national employment office, the International Organization for Migration (IOM), the United Nations International Children's Emergency Fund (UNICEF) as well as the ETF in close cooperation with the EU.

Developed at a unique moment in history, the proposal takes into account the particular circumstances of the Covid-19 pandemic and its repercussions globally and across the Mediterranean, and in particular in the countries targeted in this Action where a public health crisis is likely to lead to a deterioration of the socio-economic situation, further aggravating challenges faced by these countries and also triggering migration or secondary movements of migrants.

The change in job markets and declining remittances from Europe and the Gulf region will severely impact Mediterranean economies, representing a fundamental trigger for possible migration. Furthermore, the potential intensified focus on domestic issues, may mean increasingly scarce economic and bureaucratic resources devoted to cooperation.

Under such circumstances, supporting the effective implementation of a concrete and operational partnership, is essential in a context of challenged governance.

1.2 Policy Framework (Global, EU)

The proposed Action responds to two separate but interrelated policy areas through addressing objectives set out in the key global and regional EU policy framework on VET and addresses also the basic tenets of the European framework on migration, focusing on increased efficiency in its approach to balance responsibility and solidarity. The Action thus proposes bridging the migration governance agenda with experience, knowledge and policy achievements in the field of education and training.

The Action embraces the EU framework on learning processes in its aligned affirmation that “VET should be delivered by highly qualified teachers and experienced trainers who are supported through initial and continuing professional development (including digital skills and innovative teaching methods) in view of delivering high quality learning outcomes”¹, an approach deeply anchored in the EU VET policy, and in particular the current context and reality as set out in the 1 July 2020 Commission Communication on a European Skills Agenda for sustainable competitiveness, social fairness and resilience. The Action will further take into consideration the past and ongoing work, results and recommendations of the ETF, which was established as an EU agency to contribute to the development of the education and training systems and VET strategies of EU partner countries, including Morocco, Tunisia, Jordan and Lebanon.

The Action also aligns this to the migration policy framework, including the New EU Pact on Migration and Asylum² that calls for the need to deploy a wide range of policy tools, ensuring both flexibility and ability to withstand the test of time, as well as highlighting the need to support the EU’s partners in developing effective migration governance and management capacities as this will be a key element in the mutually beneficial partnerships the EU seeks to achieve. Policy areas such as development cooperation, security, visa, trade, agriculture, investment and employment, energy, environment and climate change, and education are signalled as targets for mutually-beneficial partnerships. In this regard, the MCP Med’s actions are anchored in the promotion of coordination in priority countries of the EU’s neighbourhood that solicit tailored-made approaches to adapt to their specific contexts, all in a common regional governance approach.

Furthermore, through reinforcement of cooperation among migration stakeholders, the Action will address the *EU’s Global Approach to Migration and Mobility’s (GAMM)*³ call for better management of migration flows through increased cooperation with third countries, aligning itself as well to the *European Agenda on Migration*⁴ and the Communication on the New Partnership Framework with third countries⁵.

The Action is grounded on the *European Neighbourhood Policy (ENP)*⁶ 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.

Lastly, the Action contributes to the *Joint Valletta Action Plan (JVAP)* in tackling root causes of migration. It also aligns to the Communication on *Forced Displacement and Development*⁷ which sets out to contribute to durable solutions for forcibly displaced people and their host communities.

¹ European Commission (2018). *Opinion On The Future Of Vocational Education And Training Post 2020*. <https://ec.europa.eu/social/BlobServlet?docId=20479&langId=en>

² https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylum-documents-adopted-23-september-2020_en

³ 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.

⁴ Communication from the Commission – “A European Agenda on Migration” COM(2015) 240 final.

⁵ Adopted in June 2016 (COM(2016)385).

⁶ Communication from the Commission - European Neighbourhood Policy - Strategy paper COM(2004) 373 final.

⁷ Communication from the Commission - Lives in Dignity: from Aid-dependence to Self-reliance COM(2016) 234 final.

At the global level, the Action aligns to the 2030 Agenda and follows the *European Consensus on Development*⁸, considering Sustainable Development Goals (SDGs) on migration and partnership as cross-cutting elements of all actions.

1.3 Stakeholder analysis

The stakeholders of the Action are the migration actors ranging from technical front-line governmental and NGO staff to decision makers and thought leaders.

However, the MCP Med’s main stakeholders are the technical front-line governmental institutions and policy makers. In this regard, the Governing Board of Participating States composed by European and Southern Partner Countries will be responsible for putting in place the core programme addressing the identified needs and then selecting the officials who will take part in the training and become trainers themselves. Associated partners will be readily involved so as to ensure full complementarity with related institutions and, wherever possible, achieve economies of scale (see Section 3.1).

After the establishment of the MCP Med and the implementation of the first programme rounds, the Governing Board will discuss the mechanisms to be put in place to disseminate the developed materials and open up the physical and virtual platform to other relevant stakeholders including NGO staff dealing with migration issues and professional experts or academics who want to expand and further develop their domain of knowledge and expertise in migration issues.

2 RISKS AND ASSUMPTIONS

Risk	Likelihood of risk being triggered	Impact of triggered risk on Project results	Contingency Measure
Political volatility deprioritises commitment to the implementation of the project	M	H	Continuous engagement with the stakeholders, and focus intervention on the technical level, with counterparts being less subject to political changes.
International public-health situation degrades significantly due to Covid-19 spread, and restrictions of movement are put in place	M	M	The majority of the training programmes could be undertaken via the e-learning platform that will offer an interactive and dynamic functionality.
Low level of commitment of partner institutions and organisations to participation	M	M	Adopt a participatory approach to increase engagement during project start up and implementation and incorporate a targeted

⁽⁸⁾ 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.

			partner communications plan as part of the broader communications plan to keep partners abreast of project activities and development.
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Sector or Area	Informing Assumptions
Governmental/official partners	Project partner governments and official stakeholders demonstrate the necessary political will and sufficient trust to engage in and support project activities.
Civil society actors	Civil society actors show the necessary will and possess sufficient capacity to participate in project activities.
European Commission/ Member States	European Commission as well as Member States engage in funding the initiative and support all project activities.
Financing	Financial resources are available and allocated to the project.
Stability	Regional and national political and economic stability as well as stable participating institutions and entities, working in an environment that encourages participation and cooperation.
Dialogue	Project partners and participants committed to and active in coordination, communication and dialogue through the project as well as migration management more broadly.

3 LESSONS LEARNT AND COMPLEMENTARITY

3.1 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.

In this regard, the vast majority of the current and upcoming projects include a capacity development component. A component that this proposed Action seeks to centralise in order to ensure better cost-effectiveness and facilitate the implementation of a rigorous monitoring and follow up process able to anchor the training programme in a long term perspective instead of one-shot set of activities.

