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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX IV

of the Commission Implementing Decision on the financing of the individual measure for the multi-country migration programme in favour of the Southern Neighbourhood for 2021

Action Document for Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM III)

MEASURE

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and measure in the sense of Article 23 (3) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS Basic Act	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM III) Measure in favour of North Africa (Algeria, Egypt, Libya, Morocco and Tunisia) for 2021 CRIS number: NDICI-GEO-NEAR/2021/043-655 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).
2. Team Europe Initiative	This action could contribute to the two envisaged TEIs covering regional migration actions namely, the TEI Migration Atlantic Route and the TEI for the Central Mediterranean Route
3. Zone benefiting from the action	The action shall be carried out in North Africa: Algeria, Egypt, Libya, Morocco and Tunisia.
4. Programming document¹	
5. Link with relevant MIP(s) objectives/expected results	Specific Objective 3: Increasing potential migrant workers' skills, qualifications and competences for domestic and international labour markets Result 1: Support of legal migration schemes and mobility between the EU and key partner countries

¹ This measure is expected to fall under the scope of Multi Country Migration Programme for the Southern Neighbourhood - Multi annual indicative programme 2021- 2027 (under approval).

	Result 2: Improved techniques implemented by national institutions in the areas of labour market analysis, skills matching and labour migration management to meet demands of domestic and international labour markets.			
PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	Priority area 4: Supporting a comprehensive approach to legal migration and mobility			
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): SDG 10 (sub goal 10.7 of the Sustainable Development Goals 10 on migration policies)			
8 a) DAC code(s)	15190 (Facilitation of orderly, safe, regular and responsible migration and mobility) – 100%			
8 b) Main Delivery Channel	International Organisations – 21000 Other multilateral institutions – 47000 Public sector institutions – 10000 International NGOs - 21000			
9. Targets	<input checked="" type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<u>Connectivity</u> Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Reduction of Inequalities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	BUDGET INFORMATION			
12. Amounts concerned	Budget line: 14.020110 – Southern neighbourhood Total estimated cost: EUR 5 000 000 Total amount of EU budget contribution: EUR 5 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Implementation modalities (type of financing and management mode)	Project Modality Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.1.			

1.2. Summary of the Action

The proposed Action promotes a regional holistic approach to labour migration governance and labour mobility between North African countries and EU Member States - funded under the European Union Neighbourhood, Development and International Cooperation Instrument (NDICI) for a four-year period as of 2022. It responds to one of the key priority areas of the New Pact on Migration and Asylum's (the New Pact)² external dimension on “developing legal pathways to Europe” and it will support the implementation of the Talent Partnerships launched by the European Commission in June 2021.

² COM (2020) 609 final, Communication on a New Pact on Migration and Asylum https://eur-lex.europa.eu/resource.html?uri=cellar:85ff8b4f-ff13-11ea-b44f-01aa75ed71a1.0002.02/DOC_3&format=PDF, 23 September 2020

It is aligned with the partnership approach of the Joint Communication on a Renewed Partnership with the Southern Neighbourhood³, adopted on 9 February 2021, where migration and mobility are indicated as a priority areas. It thus falls within the Multi-Country Migration Programme for the Southern Neighbourhood (MCMP) and responds to its priority area 4 “Supporting a comprehensive approach to legal migration and mobility”.

The Action builds on and complements the existing regional action “*Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa*” (THAMM) phase I and II funded by the EU Trust Fund for Africa, and is guided by the principles of ownership, aid effectiveness, sustainability, complementarity, comprehensiveness, coherence, and responsibility-sharing. It will be built on lessons learned from the past and on-going actions, and be coordinated with other actors present on the ground.

Beyond improved labour migration governance, the 48-month Action should contribute to national development plans and more globally to reducing inequalities. The Action will be implemented in complementarity and building synergies with ongoing and upcoming actions promoting legal migration and pathways, including TEIs, and it will contribute to the promotion of the Talent Partnerships launched by the European Commission in June 2021.

The Action is aligned with the 2030 Agenda for Sustainable Development, contributing to the achievement of the Sustainable Development Goals (SDG), such as SDG 8 “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, especially target 8.6, which aims at “substantially reduc(ing)” the proportion of youth not in employment, education or training”, as well as target 8.8, with the objective to “protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”. The Action mainly contributes to SDG 10 “Reduce inequality within and among countries”, particularly to target 10.7 “facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”.

2. RATIONALE

2.1. Context: Policies and strategies

In September 2020, the Commission adopted the New Pact on Migration and Asylum⁴ which sets out the European Commission’s agenda for reforming EU migration policy. It emphasizes the need for more legal pathways and recognizes the benefit of regular migration for the societies and labour markets in Europe. The EU works with its partner countries on legal pathways to Europe as part of migration partnerships, opening the way for cooperation on schemes to match people, skills and labour market needs through legal migration. At the same time, developing legal pathways should contribute to the reduction of irregular migration, which often leads to undeclared work and labour exploitation in the EU. In the fields of legal migration the Commission took the lead by launching the Talent Partnerships in June 2021⁵ on the basis of the Pact, and by announcing the development of a ‘Skills and Talent Package’⁶, which will include the revision of the Single Permit Directive (to simplify the single application procedure and clarify the scope of the legislation) and of the Directive on long-term residents (to create a true EU long-term residence

