

# Training Institute on Migration Capacity Partnership for the Mediterranean - II

## Key results:

- The establishment of a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors;
- An organisational environment that values development, dialogue, joint initiatives and multilateral cooperation through partnership;
- Technology resources and tools to improve and enhance workflow efficiency are effectively leveraged;
- Capacities to provide training designed to sustainably transfer rights-based approaches, methods and tools at the regional, national and local levels

## Justification for support:

- Follow-up to phase one of DK funded project MED TI based on milestones achieved and expansion of present project objectives to support the migration operators and technical front-line governmental as well as NGO staff decision makers to with access to certified training on migration.








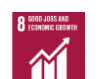









## Major risks and challenges:

### Contextual:

- Political volatility deprioritises commitment to the implementation of the project
- International public-health situation degrades significantly, and restrictions of movement are put in place.
- Low level of commitment of partner institutions and organisations for participation

### Programmatic/ Institutional:

- Controversial / negative media coverage of ICMPD's role
- High staff turnover
- Delays to acquisition of required hard-or software
- Only Denmark and Malta fund the project

<b>File No.</b>	2023 - 22489				
<b>Country</b>	Southern Partner Countries (Jordan, Lebanon, Libya, Tunisia, Morocco)				
<b>Responsible Unit</b>	Migration Task Force				
<b>Sector</b>	Migration				
<b>Partner</b>	International Centre for Migration Development Policy (ICMPD)				
	<i>DKK million</i>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
<b>Commitment</b>	15	0	0	0	15
<b>Projected disbursement</b>	10	5	0	0	15
<b>Duration</b>	September 2023 – January 2025				
<b>Previous grants</b>	DKK 14,9 million (August 2021-July 2023)				
<b>Finance Act code</b>	§06.32.10.13				
<b>Head of unit</b>	Nicolaj A. Hejberg Petersen				
<b>Desk officer</b>	Mona Aweis				
<b>Reviewed by CFO</b>	Andreas Stabursvik				
<b>Relevant SDGs</b> <i>[Maximum 1 – highlight with grey]</i>					
 1 NO POVERTY No Poverty	 2 NO HUNGER No Hunger	 3 GOOD HEALTH Good Health, Wellbeing	 4 QUALITY EDUCATION Quality Education	 5 GENDER EQUALITY Gender Equality	 6 CLEAN WATER AND SANITATION Clean Water, Sanitation
 7 AFFORDABLE CLEAN ENERGY Affordable Clean Energy	 8 DECENT JOBS AND ECONOMIC GROWTH Decent Jobs, Econ. Growth	 9 INDUSTRY AND INFRASTRUCTURE Industry, Innovation, Infrastructure	 10 REDUCED INEQUALITIES Reduced Inequalities	 11 SUSTAINABLE CITIES AND COMMUNITIES Sustainable Cities, Communities	 12 RESPONSIBLE CONSUMPTION & PRODUCTION Responsible Consumption & Production
 13 CLIMATE ACTION Climate Action	 14 LIFE BELOW WATER Life below Water	 15 LIFE ON LAND Life on Land	 16 PEACE AND JUSTICE, STRONG INSTITUTIONS Peace & Justice, strong Inst.	 17 PARTNERSHIPS FOR GOALS Partnerships for Goals	

## Strategic objectives

The overall objective of the project is to contribute to more effective administration of the movement of persons and goods by building migration capacity partnerships through the establishment of a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.

## Justification for choice of partner:

ICMPD has vast experience in providing support to the Governments in their efforts to improve their respective national migration management systems. In this vein, ICMPD cooperates with policy makers, relevant Ministries and law enforcement agencies, as well as other relevant national stakeholders to equip them with knowledge, skills, mechanisms and capacities needed to make migration management decisions. Furthermore, ICMPD analyses current and potential migratory flows to European receiving and transit countries, follows and examines the situation in the major countries of origin of migrants, and develops measures for the improved recognition and control of migratory movements, as well as supports legal reform efforts. Considering the importance of regional perspectives in international migration, ICMPD has adopted a regional approach in its work and is fostering close relationships with regions that connect with Europe. The aim is to create efficient cooperation and partnerships along migration routes.

## Summary:

The Training Institute on Migration Capacity Partnership for the Mediterranean – phase II (MED TI II) will be implemented as a follow-up to phase one that ICMPD has implemented from July 2021 to July 2023. Based on the milestones and achievements of phase one, MED TI II will not only allow this progress to be further consolidated but also to expand in terms of both scope and scale, with outputs and coverage extended.

## Budget (engagement as defined in FMI):

Engagement 1 – Activities	DKK 8.6 million
Engagement 2 - HR	DKK 4.4 million
Engagement 3 – Office and related	DKK 1 million
Engagement 4 – Administrative	DKK 1 million
<b>Total</b>	<b>DKK 15 million</b>

## Project Document

Project title:	Training Institute on Migration Capacity Partnership for the Mediterranean - II (MCP Med TI) – Second contribution
Donor reference (F2)	2023 - 22489
Executing agency	ICMPD
Beneficiaries:	Southern Partner Countries (Jordan, Lebanon, Libya, Tunisia, Morocco)
Project Site:	Valetta, Malta
Duration:	17 months
Budget:	DKK 15,000,000.00

### 1. Introduction

The present Project Document (PD) 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 PD annexed, the Risk Management Matrix (Annex I.1), the Budget (Annex I.2) and the donor partners’ project document (Annex I.3).

#### 1.3. Contributions

Denmark, represented by the Ministry of Foreign Affairs, commits to a contribution to the engagement of **DKK 15 million (fifteen million Danish Kroner) for the period of 01 September 2023 to 31 January 2025.**

### 2. Background and context

As mixed migration flows throughout the Mediterranean as well as their impact on Europe have continued to intensify and increase so too has the need for robust and durable solutions to migration governance’s challenges. In seeking such solutions there has been a growing realisation of the need to complement traditional strategies with cross-regional approaches operationalising effective internal and external dimension partnerships. This has led to redefined relationships that focus on real, cooperative partnerships where all stakeholders collaborate to address both the cause and effect – joint leadership, shared responsibility. Denmark has been a leading actor in this regard, proactively establishing functional and mutually beneficial cooperation through international assistance.

The professionalisation of migration management through capacity development has and continues to be key to such assistance. Specifically, this entails establishing sustainable, standardised and quality assured mechanisms that enable efficient new skilling, reskilling and upskilling of migration practitioners reinforced by effective dialogue and cooperation platforms. Such efforts shall aim to align partner countries’ needs and contextual realities including the recognition of existing competence and expertise with international human rights standards and gender equity, advancing sustainable development policies and contributing to the UN 2030 Sustainable Development Agenda.

For Southern Partner Countries (SPCs), opportunities for migration actors to develop relevant knowledge and skills reflecting their specific cultural, institutional and operational contexts and characteristics through international assistance programmes have traditionally been extremely limited. The inherent short-term nature, supply-driven approach, and lack of formal recognition of programmes that do exist has ultimately undermined both their sustainability and impact. Instead, the prevailing model has been a reliance either on expensive, generalist and inaccessible formal education or under-resourced internal non-formal learning lacking both the quality assurance and structure that formal accreditation brings.

A move away from business-as-usual interventions that place providers at the centre take place and a 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 has thus been necessary for some time now.

The Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI) project provides a proven mechanism that addresses the above described shortfalls. Inaugurated at the end of 2021 the MCP Med TI's feasibility and success is already proven with its further potential more than evident. Blending mainstream European education standards with learner-based vocational training, the MCP Med TI develops, delivers and accredits expressly tailored learning that develop practical-applicable migration competences in tandem with life-long qualifications.