Therefore, synergies will be ensured and reinforced with ICMPD activities and relevant programmes in targeted countries with full involvement of ICMPD units such Border Management and Security (BMS), Anti Trafficking Programme (ATP) and others to foster the internal cooperation and create more synergies effects between the project implemented by ICMPD while avoiding duplication and rationalising the efforts required from partners countries.

In view of high complementarity of mandate and existing cooperation framework with ICMPD, the MCP Med will establish close cooperation with the European Asylum Support Office (EASO). Partnerships with other institutions offering added value such as the Malta College of Arts, Science & Technology (MCAST) in pedagogical skills development notably, will also be sought. Cooperation and complementarity will also be established with relevant agencies and centres such as the International Institute for Justice and the Rule of Law (IJ) and the Mediterranean Academy of Diplomatic Studies (MEDAC). The MCP Med will benefit from these strategic partnerships to ensure its approach does not duplicate efforts of these institutions but acts in full complementarity,

providing a range of training and referral options that can generate increased efficiency through economies of scale.

The Action will also continue to consolidate and expand cooperation with relevant stakeholders such as FRONTEX and seek complementarity with other initiatives funded by EU and other donors. Where relevant, the Action will also seek to leverage synergies with IOM-implemented activities in the region. In pursuing such coordination and cooperation, the objective would be to mitigate the risk of duplication of efforts, instead pursuing to explore areas of complementarity between public-funded actions in the identified target 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, including through extending the MCP Med offer of training and curricula to other capacity development initiatives in the region that can benefit from consistent, quality curricula and training. The following initiatives are in particular taken into consideration:

- *Evidence-driven migration governance policy and practice in North Africa (eMGPP)* – by providing a platform of capacity development to the newly established North of African Migration Academic Network (NAMAN) national chapters. These embryonic national structures formulated their need to pursue a capacity development program in different domains and in particular in Project Development in order to ensure their sustainability after project end.
- *Mobility Partnership Facility (MPF)* – as a potential tool identify specific needs in terms of capacity development of the countries that implement migration partnerships.
- *Mediterranean City-to-City Migration (MC2CM)* – will pave the way towards the development of tailor made capacity development programs for local government officials.
- *Support to the Implementation of the National Strategy on Migration of Tunisia (ProGreS Migration)* – by providing a repository of high-quality, bespoke learning objects on regional knowledge on migration governance processes to tackle the regional angle of the capacity development of the Tunisian National institutions.
- *MIgration EU eXpertise (MIEUX)* – by further exploring the potential of MCP Med as a mechanism able to support governments in accessing EU migration expertise and technical support, and by building on MIEUX’s whole-of-governance approach to capacity development at the individual level, institutional level, and at the enabling environment level.
- *European Union Global Diaspora Facility (EUDiF)* – through establishment of curriculum on Diaspora engagement and support
- *EUROMED Migration V*: by providing a wide variety of modules and content able to address effectively national priority for skills development to improve migration governance at national and regional level.
- *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
- Synergies and multiplier effects to be achieved with current *Integrated Border Management (IBM) projects* currently implemented by ICMPD in Jordan (in its first phase) as well as in Lebanon and Tunisia (in their third phases), building on the developed networks, expertise, lessons learned and good practices established in the areas of training delivery and capacity development.

As an implementing body for a number of Integrated Border Management initiatives in the region, ICMPD seeks through this Action to ensure better and more efficient use of resource dedicated to capacity development activities by centralising the regional expertise while creating synergies effects between similar training programs.

ICMPD will also draw on lessons learned from projects such as the Migrants in Countries in Crisis (MICIC) and offer to deploy expertise and knowledge acquired on consular crisis management, among others, upon interest and request of the Governing Board.

In widening its regional scope, MCP Med can also draw on exiting initiatives in Libya such as the *Strategic and Institutional Management of Migration in Libya* – by developing bespoke training programs which have a regional relevance and can support in efforts to enhance capacities of Libyan administration, academia and civil society to improve the management of migration flows and conditions of migrants.

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.

Overall Objective (OO): To contribute to building migration capacity partnerships by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors

Specific Objective I (SO1): To provide access to quality, cost-effective training designed to transfer the methods, tools and approaches to respond effectively and proactively to the emerging migration priorities both at the national and regional level

Intermediate Outcome I (IO1): Quality, cost-effective training designed to transfer the methods, tools and practices both at the national and regional level is provided

Quality assurance will be the defining characteristic of the MCP Med. Complementing its own and ICMPD internal quality frameworks, the MCP Med will also obtain direct endorsements and accreditations, evidencing independent external parties' confirmation that its performance is legal, appropriate and compliant with industry requirements. This will take place at various levels:

- system (the institution itself);
- individual (the trainers and staff);
- product (courses and curricula).

The MCP Med will be **officially registered as a Further Education Institution** with the Malta Further and Higher Education Authority (MFHEA) as the country's statutory educational licencing body. This will be complemented by certification to globally recognised industry standards such as those of the International Organization for Standardization (ISO). Further system-focused mechanisms proposed under the European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) will be incorporated as they are clarified.

The creation of **accredited training solutions** will be the MCP Med's core task. The MCP Med with full involvement of its partners will set up a state-of the art facility and develop its own, original training material to supplement sourced pre-approved courseware to establish a **library of custom-made, quality assured learning products** owned by, and answering the needs of, its members. Establishing a necessary standardisation that also reflects the differing specific learning needs across states and entities, training will be developed as modular, reusable learning objects (RLOs) These individual learning 'units' will then be varyingly combined to build multiple bespoke learning programmes that most accurately answer partners' needs and offer increasingly higher and more comprehensive pre-tertiary qualifications with no reduction in either the quality or certification value.

Reflecting Partner States' operational realities, the MCP Med's programmes will focus on short (ranging from a few hours to a few days) courses targeted at levels 1 to 4 of the European Qualifications Framework (EQF). These levels **focus on technical, practice-oriented and job-specific education** most appropriate to the 'skilled-worker' concept and the EU's commitment to skills matching⁹. The concise, targeted duration of the courses will deliberately increase access for suitable students (by minimising their absence from usual duties) as well as reducing the impact of additional pressures (temporal, cognitive, social, financial etc.) inherently felt by adult learners.

