MPF
Migration Partnership Facility

Migration Partnership Facility (MPF)

Monitoring, Evaluation and Learning (MEL) Guide

Funded by
the European Union



Implemented by

ICMPD
International Centre for
Migration Policy Development

This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of the Migration Partnership Facility, implemented by the International Centre for Migration Policy Development (ICMPD) and can under no circumstances be regarded as reflecting the position of the European Union.

Table of Contents

1. Introduction 3

2. Logframe Guidance 4

3. Logframe Samples 7

4. Defining MPF Overall and Specific Objectives 24

5. MPF Common Project Indicators 27

6. Sample Data Collection Tools 37

1. Introduction

This Monitoring, Evaluation, and Learning (MEL) Guide was designed specifically to support Migration Partnership Facility (MPF) applicants and project implementers throughout the entire project lifecycle. It assists in developing robust, impactful, and clearly measurable proposals, while providing the necessary framework for successful project execution.

The guide aims to simplify MEL, equipping users with insights and instruments to clearly define objectives and effectively measure progress. To bridge the gap between planning and action, it also supports project implementers in data collection processes—such as conducting surveys—by providing practical samples.

With this resource, we hope you will gain a deeper understanding of the MPF's expectations for MEL and be better equipped to manage projects that are not only innovative and impactful but also demonstrably successful. We encourage you to use this guide as a valuable companion from the initial proposal development through to final implementation.

2. Logframe Guidance

MPF's MEL approach seeks to (1) increase clarity about what projects are seeking to achieve, (2) identify results achieved and (3) generate lessons as to facilitators of, and barriers to, success. The logframe is not used as a tool to judge grantees against achievement of specific targets but rather as an instrument to improve project planning, implementation, and learning.

MPF Approach to Logframes

Different donors and programmes have different approaches to logframes. The MPF has aligned its approach with the framework used by the European Union (EU), while facilitating aggregation of data and results across the wide range of different grants.

A result is a describable or measurable change that is derived from a cause-and-effect relationship. There are three types of such changes – outputs, outcomes and impact - which can be set in motion by an intervention.

MPF logframes capture changes reflected in results at different levels, which form the results chain:

Overall objective/Impact. *The **overall objective** is the ultimate change expected as a result of planned project activities and outcomes. This objective represents the broader, longer-term change to which a project team anticipates their project will **contribute** over time. **This level combines (1) changes in behaviour and action*** (such as implementation of training skills, implementation of policies, and new forms of cooperation) together with ***(2) results to which these changes contribute*** (such as increases in incomes of migrants and changes in detection of false travel documents) and ***(3) measures of sustainability.***[1] Indicators at this level will generally be collected by the external evaluators contracted separately by MPF.

Specific objectives/outcomes. ***This level generally refers to changes in capacity***. These could be individual (new knowledge or skills), organisational (such as new equipment or procedures), inter- organisational (such as cooperation agreements, inter-agency committees) or relating to the legal and policy environment (such as new or improved policies). Changes in capacity are necessary but not sufficient to bring about overall change and therefore should not represent the project's ultimate or overall objective.

1 Because MPF only uses three logframe levels, we combine indicators that would sometimes be split into two different levels.

Outputs. ***Outputs are within the control of the project team.*** These are new products and services that result from the completion of activities within the intervention. It is important that an output can be achieved with the resources provided and within the time period specified. Some examples include training materials, research studies, training workshops, draft policies, new equipment and services.

Activities: ***Activities are actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs***. Examples may include:

- Develop Curriculum
- Train stakeholders
- Organise workshops
- Recruit workers
- Procure equipment
- Facilitate community outreach sessions
- Develop action plans

The level of achievement of different outputs and objectives is measured through **indicators**. Indicators serve to provide measurable evidence of progress. Indicators are quantitative or qualitative variables that allow stakeholders to verify changes produced by a development intervention relative to what was planned. Quantitative indicators are represented by a number, percentage or ratio. In contrast, qualitative indicators seek to measure quality and often are based on perception, opinion or levels of satisfaction***. Indicators should be expressed in neutral language, such as "the level or degree of satisfaction" or "change in the number of visa delays"*** *(rather than, for example "increased satisfaction" or "decrease in the number of visa delays")***.**



Key tips

1. MPF mostly uses quantitative indicators, which can readily be aggregated across projects for overall programme reporting. Grantees are also encouraged to use qualitative indicators as appropriate, however.

> **Qualitative indicator example:** perception of confidence in applying newly acquired skills by training participants.
>
> **Quantitative indicator example:** % of trained teachers certified as qualified to train colleagues in project-developed curriculum.

2. Please use a separate row for each indicator. This improves clarity and facilitates transferral to an excel spreadsheet which is done by the MPF team for aggregated reporting.

✖ Instead of

Indicators	Baseline
Number of assessment study reports produced	0
Number of curricula developed in line with EU standards	0

✓ Please include separate rows as below:

Number of assessment study reports produced	0
Number of curricula developed in line with EU standards	**0**

3. For targets, these are accepted as minimum. Please do **not** add "at least".

4. Please **disaggregate** data by gender as a minimum, and other categories as relevant (e.g. country, agency, service trip, ethnicity, social condition).

5. Add detail to the indicator, not the target. For example:

Indicator	*Baseline*	*Target*
Number of people trained in identifying victims of trafficking (disaggregated by gender, agency)	0	16
~~Number of people trained~~	~~There is no training available~~	~~At least 16 people trained in identifying victims of trafficking~~

The baseline is equivalent to the starting point and the value of the indicator that the action aims to change. The target specifies a particular value that an indicator should reach by a specific date in the future. It is important to be realistic in target setting.

3. Logframe Samples

To assist applicants for the MPF call for proposals, we have provided two sample logframes below, based on the MPF template. The first example addresses labour mobility, and second focuses on strengthening border control, but with details that are applicable to different types of projects.