Partnership is integrated at all steps beginning with the strategic direction of a Governing Board of committed States and SPCs to provide full ownership and longer lasting impact. Tactical implementation continues this with partners directly involved in the development of learning materials and delivery increasingly devolved to them via an expanding regional authorised trainer network. Technical collaborations with relevant international organisations including the European Union Agency for Asylum (EUAA) and The European Border and Coast Guard Agency (Frontex) ensure that these results complement and do not compete with wider policies.

Under the first phase of implementation, supported by Denmark, this collaborative approach has been proven to work. During its establishment phase, the MCP Med TI was able to establish and test the necessary physical, institutional and regulatory foundations that have now resulted in its current successful operation as a fully licenced and trusted training provider and partner throughout the region.

With the 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"*, key achievements to **July 2023** are:

- Successful establishment as a **formally accredited vocational training institute** and **awarding body** licenced to develop and deliver courses **globally**, and issue European recognised qualifications and academic credits (ECTS) to students – a first for the migration sector;
- **ISO** (21001:2018) certification;
- Receipt of **53 training proposals** from Governing Board members;
- Creation of **24 bespoke courses** (10 of which carry European qualifications and ECTS) with more in production;
- Delivery of **25 courses** to **320 students**, of whom **216 were on European accredited courses**;
- Formation of an expanding intra and inter-regional network of **51 Authorised Trainers**;
- Complete refurbishment and operation of physical premises in Malta to include state-of-the-art training rooms and student facilities;
- Establishment of a network of **10 training premises across 4 countries** (Malta, Jordan, Lebanon and Tunisia) licensed for the delivery of the MCP Med TI's accredited courses;
- The successful transfer of direct delivery responsibilities to SPCs with **SPC Authorised Trainers now delivering European accredited courses to SPC audiences in SPC licensed premises**;
- Establishment of a state-of-the-art **Learning Management System** that incorporates a website, virtual learning environment (currently hosting 12 courses), trainer and student information systems, digital internal invoicing, as well as advanced data analysis and monitoring capacities;
- Confirmed and active membership of Austria, Malta, DG HOME, Denmark, Lebanon, Libya and Jordan in the Governing Board. On 16<sup>th</sup> May Tunisia also confirmed its membership. Morocco has repeatedly stated their intention to join with Tunisia's accession at a very advanced stage and significant and growing interest in doing so from others in and beyond the Mediterranean;
- Successful establishment of organisational structures, including the Technical Advisory Group, and collaboration with relevant actors, including both the European Union Agency for Asylum (EUAA) and the European Border and Coast Guard Agency (Frontex);
- **Demonstrating the significant value-added benefits for sister projects and thus donors.** The coordination of, and collaboration on, activities and repurposing of existing learning products with sister projects globally has resulted in them able to offer drastically enhanced outputs for significantly reduced financial, administrative and time costs;
- Introduction of an innovative initial business model that enables the Action to recover costs for support to aligned projects/programmes and recycle that to further activities thus developing increased financial sustainability with improved value for money to donors. Through this the Action has recovered, or is the process of recovering, over **60,000 EUR** costs thus far.

At the conclusion of the first tranche of Danish funding, through the MCP Med TI **SPCs are now autonomously delivering European accredited migration courses to SPC audiences, using SPC Authorised Trainers in formally licensed SPC premises, issuing European qualifications and academic credits.**

This has been done through a successful redefinition of migration partnerships that creates **a platform for far-enhanced donor-partner dialogue and cooperation.**

The sustainability that this provides for is further reinforced by the Action's success in **establishing financial/funding mechanisms** that will increasingly allow the Action to maintain this process continuously over time.

**As such the contribution from Denmark to date has enabled the MCP Med TI to exceed expected targets and results.** Within a very short timeframe the Action has succeeded in not only proving the real-world feasibility of its innovative concept but also both the demand and capacity to answer that far into the future.

### 3. Project Objective and agreed results framework

#### 3.1 Objectives and theory of change

Aligning with the original, multi-donor project document (Annex I.3) lasting until the end of 2024, the Action's **overall objective** is to **contribute to building migration capacity partnerships by further establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.**

In line with ODA principles, the wider result of this successful implementation will be **to contribute to more effective administration of the movement of persons and goods** as a whole, and by doing so ultimately promote the economic development and welfare of its partners countries.

The Action's design and operations to date has already shown that it pursues the above by sensitively integrating global best practices with national and regional realities, promoting rights-based approaches and measures that facilitate safe and orderly migration while deterring and preventing irregular and unsafe practices such as smuggling and trafficking in human beings.

The Action pursues this approach by inclusively targeting any and all migration practitioners in any migration theme, responding to SPCs' priorities. This is however subject to being in accordance with Danish cross-cutting principles. Namely, that activities are implemented with full respect for the human rights of migrants, contribute to the reduction of vulnerabilities that they face, and to the improvement of their living conditions with regard to access to services, health, education, well-being and productive employment.

This has already been reflected in real terms through the content of the courses provided as well as the profiles of students.

The twenty-four (24) learning products courses currently offered represent a comprehensive but diverse mix of thematic areas consisting, as of July 2023, of four (4) on border management/security themes; seven (7) on migration governance; two (2) on management and technical skills; and eleven (11) on training professionalism and pedagogy. The range of learning offered progressively expands as capacities develop and precise needs are increasingly identified across the spectrum of migration governance.

Deliberately vocational in nature to facilitate the subsequent application by students of what they are taught, content and methodologies focus on practical, job-related knowledge, skill and competence acquisition. Within courses a Human Rights Based Approach (HRBA) as well as a focus on Gender, Age and Disability (GAD) is proactively pursued. This is achieved by a two-pronged approach that integrates 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, a specific course on Gender exists, with border investigation courses explicitly highlighting the necessity to recognise and protect vulnerable groups. Furthermore, course content rejects any promotion of constraining migration or the application to martial or lethal actions of security forces, or that entails military type border and territorial surveillance such as armed drones or kinetic patrolling.

Similarly the Training Institute's students represent a cross section of migration practitioners from various state ministries and agencies as well as non-state actors, functioning within a range of roles.

The Action integrates these principles within its own practices too. The deliberate promotion of women within activities has resulted in 32% of all students to date being female, and, applying the Leave No One Behind (LNOB) with regard to the opportunities offered by the Action, training is made as accessible and inclusive as possible with delivery available in a variety of modalities, languages and locations. It is of note that the Training Institute's permanent training facility in Malta was renovated according to disability-friendly guidelines.

Furthermore, the introduction of the Action's innovative governance structure of 'joint leadership, shared responsibility' ensures that Southern Partner countries not only have an equal strategic voice (through their membership of the Governing Board) but also ownership at the technical level, directly contributing to the design and implementation of activities themselves. This ensures that Southern Partner countries' interests and priorities remain at the centre of what the Action does, while specifically preventing donors from forcing their own interests on them.

Having already established a strong basis, the additional support will not only allow this progress to be further consolidated but also to expand in terms of both scope and scale, with outputs and coverage extended.

Specific additional targets subject to Governing Board approval, will include:

- Enhancing the licensing of the MCP Med TI to become a **Further and Higher Education Institution** enabling it to deliver and host programmes up to **level 8 of the European Qualifications Framework**;
- **Inclusion of additional states' participants (such as from Egypt) in activities**;
- **Expansion of virtual learning opportunities** by an increased online product catalogue;
- **Extend the financial model to include external users** in order to proactively provide educational opportunities to more while strengthening the Action's sustainability.