⁹ Cedefop (2020). *European qualifications framework. Initial vocational education and training: focus on qualifications at levels 3 and 4*. Luxembourg: Publications Office of the European Union. Cedefop research paper; No 77. <http://data.europa.eu/doi/10.2801/114528>

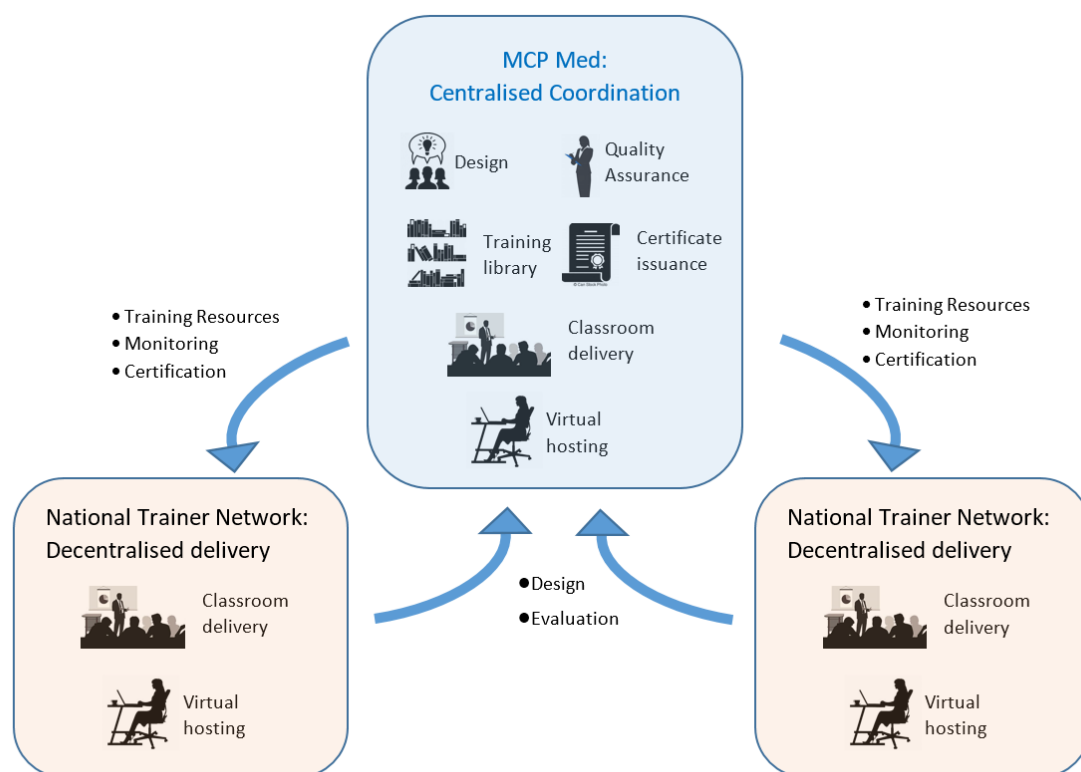
The MCP Med's approach will be fully participatory with its **Governing Board** supplemented by additional mechanisms to ensure that partners remain included at all levels, retaining direct influence on what training is pursued and how it is developed. These mechanisms will include **technical working groups** convened on either permanent or temporary bases and attended by subject matter experts whose role will be to advise on, and confirm accuracy of, specialised issues.

Offering an exceptional degree of versatility, **training will be accessible both physically and virtually** via the MCP Med's own classrooms in Malta, its partners' facilities across the region, and a bespoke virtual platform. Flexibly and sensitively combined, these spaces will ensure the MCP Med has as extensive a reach as possible, connecting students with learning regardless of their location.

In this respect, Malta has been selected based on the following enabling conditions and opportunities:

- Its status as an EU Member States, at the heart of the region, not only reinforces the EU-Mediterranean dimension of the proposal but also practically enables the official registration of the MCP Med as a Further Education Institution and thus its potential as an issuer of EU-recognised qualifications/awards;
- Its strong tradition of support to VET initiatives and their integration into state agency education. From it being the home of the first academically accredited programme for law enforcement (a national Diploma in Policy in 1997), to its establishment of the first quality assurance framework in Europe that combines vocational and tertiary education provision, Malta continues to demonstrate its commitment to innovative developments in this field;
- The presence of institutions such as the IIJ and the Mediterranean Academy of Diplomatic Studies (MEDAC) provides a pre-existing framework within which the MCP Med, with its particular aims, would not only fit but would actively complement and strengthen. Chief amongst these bodies is the European Asylum Support Office (EASO) whose essential work in support of EU migration affairs involves significant training. EASO has already signalled its willingness to cooperate with MCP Med, under the framework of the existing cooperation agreement concluded between ICMPD and EASO in November 2020. This context is further enhanced by a robust culture of active collaboration and excellence by mainstream educational institutions best exemplified by MCAST;
- Its geographical proximity to participating states translates not only into the facilitation of physical logistics but also a closer appreciation of partners' cultural needs and concerns;
- Malta is viewed throughout the region as non-partisan and a welcoming, non-contentious location;
- Malta is both an ICMPD Member State as well as the location of the ICMPD Regional Coordination Office for the Mediterranean, enabling a seamless access to additional support.

Although coordination will be led from Malta, the majority of training delivery will be conducted by, and within, each Partner State through a certified trainer network with decentralised access to MCP Med programmes. This decentralised organisational model is visualised and summarised below:



The design, delivery and evaluation of all training will be conducted by **certified professionals**. Trainers will be required to possess EU-recognised pedagogical qualifications/awards and accredited subject-matter qualifications and experience prior to their deployment. The MCP Med will establish an accredited training programme to ensure the necessary levels of competence in both pedagogy and the subject matter for all trainers and coordinate their continued compliance with standards. This programme will be aligned with EU and host-country practices and where practical carry EU-recognised qualifications.

Each Partner State will nominate personnel as potential trainers who upon qualifying for certification will become part of a **regional trainer network** certified to deliver particular programmes on behalf of, and coordinated by, MCP Med. While remaining under their regular employment these trainers will additionally function as affiliates of MCP Med, supporting the design, delivery and evaluation processes as directed by the Governing Board either in field locations or at the institution. This trainer network will significantly develop sustainability and ownership while simultaneously and markedly reducing financial and logistical costs for those participating. Flexibly offering a wide range of delivery options of ‘face-to-face’, ‘virtual’ and ‘blended’ methods as well as ‘formal’, ‘non-formal’ and ‘informal’ modes, both at a central and decentralised ‘field’ basis will therefore ensure widespread, easy and uninterrupted access to the trainings produced.

As an EU Further Education Institution, many of the **MCP Med’s courses** will result in accredited educational awards for successful participants. These will carry **fully transferrable EU academic/vocational credits** under the European Credit Transfer and Accumulation System (ECTS) and European Credit System for Vocational Education and Training (ECVET). Where not already recognised by the partner states’ educational authorities, the national validation of these qualifications will be actively pursued. Maximising both their relevance and ownership, individual training products will be developed based on the themes identified and the specific needs and parameters clarified by technical working groups of subject experts, as endorsed by the Governing Board. All products developed will remain under the direction of the Governing Board.