³ JOIN (2021) 2 final Renewed Partnership with the Southern Neighbourhood, A new Agenda for the Mediterranean: [joint_communication_renewed_partnership_southern_neighbourhood_en.pdf](#)

⁴ COM (2020) 609 final - Communication on a New Pact on Migration and Asylum https://eur-lex.europa.eu/resource.html?uri=cellar:85ff8b4f-ff13-11ea-b44f-01aa75ed71a1.0002.02/DOC_3&format=PDF, 23 September 2020

⁵ [Talent Partnerships \(europa.eu\)](#)

⁶ COM (2020) 609 final - Communication on a New Pact on Migration and Asylum https://eur-lex.europa.eu/resource.html?uri=cellar:85ff8b4f-ff13-11ea-b44f-01aa75ed71a1.0002.02/DOC_3&format=PDF, 23 September 2020

status, in particular by strengthening the right of long-term residents to move and work in other Member States), and which will present options to develop an EU Talent Pool for third-country skilled workers which could operate as an EU-wide platform for international recruitment. With Talent Partnerships the Commission will reinforce support to EU Member States to scale up legal migration together with partner countries as a positive incentive and in line with the EU's skills and labour market needs, while fully respecting Member States' competencies. Legal migration pilot projects have shown that by providing targeted support, the EU can help Member States implement schemes that meet the needs of European employers as well as needs of partner countries and employees themselves.

Labour migration is a key priority for the African Union Commission (AUC) and its member states, as reflected in the adopted revised AU Migration Policy Framework for Africa (MPFA) and its action plan (2018-30) as well as in the Joint Labour Migration Programme (JLMP). The latter was developed by the AUC in close collaboration with the International Labour Organization (ILO), the International Organisation on Migration (IOM) and the United Nations Economic Commission for Africa (UNECA). The MPFA reflects the current migration dynamics in Africa and offers a revised strategic framework to guide Member States and Regional Economic Communities in the management of migration. Among recommended strategies, compliance with International Labour Standards to protect migrants' rights, the development of evidence-based policy approaches, the facilitation of safe, orderly and dignified migration, the collection and analysis of migration data, the implementation of fair recruitment processes as well as the need to develop inter-state and inter-regional approaches to managing migration in Africa are of particular relevance to this action.

The importance of these issues is also reflected in the Joint Valetta Action Plan⁷ (JVAP). The JVAP particularly calls for the promotion of regular channels for migration and mobility between African and European countries through reinforcing cooperation between relevant agencies and institutions in the field of job/employment creation and development, the cooperation on pre-departure measures and rights awareness, the facilitation of the recognition of skills and qualifications and the support to continental, regional and sub-regional frameworks for mobility and migration.

Sectorial context

Legal migration is highly relevant for many North African countries with 10-15% of the population of some countries living abroad, including in EU Member States. In North Africa, unemployment, underemployment, low wages, poverty, and deficits in decent work have triggered social unrest and political transformation processes. They also represent important factors determining migration dynamics that affect especially the youth.

Obstacles to stability across the region are varied, from economic malaise to extremism, but one key element is the region's increasingly youthful population coupled with a lack of decent employment opportunities. As a result of the dramatic decrease in revenue from tourism (mainly in Tunisia) and oil, as well as the economic impacts of heat waves and sand storms, migrants' remittances constitute a major source of foreign exchange and a vital support for local communities. Mobility and circular migration can play a key role for reducing pressure on domestic labour markets. They can also contribute to the countries' development through remittances and the transfer of knowledge and skills through the diaspora. At the same time, mobility, a combination of persistent insecurity and public health emergencies including the COVID-19 pandemic, have had a negative impact on socioeconomic opportunities, exacerbating pre-existing vulnerabilities.

⁷ [action_plan_en.pdf \(europa.eu\)](#)

The North African countries have in fact a strong tradition of labour migration and other forms of migration and have each large diaspora groups abroad, notably in EU Member States. These diaspora communities can facilitate integration of new migrant workers that come to fill persisting labour market shortages and gaps, as they understand the national laws, customs, and labour practices. The project will contribute to enhance and improve existing legal migration schemes.

However; in an unprecedented turn of events in a time of globalisation, the COVID-19 crisis has resulted in an almost complete closure of borders between regions of the world, and within them. The COVID-19 pandemic has significantly impacted 2.2 billion workers and economies worldwide, according to the ILO, with the equivalent of 305 million jobs lost and 436 million enterprises facing high risks of serious disruption. The shared space between the European Union and North African countries, the Mediterranean geo-political area, is no exception. With COVID-19, international commercial flights to and from Europe and between North African countries have been suspended for months; borders were closed unilaterally by all countries in March 2020 and visa issuance suspended until further notice. It was only in June 2021 that international borders re-opened but economic development in Europe and in North Africa still has to recover. There are however encouraging signs of a degree of measure and of constructive intentions on both shores of the Mediterranean. Most North African countries have taken steps to authorise bi-nationals and residents to travel, mobility schemes have not been cancelled but slowed down or temporarily put on hold and pre-departure orientation and screening and training has continued, often remotely and, development cooperation programmes destined to strengthen regular labour migration schemes have continued implementation. Many analysts are calling for lessons to be drawn from the crisis and translated into profound reforms of migration policies, particularly in terms of regularisation and better protection of migrant workers.

