



**ANNEX III**

of the Commission Implementing Decision on the Special Measures in favour of the Republic of Belarus for 2018

**Action Document for EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) in the Republic of Belarus**

<b>1. Title/basic act/ CRIS number</b>	EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) CRIS number: 2018/041-524 financed under European Neighbourhood Instrument			
<b>2. Zone benefiting from the action/location</b>	Neighbourhood East, Belarus The action shall be carried out at the following location: whole country			
<b>3. Programming document</b>	Not available (Special Measure)			
<b>4. Sector of concentration/ thematic area</b>	Mobility and people-to-people contacts	DEV. Aid: YES		
<b>5. Amounts concerned</b>	Total estimated cost: EUR 3 000 000 Total amount of EU budget contribution EUR 3 000 000			
<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Direct management procurement of services			
<b>7 a) DAC code(s)</b>	43081 - Multisector education/training including scholarships.			
<b>b) Main Delivery Channel</b>	50000 - Others			
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<b>X</b>
	Aid to environment	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>

	Gender equality (including Women In Development)	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>
	Trade Development	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	N/A			
<b>10. SDGs</b>	SDG Goal 8 – Decent work and economic growth			

## SUMMARY

EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) will support professional development of Belarusian professionals through internships from 1 to 6 months in peer enterprises and institutions in the EU.

Targeted internships in the EU will be organised, allowing the deepening of professional contacts with EU partners and the transfer of know how to at least 400 participants to the programme.

The project will promote the transfer of professional competences, skills and best practices, encourage mutual understanding between partners in all fields, and eventually contribute to increasing contacts including business-academia links, and sustainable cooperation between EU and Belarussian professionals.

Using this internship facility, a wide range of Belarusian private and public enterprises, representatives of public administration and organisations, including research institutions will have the opportunity to develop projects with their EU partners, while increasing their capacities through hands-on transfer of experience, and to raise Belarus business participation in EU research and innovation programmes.

EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) will complement the on-going MOST flagship programme, and aims at facilitating direct contacts between professionals in for instance the fields of science & technology, entrepreneurship and innovation, culture, education, and health in the Republic of Belarus and their counterparts in the Member States of the European Union.

## 1 CONTEXT

### 1.1 Sector/Country/Regional context/Thematic area

People-to-people contacts are a long-term priority for the European Union's relations with Belarus and the other Eastern Partnership countries. EU and the Eastern Partnership countries have declared the importance of developing people-to-people contacts in Eastern Partnership summit declarations (2015, 2017). EU, Belarus and seven EU member states signed a Mobility Partnership in 2016, which *inter alia* foresees the facilitation of mobility of people. The EU and Belarus are negotiating Visa Facilitation and Readmission Agreements.

Professional exchanges between the EU and Belarus can effectively contribute to better integration of Belarus into European-wide business, research and innovation, and education and cultural networks. Professional exchanges also contribute to economic development, and help to develop better mutual understanding, thus contributing to establishing an area of prosperity and good neighbourliness around the EU.

Despite a progressive opening of the country, Belarusian society is still poorly informed about developments in the European Union and is left insufficiently exposed to European practices. Belarusian professionals in a variety of sectors miss opportunities to work together with their counterparts in the EU.

Modernisation and reform require an adequate skills base in particular to match the efforts of building a more vibrant economy and promoting an open society. Targeted skills policies supported by targeted professional mobility and people-to-people contacts can help to create an open flow of knowledge and exchange of expertise. The introduction of best EU practices through the development of contacts and joint projects will contribute to enhancing the efficiency and competitiveness of Belarusian firms and active professionals, and hence to improve the image of Belarus abroad.

The programme EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) contributes to the implementation of the EU-Belarus Mobility Partnership, and will in particular contribute to the implementation of the pillars related to "mobility and legal migration" and "migration and development".