The examples are for demonstrating how to fill out the logframe template and include possible indicators that may be also relevant for your logframe. **Please be aware that each project must develop its own project-specific indicators and targets. Hence, your logframe should be customised to your project's design and scope.**

MPF Sample Logframe 1: Labour Mobility

(Fictitious) Project Title: 'Supporting Skills Partnerships and Labour Mobility'

Overall objective	Indicators	Baseline	Targets	Data sources / Means of verification
Instructions: Please copy below the overall objective that you have selected in the checkbox above.	***Instructions:*** *Please insert below three to five indicators to measure the change to which you expect your project to contribute.*[2] ***Please use a different row for each indicator.***	***Instructions:*** *For each indicator at the overall objective level, please insert your baseline, that is, the value of the indicator at the start of the project.*	***Instructions:*** *For each indicator, please insert your planned target for the end of the project.* *This target should represent a realistic change in the indicator to which your project will contribute over time*	***Instructions:*** *Please list the source(s) of information you will use to collect and report progress against this indicator.*
Overall objective: To establish mutually beneficial and sustainable digital talent development and mobility partnership(s) between *[EU MS(s)] and [partner country)]*	Proportion of key actors who agree on sustaining the partnerships developed during the Action (disaggregated by country)*	N/A	60%	End of project evaluation
	Proportion of host companies / organisations that report the Action beneficial for their talent attraction (or partnerships building) objectives (disaggregated by country)*	N/A	80%	End of project evaluation
	Proportion of participants who report that their careers have benefited from the Action at the end of Action (disaggregated by gender, country)*	N/A	80%	End of project evaluation

2 Indicators should be clearly measurable in a way that can be understood consistently by all stakeholders. This is often best achieved with quantifiable indicators.

	Proportion of participants who would recommend participation in similar Actions to others (disaggregated by company/participant, gender, country)*	N/A	80%	End of project evaluation
	Number of trained technicians employed in local energy industry (disaggregated by gender)	0	200	Follow-up survey

* denotes recommended indicator for all labour mobility projects

Specific Objective 1 (SO1)				
Specific objectives refer to the results that a project team expects to achieve by the time the project is complete. They often include changes in knowledge, attitudes, institutions, or policies that are achievable within the timeframe of your project.				
Specific Objectives/ Outcomes	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Instructions: Please list Specific Objective 1 below. Specific objectives should start with the following formulation: 'To+ infinitive' (e.g., 'To increase xx') and should be specific, measurable, and achievable.	***Instructions:** Please insert 3-5 indicators for this specific objective to measure the change to which you expect your project to contribute.[1]* ***Please use a different row for each indicator.***	***Instructions:** For each indicator, please insert your baseline, that is the current situation.*	***Instructions:** For each indicator, please insert the target you expect to achieve by project end.* *This target should represent a realistic change that you anticipate your project can achieve.*	***Instructions:** Please list the source(s) of information you will use used to collect and report information on this indicator.*

Specific Objective 1: To increase the capacity of the TVET education to meet the employment needs of local and EU companies in the energy sector	Number of project-supported curricula adopted by local training institutions	0	3	Confirmation of approval by institutions
	Number and Proportion of trained teachers certified as qualified to training project-developed curriculum	NA	32 (80%)	Copies of certificates
	Number and Proportion of trainees graduating from programme	NA	400 (80%)	Copies of certificates
S01 Outputs				
Outputs are the specific deliverables the project team plans to produce as a result of key project activities. Some examples include training materials, research studies, trained staff, or new equipment and trainings. These deliverables are within the control of the project team, who are accountable for producing them using project resources, plans, and capacities. They should be formulated in a straightforward and measurable manner, e.g., number of curricula developed, number of research studies completed, number of staff trained, types of equipment procured and trained etc.				
Outputs	**Indicators**	**Baseline**	**Targets sources / Means of verification**	**Data sources / Means of verification**
Output 1.1: Comparative study of educational contents in [*partner country*] and the EU relating to the energy sector	Number of assessment study reports produced	0	1	Copy of report
Output 1.2: Joint curriculum developed	Number of curricula developed in line with EU standards	0	3	Copies of curricula
Output 1.3: Local teachers trained to deliver training	Number of teacher training workshops	0	4	Training report, participant lists
	Number of local teachers trained (disaggregated by gender)	0	40	
Output 1.4: Local energy workers trained for local and international markets	Number of workers trained based on newly developed curricula (disaggregated by gender)	0	500	Project reports

SO1 Activities
Instructions: Please list the key, planned project activities that will produce the projects outputs/deliverables. Please group the activities by Output and number them as follows (the same numbering and titles should be used in the application form).
Output 1.1: Comparative study of educational content in [country] and the EU relating to the energy sector A 1.1.1. – Material preparation and Interviews A 1.1.2. – Drafting reports A 1.1.3. – Organisation of validation workshop Output 1.2: Joint curriculum developed A 1.2.1. – Organisation of curriculum development workshops A 1.2.2. – Drafting of curriculum A 1.2.3. – Review of curriculum compliance with EU standards Output 1.3: Local teachers trained to deliver training A 1.3.1. – Teachers identified from local technical institutions A 1.3.2. – 10-day training provided to teachers covering both technical skills and training skills Output 1.4: Local technicians trained for local and international markets A 1.4.1. – 10 training workshops organised for qualified applicants

Specific Objective 2 (SO2)				
Specific Objectives/ Outcomes	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Specific objective 2: To successfully pilot a talent development and mobility scheme for energy sector technicians between *[EU MS(s)] and [partner country)*	Proportion of participants successfully completing their placements (disaggregated by gender, country)	N/A	90%	Project reports Project evaluation report
	Number of participants benefitting from mobility scheme (EU indicator) (disaggregated by gender, country)	0	85	Project reports End of project evaluation

	Proportion of participants securing full-time employment at the end of the Action (disaggregated by gender, country)	N/A	80%	Project reports Project evaluation report
	If applicable Number of participants who report that the activity/project was helpful for their integration (EU indicator) (disaggregated by gender, country)	N/A	90%	Participant survey
	If applicable Number of participants who applied for a long-term residence status (EU indicator) (disaggregated by gender, country)	0	50	Project reports End of project evaluation
SO2 Outputs				
Outputs	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Output 2.1: Candidates for the energy training programme shortlisted	Number of promotional activities for mobility (EU indicator) (disaggregated by country, type)	0	6	Project reports
	Number of applications received meeting eligibility (disaggregated by gender, country)	0	150	Project reports
Output 2.2: Host companies in participating countries identified and trained	Number of companies that expressed an interest in participation in the Action	0	50	Project reports

	Number of training workshops for companies	0	3	Training agenda, participant list, post training assessment
	Number of participants in company training (disaggregated by gender, company)	0	15	
	Number of participants in pre-departure measures (EU indicator)* (disaggregated by gender, country)	0	30	Participant lists, Project reports
Output 2.3: Workers supported in mobility experience and follow-up	Number of participants in a language course (labour migration schemes only)	0	30	Participant lists, Project reports
	Number of participants provided with full package of support (post- arrival, monitoring, post placement preparation)	0	30	Project reports, Participant feedback forms
Output 2.4: Post-training support provided to participants	Number of grants provided to returnees for establishment of small micro-enterprises	0	5	Copies of grant contracts