In creating its targets, the Action continuously evaluates its performance, identifying and then implementing lessons learned. To date these can be summarised as:

- The Action continues to learn from its experience, refining and improving how it operates. This not only benefits the project itself but offers the organisation as a whole practical experience on how similar initiatives should be implemented.
- The Action has demonstrated that the application of the Migration Capacity Partnerships' approach works with real benefit to all.
- Realistic 'sustainability' is dependent on several elements:
  - Political sustainability is very much facilitated through the Action's bespoke 'capacity partnership' approach where partners assume real ownership over strategic and tactical decisions and resources for tangible results. An example of this has been the ability for Lebanese partners to provide European accredited migration training for staff identified by them, trained by their own trainers, on subjects they determined, and in licensed premises within their own agencies;
  - Technical sustainability is being assured by simultaneously establishing the partners' competences and capacities alongside the successful introduction of harmonised project approaches, methods, standard operating procedures (SOPs) and tools that enable partners to continue effective communication and cooperation independently;
  - Financial sustainability is provided by the Action's innovative new model, offering enhanced and more sustainable outputs for reduced inputs by recovering operating costs. The expansion of this to external clients will provide multiple flexible streams of fund generation that can be used to cover costs. It is however far from being a simple Action to implement due to its novelty and complexity.
- The use of full-time staff where practical in place of external short-term experts to directly implement activities has significantly enhanced the Action's capability to speedily produce outputs that are inherently more efficiently delivered while also being both quality assured and standardised.
- The multi-faceted and multi-layered nature of the Action places a heavy pressure on its resources and most especially its staff. As the scope and scale of demand/potential increases, so too does the need to expand that capital;
- Recognizing the innovative nature of much of what the Action is doing the need to allow sufficient time for new processes to become established as well as be revised has also become apparent. This means that while these innovations have been successfully established with impressive results already being seen, expectations must be managed realistically;
- The establishment of bespoke but standardised training solutions with the Mediterranean is facilitating practical intra-regional collaboration between SPCs, with joint trainings, exchanges of experiences and sharing of materials becoming increasingly common. This should be increasingly emphasised;
- The validity of the Action's financial sustainability model, supplementing traditional donor funds with revenue generated for recovering costs, has been proven. This should now be extended in order to further reduce the burden on donors while achieving enhanced outputs and results.

In summary it has become apparent that not only can the Action deliver enhanced outputs in the immediate but also has the potential, subject to resources, to remain an important feature in the migration VET landscape for the long-term, reshaping how capacity development as a whole is conducted. Necessarily this will provide its donors, including Denmark, not just a proven instrument for improved results now but with a reliable, sustainable, and increasingly significant capacity development tool for the long-term too.

The Action's **theory of change** is that **if** capacities to provide training designed to transfer rights-based approaches, methods and tools at the regional, national and local levels is provided and **if** an organisational environment that values development, dialogue, joint initiatives and multilateral cooperation through partnership is accepted by stakeholders and **if** technology resources and tools to improve and enhance workflow efficiency are effectively leveraged and **if** the Training Institute is established as an accredited migration vocational learning body and quality assurance coordinating hub, **then** the basis for improved migration management through sustainable and empowered migration capacity partnerships will be established.

This is based on several **underlying assumptions**:

Sector or Area	Informing Assumptions
<b>Governmental/official partners</b>	Project partner governments and official stakeholders demonstrate the necessary political will and sufficient trust to engage in and support project activities.
<b>Civil society actors</b>	Civil society actors show the necessary will and possess sufficient capacity to participate in project activities.
<b>European Commission/ Member States</b>	European Commission as well as Member States engage in funding the initiative and support all project activities.
<b>Financing</b>	Financial resources are available and allocated to the project.
<b>Stability</b>	Adding

## Dialogue

Project partners and participants committed to and active in coordination, communication and dialogue through the project as well as migration management more broadly.

### 3.2. 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) is 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 Office for the Mediterranean based in Malta.

The project is embedded in the Migration Capacity Partnerships framework for the Mediterranean (MCP Med) and the professionalisation driver that, alongside governance, modernisation, and communications, offers operational channels for engagement with external partners in a way that aligns to donor and partner countries' policy priorities. The project will thus benefit from the delivery mechanisms of the MCP Med that will ensure a coordinated, integrated, and efficient approach to training, procurement, and communication approaches to migration governance and management, including rigorous monitoring and follow up processes able to anchor training in a long term perspective in the Mediterranean region and beyond.

As a flagship of the MCP Med strategy, the Training Institute is in a privileged position to leverage and deploy its resources to serve training needs of ongoing actions that can then act as amplifiers to reach the MCP Med TI objectives and results. This allows for more efficient use of resources dedicated to capacity development activities and establishment of synergies with ongoing actions such as:

- EU-funded "Strengthening the Tunisian Coast Guard Training Pillar (Tunisia Training Component)" implemented alongside the German Federal Police and "Training support to Libya's border security management institutions"
- "Support to the Implementation of the National Strategy on Migration of Tunisia (ProGreS Migration)" project – by offering bespoke learning opportunities to Tunisian National institutions
- EU-funded "Border Management Programme for the Maghreb (BMP Maghreb)" by reinforcing the capacity development component for border agencies in Tunisia and Morocco by providing technical assistance in relation to training
- Danish, Austria and Germany-funded "Integrated Border Management Tunisia (IBM)" project through alignment and quality assurance in view of future attainment of accreditation and licensing of the Oued Zarga and Nafta Inter-agencies Border Management Training Centres.
- Dialogue mechanisms including EUROMED Migration by providing bespoke training opportunities on migration governance
- Integrated Border Management projects in Jordan as well as in Lebanon, building on the developed networks, expertise, lessons learned and good practices established in the areas of training delivery and capacity development.

The project will also continue to be closely coordinated and implemented in complementarity with other relevant EU-funded bilateral and regional initiatives with a focus on Denmark's relevant actions in this field. Moreover, synergies and multiplier effects will be explored with several initiatives implemented by ICMPD in Silk Routes region (Pakistan, Iraq), Turkiye and Western Balkans, and globally via initiatives such as Mligration EU eXpertise (MIEUX+) regions where MCP Med TI approach may provide added value.

The project design is aligned with the *2021 Danish Strategy for Development Cooperation "The World We Share,"* which outlines the Danish objective to "fight irregular migration and help more people better along key migration routes", in part by "strengthen[ing] capacities of developing countries to manage their borders according to a rights-based approach, provid[ing] protection and handl[ing] irregular migration in full compliance with the international criteria for official development aid as defined by OECD."<sup>1</sup> Likewise, building migration capacity partnerships with Jordan, Lebanon, Libya, Tunisia and Morocco is well aligned to Danish priorities elaborated in Denmark's new *Foreign and Security Policy Strategy* (May 2023)<sup>2</sup> of building global partnerships and alliance building and increased engagement in the European neighbourhood. Likewise, the proposed project is in line with the *How-to-Note on Migration and a Fair and Humane Asylum System*, particularly Track II on strengthening migration management.<sup>3</sup>

#### 4. Project description

The project will maintain the overall intervention logic of the previous support. With the initial establishment of the project having been completed, and in line with the three phases of implementation as defined within the overall project document (Annex I.3) the task ahead is to now **transition** into a fully functioning training provider able to **consolidate** (and extend) progress to ensure that by the end of 2024 the MCP Med TI is firmly established as a trusted and sustainable centre of vocational learning excellence in migration.

The new contribution will formalise Denmark's inclusion in the Governing Board and thus its pivotal role in determining actions, while also enabling additional activities and outputs in excess if those initially identified.