#### ***1.1.1 Public Policy Assessment and EU Policy Framework***

The EU continues to follow a policy of critical engagement with Belarus, which translates into incremental engagement with the country while paying great attention to the human rights situation. Since 2016 EU-Belarus relations are positively developing. In February 2016 the Council reiterated its firm commitment to strengthening the EU's engagement with the Belarusian people and civil society. The Council also decided to accelerate the implementation of measures aimed at enhancing EU-Belarus cooperation in a number of economic, trade and assistance related fields, with the goal of modernising Belarus and its economy and for the benefit of the Belarusian people. Both sides are finalising discussions on joint Partnership Priorities which will set the strategic framework for further cooperation in the coming years.

In the joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit, Belarus and the other Summit participants reconfirmed their shared commitment to this strategic and ambitious Partnership, based on common values, mutual interests and understanding, shared ownership and responsibility, differentiation and mutual accountability, bringing Belarus and the Eastern European partner countries closer to the European Union. Under the four priorities

reconfirmed at the 2017 Eastern Partnership Summit in Brussels, 20 key areas with targets for 2020 were identified for Belarus and the other Eastern Partnership countries and are conceived as our joint working tool.

This action is in line with the objectives of the Eastern Partnership Priority 4: Mobility and people-to-people contacts and the following Deliverables for 2020: 6: New job opportunities at local and regional level, 18: Youth, education, skills development and culture. EU assistance to Belarus will support the implementation of national reform plans and depend on their concrete progress, which will be regularly monitored and evaluated.

Exchange of experience and hands-on transfer of know-how through mobility of young professionals have been a cornerstone of EU internal as well as external, policies. They are of paramount importance for EU neighbouring countries such as Belarus with regard to sharing values and reducing mistrust as well as exchanging best practices and cooperating within concrete projects contributing, for instance, to economic development and innovation.

Participation of Belarusian scientists, teachers, civil servants and representatives of civil society organisations into EU networks and joint EU-Belarus Projects (e.g. in the framework of Horizon 2020) has been increasing over the last three years, including thanks to the project MOST. However, young Belarusian professionals still have few opportunities to get exposed to EU practices and values in the enterprise context, especially when it comes to SMEs.

Belarus acknowledges its strong reliance on export for its economic growth and the need to increase competitiveness on EU markets. Increasing exports is a key objective for Belarusian diplomatic missions, including in the EU. In this perspective, the programme Mobility EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) will contribute to improving competitiveness of Belarusian production on EU markets as well as to multiplying business contacts of Belarusian SMEs with EU partners, and support Belarus businesses participation in EU research and innovation programmes.

### *1.1.2 Stakeholder analysis*

It is expected that the **Ministry of Foreign Affairs** of the Republic of Belarus (MFA) will act as the Belarusian Project Partner.

The participating enterprises, administrations and organizations from Belarus will benefit from the programme through the improvement of their staff capacities (skills, experience) and links created during the internship in the EU host counterpart. For the programme to deliver the maximum added value, the willingness of participating organizations both in Belarus and the EU to support applicant staff will be crucial, especially with regards to the preparation and the follow-up of the internship, which should ideally be part of a larger development project.

Given the strong emphasis put on the development of economic and commercial relations, Member States embassies and diplomatic missions based in Minsk, alongside with EU business support organisations shall also benefit from the programme, in particular by promoting the participation of their national SMEs.

Regarding the interns-participants, the proposed Action aims at supporting **individual mobility** of at least 400 Belarusian professionals with a focus on young professionals, 50 % of the participants should be less than 36 years old, willing to undergo an internship in the EU, based on an internship programme commonly agreed by both the sending (Belarusian-based) and the receiving (EU-based) organisation or company. Belarusian population is currently poorly informed about developments in the European Union and is left insufficiently

exposed to European practices. Belarusian professionals in a variety of sectors miss opportunities to work together with their counterparts in the EU.

### 1.1.3 Priority areas for support/problem analysis

The programme EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) will support professional mobility between the EU and Belarus through the organisation of internships in the EU for young Belarusian professionals.

It aims at facilitating direct contacts between professionals in for instance the fields of science & technology, entrepreneurship and innovation, culture, education, and health in the Republic of Belarus and their counterparts in the Member States of the European Union.

As in the case of the on-going MOST programme, EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) will target only specific mobilities between EU and Belarusian professionals not supported otherwise by EU-funded programmes (see below section 3.2).