SO2 Activities
Output 2.1: Candidates for the programme shortlisted
A 2.1.1. – Outreach: launching and distributing call for applications for all the tracks, organising various outreach activities A 2.1.2. – Pre-selection: review of applications, testing, soft skills
A 2.1.3. – Selection: technical interview and final shortlisting

Output 2.3: Specialists supported in mobility experience

A 2.3.1. – Matching: preparing unified profiles, facilitating interviews between companies and candidates, facilitating agreements A 2.3.2. – Travel logistics: visas and travel logistics organised for all participants, facilitating migration procedures, relocation

A 2.3.3. – Pre-departure training & incubation: facilitating start of work remotely (based on individual agreements with companies) and providing pre-departure orientation A 2.3.4. – Soft-landing: providing logistical support upon arrival

A 2.3.5. – Workplace monitoring, community & network building: monitoring experience for the first 6 months, supporting on ad-hoc basis and organising social and network building activities

Output 2.4: Post-training support provided to participants

A 2.4.1. – Post placement preparation: support for specialist post-placement in extension of stay or returning home (including preparation and referral to support)

Specific Objective 3 (SO3)				
Specific Objectives/ Outcomes	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Instructions. Please list Specific Objective 3 below. Specific objectives should start with the following formulation: 'To+ infinitive' (e.g., 'To increase xx') and should be specific, measurable, and achievable.	***Instructions:****Please insert 1-2 indicators for this specific objective to measure the change to which you expect your project to contribute.*[3] ***Please use a different row for each indicator.***	***Instructions:*** *For each indicator, please insert your baseline, that is the current situation.*	***Instructions:*** *For each indicator, please insert the target you expect to achieve by project end.* *This target should represent a realistic change that you anticipate your project can achieve.*	***Instructions:*** *Please list the source(s) of information you will use to collect and report information on this indicator.*
Specific objective 3: To expand mutually beneficial mobility partnerships	Proportion of policy makers who report that results of activities of Action will inform changes in policies (disaggregated by topic, country)	N/A	50%	Project evaluation report

3 Please number the outputs based on their corresponding specific objective as shown.

SO3 Outputs				
Outputs	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Instructions: Please list below the concrete deliverables the project team plans to produce through project activities under Specific Objective 3.[4] *Please insert additional rows if necessary,*	***Instructions:** For each output, please insert here 1-2 indicators that measure the output.*[5] ***Please use a different row for each indicator.***	***Instructions:** For each indicator, please insert your baseline, that is the current situation.*	***Instructions:** For each indicator, please insert your target to be achieved by project end.* *This target should align with a realistic and necessary set of planned project deliverables.*	***Instructions:** Please list the source(s) of information you will use to collect and report information on this indicator.*
Output 3.1: Lessons learned study produced on [EU country] legal systems, policies, and practices in relation to migration and the energy sector	Number of studies produced with actionable recommendations	0	1	Copy of study
	Number of recommendations submitted to policymakers for revision of migration policy and practice (such as work visa processes)	0	1	
Output 3.2: Knowledge exchange events on talent & startups mobility / attraction among participating and interested countries	Number of events at which project results were presented (disaggregated by event type)	0	2	Event agenda, participant lists, event reports
	Number of event participants (disaggregated by agency, gender, country	0	50 (2 x 25)	
SO3 Activities				
Instructions: Please list the key, planned project activities that will produce the projects outputs/deliverables. Please group the activities by Output and number them as follows (the same numbering and titles should be used in the application form).				

4 Indicators should be clearly measurable in a way that can be understood consistently by all stakeholders. This is often best achieved with quantifiable indicators.
5 Indicators should be clearly measurable in a way that can be understood consistently by all stakeholders. This is often best achieved with quantifiable indicators.

Output 3.1: Lessons learned study produced on [EU country] legal systems, policies, and practices in relation to migration and the energy sector A 3.1.1. – Gather data on private sector and participant perceptions and expectations on existing and future migration schemes A 3.1.2. – Review suitability of developed curricula A 3.1.3. – Share knowledge and lessons learned with similar initiatives (inside and outside MPF) A 3.1.4. – Draft study & recommendations, involving drafting study, gathering feedback on the findings, drafting recommendations A 3.1.5. – Submit selected recommendations to policy makers Output 3.2: Knowledge exchange sessions/events A 3.2.1. – Knowledge exchange sessions/events: organising 2 interactive knowledge exchange sessions/events, one in destination and one in origin country A 3.2.2. – Facilitating collaborations: facilitating practical 1-3 collaborations between academic institutions for curriculum development/adjustment based on needs identified

MPF Sample Logframe 2: Border Management

(Fictitious) Project Title: 'Strengthening border control through Master trainer development and equipment provision'

Note: Although this logframe focuses on a specific border management topic, it contains many elements that may be adapted to other projects including training, capacity building, procurement of equipment and inter-agency cooperation.

Overall objective	Indicators	Baseline	Targets	Data sources / Means of verification
Instructions: Please copy below the overall objective that you have selected in the checkbox above.	***Instructions:*** *Please insert below three to five indicators to measure the change to which you expect your project to contribute.*[5] ***Please use a different row for each indicator.***	***Instructions:*** *For each indicator at the overall objective level, please insert your baseline, that is, the value of the indicator at the start of the project.*	***Instructions:*** *For each indicator, please insert your planned target for the end of the project.* *This target should represent a realistic change in the indicator to which your project will contribute over time*	***Instructions:*** *Please list the source(s) of information you will use to collect and report progress against this indicator.*

To reduce irregular migration at selected border control points	Percentage change in number of forged falsified travel documents detected at border control points	1500	10 percent increase year on year	Official statistics on investigations of irregular migration and cross-border crime published annually.
	Number and Proportion of participants who report three months after the training activity that they are using the skills and competences acquired during that training activity (EU indicator)	NA	45 (75%)	Post-training survey
	Number of new inter-agency mechanisms operational (coordinated by government, meeting regularly with at least 80% of key agencies attending)	0	1	Project reports

Specific Objective 1 (SO1)				
Specific objectives refer to the results that a project team expects to achieve by the time the project is complete. They often include changes in knowledge, attitudes, institutions, or policies that are achievable within the timeframe of your project.				
Specific Objectives/ Outcomes	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Specific objective 1: To enhance capacity of national training institutions to train staff in document security	Number of new/modified training curricula adopted by national training academies (disaggregated by academy)	0	1	Project reports, written confirmation from academies
	Number of national master-trainers certified to deliver training on document security (disaggregated by gender)	0	15	