Lesson plans and associated material will either be developed entirely in-house by MCP Med staff or partner state experts; by procuring/repurposing existing courseware in compliance with copyright regulations; or contracting external providers to create original material. Regardless of the methodology employed, as far as possible all units of learning will be designed as RLOs, suitable for delivery individually or as a fully transferrable component of various courses. This modular approach to training development significantly increases the value of training material; greatly facilitating the creation of future courses as well as reinforcing the harmonisation and integration of learning across themes. Wherever possible (written) **training reference material will be produced in English, French and Arabic.**

The MCP Med will function as a cross-thematic training provider and an expert educational resource for its Partner States, flexibly developing ‘formal’, ‘non-formal’ and ‘informal’ training programmes and a regional trainer network to deliver them in response to needs and capacities identified by them. As such, the MCP Med will operate as a CoVE.

Trainings offered will emphasise ICMPD’s thematic areas of expertise in operational and thematic subject matters and concentrate on practical, job-related knowledge, skill and competence acquisition. **Thematic focus will be initially limited but will progressively expand** as capacities develop and precise needs are increasingly identified across the spectrum of migration governance. Themes of training will be **determined by the Governing Board.**

For the initial phase, it is proposed that training is offered in the following themes selected on basis of identified needs, priorities and opportunities:

- Border Management;
- Combatting Trafficking in Persons;
- Return and Reintegration;
- Project implementation – potentially including context analysis, donor mapping, and EU project-cycle management integration.

Importantly, trainings created will furthermore reflect the reality that adult learning experiences are not restricted purely to the specific subject being taught but also present opportunities for additional, complementary learning. Therefore, in line with EU policy and as reinforced by Maltese regulatory requirement¹⁰, the MCP Med will integrate vocational ‘key competences’ considered necessary for personal fulfilment, social cohesion and employability in a knowledge-based society into its learning products.¹¹ These include communication; basic science and mathematics; digital competence; learning to learn; cultural expression; interpersonal, intercultural and social competences, civic competence; and entrepreneurship.

Continuing development will also be inclusively applied to all staff and associates of the MCP Med, ensuring that the Institution not only benefits its partners more effectively but also leads by example.

Indicative list of main activity sets for SO1:

- Registration as a formal educational institution with EU accreditation;

¹⁰ National Commission for Further and Higher Education (Valletta, 2016), Referencing Report: Referencing the Malta Qualifications Framework (MQF) to the European Qualifications Framework (EQF) and the Qualifications Framework of the European Higher Education Area (QF/EHEA)

<https://ncfhe.gov.mt/en/Documents/Referencing%20Report/Referencing%20Report%202016.pdf>

¹¹ European Commission, (Brussels 2005), Proposal for a Recommendation of the European Parliament and of the Council on Key Competences for lifelong learning (presented by the Commission), COM (2005) 548 final.

- Introduction of internal practices and procedures fully compliant with relevant international norms and standards;
- Development and certification of pedagogical and subject matter competences of MCP Med trainers, affiliates and staff;
- Development of state-of-art training facility for physical learning and recruitment of knowledge experts;
- Establishment of internal coordination and communication mechanisms to ensure partner participation and ownership including technical working groups;
- Support to the introduction of regular Training Needs Analyses in accordance with regionally harmonised procedures;
- Development of bespoke training material/sourcing of approved courseware responding to identified training needs;
- Certification of MCP Med learning packages through endorsement and/or regulation with appropriate bodies;
- Establishment of a trainer network in partner and host states capable of delivering and monitoring MCP Med training as well as acting as local focal points.

Expected outputs include:

- The MCP Med is formally established as a quality-assured centre of VET excellence;
- Partner ownership over training solutions to nationally and regionally identified needs is ensured;
- Access to certified training for migration professionals in the Mediterranean is increased.

Specific Objective II (SO2): To promote and foster an organisational environment that values development, dialogue, joint initiatives and multilateral cooperation

Intermediate Outcome II (IO2): Organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted

Pursuing meaningful sustainability, the MCP Med will develop a ‘partnership network’ locally and throughout the Mediterranean. Following the Triple Helix Model of Innovation¹², the MCP Med will bring together leading academic and vocational providers with state partners in a public-private partnership (PPP) forum to create a migration governance educational ecosystem. United by common regional interests, members will collaborate in order to drive towards **sustainable capacity partnerships** that produce impact at regional, national and local levels. This will result in migration governance and management being based increasingly on shared priorities, leading to more effective policies and operations, which protect migrants’ rights, maintain the integrity of borders, reduce transnational crime, capitalise on and support migration opportunities and create triple win dynamics for migrants and host communities.

As part of this network, where identified needs are beyond its effective scope the MCP Med will facilitate cooperation between partners and suitable aligned institutions and training facilities.

Enhancing the regional partnership network, the MCP Med will also engage in international events, affiliations and fora in order to increase access to expertise and resources in addition to raising

¹² A model representing the interplay between academia, industry and government in development including its potential as a vehicle for self-sustaining innovation

visibility. This may include formal membership of educational and/or migration related bodies as well as activities such as conferences, workshops and training programmes.

In line with trade practice, the MCP Med will further directly contribute to the global vocational education community of practice by making its relevant studies and training products openly available. Sharing such material with sister educational institutions, trainers and researchers will facilitate innovation for the sector as a whole whilst underlining the Action's CoVE credentials. Only material that is not legally, commercially or security sensitive will be considered for release with Creative Commons (or similar) licencing employed to clearly specify conditions of use.

This concept of community will also be applied to participants of the trainer network. Although representing different countries and organisations, the MCP Med will facilitate real and functional intra-network communication and cooperation between them. This will include jointly **working as equals on training development**, delivery and/or evaluation either virtually or in person through staff exchanges or placements at the MCP Med. Establishing a common identity as professional vocational educators regardless of any other differences will significantly facilitate personal and institutional development (through learning via others' experiences) as well as future collaboration.

MCP Med's implementation modalities will also be kept as flexible as possible to take into account the role of evolving national priorities and needs to determine the topics to be explored and developed. This partnership mechanism of dialogue and trust is 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 and, on the other hand, maximise the potential impact of all these proposed modules.

This flexible approach, within a framework that is adequately planned and directed, also enables maximisation in potential for innovation and foster synergies with other relevant similar or complementary initiatives implemented at regional, national and global level.

Indicative list of main activity sets for SO2:

- Implementation of dialogue and exchange mechanisms between MCP Med and its partners to indicatively include specific fora, staff exchanges and placements at MCP Med;
- Implementation of a varied set of communication tools and visibility activities;
- Involvement through MCP Med in relevant VET fora and initiatives;
- Development of partnerships with suitable sectoral and academic actors at national and regional levels.

Expected outputs include:

- The MCP Med's visibility is raised regionally and donor funding effectively promoted;
- Community of practice mechanisms and fora between MCP Med and its partners is established;
- Constructive dialogue between MCP Med and its partners is established;
- Confirmed Terms of Reference of Governance Board structure;
- Plan for financial sustainability via mix of private-public funding.