## 2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
The state of political relations between the EU and Belarus results in the Government of Belarus limiting or refusing organised mobility and exchange flows with the EU	L	Professional mobility remains amongst the EU-Belarus co-operation priorities. Policy dialogue on mobility issues will be ensured through the project Steering Committee meetings and the High Level meetings of the EU-Belarus Mobility Partnership
Programme governance and project management processes reduce project efficiency.	L	Issues are swiftly dealt with at the relevant level, based on lessons-learned from MOST phase one.
Belarusian participating organisations and enterprises and EU-based host organisations are reluctant to send/receive interns	L	The programme communication strategy is geared to encouraging enterprises and potential applicants to participate.
<b>Assumptions</b>		
<ul style="list-style-type: none"> <li>• General environment in Belarus is conducive to developing wider contacts with the EU.</li> <li>• There are no serious constraints for the operation of the mobility scheme in Belarus.</li> <li>• Potential mobility seekers and partner enterprises come up with a sufficient number of proposals.</li> <li>• Sufficient interest from EU counterparts to engage in mobility with Belarusian</li> </ul>		

professionals.

- EU Member States facilitate visa procedures and other administrative procedures for the participants (e.g. insurance etc.).

### 3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

#### 3.1 Lessons learnt

Valuable lessons learnt can be extracted from the day-to-day management of the ongoing MOST programme, implemented since 2015, the reports authored by MOST participants as well as from the ROM report completed in September 2016, and they include the following:

**Demand expressed by Belarusian citizen for professional exchanges with the EU remains high.** Exposure to EU best practices through short term stays and the opportunity to establish durable contacts with peers in Member States are considered a strong added-value to the overall offer of the EU in terms of mobility and exchange.

**EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) does not duplicate other EU-funded mobility programmes.** As in the case of MOST, it is a key feature that the project will support only activities not falling under the remit of other existing EU-funded programmes, e.g. students and academic staff (Erasmus+), higher education institutions, university teachers (Jean Monnet), researchers (Horizon 2020 Marie Skłodowska-Curie actions) or civil servants when TAIEX was the most suitable instrument, or MOST for short-term professional targeted mobilities. Based on this experience, **EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+)** will keep channelling these specific audiences to those programmes they should apply to.

**Procedures must be simple for the applicants and non-burdening for the project partners.** MOST evaluation process, which can serve as an inspiration source for the programme **EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+)**, is based on a joint positive approval system involving the Delegation of the European Union and the Belarusian Ministry of Foreign Affairs. This governance model has led to lengthy decision chains and slowed day-to-day management, a situation which should be avoided to the maximum extent.

The on-going MOST programme offers the possibility of short internships. They are however limited to up to 3 weeks. Opportunities for longer internships (up to 6 months) in EU organisations are still limited, although the demand for longer stays in EU-based organisations and enterprises by Belarusian is strong. It is the aim of **EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+)** to add this additional possibility to the European Union mobility offer to Belarus.

#### 3.2 Complementarity, synergy and donor coordination

The proposed action targets specifically professionals seeking exposure to European best practices and opportunities to develop joint projects with their counterparts in the EU. It is therefore complementary to existing EU and other Donors funded people-to-people contacts, exchange and mobility programmes targeting other specific groups: students and teachers (European Humanities University Trust Fund, ESSYB/OESS II, Erasmus+; young leaders

(EUVP and US-funded Open World Leadership Centre); scientists (Horizon 2020); civil servants (TAIEX), including in a cross-border context (CBC).

Hence, pursuant to the currently implemented MOST programme, **EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+)** will extend professional mobility opportunities to individuals otherwise not targeted by other people-to-people contacts programmes.