	Percentage knowledge change in participants (based on pre- post test)	NA	40% increase	Pre-post test
	Number and Proportion of training participants expressing intention to apply learned knowledge/skills	NA	70% (number TBD)	Pre-post test
	Number of staff trained by national trainers per year (without project support)	0	100	Mentoring/ observation of master trainers' delivery of training.
S01 Outputs				
Outputs are the specific deliverables the project team plans to produce as a result of key project activities. Some examples include training materials, research studies, trained staff, or new equipment and trainings. These deliverables are within the control of the project team, who are accountable for producing them using project resources, plans, and capacities. They should be formulated in a straightforward and measurable manner, e.g., number of curricula developed, number of research studies completed, number of staff trained, types of equipment procured and trained etc.				
Outputs	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Output 1.1: Development of tailored programme in document security	Number of training needs analysis conducted	0	1	Copy of Training Needs Analysis
	Number of curriculum developed/modified	0	1	Copy of curriculum
	Number of curriculum validation workshops	0	1	Meeting minutes/workshop report, participant list
Output 1.2: Best performing HQ officers trained in adult learning techniques – Training of Trainers (TOT)	Number of TOT programmes provided	0	1	Training report, pre-post test, participant list
	Number of participants in TOT (disaggregated by gender)	0	20	

Output 1.3: Pilot trainings provided by Master trainers with project support	Number of supported pilot trainings provided by local Master trainings	0	10	Training report, pre-post test, participant list
	Number of participants in pilot training (disaggregated by gender, agency)	0	200	
	Number of review meetings on pilot trainings for Master trainers to receive feedback and share concerns.	0	1	Meeting report

SO1 Activities

Instructions: Please list the key, planned project activities that will produce the projects outputs/deliverables. Please group the activities by Output and number them as follows (the same numbering and titles should be used in the application form).

Output 1.1: Development of tailored programme in document security

A 1.1.1. – Conduct assessment on document security training needs (including effects of staff turnover)

A 1.1.2. – Preparation/adjustment of core document security and training materials based on EU good practice A 1.1.3. – 1 x 3-day workshop with Academy Officers to adapt and finalise curriculum

Output 1.2: Best performing HQ officers trained in adult learning techniques – Training of Trainers (TOT) A 1.2.1. - 1 x 5-day delivery of TOT training course by international experts.

Output 1.3: Pilot trainings provided by Master trainers with project support

A 1.3.1. – 10 x pilot trainings run by Master trainer (3 trainers per course, each trainer co-runs 2 courses, 20 participants per course) A 1.3.2. – Review meetings on pilot trainings for Master trainers to receive feedback and share concern

A 1.3.3. – Documentation of issues raised by Master trainers for discussion with supervisors as necessary A 1.3.4. – Ongoing support/discussion through Master trainers WhatsApp group

Specific Objective 2 (SO2)				
Specific Objectives/ Outcomes	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Specific objective 2: To increase the operational capacity of selected border control to identify fraudulent documents	Proportion of (project-provided) equipment functioning at project end	NA	100%	Observation, external evaluation
	Staff correctly using purchased equipment	Qualitative		Staff/supervisor feedback
SO2 Outputs				
Outputs	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Output 2.1: Document fraud detection systems for Border Control Points are installed in line with analysed needs	Number of equipment needs analysis reports produced	0	1	Needs analysis report
	Number of units of equipment purchased and handed over, in line with the recommendations of the assessment report	0	TBD (based on needs assessment)	Purchase orders, photos, handover certification, transfer of assets document
Output 2.2: Staff trained in equipment use	Number of staff trained in appropriate use of equipment (disaggregated by gender)	0	TBD (based on needs assessment)	Participant lists, training report

SO2 Activities
Instructions: Please list the key, planned project activities that will produce the projects outputs/deliverables. Please group the activities by Output and number them as follows (the same numbering and titles should be used in the application form).
Output 2.2: Document fraud detection equipment for Border Control Points is purchased and handed over to counterparts A 2.2.1. – Visits of technical expert to participating border posts organised A 2.2.2. – Equipment needs analysis report drafted A 2.2.3. – One round of consultations held to finalise needs assessment A 2.2.4. – Technical specifications developed A 2.2.5. – Equipment tender issued A 2.2.6. – Equipment purchased and delivered based on successful tender A 2.2.7. – Handover ceremony held Output 2.3: Staff trained in equipment use A 2.3.1. – Training organised at each border control point for all staff using equipment

Specific Objective 3 (SO3)				
Specific Objectives/ Outcomes	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Instructions. Please list Specific Objective 3 below. Specific objectives should start with the following formulation: 'To+ infinitive' (e.g., 'To increase xx') and should be specific, measurable, and achievable.	***Instructions:** Please insert 1-2 indicators for this specific objective to measure the change to which you expect your project to contribute.[6]* ***Please use a different row for each indicator.***	***Instructions:** For each indicator, please insert your baseline, that is the current situation.*	***Instructions:** For each indicator, please insert the target you expect to achieve by project end.* *This target should represent a realistic change that you anticipate your project can achieve.*	***Instructions:** Please list the source(s) of information you will use to collect and report information on this indicator.*

6 Please number the outputs based on their corresponding specific objective as shown.

Specific objective 3: To increase the exchange of information between border agencies on developments in document fraud	Number of information sharing mechanisms approved by relevant border agencies on new forged/falsified documentation trends or techniques	0	1	Copy of agreement
	Proportion of relevant border agencies participating in the mechanism (with focal points appointed and active)	NA	100%	Project reports, counterpart records Project evaluation report
	Proportion of new trends shared through mechanism within two weeks of discovery	0	100%	
SO3 Outputs				
Outputs	**Indicators**	**Baseline**	**Targets**	**Data sources / Means of verification**
Instructions: Please list below the concrete deliverables the project team plans to produce through project activities under Specific Objective 3.[7] *Please insert additional rows if necessary*	***Instructions:*** *For each output, please insert here 1-2 indicators that measure the output.* ***Please use a different row for each indicator.***	***Instructions:*** *For each indicator, please insert your baseline, that is the current situation.*	***Instructions:*** *For each indicator, please insert your target to be achieved by project end.* *This target should align with a realistic and necessary set of planned project deliverables.*	***Instructions:*** *Please list the source(s) of information you will use to collect and report information on this indicator.*
Output 3.1: Inter-agency agreement on information sharing mechanism developed	Number of inter-agency meetings at which all relevant departments are present	0	3	Meeting reports, participant lists
	Number of participants in inter-agency meetings (disaggregated by gender, agency)	0	15	

7 Indicators should be clearly measurable in a way that can be understood consistently by all stakeholders. This is often best achieved with quantifiable indicators.