#### Outcomes, specific objectives, expected results and main activities

- **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.**

**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:**

- Enhancing the licensing and accreditation levels of the MCP Med TI to include becoming a **Further and Higher Education Institution** enabling it to deliver and host programmes up to **level 8 of the European Qualifications Framework**;
  - Introduction and revision of internal practices and procedures fully compliant with relevant international norms and standards;
  - Continued development and certification of pedagogical and subject matter competences of MCP Med trainers, affiliates and staff;
  - Further establishment of physical and technical resources to facilitate learner-focused training experiences;
  - Maintenance and extension of internal coordination and communication mechanisms to ensure partner participation and ownership including technical working groups;
  - Expansion of the development and/or sourcing of training materials to include accredited and non-accredited courses to respond most effectively to identified training needs;
  - Certification of new learning packages through endorsement and/or regulation with appropriate bodies;
  - Expansion of the network of specialist authorised trainers across the region in tandem with enhancing their professional capacities
- **Intermediate Outcome II (IO2):** Organisational environment that values development, dialogue, joint initiatives and multilateral cooperation is promoted.

<sup>1</sup> Ministry of Foreign Affairs of Denmark/DANIDA. (2021). *The World We Share: Denmark's Strategy for Development Cooperation*. p. 26.

<sup>2</sup> Ministry of Foreign Affairs of Denmark (2023). *Foreign and Security Policy Strategy*. [USS 2023 UK .pdf](#)

<sup>3</sup> See MFA. (2022). *How-to Note for Implementation of "The World We Share": Migration and a Fair and Humane Asylum System*. p. 8-10.

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

**Expected results:**

- The project's and Denmark's visibility is raised regionally;
- Constructive dialogue between partners is strengthened;
- Refinement of business planning and financial mechanisms to provide greater cost-effectiveness to donors

**Indicative list of main activity sets for SO2:**

- Maintenance and expansion 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.

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

**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:**

- Further enhancement of the Learning Management System (LMS) that includes flexible Virtual Learning Environments (VLEs);

With results from the project's initial phase already exceeding expectations, indicators of success have been revised upwards for the new contribution.

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	
Baseline	2023	The MCP Med TI is an accredited training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.	
Target	2024	The MCP Med TI is sustainably established	
<hr/>			
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	2023	8	
Target	2024	9	
<hr/>			
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	2023	<ul style="list-style-type: none"> <li>• Licensed as a Further Education Institute</li> <li>• ISO 21001 certification achieved</li> <li>• A regional network of 25 EU-qualified, Authorised Trainers is established</li> </ul>	
Target	2024	<ul style="list-style-type: none"> <li>• EU licence enhanced to become a Further and Higher Education Institution</li> <li>• At least one relevant additional ISO certification obtained</li> <li>• A regional network of 50 EU-qualified, Authorised Trainers is established</li> </ul>	
<hr/>			
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	2023	3	
Target	2024	6	
<hr/>			
Output 1.3		Access to certified training for migration professionals in the Mediterranean is increased	
Output indicator		Number of learning products	
Baseline	2023	<ul style="list-style-type: none"> <li>• 9 European-accredited courses</li> </ul>	



Target	2024	<ul style="list-style-type: none"> <li>• 9 online courses</li> <li>• 15 European-accredited courses</li> <li>• 30 online courses</li> </ul>
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	2023	7
Target	2024	9
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	2023	Intra-regional technical working groups/meetings are established
Target	2024	Intra-regional technical working groups/meetings are maintained 10 trainer internships conducted
Outcome 3	Technology resources and tools to improve and enhance workflow efficiency are leveraged	
Outcome indicator	% of online respondents considering the quality and functionality of content available online as satisfactory	
Baseline	2023	N/A
Target	2024	60%
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	2023	LMS accessible online
Target	2024	1,000 online students graduated from online courses

## 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 multi-donor funding mechanism employed by the project 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 will be widely advertised as per the Communications and Visibility plan as a critical contribution to ensure the effectiveness and sustainability of the institute.

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

## 6. Budget

See Annex I.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.

The current budget format is presented in the most updated format of the budget that aligns to donor requirements of this multi-donor initiative, outlining the details of the specific Danish contribution as outlined in this document. An increase in HR-related staffing costs reflects both the increased duration and expectation to marginally increase staff numbers to meet the expansion demands of this new phase. In line with other donors' budgets, those MCP Med TI specialist staff directly responsible for producing tangible products and services as deliverables have been positioned under the activities heading.

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 Head of Institute 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 the Project Operations Support Team based in ICMPD in the Regional Office for the Mediterranean and from the ICMPD headquarters. The strategic oversight will be led by the Head of Region for the Mediterranean and programmatic coordination by the Regional Portfolio Manager.

With day-to-day operations managed by ICMPD, the MCP Med TI 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.

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. The MCP Med TI'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 (currently the European Union Asylum Agency (EUAA) and Frontex) will continue to 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.

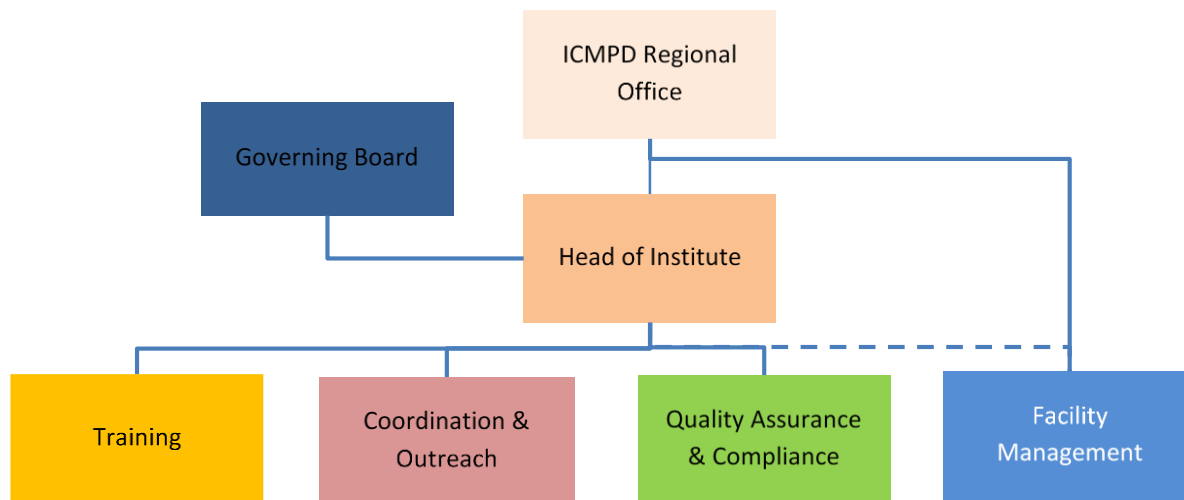
Reflecting the successful establishment of the MCP Med TI, staffing will be reinforced to be able to address donor expectations and increasing outputs and proposed above.

Complementing its initial structure, this will provisionally be framed around four complementary sections:

- Training – leading institutional, individual and product development;
- Coordination & Outreach – coordination of activities and external relations including event management, analyses and promoting the work of the MCP Med, its donors and partners;
- Quality Assurance & Compliance – ensuring internal but independent auditing or the Institution's performance including separate reporting and accountability.
- Facility Management – conducting institutional and activity-specific support

All sections will be coordinated by the Head of the MCP Med TI who in turn reports to the Governing Board for strategic direction and the ICMPD Regional Coordination Office for strategic coordination.

This proposed structure is summarised as:



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.

s

### 8.2. Transfer of funds

Tentative disbursement schedule:

Disbursement	Period	Reporting required
Initial disbursement: DKK 10,000,000.00	6 months	Signed agreement
Second disbursement DKK 5,000,000.00	12 months	Progress report and financial status report

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 twelve (12) 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 six (6) 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 (annexed to the Grant Agreement).