The results achieved by other EU and other Donors funded people-to-people contacts and mobility programme are as follows:

- Through the support to **European Humanities University Trust Fund**, thousands of Belarusian students have studied in an academically free environment in Vilnius, thus promoting intercultural dialogue between Belarus and the European Union and improving their skills and employability abroad as well as in Belarus; the European Union abounds about 20% of the Fund.
- The **European Scholarship Scheme for Young Belarusians (ESSYB/OESS II)** has offered mobility opportunities to Belarusian students through a total of 301 scholarships, 255 at master level and 46 at bachelor (BA) level in European Universities.
- EU-funded mobility programmes targeting the academic world are increasingly used in Belarus. In 2015-2016, 566 Belarusian students and academic staff have benefited from the **Erasmus+ International Credit Mobility** facility<sup>1</sup> (900 for the whole 2004-2013 period).<sup>7</sup> master scholarships have been granted to Belarusian students over the period 2014-2016 under **Erasmus+ International Degree Mobility**. 2300 participants from Belarus took part in **Erasmus+ Youth projects** with their counterparts from Erasmus+ Programme Countries.
- During the same period, Belarus universities have participated in 10 **Erasmus+ Capacity building projects**. The cumulated budget of all projects has amounted €8.6 mn.
- The **European Union Visitors Programme (EUVP)** sends up to three Belarusian perspective leaders to Brussels and Strasbourg. The programme has allowed participants to enhance their understanding of the EU institutions and increase their networking capacities.
- Belarusian scientists actively participate in the **Horizon 2020** EU Framework Programme for Research and Innovation. In September 2018, over 150 Belarusian researchers had taken or were taking part in Marie Skłodowska-Curie actions and 34 grants had been allocated to projects involving Belarusian partners.
- Several **TAIEX** study visits are carried out each year, allowing Belarusian civil servants to exchange and streamline practices with their peers in the European Union and the Eastern Partnership.
- **Cross-Border Cooperation programmes** where Belarus has been eligible to participate, such as Poland-Belarus-Ukraine, Latvia-Lithuania-Belarus and Baltic Sea Region have been an opportunity to exchange experience and best practices and

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<sup>1</sup> While at the same time, 204 EU students and academic staff benefitted from mobility to Belarus

implement practical joint actions at local level in a large array of sectors, address issues of trans-boundary significance through people-to-people contacts.

- Several Member States implement exchange and mobility actions in Belarus, the larger being the **German DAAD scholarships programme**. Pursuant to the on-going MOST programme, EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+) will further ensure co-ordination and synergy with Member States with a view to reinforce or complement existing exchanges programmes.
- In 2017, the **US-funded Open World Leadership Centre** offered ten mobilities to healthcare (5) and intellectual property rights (5) Belarusian specialists, increase their skills in their respective fields of activity.

### 3.3 Cross-cutting issues

This action will be implemented following a rights-based approach, encompassing all human rights. The five working principles below will be applied at all stages of implementation: Legality, universality and indivisibility of human rights; Participation and access to the decision-making process; Non-discrimination and equal access; Accountability and access to the rule of law; Transparency and access to information.

The following cross-cutting issues will be addressed during the implementation of this project:

- 1) Gender equality – a balanced representation of men and women in mobility actions will be ensured so that they could have equal chances of access to new knowledge and skills thereby increasing their capacities;
- 2) Good governance – increased exposure to EU policies and practices in the course of mobility actions will enhance awareness of more open, participatory and accountable standards for the operation of public institutions and enterprises.
- 3) Minorities and vulnerable groups will directly benefit from the programme which will offer them opportunities to increase their skills and hence their profile in their enterprise/institution.

## 4 DESCRIPTION OF THE ACTION

### 4.1 Objectives/results

The **overall objective** of the programme is to contribute to the mobility and internationalisation of Belarusian professionals and to support their integration into European-wide professional networks

The **specific objectives** are:

- To facilitate the establishment of professional contacts between Belarusian and EU-based companies/organisations/professionals;
- To develop better mutual understanding between EU and Belarusian professionals, helping to see each other as reliable partners.

The **expected immediate results** are:



- At least 400 Belarusian young professionals have participated in the MOST mobility programme through internships in the European Union, with at least 50% being under 36 years old;
- Transfer of know-how and experience through inclusive internships has improved skills and competences of participating Belarusian professionals and capacities of their organisations.

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG Goal 8 – Decent work and economic growth. This does not imply a commitment by the country benefiting from this programme.

## **4.2 Main activities**

The main activities under this project relate to the provision of the following services:

In relation with immediate Result 1:

- To set up and manage the relevant infrastructure allowing for a permanent call for expressions of interest for mobility actions (internships);
- To organise the administrative aspects of the selection of the mobility actions and their implementation in a process involving all relevant stakeholders;
- To set up the necessary instruments and processes allowing for open, regular, quantitative and qualitative monitoring of the programme implementation.