Output 3.2: Information sharing mechanism documentation drafted	Number of information exchange mechanism documents drafted	0	2	Event agenda, participant lists, event reports
Output 3.3: Additional software installed	Number of pieces of new software installed	0	TBD	Purchase orders, receipts
	Number if agreements with participating agencies of funding for ongoing licensing costs	0	1	Copy of agreement

SO3 Activities
Instructions: Please list the key, planned project activities that will produce the projects outputs/deliverables. Please group the activities by Output and number them as follows (the same numbering and titles should be used in the application form).
Output 3.1: Inter-agency meetings organised to agree on information sharing mechanism A 3.1.1. – Preparatory discussions held with key decision-makers on expectations of system and importance of consistent representation at meetings A 3.1.2. – Inter-agency meetings help to progress agreement and advance details Output 3.2: Information sharing mechanism documentation drafted A 3.2.1. – Information sharing agreement drafted including roles and responsibilities of all agencies, additional equipment needs, agreed timeframes for information sharing and review mechanisms Output 3.3: Additional software required for information sharing purchased and installed A 3.3.1. – Meeting with key decisions makers to finalise software needs and ongoing licensing arrangements A 3.3.2. – New software purchased and installed as per agreed specifications

4. Defining MPF Overall and Specific Objectives

This section on how to write overall and specific objectives aims to help MPF grant applicants develop clear, focused, and measurable project objectives. It includes (1) a definition of objectives, (2) tips for writing objectives, (3) examples of objectives from existing projects. As grantees may be used to different funding mechanisms requiring an impact and outcome statements in place of objectives, the document also includes guidance on how to translate such statements into MPF project objectives.

What are project objectives?

As noted, different donors have different approaches and use different terminologies when defining 'results', which can be confusing. MPF's approach involves the following.

Overall objective. This is the ultimate and planned result, goal or change that the project seeks to achieve. This goal is outside of the project's direct control may be beyond the project's duration. It should generally be defined for a specific target group (e.g. unaccompanied youth migrants, refugees, etc.) and within a geographic area (a country, region, etc.).

Specific objectives. Specific objectives are the effects or changes brought about, or influenced by, a project's outputs. These are also not under a project's direct control. Depending on the complexity of the project and on donor requirements, specific objectives may focus on (1) increasing capacity (e.g. strengthened policy frameworks, improved knowledge and skills of trained staff, new international cooperation agreements) or (2) driving actions and behaviours that relate to this increased capacity, such as the results of implementation of new policies or the use of trained knowledge and skills, which change how trainees behave in different situations.

Objectives should start with the following formulation: 'To + infinitive' (e.g., 'To increase xx') and should be specific, measurable, and achievable.

Each application should have just **one overall objective** and ideally **no more than three specific objectives**. The overall objective should reflect your best assessment of what can realistically be achieved with the available resources and project timeframe. It should be informed by evidence, commensurate with the type of the problem to be addressed. The specific objectives should support this overall objective.

Guidance for writing OVERALL AND SPECIFIC OBJECTIVES

1	**Ensure the objectives are clearly stated and measurable.**	The wording and intent of an objective should be clear enough so that a third person will be able to identify when it has been achieved. Objectives can be further specified through indicators in the logframe. ***Example:*** To increase regular labour migration of qualified health care professionals from outside of the EU (overall objective) ***NOT*** To support the Government to improve labour migration governance.
2	**Emphasise the results of the action, not the action itself.**	Describe the **intended result** rather than planned actions. Avoid words such as "support" and "facilitate" and focus on the result itself. ***Example:*** To increase identification of false travel documents increased (specific objective) ***NOT*** To train border guards in document identification.
3	**Maintain a single focus.**	Each objective should contain just **one core concept** or **idea**. Objectives with more than one concept are difficult to measure. In the example below, it would be possible to achieve the first part of the objective while making no progress on the second. ***Example:*** To increase the proportion of voluntary returnees successfully reintegrated in their country of origin (overall objective) ***NOT*** To increase the proportion of voluntary returnees successfully reintegrated in their country of origin and strengthen the legal framework on assisted voluntary return.
4	**Focus on the 'what' not the 'how'.**	Although it is important to describe how you plan to achieve a particular objective, this should not be done in the wording of the objective. Avoid words such as "by" and "through". ***Example:*** To increase the detection of irregular migrants attempts to the Schengen Area (overall objective). ***NOT*** To increase the detection of irregular migrants attempts to the Schengen Area by improving cooperation with partner countries along the Central Mediterranean Route.
5	**Test wording to avoid ambiguity.**	Test the wording with various stakeholders to ensure that the objective is understandable across diverse partners and not interpreted differently by different people. Avoid using acronyms. ***Example:*** To increase the proportion of eligible migrants accessing the national assisted voluntary return and reintegration programme increased (specific objective) ***NOT*** To increase access to AVRR.

Translating Impact and Outcome Statements to *Objectives*

Some applicants may be used to stating intended results in terms of impact and outcome statements. Objectives are essentially just a different way of writing impact and outcome statements. Whereas the latter state the achievements themselves, an objective is worded in terms of an aim. Adjusting from an outcome to an objective is usually a matter of moving the verb to the beginning of the sentence and making it into an infinitive.

Impact statement: Number of irregular migrants arriving in the Schengen Area reduced. *(Overall) objective*: To reduce the number of irregular migrants arriving in the Schengen Area. *Outcome statement 1:* Referral of vulnerable migrants to protective services increased. *(Specific) objective 1:* To increase the referral of vulnerable migrants to protective services.

5. MPF Common Project Indicators

This section provides a structured list of indicators to assist you in articulating the logic of your intervention. While this list includes generic indicators applicable across many migration contexts, we strongly encourage you to develop and include indicators **specific to your project's unique goals**. Hence, please adjust these indicators to fit your project's specific geography, target populations, and thematic focus; doing so ensures that your monitoring framework accurately captures the nuances of your impact and provides the granular data necessary for effective project management. Therefore, please use this list as a starting point to ensure your logframe is robust, evidence-based, and aligned with the overarching migration management objectives of the MPF.