This action aims to contribute to support North African (NoA) countries in this transformation, with the involvement of the diaspora communities in the implementation of the mobility schemes, scaling up ongoing activities under THAMM I (such as participation of diaspora in pre-departure and integration activities).

Adopting a holistic approach to labour migration governance and labour mobility in North Africa is essential to maximising the benefits of labour migration and mobility for countries of origin and destination, as well as migrant workers and their families. The Action is designed as a regional programme to foster regular migration and mobility from North African countries and builds on the ongoing EUTF programmes “*Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa*” (THAMM) phases I and II⁸. This new programme addresses the mobility aspects from selected North African countries to European Union Member States keen to set up new mobility schemes or expand existing ones.

THAMM I is a 36-months programme, which started in 2019 and was initially implemented by the International Labour Organisation (ILO), the International Organisation for Migration (IOM) and the “Deutsche Gesellschaft für Internationale Zusammenarbeit” (GIZ) for a total of EUR 20 million funded by the EUTF, out of which EUR 5 million funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The programme covers three countries (Egypt, Morocco and Tunisia) and aims at improving the governance for labour migration and the protection of migrant workers in North Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence. These are essential for fair and effective labour migration governance and decent work. In addition, contributes to preparing, putting in place or improving regular migration and mobility schemes in cooperation with selected North African countries and EU Member States. In 2020, the Belgian agency of Development (ENABEL) joint

⁸ THAMM Phase I and II

the programme under a EUR 5 million component funded by the EUTF aiming at scaling up the mobility schemes between Belgium and Morocco and Tunisia, tested under the “Pilot Project Addressing Labour Shortages through Innovative Labour Migration Models” (PALIM) funded by AMIF funds managed by DG HOME. Additionally, in 2020 the EUTF decided to add an envelope of EUR 6 million for an additional programme of 48-months (THAMM II) implemented by the “Office Français de l’immigration et de l’integration” (OFII) in order to support the setting up mobility schemes between France and Tunisia. The contract of this programme will be signed by the end of 2021.

The Actions follow a holistic development-oriented approach, considering mobility and international placement of workers as part of a comprehensive labour policy of the partner countries. In line with the do-no harm principle, this means that the mobility of migrant workers will only be supported in sectors in which countries of origin do not suffer from shortages in order to avoid brain-drain and with the aim of development-oriented capacity development for institutions in the partner countries to ensure the sustainability of the programme. Final beneficiaries of the Actions are citizens of Egypt, Morocco and Tunisia in working age and skilled workers who seek job opportunities abroad. They benefit from the improvement of labour policy and legislative frameworks, as well as from the mobility schemes set-up with selected EU Member States.

THAMM Phase I has successfully set up cooperation structures in Egypt, Morocco and Tunisia with all relevant national partners. In Egypt, it published the first official call for candidates for the mobility scheme, which received wide media coverage and support. In Tunisia, the good cooperation with the national partners has been further enhanced: the Tunisian and the German partners jointly interviewed more than 390 young Tunisians interested in migrating as skilled workers or apprentices. All those who were selected (318 as of November 2021) were successfully accompanied by the team and the partners throughout the year and successfully attended language and vocational trainings. Almost 100 have been placed in the German labour market so far in different sectors (hotel and gastronomy; electronics; plumbing). Approximately 25 interactive learning sessions on topics related to working and living in Germany were conducted by the Tunisian employment agency (ANETI), GIZ and several German partners. At this point, 26 companies in Germany cooperate with THAMM. In Morocco and Tunisia, ENABEL is establishing a mobility scheme with Belgian employers.

Complementarity with EU and other Donors/Partners

The Action will take place within a larger programmatic approach to provide sustained technical support to governments, workers, and employers on labour migration in Africa, and follows up on demands for further technical assistance by constituents as reiterated in national and sub-regional consultations.

The Action will be complementary to other existing labour migration schemes and skills recognition initiatives in North of Africa funded by the EU:

- Migration Partnership Facility (MPF/AMIF):
 - PALIM (Pilot Project Addressing Labour Shortages through Innovative Labour Migration Models): training and work experience in the IT sector between Belgium and Morocco; budget EUR 1.5 million (EUR 1.42 million MPF), being continued under THAMM I.
 - HOMERe (High Opportunity for Mediterranean Executive Recruitment): traineeships between France, Morocco, Tunisia and Egypt, budget EUR 2.6 million, (Completed end 2020).
 - Young Generation as Change Agents: Short-term mobility for Moroccan post-graduates for a Master’s degree in Spain and support for reintegration; MPF funding EUR 2.5 million.