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) and the Standard Terms of Reference for Annual Audit, which are integral parts of the Grant 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**

**Professionalisation:** The project will be implemented within the framework of the wider Migration Capacity framework as being implemented by ICMPD in the Mediterranean. This sees the principles of redefined partnerships in capacity development echoed across the region by ICMPD projects with a particular focus on training professionalisation. The results and impact of the project will be informed by and contribute to that overarching strategy.

**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 twelve (12) 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 12 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 six (6) 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 - Partner Assessment

### 1. Brief presentation of ICMPD

International Centre for Migration Policy Development (ICMPD) is an international organisation with 19 Member States and over 460 staff members. Active in more than 90 countries worldwide, it takes a regional approach in its work to create efficient cooperation and partnerships along migration routes. Its three-pillar approach to migration management – structurally linking research, migration dialogues and capacity building – contributes to better migration policy development worldwide. Founded in 1993, ICMPD holds UN observer status and cooperates with over 240 partners including EU institutions and UN agencies.

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 Office for the Mediterranean based in Malta.

### 2. Summary of partner capacity assessment

The project is embedded in the Migration Capacity Partnerships framework for the Mediterranean (MCP Med) and the professionalisation driver that, alongside governance, modernisation, and communications, offers operational channels for engagement with external partners in a way that aligns to donor and partner countries' policy priorities. The project will thus benefit from the delivery mechanisms of the MCP Med that will ensure a coordinated, integrated, and efficient approach to training, procurement, and communication approaches to migration governance and management, including rigorous monitoring and follow up processes able to anchor training in a long term perspective in the Mediterranean region and beyond.

As a flagship of the MCP Med strategy, the Training Institute is in a privileged position to leverage and deploy its resources to serve training needs of ongoing actions that can then act as amplifiers to reach the MCP Med TI objectives and results. This allows for more efficient use of resources dedicated to capacity development activities and establishment of synergies with ongoing actions such as:

- EU-funded “Strengthening the Tunisian Coast Guard Training Pillar (Tunisia Training Component)” implemented alongside the German Federal Police and “Training support to Libya’s border security management institutions”
- “Support to the Implementation of the National Strategy on Migration of Tunisia (ProGreS Migration)” project – by offering bespoke learning opportunities to Tunisian National institutions

## MED TI II – Annex 2 – Partner Assessment

- EU-funded “Border Management Programme for the Maghreb (BMP Maghreb)” by reinforcing the capacity development component for border agencies in Tunisia and Morocco by providing technical assistance in relation to training
- Danish, Austria and Germany-funded “Integrated Border Management Tunisia (IBM)” project through alignment and quality assurance in view of future attainment of accreditation and licensing of the Oued Zarga and Nafta Inter-agencies Border Management Training Centres.
- Dialogue mechanisms including EUROMED Migration by providing bespoke training opportunities on migration governance
- Integrated Border Management projects in Jordan as well as in Lebanon, building on the developed networks, expertise, lessons learned and good practices established in the areas of training delivery and capacity development.

The project will also continue to be closely coordinated and implemented in complementarity with other relevant EU-funded bilateral and regional initiatives with a focus on Denmark’s relevant actions in this field. Moreover, synergies and multiplier effects will be explored with several initiatives implemented by ICMPD in Silk Routes region (Pakistan, Irak), Turkiye and Western Balkans, and globally via initiatives such as Migration EU eXpertise (MIEUX+) regions where MCP Med TI approach may provide added value.

## Annex 1.1: 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 project implemented in the MED region.

### Programmatic/Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
controversial / negative media coverage of ICMPD's role in border management	Likely	Minor	Putting into place a three-pronged communications strategy addressing – strategic, preventive and crisis communications. Such strategy enables ICMPD to widely communicate its practices regarding upholding of highest standards of professionalism, transparency and upholding international standards related to all of Actions undertaken but also identify potential and inevitable mitigating factors that can shed negative light on the work carried out and appropriate responses to such situations.	The risk in terms of Action implementation is minor as it does not impact the underlying conditions to enable the successful delivery of the Action. Notwithstanding, such risk can negatively impact the reputation of the implementing body and put into question the appropriateness of donor support of the Action implemented.	Mindful of the sensitive nature of the work of migration and in particular tackling security dimension of migration carried by ICMPD and other operations, scrutiny by media is commonplace.  Recently, ICMPD has been subject to recent controversial and negative media coverage for actions implemented, including false allegations that could impact the perception and reputation of the implementing partner and donors of actions.
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	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.

			also develop a series of supporting documentation for future reference.		
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.
Only Denmark and Malta fund the project	Unlikely	Major	The project team will develop a plan for financial sustainability via mix of private-public funding. This business model will allow an effective implementation of the MCP Med based on private funds.	Residual risks remains but between the vivid and keen interest of other Member States to co-fund the project plus a solid business model that will allow project sustainability.	Different European Union Member States already showed keen interest to fund the project either during the first year of implementation or the 3 upcoming years.



## Annex 1.2: Budget for the Action

Budget for MCP Med Second contribution	Description	BUDGET	
		Second contribution (17 months)	
		EUR	DKK*
<b>1. Activities Costs</b>			
Output 1.1: The MCP Med is formally established as a quality-assured institute of VET excellence		€ 74.682,32	DKK 556.204,03
Output 1.2: Partner ownership over training solutions to nationally and regionally identified needs is ensured		€ 75.000,00	DKK 558.570,00
Output 1.3: Access to certified training for migration professionals in the Mediterranean is increased		€ 243.900,00	DKK 1.816.469,64
Output 2.1: Community of practice mechanisms and fora between MCP Med and its partners is established		€ 75.000,00	DKK 558.570,00
Output 3.1: A comprehensive and interactive web-based learning environment is in place complementing traditional methodologies	Expert provider costs, events organisation including training and conference costs, travel and per diems, accreditation, licensing, equipment, communications and visibility.	€ 87.548,73	DKK 652.027,94
MED Faculty staff - Technical expertise	Shared costs (percentage contribution) to staff providing technical expertise, coordination and outreach to deliver on training and product deliverables and results, including facility manager (50%), training, curriculum, LMS and compliance associate/officers.	€ 607.852,00	DKK 4.527.038,56
<b>Subtotal Activities Costs</b>		€ <b>1.163.983,05</b>	DKK <b>8.668.880,17</b>
<b>2. HR Costs</b>	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 av 6%/month.	€ 12.943,80	DKK 96.400,24
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.	€ 44.205,10	DKK 329.221,90
2.3 Project Team - CORE	staff dedicated exclusively to the project comprised of Senior Project Manager/Head of Institute, Admin officer/office manager, Project Officer in MLT and field locations, and admin assistants	€ 390.399,00	DKK 2.907.535,59
2.4 Project Support Operations Team (POST)	staff providing administrative and financial management support to the project and ensures appropriate internal monitoring and control, as well as compliance with donor requirements.	€ 137.734,00	DKK 1.025.787,74
<b>Subtotal HR Costs</b>		€ <b>585.281,90</b>	DKK <b>4.358.945,48</b>
<b>3. Office and related operating costs</b>			
3.1 Training Center direct costs	Running costs of TI including rent (EUR 7500 per month), office running costs (incl. electricity, communication costs, cleaning, supplies, etc. at EUR 4,500 per month	€ 60.000,00	DKK 446.856,00
3.2. Support offices	Support project offices' infrastructure for work places costs (RO MLT, VIE HQ, and field offices where project staff is located) - audited rate	€ 44.245,00	DKK 329.519,06
3.3. Standard personalised equipment and licences	work station and related equipment, mobile phones, other personalised tools and licences	€ 9.000,00	DKK 67.028,40
3.4 Audit/Expenditure verification costs		€ 15.000,00	DKK 111.714,00
3.5 Bank fees and charges		€ 4.800,00	DKK 35.748,48
<b>Subtotal Office and related operating costs</b>		€ <b>133.045,00</b>	DKK <b>990.865,94</b>
<b>4. Subtotal direct eligible costs of the Action</b>		€ <b>1.882.309,95</b>	DKK <b>14.018.691,59</b>
5. Provision for contingency reserve (maximum 5% of 4, subtotal of direct eligible costs of the Action)		€ -	DKK -
<b>6. Total direct eligible costs of the Action</b>		€ <b>1.882.309,95</b>	DKK <b>14.018.691,59</b>
7. Administrative costs (maximum 7% of 6, total direct eligible costs of the Action)		€ 131.761,70	DKK 981.308,41
<b>8. Total eligible costs</b>		€ <b>2.014.071,65</b>	DKK <b>15.000.000,00</b>