In relation with immediate Result 2:

- To ensure the necessary follow-up of completed internships, in particular with regards to their contribution to 1) the increase of trade relations of participant enterprises in Belarus and the EU, 2) the improvement of professional skills and competences of participants and 3) the (economic) impact of the programme.
- To produce and disseminate information and implement communication campaigns, using the widest scope of media (web site, social media, promo videos, meeting with potential applicants in the region or specific target groups, etc.).

## **4.3 Intervention logic**

As outlined above and demonstrated by the on-going MOST programme, professional exchange and mobility programmes are a particularly efficient way to bring European practices to Belarus and promote mutual understanding with their peers in the EU. The purpose of the intervention is to support professional mobility for Belarusian citizens with a view to establishing sustainable professional contacts with their counterparts in the EU and promote mutual understanding. To deliver with impact on a short-term perspective, the operation should necessarily:

With regard to applications management:

- Be based on a simple application procedure, reducing the barrier often created by complex procedures and forms;

- Function along swift evaluation process allowing for rapid decisions to be made regarding the approval/refusal of applications.

With regard to programme inclusiveness:

- Be open to any eligible participant and any eligible public body, organisation and enterprise, with carefully implemented outreach activities to ensure inclusive participation ;
- Give a preference, but not limit participation to, Belarusian applicants (internships in Belarus by EU applicants could be supported as well);
- Encourage the participation of individuals, who are currently under-represented in MOST (e.g. from the regions of Belarus, private enterprises, specific sectors of the labour market etc.), with carefully implemented outreach activities

With regard to synergies with other existing mobility programmes:

- Take into account mobility priorities expressed by Belarusian partners alongside clearly identified and shared policy priorities;
- Foster tight co-operation with Member States Embassies in Minsk to support and complement their own mobility programmes or contribute to their implementation;
- Avoid duplication with other programmes funded by the EU, for instance Erasmus+, Horizon 2020 or TAIEX.

The Action's intervention logic is based on the above criteria and project implementation will ensure simultaneously a swift, inclusive and co-ordinated line of action.

The Action will significantly contribute to the realisation of Priority IV - Mobility and people to people contacts - of the Eastern Partnership's 20 deliverables by 2020 package, as regards Belarus, with a specific focus on improving professional skills and capacities.

The logical framework is detailed in Appendix 1 where the action's goals and outcomes/outputs are presented together with the corresponding activities. Both the outcomes/outputs and the activities will be further developed and adjusted during the project implementation and in cooperation with the Belarusian Counterpart and other relevant stakeholders. The expected results/targets to be achieved will also be adjusted accordingly.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such

amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

### 5.3 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures affecting the respective countries of operation<sup>2</sup>.

#### 5.3.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+)	Services	1	Q4 2019

### 5.4 Scope of geographical eligibility for procurement and grants

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

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

### 5.5 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
5.3.1. – EU4Belarus: Mobility Scheme for Targeted People-to-People Contacts Plus (MOST+)	3 000 000	N.A.
5.8 – Evaluation, 5.9 - Audit	will be covered by another decision	N.A.

<sup>2</sup> [https://eeas.europa.eu/sites/eeas/files/restrictive\\_measures-2017-04-26-clean.pdf](https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-04-26-clean.pdf)

5.10 – Communication and visibility	N.A.	N.A.
Contingencies	0	N.A.
Totals	3 000 000	

## **5.6 Organisational set-up and responsibilities**

A Steering Committee shall be set up to oversee and validate the overall direction and policy for the programme. The Steering Committee shall meet at least three times a year. The Steering Committee shall be made up of representatives of the Beneficiary country, of the Contractor selected to carry out the project and of the Delegation of the European Union to Belarus.

## **5.7 Performance 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 logframe matrix (for project modality) or the list of result indicators (for budget support). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

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

## **5.8 Evaluation**

Having regard to the nature of the action, an evaluation will not be carried out for this action or its components.