- MOVE_GREEN - (E)Co-development for innovation and employment in green and circular economy between Andalucía (Spain) and Morocco, budget EUR 2.2 million
 - MENTOR 2 – (Mediterranean Network for Training Orientation to Regular Migration) targets Morocco and Tunisia, Municipality of Milan, Italy, to be contracted soon.
- Pilot “Comparing the Moroccan NQF with the European Qualifications Framework (EQF). In the context of the 2017 EQF recommendation, a dedicated project group is currently exploring the development and application of criteria and procedures to enable the comparison of third countries’ national and regional qualifications frameworks with the EQF. A dedicated comparison pilot will be organised with Morocco, including strengthening NQF implementation capacities. The European Training Foundation is supporting this exercise.
 - Erasmus+, which is opening up to vocational education and training (VET).
 - Support to ANAPEC in the framework of a large programme of support for the professional integration of young people (EYP). The programme is carried out with the Ministry of Labour and is co-financed by the EU and Agence Française de Développement (AFD). The objective is to support young people in a process of integration through employment and/or entrepreneurship. The deployment of significant technical assistance and development are planned. One of the actions will consist of improving their tool for monitoring and guiding young job seekers. International placement is linked to it.
 - The “AMUDDU- *Appui à la mise en œuvre de la Stratégie Nationale d’Immigration et d’Asile*” programme, is a five-years (2017-2022), Belgian bilateral programme aimed at supporting Moroccan capacities to manage migration and the State capacity to implement migration policies.
 - The “MBI- Maghreb Belgium Impulse”, aiming at the mobilisation of the Moroccan diaspora for the identification of productive investments and SME creation in Morocco (2018-2021) is implemented by ENABEL as part of Belgian bilateral programme.
 - GIZ International Services is furthermore implementing labour mobility schemes in the region for the private sector and different donors. These experiences and networks, e.g. through the project "Facilitation of legal migration for young Moroccans (hotel and catering industry)", will be highly valuable for the Action, specifically with regard to increasing mutually beneficial legal migration and mobility.
 - The Swiss Development Cooperation funded FAIR (Phase I) project, and key areas of intervention of FAIR Phase II, with particular attention to Tunisia.
 - ILO project "*Appui à l’amélioration de la gouvernance des migrations et à la promotion de migrations de main d’œuvre équitables au Maghreb*", financed by the Italian Cooperation Agency.
 - Two Team Europe Initiatives are in preparation, namely, the TEI Migration Atlantic Route and the TEI for the Central Mediterranean Route. The proposed Action will contribute to both of them under their mobility and legal migration components.
 - In addition and complementing activities in the North African region, the European Commission may provide upon request through the Technical Support Instrument managed by DG REFORM, technical support to EU Member States developing or improving talent attraction/labour mobility policies targeting third country nationals.

EU Added value

The EU and Member States are involved in several continental and regional dialogues on migration management, including in the areas of legal migration, where exchanges of best practices and lessons learned have demonstrated the EU's added value. These dialogues include:

- The AU-EU Continent-to-Continent Migration and Mobility Dialogue (C2CMMD), which provides a platform for consultation, coordination, and information exchange across the two continents, and encourages collaboration and cooperation for results-oriented joint actions on migration and mobility;
- The Euro-African Dialogue on Migration and Development (Rabat Process), a regional migration dialogue established in 2006 and bringing together countries of origin, transit and destination of the migration routes linking Central, West and Northern Africa with Europe;
- The Khartoum Process, a platform for political cooperation among the countries along the migration route between the Horn of Africa and Europe, established in 2014;
- The 2015 Valletta Summit and the Joint Valletta Action Plan (JVAP), which lays down a series of priorities aiming at supporting Valletta Partners with the enhancement of migration governance between Europe and Africa – including in the area of promoting regular channels for migration and mobility between African and Europe;
- Current consultations on a Team Europe Approach to ensure harmonisation of aid and complementarity between the EU and interested EU Member States.

2.2. Problem Analysis

Short problem analysis

Mutually beneficial legal migration and mobility is one of the pillars of the New Pact on Migration and Asylum. Moreover, at the Valletta Summit of November 2015, partner countries stressed the importance to step up efforts for more opportunities on legal migration and mobility. Consequently, legal migration and mobility has been included in the Joint Valletta Action Plan, it is one of the pillars of the EUTF North of Africa window strategy for a better migration management from and within the region, and also features prominently in the Joint Communication on a Renewed Partnership with the Southern Neighbourhood⁹, adopted on 9 February 2021, where migration and mobility are indicated as a priority areas.¹⁰

The proposed Action offers a flexible framework for fostering the cooperation between EU Member States and their agencies, international organisations and the European Commission in this respect. The inclusion of all these different actors assures strong links and bridges between the external and internal dimension of migration.

The North African countries have a tradition of labour migration and other forms of migration and have each large diaspora groups abroad, notably in EU Member States. In order to facilitate more orderly and safer migration, and contribute to improving overall cooperation on migration management with the EU, an important area of work will be the implementation of Talent Partnerships and the improvement of legislative frameworks and institutional capacity in the region to allow migration to take place in a regular manner. This will include support to mobility actions within Talent Partnerships, including developing and scaling up labour migration schemes, student and trainee mobility, matching of and developing skills, high

⁹ JOIN (2021) 2 final Renewed Partnership with the Southern Neighbourhood, A new Agenda for the Mediterranean: [joint communication renewed partnership southern neighbourhood en.pdf](#)

¹⁰ This measure is expected to fall within the Multi-Country Migration Programme for the Southern Neighbourhood (MCMP) (under approval) and to respond to its priority area 4 “Supporting a comprehensive approach to legal migration and mobility”

and/or low, between countries of origin and countries of destination (within and outside North Africa) while avoiding brain drain.