\* Exchange rate applied EUR/DKK: €

7,4476

## Expected sources of funding & summary of estimated costs

			Amount
			EUR
<b>Expected Contributions</b>			
Name	Conditions	Comments	
Denmark	Contribution to establishment phase - confirmed	1-08-2021 to 31-07-2023 - 14,9m DKK second contribution 15m DKK as of 1-09-2023 for 17m	4.000.000
Malta	Contribution to establishment phase - confirmed	yearly contributions - third contribution under discussion	200.000
Austria	Contribution to establishment phase - confirmed	15-12-2021 to 31-12-2022, additional contribution under discussion	156.000
EU through MPF	Co-financing contribution to direct costs under AMIF	1-12-2021 to 31-07-2024	2.000.000
	Targeted co-financing contributions - to be confirmed	additional activities for SPCs and project requests to be funded via earmarked contributions from donors (600,000) and cost recovery options. External ticketing to be effective (subject to GB approval) as of 2024 in line with business plan	1.000.000
			<b>7.356.000</b>

## ANNEX 8: PROCESS ACTION PLAN (PAP)

Action/product	Deadlines	Responsible/involved Person and unit	Comment/status
Submitting the project proposal with relevant annexes	June	Partner	
Reviewing the project documents	June-August	MTF and CFO	
Desk appraisal	August	External consultants	
Feedback to partner	August	MTF	
Revised project documents based on appraisal recommendations	August	Partner	
Ministerial approval of the grant	September	MTF/ELK	
Signing of the Grant Agreement	September	Partner and MTF	
Disbursing the first instalment	September	MTF	

**GRANT AGREEMENT BETWEEN THE DANISH MINISTRY OF FOREIGN AFFAIRS AND INTERNAL CENTRE FOR MIGRATION POLICY DEVELOPMENT REGARDING DEVELOPMENT COOPERATION CONCERNING “TRAINING INSTITUTE ON MIGRATION CAPACITY PARTNERSHIP FOR THE MEDITERRANEAN (MCP MED TI) – PHASE II”**

**WHEREAS** International Centre for Migration Policy Development (hereafter referred to as “the Implementing Partner”) in letter of 21 May 2023 has submitted an official request to the Danish Ministry of Foreign Affairs (hereafter referred to as “Danish MoFA”) to support “Training Institute on Migration Capacity Partnership for the Mediterranean – phase II”

**WHEREAS** the Danish MoFA has agreed to provide support to the Implementing Partner, with the amount of DDK 15 million on a grant basis (hereafter referred to as “the Grant” (hereafter referred to as “the Grant”)

**WHEREAS** commitment to international law and conflict prevention; respect for human rights; democratic principles; the rule of law; accountability and the fight against corruption; sound macro-economic policies; and, the commitment to poverty reduction govern the policies of the Implementing Partner and the Danish MoFA, and constitutes the fundamental principles of this agreement.

**WHEREAS** the Danish MoFA and the Implementing Partner are committed to the principles of development cooperation effectiveness and strive for the highest degree of alignment of the Grant with the budgetary and accountability system of the Implementing so as to enhance effective implementation, to reduce the administrative burden, to minimise transaction costs and increase transparency and accountability of the support provided;

NOW **THEREFORE** the Danish MoFA and the Implementing Partner, hereafter referred to collectively as the Parties, agree as follows;

**Article 1**

Scope

The Parties agree to enter into an agreement, consisting of these specific conditions and the following annexes, all of which form an integral part of this agreement (hereafter referred to as the Agreement). In the event of discrepancies between the specific conditions and the annexes, the specific conditions below shall prevail.

Annexes:

- I. Project Document and related annexes;
- II. Danish MoFA's general guidelines for financial management (<https://amg.um.dk/bilateral-cooperation/financial-management>)
- III. Standard Terms of Reference for Annual Audit

The Agreement including the annexes thereto may be amended. Any such amendment must be agreed upon in writing between the Parties and shall become an integral part of the agreement. The agreement can be modified only during the implementation period.

If an amendment is requested by the Implementing Partner, the Implementing Partner shall submit a duly justified request to the Danish MoFA thirty days before the date on which the amendment should enter into force, unless there are special circumstances duly substantiated and accepted by the Danish MoFA.

## **Article 2** Definitions

For the purpose of the Agreement, unless otherwise stated, the following definitions apply:

“Parties” refer to i) International Centre for Migration Policy Development, and ii) the Danish MoFA and the Inter-ministerial Migration Task Force or for both Parties any other authority empowered to perform the functions exercised by said authorities.

- b) “The Documentation” refers to the Project Document and related annexes approved by the Parties.

## **Article 3** Obligations of the Implementing Partner

Under this Grant Agreement, the Implementing Partner is responsible for implementing the requested and approved activities, which the Danish MoFA has decided to fund on a grant basis. More specifically, the Implementing Partner shall hereunder:

- (a) Have the overall responsibility for the planning, implementation, reporting and monitoring of the Project activities;
- (b) Abide by applicable national laws and international instruments;
- (c) Ensure that the Grant is used in accordance with approved work plan and budget as approved by the Parties;

- (d) Provide annual narrative reports, financial reports and audit reports in accordance with the reporting deadlines set forth in the Annex I;
- (e) Ensure that funds under the Agreement are properly accounted for in accordance with the minimum requirements set forth in Annex II, and that the Grant is reflected in relevant plans and budgets;
- (f) Take all necessary measures to prevent or end any conflict of interest in all matters related to the Project;
- (g) Promptly inform the Danish MoFA of any condition, which interferes or threatens to interfere with the successful implementation of the Project.

#### **Article 4**

##### Obligations of the Danish MoFA

The Danish MoFA has decided to provide a Grant of DKK 15 million for the period **01 September 2023 – 31 January 2025** and support the Implementing Partner's effort to reach the objectives and outcomes as described in the annexed Project Document.

Disbursement will be based on agreed work plans and budgets for the Project and satisfactorily biannual narrative and financial report.

The grant will be disbursed in two instalments:

1. The first instalment will be of DKK 10 million and disbursed upon signing this Development Cooperation Agreement by both parties, and
2. The second instalment will be of DKK 5 million and disbursed upon submission of the biannual narrative and financial status report in Q3 2024.

Danish MoFA will effectuate the disbursement in response to a disbursement request with two signatories addressed to the Danish MoFA, and sent to the relevant department and contact person.

The Danish MoFA shall transfer all disbursements to the Implementing Partner's 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 Grant shall be used exclusively to finance the actual costs of the implementation of the Project during the period from **01 September 2023 to 31 January 2025** (the implementation period).