Training Curricula & Curricula Development
Outputs Number of training curricula developed or adapted Number of EU-accredited courses developed Number of curricula developed in line with EU industry standards Number of curricula integrated into local training institutions (disaggregated by country) Number of training modules developed or adapted Number of e-learning courses developed Number of distinct manuals/handbooks created
Results Number of training participants who obtain professional qualifications Proportion of training participants obtaining professional qualifications Number of training events successfully utilizing national training curriculum and materials

Training Delivery & Participation
Outputs Number of training workshops (not TOT) organised Number of study tours/visits organised Number of mentoring programmes implemented Number of days of mentoring provided Number of mentoring calls held with training participants Number of participants in study tours/visits (disaggregated by gender) Number of people mentored/receiving professional guidance (disaggregated by gender, mentoring days) Number of participants in a language course (labour migration schemes only) Number of participants in a civic orientation course (labour migration schemes only) Number of participants benefitting from home-based training and internships (labour migration schemes only) Number of participants trained in border management topics Number of participants trained in return and reintegration (excluding counselling)

Number of participants trained in counselling
Number of participants trained in protection/support for vulnerable persons
Number of participants trained in entrepreneurship
Number of participants trained in data collection
Number of media participants trained in migration-related issues
Number of (non-media) participants trained in media-related skills
Number of participants trained in addressing criminal activity (disaggregated by crime type)
Number of participants supported with training to improve employability (disaggregated by gender, course type)
Number of participants trained in inter-cultural relations (disaggregated by target group)
Number of participants trained in migration management
Number of participants trained in human rights
Number of participants trained in categories not otherwise specified

Results

Number of training participants who consider the training useful for their current work or future employment prospects
Proportion of training participants who consider the training useful for their work or future employment
Number of participants with increased knowledge (based on pre-post test or self-assessment)
Proportion of participants with increased knowledge (based on pre-post test or self-assessment)
Proportion of knowledge change in participants (based on pre-post test)
Number of participants certified (non TOT)
Number of participants in language courses who improved their proficiency by at least one level
Number of training participants expressing intention to apply learned knowledge/skills
Proportion of training participants expressing intention to apply learned knowledge/skills
Number of training participants expressing attitudes in line with training objectives
Proportion of participants evaluating study tours or mentoring as meeting their needs/objectives
Number of participants who report three months later that they are using the acquired skills
Proportion of participants whose supervisors report improved work performance after three months
Number of participants who remain in a position to use the knowledge gained two years later
Number of participants reporting they have completed at least 50Proportion of action plan activities

Training of Trainers (TOT) & Sustainability

Outputs

Number of TOT training workshops organised
Number of participants in TOT activities

Results

Number of TOT participants certified
Number of TOT participants who report three months later that they are using the skills acquired
Proportion of TOT participants who report three months later that they are using the skills acquired
Number of TOT participants who trained other colleagues/counterparts
Proportion of trained trainers who trained other colleagues/counterparts
Number of participants trained by trained national (Master) trainers
Number of TOT participants expressing increased confidence to act as trainers/run a training
Proportion of TOT participants expressing increased confidence to act as trainers/run a training

Data Collection, Research & Analysis

Outputs

Number of data collection tools developed
Number of research reports produced (not project specific)
Number of research reports produced based on surveys
Number of mappings produced
Number of training needs assessments produced
Number of gaps and needs analysis produced (excluding training needs assessments)
Number of labour market demand studies produced
Number of background research reports produced (project-focused)
Number of analysis/lessons learned/pilot assessment reports produced
Number of business ideas developed

Results

Proportion of target audience who consider the knowledge product as useful for their current work
Number of research citations
Number of research downloads
Number of articles published in peer-reviewed journals
Number of examples of research being used by key stakeholders

Policy Development & Legal Drafting

Outputs

Number of (national) strategies developed/revised
Number of action plans developed/revised
Number of policy analyses produced (including policy briefs)
Number of policy option/recommendation documents produced
Number of policies drafted
Number of policy frameworks produced (excluding cooperation frameworks)
Number of roadmaps developed
Number of organisational policies, gender policies, and codes of conduct developed

Results

Number (and Proportion) of policy recommendations endorsed by policy makers
Number of draft policies approved/endorsed by key stakeholders
Number of (sets of) developed processes/procedures approved (including SOPs)
Number of agreed new/amended laws submitted to legislative body/lawmakers
Number of laws/amendments passed
Number of changes to policies (disaggregated by timeframe)

Policy Implementation

Results

Number of examples of policy recommendations being used by stakeholders
Number of examples of Action participants contributing to new/strengthened systems (frameworks, SOPs, agreements)
Number of new/strengthened migration governance systems facilitated by the project (MPF Indicator)
Project led to strengthened capacity for migration management action (MPF Indicator)
Proportion of progress toward project planned outcomes (MPF Indicator)
Proportion of key stakeholders assessing SOPs/processes as currently active or effectively implemented
Number (and Proportion) of key stakeholders who consider the implementation of procedures/ mechanisms/systems as enhanced
Number of changes to practice
Evidence that the plan/strategy is being implemented (e.g., annual reports, beneficiary feedback)
Evidence that the policy is being implemented (e.g., annual reports, implementer feedback)

Formal Cooperation Frameworks & Agreements

Outputs

Number of national cooperation agreements/MOUs drafted
Number of international cooperation agreements/MOUs drafted
Number of mobility scheme frameworks established
Number of TOR developed for coordination/partnership bodies (e.g. inter-agency committees)

Results

Number of national cooperation agreements/MOUs signed/ratified
Number of international cooperation agreements/MOUs signed/ratified (NOT communiques)
Proportion of agreements developed that are signed or endorsed (MPF Indicator)
Number of key stakeholders assessing CA/MOU as in force
Proportion of key stakeholders assessing CA/MOU as in force
Number of cost-sharing agreements operational

Events, Dialogue & Outreach
Outputs Number of dialogue meetings held (disaggregated by Ministerial, SOM, technical) Number of (non-training) workshops held (technical working groups, expert groups) Number of conferences/info-sharing events held Number of inter-agency meetings held (e.g. coordination meetings) Number of community outreach events organised Number of events at which project results were presented Number of field visit participants (disaggregated by gender) Number of field/monitoring visits conducted Number of participants in non-training events (disaggregated by gender, agency, and country)
Results Number (and Proportion) of event participants who consider the event useful for their current work Number (and Proportion) of event participants indicating that they will apply knowledge gained Number (and Proportion) of policy-makers indicating that they will apply knowledge gained Number (and Proportion) of event participants who report using information provided in their work Number (and Proportion) of policy-makers who report using information provided in their work