This proposed action will build on the above-mentioned programmes and initiatives related to legal migration and in particular on the ongoing programmes THAMM I and II, which adopts a holistic approach to legal migration. This proposed Action will put THAMM's holistic approach to labour migration into practice through the inclusion of a broad spectrum of institutions in the partner countries (Ministries of Labour, of Educations, TVET to mention some). It will support these institutions with the aim to help them address the issues in their domestic market and strengthen employability of workers for opportunities locally and abroad. The support to the institutions in partner countries at all the stages of the process is key to ensuring that the mobility schemes set up under the programme will not accelerate brain drain in the region.

The programme launched under this Action aims at facilitating the cooperation with North African countries on comprehensive management of migratory flows and on addressing labour shortage gaps in certain sectors in Member States. Within the comprehensive policy framework of the Talent Partnerships and building on current experience with pilot projects on legal migration, in particular the first phase of the THAMM programme, this action will support North African countries in matching their talents with the needs of their internal and EU labour markets, facilitating the mobility of these talents, and thereby promoting a triple win approach – for countries of origin, countries of destination and migrants themselves – by funding, among others, institutional capacity building, pre-departure measures and mobility phases. Activities will also include upskilling prospective migrant workers and monitoring the respect of migrant workers' rights and developing skills in jointly agreed areas.

The THAMM programmes phases I and II are based on a two-pronged strategy and work-streams – institutional and structural strengthening and operational mobility. On the second work stream, one of the proven added values of THAMM I and II is the fact that the programmes allow to test a variety of different operational mobility schemes embedded in the ongoing work in support of the legal framework, therefore exploring several options in parallel and identifying good practices.

Under the THAMM I and II we are testing three different models so far:

- 1) A dual-track vocational training for young people and employment for skilled workers implemented by GIZ in Morocco, Tunisia and Egypt.
- 2) A Global Skills Partnership (GSP) with Morocco and Tunisia implemented by ENABEL; this model aims to fill labour market shortages in countries of destination while developing human capital in the countries of origin.
- 3) A circular mobility scheme co-drafted with the Tunisian employment agency with high importance given to return and reintegration issues that will be implemented by OFII.

THAMM III will focus mainly on the second axis, the setting up and operationalisation of labour mobility schemes, to scale up existing schemes and/or explore opportunities for new schemes with different partners. This new Action will build upon and ensure synergies with the ongoing work on the legal framework developed under THAMM I, and among other aspects will contribute to improving the systems which provide the vocational education and training and /or the selection of candidates in partner countries

The Action will be implemented in partnership with the key governmental ministries and agencies as well as TVET institutions and the private sector, which have a mandate related to labour migration and preparing young nationals for work abroad. These include the following:

In Egypt: Ministry of Foreign Affairs is the governmental focal point for the implementation of THAMM I and II, in close coordination with the main implementing partner, including the Ministry of State for Emigration and Egyptian Expatriate Affairs (MoSEEEA), and other partners including the Ministry of Manpower (MoM), Ministry of Education, Ministry of Trade and Industry and CAPMAS.

In Morocco: Ministry of Labour and Professional Integration, ANAPEC, Delegated Ministry of Moroccans Residing Abroad and Migration Affairs as well as the Moroccan-German Centre on Jobs, Migration and Reintegration.

In Tunisia: National Agency for Employment and Independent Work (ANETI) under the Ministry of Vocational Training and Employment and the National Observatory for Migration, Tunisian Secretariat of State for Immigration and Social Integration within the Ministry of Social Affairs.

In EU Member States, Ministries of Employment, cooperation agencies, National and private employment agencies as well as chambers and business / employers' associations.

By improving the labour governance schemes in North Africa as well as fostering opportunities for workers willing to seek for job opportunities abroad, the Action will benefit citizens in working age from North Africa, workers in North Africa willing to seek opportunities abroad as well as migrants working in North Africa.

Final beneficiaries of the Action will be citizens of North African countries in working age and workers prone to seek job opportunities abroad as well as personnel of institutions dealing with labour migration in North African countries. They will benefit from the improvement of the mobility schemes set-up with selected EU Member States.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to contribute to supporting a comprehensive approach to legal migration and mobility. The action will build on and be the continuation of the ongoing Programme “*Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa*” (THAMM) I and II.

The Specific Objective (Outcome) of this action is that target groups benefit from new or extended labour mobility schemes between NoA countries and EU Member States, which represent scalable solutions.

The Outputs to be delivered by this Action contributing to the Specific Objective (Outcome) are:

1. An operational and scalable system for sustainable mutually beneficial labour mobility schemes designed and accepted by all parties involved, contributing to the objectives of the Talent Partnerships.
2. New or extended mutually beneficial Mobility schemes are implemented between NoA countries and EU Member States.