Disbursement requests shall be co-signed by two responsible staff of the Implementing Partner. Each request must state the bank account to which the disbursement is to be transferred, and the amount requested for disbursement. The Implementing partner must confirm receipt of funds as soon as possible and no later than 14 days after receipt of funds from the Danish MoFA, indicating the value of the transfer in the currency in which it has been received

**Article 5**  
Obligations of the Parties

The Parties will:

- a) Communicate and cooperate fully with the aim to ensure that the objectives and outcomes are successfully achieved and use their best endeavours to optimise the use of programme resources
- b) Use their best endeavours to co-ordinate their efforts under this agreement with other development partners, be they states, international organisations or non-governmental organisations
- c) Cooperate on preventing corruption within and through the Project, and undertake to take rapid legal action to stop, investigate and prosecute in accordance with applicable law any person suspected of misuse of resources or corruption. The Parties shall immediately inform each other of any indication of corruption or misuse of resources related to the Project. The Implementing Partner will, if and when it is deemed appropriate, take action against suspects, including immediate interdiction or suspension of such persons from work, to avoid their interference into the investigations.
- d) The Parties shall collaborate fully to ensure that the purposes of this Agreement be accomplished. To this end, the Parties shall exchange views with regard to matters relating to the Project and provide each other with all available data, documentation and information; shall provide appropriate mutual assistance required in the discharging of the Parties' duties; and provide all necessary support, in particular in regard of administrative issues, to facilitate the due implementation of the support.

## **Article 6**

### Exchange rate fluctuations

The Grant is provided in Danish Kroner (DKK) reflecting the Danish Finance Act. The Implementing Partner thus bears the full foreign exchange risk. If the Grant is converted into another currency than Danish Kroner (DKK), the exchange shall be made through a national or commercial bank unless otherwise approved by the Danish MoFA.

If exchange rate fluctuations decrease the value of the Grant to such an extent that this will have consequences for the implementation of the Project, the Implementing Partner shall inform the Danish MoFA without delay. The Parties shall agree on measures to find a reasonable solution without jeopardizing the fundamental objectives of the Project.

If exchange rate fluctuations increase the value of the Grant, the gain shall be treated as disbursed grant funds and used for Project purposes. Net surplus from conversion into foreign currency shall be subtracted from future disbursements or repaid as unused funds at the end of the support period, unless otherwise agreed between the Parties.

## **Article 7**

### Liability for damages

The Danish MoFA may not be held liable for any damage caused or sustained by the Implementing Partner, including any damage caused to third parties as a consequence of or during the implementation of the Agreement.

Except in cases of force majeure, the Implementing Partner must compensate the Danish MoFA for any damage it sustains as a result of the implementation of the Agreement or because an action was not implemented in full compliance with the Agreement.

## **Article 8**

### Anti-Corruption

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate termination of this Agreement and for such additional action, civil and/or criminal, as may be appropriate.

At the discretion of the Danish MoFA, a further consequence of any such practise can be the termination of any ongoing projects funded by the Danish MoFA.



## **Article 9**

### **Child labour clause**

The Implementing Partner shall abide by applicable national laws as well as applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions.

Any violation will be ground for immediate termination of the Agreement.

## **Article 10**

### **Prevention of sexual exploitation, abuse and harassment**

The Danish MoFA has a zero tolerance for inaction approach to tackling sexual exploitation, abuse and harassment (SEAH) as defined in UNSG Bulletin ST/SGB/2003/13 and the definition of sexual harassment in UNGA Resolution A/RES/73/148. The Implementing Partner, and its sub-grantees, will take appropriate measures to protect people, including beneficiaries and staff, from SEAH conducted by its employees and associated personnel including any sub-grantee staff and take timely and appropriate action when reports of SEAH arise. In the event that the Implementing Partner receives reports of allegations of SEAH, the Implementing Partner will take timely and appropriate action to investigate the allegation and, where warranted, take disciplinary measures or civil and/or criminal action.

Any violation of this clause will be ground for the immediate termination of this Agreement

## **Article 11**

### **Anti-terrorism and restrictive measures (sanctions)**

If, during the course of implementation of this Project, the Implementing Partner discovers any link whatsoever with any organization or individual associated with terrorism, it must inform the Danish MoFA immediately and explain the reasons for such transfer, including whether it was made or provided knowingly, voluntarily, accidentally, unintentionally, incidentally or by force.

The Implementing Partner agrees that it and/or its implementing partners (including contractors, sub-contractors and sub-grantees) will take all reasonable steps to secure that no transaction made in relation to the Project will – directly or indirectly – benefit a person, group or entity subject to restrictive measures (sanctions) by the UN or the EU.

Any violation of this clause is ground for immediate termination of the Agreement returning to the Danish MoFA of all funds advanced to the Implementing Partner under it.

## **Article 12**

### **Transfer of ownership**

The Implementing Partners, i.e. the Grantee and possible sub-grantees responsible for the implementation, shall maintain updated inventories of all equipment financed by earmarked support from the Danish MoFA, such as vehicles, computers, furniture and tools, at all times.

Equipment, material, supplies and facilities purchased by the Danish MoFA and used during the implementation of the Project, e.g. vehicles, computers, furniture and tools, remain the property of Denmark, until such time as the Parties may agree otherwise.

Transfer of ownership of the above-mentioned assets may take place during the implementation period. Before Project termination, the Parties will assess and agree on final transfer of such assets, which can be justified on the basis of a final request from the implementing partners. Any remaining assets will be disposed of by Denmark.

## **Article 13**

### **Remedies**

If the Implementing Partner fails to fulfil its obligations under the Agreement and/or if there is suspicion thereof, the Danish MoFA may withhold further disbursements to the Implementing Partner under this Agreement. If material breach of the Agreement has been ascertained, the Danish MoFA may, in addition to withholding further disbursements, terminate the Agreement with immediate effect without paying compensation of any kind and, if justifiable, claim repayment of all or parts of the Grant.

Should the Danish MoFA consider any such action, the Danish MoFA shall consult the Implementing Partner.

Material breach of the Agreement includes inter alia:

- The engagement develops unfavourably in relation to the objective, outcome(s) and outputs stated in the Project Document
- Substantial deviations from agreed plans or budget occur
- Financial management of the activities has not been satisfactory
- Failure to comply with the obligations pursuant to article 3, 8, 9, 10 and 11.

In cases of termination by the Danish MoFA, the termination shall not apply to funds irrevocably committed in good faith by the Implementing Partner to third parties before the date of the

notice of termination, provided that the commitments were made in accordance with the Agreement.

#### **Article 14**

##### Settlement of disputes

In the event of any dispute between the Parties, the following shall apply:

- a) The Agreement shall be governed by the laws of Denmark.
- b) Any dispute between the Danish MoFA and the Implementing Partner relating to the interpretation or implementation of this Agreement shall be settled by negotiation between the Parties.
- c) In case the dispute has not been settled by negotiation within a time limit of six (6) months, disputes shall be referred to the competent court in Copenhagen.

#### **Article 15**

##### Repayment of interest and unused funds

Upon the end of the implementation period or upon termination of the Agreement, any unused funds shall be repaid to the Danish MoFA within the shortest delay possible and no later than three (3) months following the conclusion of the audit of the last financial year in question. Interest and other financial gain accrued to the Grant cannot be used for Project purposes.

#### **Article 16**

##### Extension of the implementation period

The Implementing Partner may request an extension of the implementation period if this is necessary to complete all necessary activities. The request must state the reasons for the delay in achieving the agreed results and supporting documentation must be enclosed. The request for extension must be submitted as soon as possible from the time that the Implementing Partner realises that the planned activities cannot be completed within the agreed implementation period. The Danish MoFA shall approve or decline the request in writing.

**Article 17**  
Transparency

The Parties shall have the right to publish the Agreement, any documents or other informational data relating to the Project on its internet site (the Danish MoFA’s website for such purposes is currently www.um.dk) and other relevant media.