Specific Objective III (SO3): To leverage technology resources and tools to improve and enhance workflow efficiency

Intermediate Outcome III (IO3): Technology resources and tools to improve and enhance workflow efficiency are leveraged

E-learning is the use of information and communication technologies for educational purposes, as underlined by the European Commission as "the use of new multimedia technologies and of the Internet, to improve the quality of learning by facilitating access to resources and services, as well as remote exchanges and collaboration"¹³.

With migration governance necessarily implemented across a wide range of physical locations and actors which is increasingly further complicated by the progression from national to regional/international models, connecting operational staff with training opportunities has always been a challenge – often requiring significant financial, working-hour, logistical and environmental costs. Traditionally overly dependent on face-to-face delivery methodologies, the COVID-19 pandemic has acted as a catalyst for a process of digital transformation. The closure of physical learning institutions and travel restrictions have expedited a boom in **remote online learning via digital platforms**.

Mindful of this shift and in line with countries' digitalisation strategies as well as cost-effectiveness considerations, **the MCP Med will develop in-house its own bespoke learning management system (LMS)**. Similarly to many higher-education institutions, the MCP MED LMS will be built on open-source software using in-house IT development expertise, the LMS will be produced low-cost and licence-free. Designed, maintained and wholly owned by the MCP Med the platform will be entirely adaptable; evolving to meet the MCP Med's growing demands as required without the need for extensive supplementary outsourcing/contracting. In addition to incorporating a virtual learning environment (VLE) accessible to all students, the system will allow complete administration of all of the MCP Med's training activities including data collection, collation and analysis. With content regularly updated, the VLE will provide a valuable multi-purpose resource, supporting both asynchronous and synchronous virtual training, blended delivery and as a separate reference asset. Finally the LMS will establish secure online fora for online communities of practice, whether they be trainers, trainees or management.

The benefits of technology will be further leveraged by enhancing the MCP Med's in-house professional capacity to create and host virtual training packages in their entirety, deploying cutting-edge software and hardware to produce, host and administer original and innovative digital learning objects. Avoiding a reliance on costly external providers unfamiliar with the context, professional-quality video, audio and animation will all be capable of being produced in-house at minimal cost, resulting in long-term efficiency gains.

The MCP Med's physical premises will also include **dedicated distance learning/computer-based training facilities**. In addition to ICT-specific classroom-based courses this will allow for significantly enhanced virtual learning whether it be in terms of facilitation (for example by providing use of software/hardware for those who may not otherwise have it, or offering onsite access to technical support) or quality control (such as live proctoring).

Indicative list of main activity sets for SO3:

- Establishment of a fully editable Learning Management System (LMS) that includes the creation of flexible Virtual Learning Environments (VLEs);
- Establishment of suitable physical spaces, software and equipment in partner and host states;

Expected outputs include:

- A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies.

¹³ <https://ec.europa.eu/transparency/regdoc/rep/1/2001/FR/1-2001-172-FR-F1-1.Pdf>

4.2 Intervention Phases:

The Action will be articulated in three major complementary phases as indicated in the table below:

Phases	Description	Duration	Main Activities	Main Results
<u>Establishment phase</u>	<p>This phase will encompass the set up and inception of necessary infrastructure and human resources. This phase will see the introduction of a policy and procedural framework (in compliance with European, national and ISO standards); the creation of communication tools and mechanisms, the development and recruitment of required in-house competences/qualifications and the development and launch of a virtual Learning Management . These are the necessary pre-requisites leading to the formal registration of MCP Med an educational institution under EQF.</p> <p>During this phase, training needs and priorities will be identified and a network of trainers established to undertake first training offer of the MCP Med.</p>	12 months	<p>Registration as a formal educational institution with EU accreditation;</p> <p>Introduction of internal practices and procedures fully compliant with relevant international norms and standards;</p> <p>Development and certification of pilot pedagogical and subject matter competences of MCP Med trainers, affiliates and staff;</p> <p>Development of state-of-art training facility for physical learning and recruitment of knowledge experts;</p> <p>Establishment of internal coordination and communication mechanisms to ensure partner participation and ownership including technical working groups;</p> <p>Certification of MCP Med learning packages through endorsement and/or regulation with appropriate bodies;</p> <p>Establishment of dialogue and exchange mechanisms between</p>	<p>The MCP Med is formally established as a quality-assured centre of VET excellence;</p> <p>Community of practice mechanisms and fora between MCP Med and its partners is established;</p> <p>Constructive dialogue between MCP Med and its partners is established;</p> <p>Confirmed Terms of Reference of Governance Board structure</p> <p>A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies</p>

			<p>MCP Med and its partners;</p> <p>Implementation of a varied set of communication tools and visibility activities;</p> <p>Development of partnerships with suitable sectoral and academic actors at national and regional levels</p> <p>Establishment of a fully editable Learning Management System (LMS) that includes the creation of flexible Virtual Learning Environments (VLEs);</p>	
<u>Transition phase</u>	<p>Training material will be developed and submitted for certification via endorsement/recognition with relevant awarding bodies. The network will be expanded and further training for selected trainers on specific thematic and programmes will occur. Training will be beta-tested and revised as necessary.</p> <p>Business model and funding strategy will be developed</p>	2 years	<p>Further development and certification of a wide variety of pedagogical and subject matter competences of MCP Med trainers, affiliates and staff;</p> <p>Reinforcement of internal coordination and communication mechanisms to ensure partner participation and ownership including technical working groups;</p> <p>Support to the introduction of regular Training Needs Analyses in accordance with regionally</p>	<p>Partner ownership over training solutions to nationally and regionally identified needs is ensured;</p> <p>Access to certified training for migration professionals in the Mediterranean is increased</p> <p>The MCP Med's visibility is raised regionally and donor funding effectively promoted;</p> <p>Community of practice mechanisms and fora between MCP</p>

			<p>harmonised procedures;</p> <p>Development of bespoke training material/sourcing of approved courseware responding to identified training needs;</p> <p>Establishment of a trainer network in partner and host states capable of delivering and monitoring MCP Med training as well as acting as local focal points.</p> <p>Reinforcement of dialogue and exchange mechanisms between MCP Med and its partners;</p> <p>Implementation of a varied set of communication tools and visibility activities;</p> <p>Involvement through MCP Med in relevant VET fora and initiatives;</p> <p>Further development of partnerships with suitable sectoral and academic actors at national and regional levels</p> <p>Further enrich the LMS system</p>	<p>Med and its partners is further expanded;</p> <p>Constructive dialogue between MCP Med and its partners is further reinforced.</p> <p>A comprehensive and interactive web-based learning environment is further developed</p>
<u>Consolidation Phase</u>	<p>Widespread training delivery will commence, evaluation be conducted; priorities reviewed and new Learning opportunities developed.</p> <p>A sustainable funding mechanism will be rolled-out.</p>	3 years+	<p>Establishment of a large and diverse trainer network in partner and host states capable of delivering and monitoring MCP Med training as well</p>	<p>Access to certified training for migration professionals in the Mediterranean is further increased</p>

			<p>as acting as local focal points;</p> <p>Implementation of a varied set of communication tools and visibility activities;</p> <p>Expand the MCP MED partners at the regional and international levels.</p> <p>Improve and further develop the physical spaces, software and equipment in partner and host states</p>	<p>Plan for financial sustainability via mix of private-public funding are developed</p> <p>A comprehensive and interactive web-based learning environment is further developed</p>
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4.3 Intervention Logic

The Action will operate on the understanding that **if** a quality training designed to transfer the approaches, methods and tools at the regional, national and local levels is provided **and if** organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted **and if** technology resources and tools to improve and enhance workflow efficiency are leveraged **then** a permanent and accredited regional training institution offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors will be established and fully functional.