3.2. Indicative Activities

Activities related to Output 1 - The project will support the continuation of THAMM programme. Indicative activities will include:

- Conduct an in-depth need assessment analysis of matching skills, skills-levels and labour markets needs of EU Member States and NoA countries in order to identify job profiles in specific sectors, based on existing legal pathways for migration
- Ensure cooperation and exchanges among public institutions and private sector in North African countries and EU Member States to build and link the necessary competencies for the preparation and implementation of the specific mobility schemes (incl. vocational training and legal migration management).
- Establish or strengthen support structures that are embedded in national structures (e.g. employment agencies, consulates, embassies) and cooperate closely with EU Member States institutions and private sector (private and public placement agencies; employers etc.).
- Based on needs assessments of relevant stakeholders, tailor and implement a set of capacity development measures in order to provide these stakeholders with the required capacities to implement mobility schemes for women and men with EU Member States.
- Ensure matching and supporting the cooperation of suitable employers, chambers and associations in EU Member States with relevant partners (employment agencies, labour ministries, etc.) in NoA countries.
- Set up vocational trainings related to the implementation of mobility schemes of male and female migrants from NoA countries.
- Involve diaspora members in the setting up and implementation of mobility schemes (e.g. in the trainings and in the mobility phase activities for integration in EU Member States and for reintegration phase in partner countries).
- Build an internal coordination and monitoring system from the inception of the programme to facilitate and smoothen cooperation between implementing agencies.

Activities related to Output 2 - The project will support the continuation of THAMM programme. Indicative activities will include:

- Implement the set of pre-mobility activities (selection of male and female candidates, technical training, language courses, intercultural preparation taking into account male and female candidates, job application training etc.) for 700 potential male and female migrants from selected North African countries.
- Implement mobility phase activities for integration in EU Member States, trainings will be targeted at male and female candidates.
- Organise placement of indicatively 500 North African labour male and female migrants in the EU Member States labour market in close cooperation with employment agencies and employers' associations.
- Implement reintegration of mobility phase activities in partner countries.

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

Building on the THAMM phase I, the Action will continue to integrate to the extent possible environmental and climate change considerations in the planning of the labour migration activities. They will notably take into account ongoing environmental changes and promote jobs in the green sector.

Outcomes of the Strategic Environmental Assessment (SEA) screening

The SEA screening concluded that no further action was required.

Outcomes of the Environmental Impact Assessment (EIA) screening

The EIA screening classified the action as Category C (no need for further assessment).

Outcome of the Climate Risk Assessment (CRA) screening

The CRA screening concluded that this action is no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes, this action is labelled as G1. This implies that gender concerns will be mainstreamed in all activities under this action to the extent possible, taking into account the challenging and sensitive context in which the action will take place. The Action will ensure that assistance provided is tailored to the needs of women and girls, and thus also contributing to the EU Gender Action Plan (GAP) III¹¹. Gender considerations are integrated in planning, implementation and monitoring and evaluation of all activities; i.e. that all result indicators and technical reports will be gender-disaggregated. Gender considerations will be mainstreamed in all activities of the project.

Human Rights

The programme will contribute to improving the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence. These are essential for fair and effective labour migration governance and decent work. The Action will ensure full respect of the human rights of labour migrants.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. Nevertheless, should persons with disabilities be targeted, special attention will be given throughout the process taking into account the specific situation and the degree of vulnerability.

Conflict sensitivity, peace and resilience

The programme helps to release pressure and social tensions caused by high unemployment rates in the countries offering legal mobility opportunities. It helps to reduce pressure of irregular migration and with this leads to more stable situation in the countries.

3.4. Risks and Lessons Learned

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
External/ External Environ ment	Strong dependence on labour market dynamics in Europe for the placements; difficulties in matching labour market supply (in partner	High	High	Close observation of the labour market developments by the Labour agencies of the EU Member States continuous observation of the labour market dynamics and flexible reaction to the

¹¹ JOIN 2020 17 final - EU Gender Action Plan (GAP) III – An Ambitious Agenda for Gender Equality and Women’s Empowerment in EU External Action, https://ec.europa.eu/international-partnerships/system/files/join-2020-17-final_en.pdf

	countries) with labour market demand in Europe, slow recruitment from employers' side.			needs in the European labour market. Definition of clear-cut milestones and priorities labour agencies on the employer's identification and placement process.
	The COVID-19 crisis continues to impact negatively on the recruitment of personal by European companies, especially on recruitments of apprentices and skilled workers from abroad.	High	High	Intensified communication on and promotion of the programme towards employers' associations, chambers of commerce and industries, chambers of crafts and potential employers. Intensify cooperation with professional associations interested in recruitments from abroad. Establishing cooperation with regional chambers of commerce and handicrafts chambers
Internal/ Planning processes and systems	The knowledge is not effectively used to better govern labour migration and protect migrant workers.	Medium	Medium	Strengthen engagement with government and other relevant authorities through the programme steering structures
	Insufficient commitment and coordination of government actors.	Medium	High	Continuous dialogue with the authorities to ensure that the commitment will be sustained.
	The various ministries and national authorities involved are unable to reach consensus on which sectors to target for skills development and migration facilitation activities.	Medium	High	Joint identification and determination of potential sectors in workshops or written formats with the relevant national partners
	Overlapping mandates in the field of labour migration within the partner countries leading to inter-ministerial tensions may hamper implementation of activities or jeopardize sustainability of the action.	Medium	Medium	Involving multiple relevant ministries in the activities through the set-up of working groups; Offering capacity development measures to all relevant ministries

Lessons Learned:

From the implementation of THAMM Phase I, several lessons can be drawn:
For the mobility schemes:

- The need to manage the expectations of candidates and stakeholders, for instance on living and working conditions or transparency on conditions of the contract.