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

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

## **5.9 Audit**

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

Indicatively, one contract for audit services shall be concluded under a framework contract in Q2 2022.

### **5.10 Communication and visibility**

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

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported from the allocation for Incidental Expenditure of the service contract with the budget indicated in section 5.5 above.

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

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

With regards to the Neighbourhood East, all EU-supported actions shall be aimed at increasing the awareness level of the target audiences on the connections, the outcome, and the final practical benefits for citizens of EU assistance provided in the framework of this action. Visibility actions should also promote transparency and accountability on the use of funds.

Outreaching/awareness raising activities will play a crucial part in the implementation of the action. The implementation of the communication activities shall be the responsibility of the implementing organisations, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions.

Where relevant, the provisions of the Financial and Administrative Framework Agreement concluded between the European Union and the selected international organisations shall apply.

It is the responsibility of the implementing organisation to keep the EU Delegations and, where relevant, DG NEAR, fully informed of the planning and implementation of the appropriate milestones specific visibility and communication activities.

The implementing organisation shall report on its visibility and communication actions, as well as the results of the overall action to the relevant monitoring committees.

This action will be communicated externally as part of a wider context of EU support to the country, and where relevant to the Eastern Partnership region in order to enhance the effectiveness of communication activities and to reduce fragmentation in the area of EU communication.

The implementing organisation shall coordinate all communication activities with EU Delegations as well as regional communication initiatives funded by the European Commission to the extent possible. All communication strategies developed as part of this

action shall ensure they are in line with the priorities and objectives of regional communication initiatives supported by the European Commission and in line with the relevant EU Delegation's communication strategy under the "EU4Country" umbrella initiative.

## APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	To contribute to the mobility and internationalisation of Belarusian professionals, and to support their integration into European-wide professional networks,	Level of internationalisation of Belarusian professionals in different fields  Number of co-authored publications, co-patents, joint production, projects etc.	Medium to low (2018)	Positive trend (2024)	Project reports and statistics,  Reports from project participants  Media  Project and external monitoring, surveys and polls	There are no serious administrative and/or political constraints for the operation of the Action scheme in Belarus  There is no political set-back in the EU-Belarus relations
Specific objective(s): Outcome(s)	To facilitate the establishment of professional contacts between Belarusian and EU-based companies/ organisations/professionals  To develop better mutual understanding between EU and Belarusian professionals, helping to see each other as reliable partners	Number of professional contacts established.  Number of co-authored publications, co-patents, joint production, projects etc.  Perceptions of the EU and Belarus (in particular as reliable partners)	0 (2018)  0 (2018)  Medium (2018)	Increased number (2024)  Increased number (2024)  Positive trend (2024)	Project reports  Data retrieved from MOST management interface  Qualitative assessment of applicants feed-back  Reports from participants  Public opinions polls (e.g. by the Independent Institute)	

					of Social-Economic and Political Research – NISEPI – and the EU Neighbours East)	
Outputs	<p>At least 400 Belarusian professionals have participated in the mobility programme through internships in the European Union, with at least 50% being under 36 years old</p> <p>Transfer of know-how and experience through inclusive internships has improved skills and competences of participating Belarusian professionals and capacities of their organisations</p>	<p>Number of Belarusian young professionals participating the MOST mobility programme</p> <p>Percentage of men/women</p> <p>Percentage of participants below 36 years of age</p> <p>Level of perceived new skills and capacities</p>	<p>2800 (2018) (at the end of MOST I)</p> <p>Balanced (2018)</p> <p>N/A (2018)</p>	<p>4600 (2021, at the end of MOST II), 5000 (2024, at the end of MOST+)</p> <p>Balanced (2024)</p> <p>50%</p> <p>Increase (2023)</p>	<p>Project reports, data retrieved from MOST management interface</p> <p>Statistical data produced by the project</p> <p>Statistical data produced by the project</p> <p>MOST participants reports, detailed analysis of best practices transfer (2024)</p>	<p>Potential mobility seekers come out with sufficient interest</p> <p>EU MS are willing to facilitate visa procedures for the participants</p> <p>General environment in Belarus is conducive to developing wider contacts with the EU</p> <p>Sufficient interest from EU counterparts to engage</p>