The Implementing Partner is aware that the Danish MoFA is subject to inter alia the Danish Access to public administration files act. Upon request for the disclosure of this Agreement, or any document related to this Agreement, the Danish MoFA must in each case assess if such document may be disclosed in whole, or, where there are grounds for confidentiality, disclosed in part.

**Article 18**  
Entry into force, duration and termination

This Agreement shall enter into force upon signature by both Parties and shall become effective hereafter, unless prerequisites, as listed in the Project Document, have to be met to the satisfaction of the Danish MoFA prior hereto.

The cooperation between the Parties under this Agreement will have the duration as specified in the annexed Project Document. In case of delays in the implementation the duration of the cooperation may be extended by mutual agreement and within the agreed budget.

Notwithstanding the previous clause each party may terminate the Agreement upon 6 months written notice.

In witness hereof the Parties hereto, acting through their representatives duly authorised for this purpose, have caused this Agreement to be signed in 1 original in English on this day **of 31 August 2023.**

For International Centre for Migration Policy Development

.....  
Sedef Dearing, MDC Director a.i.

For the Government of the Kingdom of Denmark

.....  
Nicolaj A. Hejberg Petersen, Special Envoy for Migration, Inter-ministerial Migration Task Force

### ANNEX 3: SUMMARY OF RECOMMENDATIONS

<b>Title of Project</b>	“Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI) – Second contribution”	
<b>File number/F2 reference</b>	2023 – 22489	
<b>Appraisal report date</b>	23-08-2023	
<b>Summary of possible recommendations not followed</b>		
MTF has taken all of the recommendations into consideration.		
<b>Overall conclusion of the appraisal:</b>		
<p>The overall conclusion of the appraisal is that the proposed programme/project is <i>recommended for approval with only minor adjustments</i> taking the recommendations of this report into consideration.</p> <p>The project is implemented by the International Centre for Migration Policy Development (ICMPD).</p> <p>The proposed project is a continuation of previous support to the MCP Med TI and aims to build migration capacity partnerships through a permanent and accredited regional training institute which offers quality-assured learning and coaching experiences resulting in certification for migration actors.</p> <p>While Phase 1 of the project focused on the establishment of the training institute, the focus in Phase 2 will be to support the MCP Med TI to transition into a fully functioning training, eventually establishing it as a trusted and sustainable centre of vocational learning excellence in migration.</p> <p>The main recommendations relates to a wish for some improvements of the ToC, results framework, budget and risk management framework and ensuring clarity on the ODA-eligibility of the project and more explicit referring to Danish strategies and guidelines. All recommendations have been taken into consideration.</p>		
<b>Recommendations by the appraisal team</b>		<b>Follow up by the responsible unit</b>
<b>The preparatory process</b>		
<u>Recommendation 1.</u> Include a brief section on lessons learned in the DED.		MTF agrees. The partner has elaborated on lessons learned in the project document (page 4).
<b>Policy and Strategy Frameworks</b>		
<u>Recommendation 2.</u> Revise the DED to ensure clarity on the ODA-eligibility of the project. Likewise, the project’s alignment to national priorities in partner countries (Jordan, Lebanon, Libya, Tunisia, Morocco) should be described in the DED.		MTF agrees. Under section 3.1. : Addition of explanatory text on the ODA-eligibility of the project and national priorities (page 3).
<u>Recommendation 3.</u> The DED should assess and refer to Danish strategies and guidelines.		MTF agrees. Text included referring to Danish strategies and guidelines (page 6-7).
<b>Cross-cutting issues</b>		
<u>Recommendation 4.</u> The DED should reflect commitments to a HRBA, LNOB and reducing vulnerabilities of migrants in line with the full project document, as well as including attention to Gender, Age and Disability.		MTF agrees. Addition of text describing the commitments to HRBA, LNOB, GAD and reducing vulnerabilities of migrants (page 3).
<b>Theory of Change, Objectives and Results Framework</b>		

---

<p><u>Recommendation 5.</u> Strengthen the ToC by the elaboration of underlying assumptions and making a clearer causal pathway to the project’s intended impact of supporting <i>migration capacity partnerships to improve migration management</i>.</p>	<p>MTF agrees. The partner has elaborated further on the ToC (page 4).</p>
<p><u>Recommendation 6.</u> Improve the outcome indicators and targets to reflect the project’s contributions more adequately.</p>	<p>MTF agrees. The partner has modified the results framework in order to the improve the outcome indicators and targets (page 9).</p>
<p><b>Budget</b></p>	

<p><b>Recommendation 7:</b> The budget should include more details and MFA should on that basis conduct a budget analysis to assess the categories and Denmark's contribution vis-a vis other donors, the dependency of the training institute on Danish funding, as well as the scope and level of costs (such as salaries) in a comparative perspective with other similar organisations to the extent that this is available.</p>	<p>MTF partly agrees with the recommendation. Explanatory text added in the budget (Annex 1.2). In terms of the budget analysis, Denmark is the major financial contributor which also means that the Danish contribution is covering a higher percentage of the activities and other costs. Other donors' contributions are available on sheet two in Annex 1.2 Budget. The MED TI is a multi-donor project in the sense that Malta, Austria and Migration Partnership Facility (MPF), along with Denmark, have contributed to the MED TI in the previous project period and ICMPD is expecting new contributions from the first mentioned two in the near future. However Malta and MPF - committed funds are already active (Malta 1 August 2021 to 31 July 2024: MPF 1 December 2021 to 30 November 2024), which means that their funds are covering other activities. Whereas Malta has indicated it will continue funding beyond that date, MPF (DG HOME) has said it is unlikely to. It is expected that Austria will also be renewing funding, but no agreement has been signed yet. 2024 will include new fundraising but, as per the overall planning, the aim is to reduce this burden by generating own income streams (internal and external). AT notes that ICMPD has made a 6+ year plan presented in the full project document and following the 2-year transition phase (which the current support falls under), MCP Med TI plans to roll a sustainable funding mechanism, indicating that financial sustainability is on their radar.</p>
<p><b>Risk Management</b></p>	
<p><b>Recommendation 8:</b> The AT recommends that the risk management framework is revised to include potential institutional risks.</p>	<p>MTF agrees. The risk management framework is revised in accordance with the recommendation (Annex 1.1).</p>

## ANNEX 9: QUALITY ASSURANCE CHECKLIST

F2 reference: 2023 – 22489

Project name: Training Institute on Migration Capacity Partnership for the Mediterranean - II

Project period: 17 months (September 2023-January 2025)

Budget: DKK 15 million

Presentation of quality assurance process:

The design of the programme/project has been appraised/appraisal checklist filled out, by someone independent who has not been involved in the development of the programme/project.

*Comments: Yes, the desk appraisal was carried out by Anne-Lise Klausen and Ayla Olesen Yurtaslan, external consultants to the Ministry of Foreign Affairs.*

The recommendations of the appraisal/comments in the appraisal checklist have been reflected upon in the final design of the programme/project.

*Comments: Yes, MTF has taken all recommendations into consideration (see summary of recommendations below).*

The programme/project complies with Danida policies and Aid Management Guidelines, including the fundamental principles of Doing Development Differently.

*Comments: Yes.*

The programme/project addresses relevant challenges and provides adequate responses.

*Comments: Yes.*

Issues related to HRBA, LNOB, Gender, Youth, Climate Change, Green Growth and Environment have been addressed sufficiently in relation to content of the project/programme.

*Comments: Yes. The appraisal team's recommendation in this regard has been reflected in the project document.*

Comments from the Danida Programme Committee (if applicable) have been addressed

*Comments: Not applicable.*

The programme/project outcome(s) are found to be sustainable and in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

*Comments: Yes*

The theory of change (if applicable), results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments: Yes. Furthermore, the appraisal team's recommendation in this regard has been reflected in the project document.*