4.4 Sustainability

The project proposal is built on the following sustainability strategy:

(1) **Resource sustainability.** Harmonisation of project approaches, methods, standard operating procedures (SOPs), tools and other resources. Producing generic tools will ensure the sustainability in the form of tools that project partners can continue to use and adapt to future migration-focused data collection, analysis and advisory efforts after the project project’s end.

(2) **Sustainability of knowledge and learning.** Transfer of knowledge, learning and expertise. Via it is e-learning platform ICMPD will develop and support the transfer of knowledge and learning newly developed, compiled and/or accumulated during the project.

(3) **Financial sustainability.** Initially reliant on donor funds the MCP Med will progressively reduce this dependence through the introduction of service charges. Whilst the initial development of trainers and access to bespoke material and training will be free to core partners, formal certification of students will be increasingly subject to minimal charges strictly on a ‘cost recovery’ basis (the costs of issuing qualifications, awards etc.). As the MCP Med develops, access to training will also be offered to relevant additional users based on a sliding scale of charges agreed by the Governing Board. This will indicatively range from cost-recovery of certification and/or delivery to commercial fees (based on current market rates) for non-target participants. Furthermore, running costs of the MCP Med will be minimised by emphasising the development of in-house

expertise in subject and pedagogical competences, enabling the MCP Med to create, market, deliver and evaluate its own products thus reducing the need to continually ‘buy-in’ solutions externally.

(4) **Environmental sustainability.** The project activities will adopt an environmental mainstreaming approach that incorporates the European Green Deal principles to enhance climate and environmental resilience through its activities and actions. Measures shall be taken to mitigate the project’s negative impacts and/or enhance its positive impacts on the environment, including inter alia through consideration of ICMPD’s “greening guidelines” that aim to minimize any potential negative environmental impact. In line with this policy, the current project will search for ecologically friendly materials, green hosting and avoid unnecessary gadgets and travel.

4.4 Contribution to SDGs

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 institutional coherence framework in the region.

It will also align itself to SDG 17.16 of enhancing the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries and SDGs addressing education (4.3 and 4.4) and promotion of peace (SDG 16.a) through strengthening relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime

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. Subject to the approach jointly determined by the Governing Board, the envisaged rights-based approach can be pursued with a two-pronged approach, building on past ICMPD lessons learned and promising practices in this regard. Namely, by integrating rights-based considerations as a cross-cutting component of the learning themes and curricula developed, as well as by addressing the topic as a separate issue, for example through awareness raising.

5 IMPLEMENTATION

5.1 Indicative implementation period

The indicative operational implementation period of this Action is 36 months from the date of adoption.

The implementation period will consist of three phases: **establishment** of MCP Med, **consolidation** and **training delivery**.

A first phase of **establishment** comprises of the set up of MCP Med’s premises and facilities, team and governance procedural framework. In parallel, training needs will be identified and delineated with project beneficiaries and approved by the Governing Board to put in place a detailed common work plan.

With respect to the **consolidation** phase, the training material will be developed and submitted for certification to the relevant awarding bodies for endorsement.

Following the accreditation process of the developed modules, **training delivery** will commence and the MCP Med will be fully operational while a Monitoring and Learning process will be assured to adjust in a due time the potential shortcomings based on the regularly received beneficiary feedback. The third phase related to the transitional phase will pave the way towards rolling out a sustainable funding mechanism, including a business and income-generation plan and potential broadening of scope to include more beneficiary countries/agencies.

5.2 Indicative budget

See attached budget

An initial investment in the appropriate facilities, infrastructure and human capital will enable the MCP Med to establish a rigorous and ambitious agenda and curricula devised in cooperation and upon request of beneficiaries, within the established frameworks of European quality standards.

Due to the extensive scope and scale of its primarily knowledge-based activities in combination with its capacity partnership principles, the Action's staffing structure will necessarily differ from traditional capacity-building projects:

- Unlike usual projects, the MCP Med will exist as an educational institution in its own right, and so must have the corresponding structure and human capital – management, administration and faculty in full alignment to European qualification standards as established by accrediting authorities.
- The human resources required to cover each type (institutional, trainer and product), aspect (in-house implementation, stakeholder coordination, external participation) medium (virtual, classroom, blended, language) and stage (design, control, delivery, repurposing and evaluation) of the Action's varied workload is significant.
- In order to develop the sustainable capacity partnerships that are central to the Action, it will minimise the use of short-term experts (STEs) and contractors. Instead, in-house (Action and partner) expertise will be prioritised. Similarly, operations management tasks that will require extensive and continuing input (such as LMS development/administration and translation/interpretation) will be conducted by permanent staff with outsourcing kept to a minimum.

This approach will prove more cost effective over the longer-term (existing situational familiarity, no recruitment lags, predictable and standardised performance, multiple tasking, lower unit costs etc.) and will also increase and improve the outputs achieved (expanding potential learning providers and subjects, facilitating accessibility etc.), as well as enhance the relationship with partners (coming together as practitioners and equals, in rejection of the benefactor-beneficiary dichotomy).

5.3 Organisational set-up and responsibilities

With day-to-day operations managed by ICMPD, MCP Med will be governed by a Governing Board of Participating States (European and Southern Partner Countries). In order to ensure efficient and effective start-up, the Governing Board membership will initially be limited to a select number of committed states/organisations. An engagement strategy for South Partner Countries will be developed during the project development phase to ensure ownership of the process.