Partnership Strengthening & Operational Cooperation
Results Number of inter-agency mechanisms established Number of new inter-agency mechanisms operational (based on context criteria) Number of networks functioning at project end Number of new initiatives launched through collaboration/cooperation/dialogue mechanisms Number of examples of inter-agency or inter-country cooperation Number of examples of information sharing to improve operational response Number of administrative units that have developed/adapted existing mechanisms/tools/guidance for cooperation with EU bodies, third countries, or IOs Number (and Proportion) of key stakeholders who agree that the project has contributed to strengthening cooperation Proportion of key stakeholders who report improved levels of trust facilitated by the project Proportion of key actors who agree on sustaining the partnerships developed during the Action Number of countries who express confidence in the value of the cooperation process

Protection, Services & Reintegration
Outputs Number of service points established/strengthened (disaggregated by type - MRC, service desk, one-stop shop, hotline, incubator lab) Number of services provided for vulnerable migrants (disaggregated by type), of which: Number of counselling services provided Number of non-counselling protection services provided Number of employment support services provided, other than mobility services (disaggregated by type) Number of start-ups/SMEs/micro-businesses/cooperatives supported Number of people receiving protection support services - counselling (disaggregated by gender, nationality) Number of people receiving protection support services - not counselling (disaggregated by gender, nationality, service type) Number of people receiving employment support services - excluding protection and mobility services (disaggregated by gender, nationality) Number of projects implemented through sub-granting Number of beneficiaries reached with the sub-grants (disaggregated by gender/service type) Number of calls to service point (disaggregated by type - MRC, service desk, one-stop shop, hotline, incubator lab) Number of vulnerable participants assisted Number of THB victims identified and referred to services (disaggregated by age, gender, nationality, THB type) Number of vulnerable people at the border referred to services (disaggregated by age, gender, nationality, vulnerability) Number of participants supported, of which: Number of participants who received legal assistance Number of participants benefiting from support other than legal assistance, including information and assistance throughout the asylum procedure Number of persons placed in alternatives to detention, of which: Number of families placed in alternatives to detention Number of unaccompanied minors placed in alternatives to detention Number of participants receiving information or assistance in applying for family reunification Number of returnees who received reintegration assistance Number of integration projects where local and regional authorities are the beneficiary Number of local and regional authorities supported to implement integration measures Number of humanitarian food assistance items provided Number of humanitarian non-food items provided

Results

Number of clients expressing satisfaction with services provided (disaggregated by client, service type)

Proportion of clients expressing satisfaction with services provided (disaggregated by client, service type)

Number of clients expressing satisfaction with service outcomes (disaggregated by client, outcome type: economic, social, psychosocial)

Proportion of clients expressing satisfaction with service outcomes (disaggregated by client, outcome type: economic, social, psychosocial)

Percentage change in identification and referral of THB victims to services (disaggregated by age, gender, nationality, THB type)

Percentage change in referral of vulnerable people at the border to services (disaggregated by age, gender, nationality, vulnerability)

Number of asylum requests in EU (disaggregated by gender if data available)

Percentage change in number of asylum requests in EU (disaggregated by gender if data available)

Number of returnees subject to alternatives to detention

Number of persons who have applied for international protection at border crossing points

Number of beneficiaries perceiving that they are more integrated into society

Proportion of beneficiaries perceiving that they are more integrated into society

Number of participants who applied for their qualification or skills acquired in a third country to be recognised or assessed

Number of participants who applied for a long-term residence status

Number of returnees voluntarily returned

Number of participants who report that the project activity was helpful for their integration

Proportion of participants who report that the activity was helpful for their integration

Labour Mobility & Integration

Outputs

Number of participants in pre-departure measures (disaggregated by gender, country)

Number of participants benefitting from mobility schemes (disaggregated by gender, country, employment/internship)

Number of companies participating in Action (disaggregated by type, country)

Number of available traineeship positions secured

Results

Proportion of EU host companies/organisations that report the Action beneficial for their talent attraction (or partnership building) objectives

Number of new entrepreneurial projects established

Number of new jobs created

Proportion of participants who report that their careers have benefited from the Action (disaggregated by gender, country)

Proportion of participants who would recommend participation in similar Actions to others

Number of EU-based businesses that report increased understanding of how to recruit talent from outside the EU

Number of mobility participants successfully completing their placement (disaggregated by gender, employment/internship)
Proportion of mobility participants successfully completing their placement (disaggregated by gender, employment/internship)
Number of visas approved (disaggregated by visa type)
Proportion of visas approved (disaggregated by visa type)
Number of new SMEs established
Number of participants who confirm an improvement in their income thanks to the Action
Proportion of participants who confirm an improvement in their income thanks to the Action
Proportion of employment training participants obtaining new or improved employment
Number of participants securing new or improved employment (disaggregated by gender, country, timeframe - one year, end of Action, post-Action)
Proportion of participants securing full-time employment (disaggregated by gender, country, timeframe - one year, end of Action, post-Action)

Equipment

Outputs

Number of equipment items purchased (ICT and non-ICT)
Number of items of equipment purchased for border crossing points
Number of automated border control systems/self-service systems/e-gates purchased
Number of items of equipment registered in or put at the disposal of the European Border and Coast Guard Agency
Number of transport means purchased (Manned/Unmanned aerial vehicles, maritime, land)
Number of transport means purchased for cross-border operations (ISC4 only)

Results

Proportion of procured equipment operational (in working order, correctly located, and used for intended purpose)
Number of border crossings successfully processed through automated border control systems and e-gates

Information Technology & Digital Systems

Outputs

Number of databases/online platforms developed
Number of tools/applications licensed for project use
Number of apps developed
Number of e-Learning platforms developed
Number of IT functionalities developed, maintained, or upgraded
Number of large-scale IT systems developed/maintained/upgraded
Number of ICT systems purchased, updated, or set up
Number of ICT systems made interoperable with MS, EU, or international databases

Results

Number of online platforms operational at end of project
Number of new/upgraded ICT systems operational at end of project

Infrastructure & Reception Facilities
Outputs Number of pieces of infrastructure built, expanded, maintained, or rehabilitated Number of facilities for border crossing points constructed/upgraded Number of newly created places in reception infrastructure (including places for unaccompanied minors) Number of renovated or refurbished places in reception infrastructure (including places for unaccompanied minors) Number of places in detention centres created, refurbished, or renovated
Results Proportion of supported infrastructure operational (in working order, accessible, and used for intended purpose)