- Employer involvement, strong public private partnerships, notably on setting desired qualifications and selecting recruits. Qualification and skills requirements of candidates must be agreed upon by project actors because lack of clarity can lead to inadequate matching and unfruitful placement.
- Digitalisation allows for more continuity in the project following disruptions and for involving more stakeholders.
- In order to avoid the “brain drain” phenomenon it is advisable to focus on young graduates undergoing professional reorientation. In addition, each partner country is involved throughout the implementation process of the mobility schemes and needs to give the prior approval for selection and departure of candidatures.
- To make no distinction between beneficiaries who want to migrate and those who will stay in NoA, candidates are free to choose one of the two paths at the end of the training.
- Design/ Identify sustainable financing mechanisms as international pilot projects are usually cost-intensive.
- The importance of contingency plans for employers and migrants in case the mobility scheme is facing delays (like in the follow up of the COVID-19 crisis).

For the project structure:

- Build-in internal coordination from the inception of the programme, in order to facilitate and smoothen cooperation between implementing agencies (designated budget, person in charge, and clear terms of reference).
- Develop special monitoring mechanisms as well as joint communication and visibility tools.
- Need take into account in the design of the programme the diversity of partners with different mandates, structures and operating manners of implementing partners of different natures, such as bilateral development agencies and international organisations, and to set up the appropriate coordination tools and mechanisms.

3.5. Intervention Logic

The underlying guiding principle for the intervention logic of this action is that there is a need to further support legal pathways and regular migration initiatives as they will be mutually beneficial for both societies and labour markets in Europe and in partner countries.

IF an operational and scalable system for sustainable mutually beneficial labour mobility schemes is designed and accepted by all parties involved (Expected result/output 1), AND its related assumptions hold true, THEN target beneficiaries will likely benefit from new or extended labour mobility schemes between NoA countries and EU Member States (Specific Objective/Outcome).

IF new or extended mutually beneficial mobility schemes are implemented between NoA countries and EU Member States (Expected result/output 2), AND its related assumptions hold true, THEN target beneficiaries will likely benefit from new or extended labour mobility schemes between NoA countries and EU Member States (Specific Objective/Outcome).

IF target beneficiaries benefit from new or extended labour mobility schemes between NoA countries and EU Member States (Specific Objective/Outcome), AND its related assumptions hold true, THEN this action would have likely contributed to further support a comprehensive approach to legal migration (overall objective/impact).

3.6. Indicative Logical Framework Matrix

Results	Results chain:	Indicators	Baselines	Targets	Sources of data	Assumptions
Impact	Contribute to supporting a comprehensive approach to legal migration and mobility	(1) % of target beneficiaries that find longer term work opportunity in the country of destination or origin, disaggregated by gender and country of origin and/or country of destination	N/A	(1) At least 50 %	(1) Beneficiaries survey to be conducted by the implementing partners	<i>Not applicable</i>
Outcome	Target groups benefit from new or extended labour mobility schemes between NoA countries and EU Member States, which represent scalable solutions.	(2) % of target beneficiaries stating that the mobility schemes had a positive impact on their economic well-being (disaggregated by sex and country of origin and/or country of destination)	N/A	(2) At least 75%, including 40% of women	(2) Beneficiaries survey to be conducted by the implementing partners	The political situation in NoA countries remains stable. The political dialogue between EU Member States and the partner countries supports the politically sensitive project in order to ensure the implementation. The migration policy dialogue between the partner countries and EU Member States continue to be constructive.
Output 1	An operational and scalable system for sustainable mutually beneficial labour mobility schemes is designed and accepted by all parties involved contributing to the objectives of the Talent Partnerships.	<p>1.1 Number of participations from relevant institutions (public and private, employers) in NoA countries and EU Member States to exchange formats, trainings, SoP etc. that demonstrate increase in knowledge and in needed skills.</p> <p>1.2 Number of tools for analysing, promoting and implementing safe, labour-market-and-development-oriented regular labour migration and mobility labour ministries and employment agencies in NoA countries have appropriate.</p> <p>1.3 Number of exchanges on TVET trainings and recognition of standards in EU Member States and setting up of SoP</p> <p>1.4 Number of consultations between the implementing partners, the institutions and the diaspora on mobility schemes.</p> <p>1.5 % of diaspora participation to mobility schemes activities (pre-departure and integration activities).</p>	(1.1) 0 (1.2) 0 (1.3) 0 (1.4) 0 (1.5) 0	TBD at contracting stage	(1.1) Post-training surveys of participants (1.2/3/4/5) Progress reports of the programme	The NoA partner countries and the institutions responsible for labour market, vocational training and migration remain interested in migration and mobility of their citizens for employment and training purposes. Diaspora in EU Member States interested in participating.