The Board will regularly meet to review the Institution's mission and purpose; evaluate its performance; and to agree specific activities (including the themes, scope and scale of assistance). The MCP Med's approach will be fully participatory with the Governing Board further supplemented

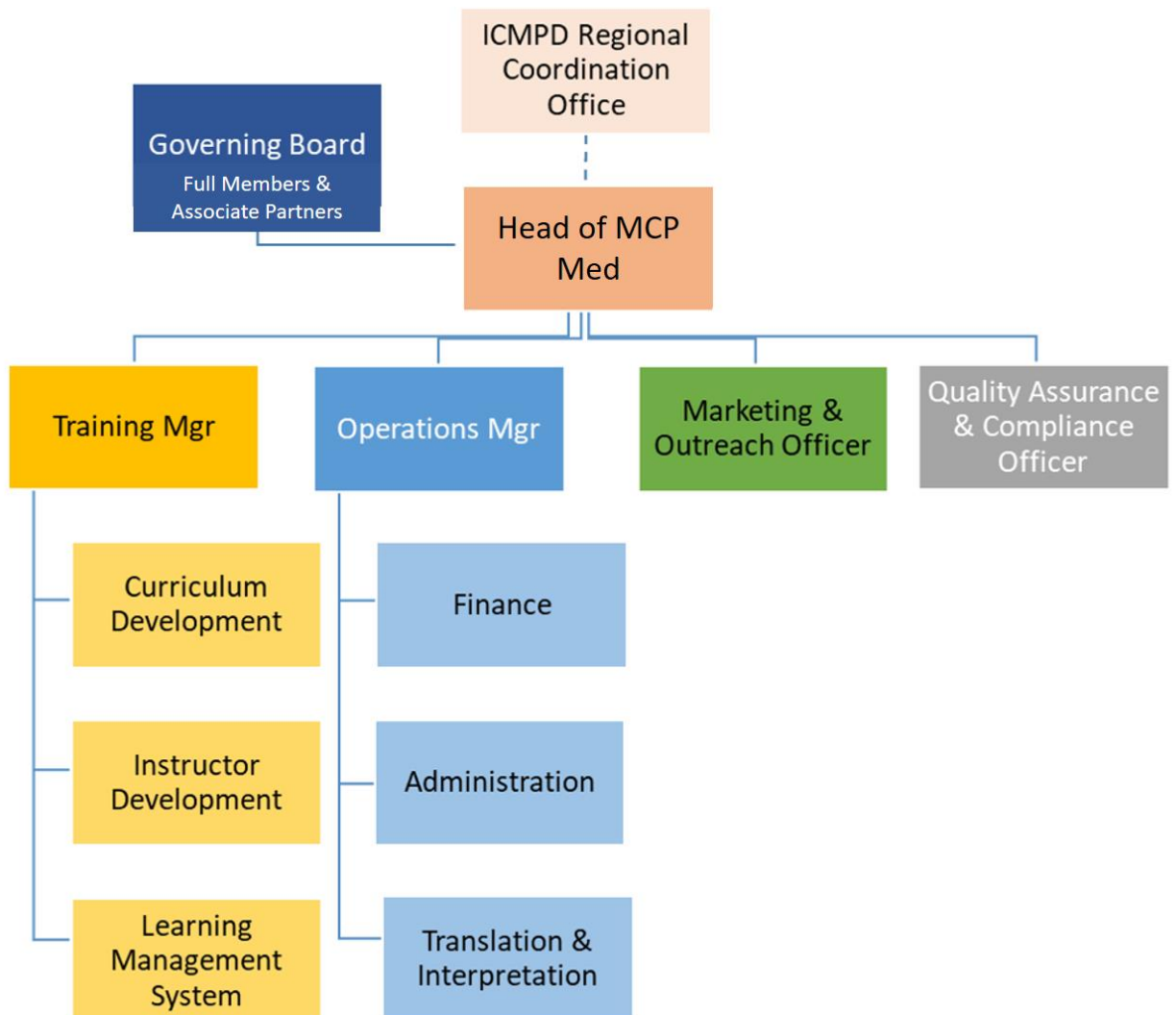
by additional mechanisms such as technical working groups, workshops, staff exchanges and placements to ensure that partners remain included at all levels, retaining direct influence on what training is pursued and how it is developed.

A technical advisory group involving related agencies, such as EASO, will act as reference to avoid duplication on the solutions proposed by MCP Med team on the basis of the needs as identified by the Governing Board. Furthermore the Advisory Group could help in the creation of the solution at the stage of unit and course development.

The initial structure will provisionally be framed around four complementary sections:

- Training – leading institutional, individual and product development;
- Operations – conducting the institutional and activity-specific support and administration;
- Marketing & Outreach – coordinating external relations including analyses and promoting the work of the MCP Med, its donors and partners;
- Compliance – ensuring internal but independent auditing of the Institution’s performance including separate reporting and accountability.

The **indicative** structure can be summarised as:



Each section will report to, and be coordinated by, the Head of the MCP Med acting as Project Manager. She/he/they in turn report to the Governing Board and the ICMPD Regional Coordination Office.

5.4 Performance and Results monitoring and reporting

1. Data collection process: The project team will collect both quantitative and qualitative data required to update project indicators. The integration of effective, continuous monitoring and evaluation mechanisms will be a further priority. Going beyond simple 'reactive' learner feedback, longer-term institutional impacts will also be assessed to provide a more detailed, comprehensive and valuable set of tools to reliably gauge performance and necessary revisions.

In order to specifically facilitate the assessment of compliance against quality-assurance standards, a compliance officer position will be created within the MCP Med structure. The officer will function as an internal auditor and report directly to the Head of the Institution and/or the Governing Board.

2. 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 project team will establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports.

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

The donor may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly for independent monitoring reviews.

5.5 Communication and visibility

Communication is a central element to the proposed Action and a key component of its core mission and strategic priorities that cover all the knowledge value chain; from knowledge generation and production, to knowledge collection and sharing. Visibility actions will be mainstreamed in the project implementation and delivery, setting to raise donor profile, build the MCP brand and ensure take-up and sustainability of outputs.

In this regard, the project team will be developing a detailed Communications and Visibility Plan aimed at formulating clear, contextually appropriate messages that foster knowledge transfer and exchange among project partners and relevant stakeholders.

This Communication and Visibility Plan is intended to support the Action in achieving its overall objective and will therefore serve as the guiding document outlining the communication tools, activities and outputs as well as the visual guidelines that will be used in order to convey key messages in regards to the various target groups.

Ensuring donor visibility throughout the implementation of project activities as well as in the outputs delivered as a result thereof will remain a key component of the MCP Med's Communication and Visibility strategy.

Hence, in order to ensure that the information and key messages conveyed will be relevant, accurate and comprehensive, each key message will be contextualised based on the following lenses, in consultation with the donors, with a view to ensuring that project level communication supports and strengthens overall donors' communication:

- What kind(s) of information will render the progress of the Action relevant to key target groups?
- Is the information useful, informative and of significant impact to the target audience?
- What does the donor want to ensure target group(s) learn and understand?
- What action does the donor want to see as a result of the messages and information shared?
- What is / are the most suitable communication tool(s) to convey this message?

In order to operationalise the Communication and Visibility Plan, the MCP Med will implement a varied set of communication tools and activities (including media / press visits; project flyer; video production; social media use; press conferences) targeting national and international stakeholders, beneficiaries, and the general public.

In this regard, to further ensure visibility of the Action in particular among target groups and final beneficiaries, the following measures are foreseen:

- Public information in reference to the donor funding provision during the project launch as well as throughout project implementation, as well as in all project deliverables and communications activities;
- Project reports and related developed content will follow donor visibility requirements;
- Periodic media events will provide an opportunity to disseminate information about the Action, the progress in its implementation, as well as reference to the funding;
- Periodic visibility events, such as training certification ceremonies for beneficiary agencies;

The implementation and achievements of the Action's communication objectives will be subject to overall Quality and Monitoring tools of the project.

A section on Promising Practices and Lessons Learned will aide to assess and convey the key results in relation to the project's Communications and Visibility strategy. To achieve this, the following questions will be assessed:

- Have the key messages been received by the target groups as intended?
- Has the project successfully integrated its message into the strategic aims of the donor
- Has the project achieved a positive and coherent ‘brand identity’?

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

Hierarchy of objectives	Key Indicators	Data Sources/ Means of Verification	
Impact (Overall Goal)			
<p>Migration Capacity partnerships is built by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.</p>			
Outcomes (IO)	Outcome Indicators	Data Sources/ Means of Verification	External Factors (Assumptions)
<p>IO1: Quality, cost-effective training designed to transfer the methods, tools and practices both at the national and regional level is provided</p>	<ul style="list-style-type: none"> • Number of countries committed to further expand and enrich the development of MCP Med Baseline: N/A Target:TBD 	<ul style="list-style-type: none"> • Project documents and/or project evaluation & In-depth interviews 	<ul style="list-style-type: none"> • International health situation stables and restrictions of movement are lifted • Political willingness to cooperate among participant countries • Willingness and ownership of participants countries to address issues related to migration governance • Willingness to cooperate, and ultimately coordinate actions of stakeholders • High level of commitment of partner institutions and organisations to participation

<p>IO2: Organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted</p>	<p>Number of countries who express confidence in the professionalism and efficiency of the established dialogue Baseline: N/A Target:TBD</p>	<ul style="list-style-type: none"> • Project documents and/or project evaluation & In-depth interviews 	<ul style="list-style-type: none"> • International health situation stables and restrictions of movement are lifted • Political willingness to cooperate among participant countries • Willingness and ownership of participants countries to address issues related to migration governance • Willingness to cooperate, and ultimately coordinate actions of stakeholders • High level of commitment of partner institutions and organisations to participation
<p>IO3: Technology resources and tools to improve and enhance workflow efficiency are leveraged</p>	<p>Quality of the content available online as well as the functionalities Baseline: N/A Target: Satisfactory</p>	<ul style="list-style-type: none"> • Testing Phase: Google Analytics and Google Form 	<ul style="list-style-type: none"> • Political willingness to cooperate among participant countries • Willingness and ownership of participants countries to address issues related to migration governance • Willingness to cooperate, and ultimately coordinate actions of stakeholders • High level of commitment of partner institutions and organisations to participation • Interest of partners institutions to take part of online process
<p>Outputs (per outcome)</p>	<p>Output Indicators</p>		
<p>IO1: Quality, cost-effective training designed to transfer the methods, tools and approaches both at the national and regional level is provided</p>			

<p>Output IO1.1. The MCP Med is formally established as a quality-assured institute of VET excellence</p>	<ul style="list-style-type: none"> • Existence as an EU and ISO 21001-certified educational award issuing authority Baseline: N/A Target: EU and ISO 21001-certified educational award is issued • Number of regional network of EU-certified trainers Baseline: N/A Target: 50 	<ul style="list-style-type: none"> • MCP Med internal reports • Official EU accreditation • number of EU-certifications • List of participants 	<ul style="list-style-type: none"> • A high level of cooperation between EU MS leading the project; •Willingness and ownership of EU MS leading the project to address issues related capacity development • Willingness to cooperate, and ultimately coordinate actions of stakeholders
<p>Output IO1.2. Partner ownership over training solutions to nationally and regionally identified needs is ensured</p>	<ul style="list-style-type: none"> • Number of intra-regional Governing Board meetings Baseline: N/A Target: 2 per year • Number of Training Needs conducted Baseline: N/A Target: 1 per year 	<ul style="list-style-type: none"> • MCP Med internal reports • Meeting minutes • List of participants •Internal coordination and communication mechanisms memos • Hard and soft copies of the Training Needs 	<ul style="list-style-type: none"> • Political willingness among ENI SPCs to cooperate with the EU •On-going stability of the political and economic environment maintained

<p>Output IO1.3. Access to certified training for migration professionals in the Mediterranean is increased</p>	<ul style="list-style-type: none"> • Number of created o EU-accredited courses including full training material in Arabic, English & French Baseline: N/A Target: 10 • Number of created virtual courses in Arabic, English and/or French Baseline: N/A Target: 30 • Number of graduates of award courses Baseline: N/A Target: At least 600 • Number of graduates of graduates of virtual courses Baseline: N/A Target: At least 1000 	<ul style="list-style-type: none"> • ICMPD internal reports • Meeting minutes • List of participants • Internal coordination and communication mechanisms memos • Hard and soft copies of the Training materials • online analytics of the e-learning system 	<ul style="list-style-type: none"> • A high level of cooperation between EU MS leading the project; • Willingness and ownership of EU MS leading the project to address issues related capacity development • Commitment of partner institutions and organisations to participation
<p>IO 2: Organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted</p>			
<p>Output IO2.1: Community of practice mechanisms and fora between MCP Med and its partners is established</p>	<ul style="list-style-type: none"> • Number of internships at the MCP Med for regional network trainers Baseline: N/A Target: At least 10 • Establishment of intra-regional technical working groups/meetings Baseline: N/A Target: intra-regional technical working groups/meetings established 	<ul style="list-style-type: none"> • ICMPD activity reports • Partnerships agreement signed and available (hard and soft copies) • Meeting minutes • List of participants 	<ul style="list-style-type: none"> • A high level of cooperation between EU MS leading the project; • Willingness and ownership of EU MS leading the project to address issues related capacity development • Commitment of partner institutions and organisations to participation

IO3: Technology resources and tools to improve and enhance workflow efficiency are leveraged

<p>Output IO3.1: A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies</p>	<ul style="list-style-type: none"> • Establishment of a fully editable Learning Management System (LMS) including flexible Virtual Learning Environments (VLEs). Baseline: N/A Target: LMS accessible online 	<ul style="list-style-type: none"> • ICMPD internal reports • List of participants and workshop reports • Collection and review of participant profiles against event topics/themes • In-depth interviews with a sample of participants • Written feedback event assessment forms distributed to event participants that include questions about quality of interactions with other participants 	<ul style="list-style-type: none"> • The ability of the LMS to be known by relevant target users, be relevant to their needs, and provide quality of information commensurate with end-user expectations
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