<p>Output 2</p>	<p>New or extended mutually beneficial Mobility schemes are implemented between NoA countries and EU Member States</p>	<p>(2.1) Number of people benefiting from professional trainings (TVET) and/or skills development, disaggregated by gender, TVET sector and country of origin (EURF indicator)</p> <p>(2.2) Number of people benefitting of mobility schemes programmes placed in EU MS or partner countries, disaggregated by gender, country of origin and/or country of destination</p>	<p>(2.1) 0</p> <p>(2.2) 0</p>	<p>(2.1) 700 talents, high skilled and low skilled workers, are trained, including at least 40 % of women</p> <p>(2.2) 500 talents, high skilled and low skilled workers are selected and recruited in EU Member States or in partner countries, including at least 40% of women</p>	<p>2.1 Project participants monitoring tools/reports (tracking those selected, prepared and placed)</p> <p>2.2 Progress reports of the programme</p>	<p>No further negative development of COVID-19 crisis, borders among countries remain open and the EU Member States and private sectors remain interested in recruiting workers from abroad.</p>
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4. IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

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

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹².

4.3.1 Indirect Management with a Member State Organisation, EU specialised agency or international organisation

This action may be implemented in indirect management with one or more entities, which will be selected by the Commission's services using the following criteria: track-record experience in the sector and country targeted; operational capacity, value added, transparency, proven experience in coordination among international and local actors at both EU and country level.

The implementation by this(these) entity(ies) entails full implementation of the action as indicated in point 3 of the present document.

4.3.2 Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances (one alternative second option)

If the implementation modality under indirect management, as described under 4.3.1, cannot be implemented due to circumstances outside of the Commission's control, this action may be implemented in direct management (grants).

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other

¹² www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

duly substantiated cases where application of the eligibility rules would make the realisation of this Action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
SO: Target groups benefit from new or extended labour mobility schemes between NoA countries and EU Member States, which represent scalable solutions Indirect management – cf. section 4.3.1	5 000 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	will be covered by another Decision
Communication and visibility – cf. section 6	N.A.
Totals	5 000 000

4.6 Organisational Set-up and Responsibilities

Steering Committees (SC) providing guidance and strategic orientation will be established in each target country. The EU Delegation may establish – on the bases of their preference and the variety of national and international interlocutors – whether one or more SC are necessary based on the different components of the action. These will be co-chaired by representatives of the EU Delegations and implementing partner(s). Depending on the subjects to be discussed, meetings shall be open to the participation of national Institutions and other relevant stakeholders, including those in direct contact with the final beneficiaries (civil society organisation, state actors). In principle, all EU Member States shall be invited to participate to these meetings.

A Technical Committee composed of focal point(s) of the implementing partner(s) in each country will ensure timely monitoring of the action as well as smooth coordination and synergy between the different components of the action and other EU and Member States funded interventions.

The action shall be included in new and existing national coordination mechanisms/working groups between Institutions and key stakeholders in each of the targeted countries, including those under the leadership of the EU Delegations, with the ultimate aim to foster synergies, including with other EU and MS funded interventions. These mechanisms shall not duplicate existing working groups, fora or platforms, but rather build on and complement existing national coordination tools implementing partner(s) will have established presence in the target countries.

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

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner’s responsibilities. To this aim, the implementing partner shall

establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the log-frame matrix.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

As stated in the Better Regulation, to be comprehensive, the monitoring system put in place must also cover the objectives of the action. Implementing partners' monitoring system is therefore expected to measure, and report, on progress in relation to the planned outputs, outcomes and impact of the action by means of RACER (Relevant, Accepted, Credible, Easy, Robust) and SMART (Specific, Measurable, Achievable, Realistic, Time-related) indicators related to a baseline situation. A balanced indicator system should also include both quantitative and qualitative indicators as well as gendered indicators to be able to monitor gender equality. In addition, considering the multi-country nature of this action, indicator values will be measured, and reported, both on a country-by-country basis and in an aggregated manner.

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

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

5.2 Evaluation

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

In case a mid-term evaluation is envisaged, it will be carried out for learning purposes, in particular with respect to the intention to launch a new phase of the action when relevant.

In case a final evaluation is envisaged it will be carried out for accountability and learning purposes, including for policy revision, taking into account in particular the fact that the field of migration management is sensitive, thus it requires close analysis of its effectiveness as well as the level participation of direct beneficiaries (right holders), as well as the accountability of the partner countries involved.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner countries and other key stakeholders following the best practice of evaluation dissemination. The implementing partner(s) and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner countries jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

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

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 COMMUNICATION AND VISIBILITY

Communication and visibility is a contractual obligation for all entities implementing EU-funded external actions to advertise the European Union's support for their work to the relevant audiences.

To that end they must comply with the instructions given in the [Communication and Visibility Requirements of 2018](#) (or any successor document), notably with regard to the use of the EU emblem and the elaboration of a dedicated communication and visibility plan, to be completed for every action at the start of implementation.

These obligations apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country (for instance, concerning the reforms supported through budget support), contractors, grant beneficiaries or entrusted entities. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and contribution agreements.

Communication and visibility measures may be funded from the amounts allocated to the action. For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds.

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

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

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