Law Enforcement, Units & Field Operations
Outputs Number of administrative units that set up or adapted information exchange mechanisms/ procedures Number of units/centres supported by Action established Number of products or services produced by units/centres Number of cross-border operations (Joint Investigation Teams, EMPACT actions) Number of staff involved in cross-border operations Number of immigration liaison officers deployed to third countries Number of initiated/improved forms of cooperation with EUROSUR national coordination centres Number of cooperation projects with third countries (BMV only) Number of hotspot areas supported
Results Number of units/centres/mechanisms that are sustainable Number (and Percentage change) of irregular migration attempts detected Proportion change in detection of illegal crossings at selected border crossing points Number (and Percentage change) of criminal investigations (THB, SOM, document fraud) Percentage increase in detection missions (flights) Number of exit denials or persons refused entry by border authorities Estimated value of assets frozen in cross-border operations Quantity of illicit drugs or weapons seized (disaggregated by type) Number of Schengen evaluation recommendations addressed Number of returnees who were removed

Communications & Awareness Raising
Outputs Number of communication strategies developed Number of social media items developed (e.g. posts, infographics) Number of audio-visual materials developed (e.g. videos, audio guides, tutorials) Number of information campaign materials developed (disaggregated by type) Number of fact sheets produced Number of information campaigns implemented
Results Number of target group reached by information campaign Proportion of target group reached by information campaign Number of target group with increased knowledge of desired action points Proportion of target group with increased knowledge of desired action points Number of times online documents downloaded Number of times website accessed Number of target group taking action in line with campaign objective (e.g. call to hotline, application for traineeship) Proportion of target group taking action in line with campaign objective (e.g. call to hotline, application for traineeship)

6. Sample Data Collection Tools

While the indicators in the previous section define what you are measuring, the tools in this section determine **how** you gather that evidence. Below, you will find **sample** surveys, interview guides, and observation checklists. However, **it is critical to view these as samples** and note that every migration intervention operates within a unique context; therefore, **you must adapt these tools** to align with your project's specific geography, target groups, and your activities. Adjusting these instruments ensures that the data you collect is not only accurate and reliable but also respectful of the respondent's reality and truly reflective of your project's impact.

Here are the key points to consider for effective data collection:

- Ensure every question explicitly links back to a specific indicator in your logframe. If the data will not be used to measure progress or inform decisions, remove the question to reduce survey fatigue.
- Choose the right medium for your audience. While online surveys are cost-effective, semi-structured interviews or Focus Group Discussions (FGDs) are often better for capturing the depth.
- Always conduct a "pre-test" or pilot with a small group. This identifies ambiguous phrasing, technical glitches in digital forms, or questions that may be culturally insensitive.
- Avoid technical jargon or acronyms. Use "plain language" to ensure respondents from diverse backgrounds can understand the questions without assistance.
- Frame questions neutrally. Instead of asking, "How helpful was the training?" (which assumes it was helpful), ask, "How would you rate the usefulness of the training?"
- Participants must understand why the data is being collected, how it will be used, and that they have the right to withdraw at any time without any negative consequences for their MPF project involvement.
- Ensure all personal data is pseudonymised or anonymised. Store sensitive information on secure, encrypted platforms and define clear access protocols.
- Consider barriers to participation. Are your surveys accessible to those with lower literacy levels? Do you need translators for interviews? Ensure the sample is representative of the project's target demographic.
- Digital records are easier to archive and retrieve than physical paper files. Ensure your digital storage solutions are compliant with data retention policies, allowing for easy access during evaluations.

Study Visit Participant Feedback Survey

Date: _____

Section 1:

Please rate the following statements based on your experience during the visit:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The study visit met the objectives outlined in the agenda.	1	2	3	4	5
The sites/institutions visited were relevant to my daily work.	1	2	3	4	5
I had sufficient opportunity to engage in dialogue with hosts.	1	2	3	4	5
The information shared was practical and applicable to my context.	1	2	3	4	5

Section 2:

1. What are the top three (3) "lessons learned" or best practices you identified during this visit?

   _____

   _____

2. How do you intend to apply the knowledge gained from this study visit?

   [ ] Draft/update a Policy or SOP

   [ ] Train colleagues in my home department

   [ ] Propose a new bilateral cooperation mechanism

   [ ] Improve specific operational procedures (please specify): _____

Section 3:

3. Do you feel this visit has strengthened the cooperation between your institution and the host institution?

   [ ] Yes, significantly

   [ ] Yes, somewhat

   [ ] No change

   [ ] Not at all

4. Have you established specific professional contacts with whom you intend to remain in touch for technical exchange?

   [ ] Yes

   [ ] No

Section 4:

Please rate the organisational aspects of the visit:

Category	Poor	Fair	Good	Very Good	Excellent
Pre-departure information and briefing	1	2	3	4	5
Quality of interpretation/translation (if applicable)	1	2	3	4	5
Transport and logistical arrangements	1	2	3	4	5

Section 5:

What was the most valuable part of the study visit?

_____

_____

What could be improved for future study visits?

_____

_____

Follow-up Survey Sample (Labour Mobility)

Placement Sector: _____ (e.g., ICT, Hospitality, Engineering)

Current Status: [ ] Employed in Home Country [ ] Employed in EU [ ] Seeking Employment

Section 1:

Reflecting on your experience and training provided by the project:

Statement	1	2	3	4	5
I regularly use the technical skills acquired during my placement in my current role.					
The soft skills (e.g., communication, teamwork) I learned are beneficial to my career.					
Participation in the project has made me more "employable" in my sector.					
My current employer values the international experience I gained through this project.					

Section 2:

1. **Since the project, has your monthly income changed?**

   [ ] Increased significantly

   [ ] Increased slightly

   [ ] Remained the same

   [ ] Decreased

2. **Have you secured a new job or a promotion specifically because of the certification/ experience gained?**

   [ ] Yes

   [ ] No

   [ ] In progress

3. **How many people have you shared your new knowledge with (e.g., colleagues, peers, employees)?**

   [ ] 0

   [ ] 1–5

   [ ] 6–10

   [ ] 10+

Section 3:

Please rate your satisfaction with the support provided (5 very satisfied):

Support Area	1	2	3	4	5
Help with administrative/visa processes					
Matchmaking with the host employer					
Support during the return/reintegration phase					

Section 4:

4. **What was the biggest challenge you faced in applying your skills after the project ended?**

_____

_____

5. **Would you recommend participation in this mobility scheme to others? Why/Why not?**

_____

_____

Stakeholder Interview Guide (Law Enforcement Cooperation)

Stakeholder Profile: _____ (Agency/Unit)

Date: _____

Interviewer: _____

Capacity Building & Institutional Change

1. Since the project's inception, what specific changes have you observed in how your unit identifies and handles cases of irregular migration or document fraud?
2. To what extent has the equipment provided (e.g., scanners, mobile units) been integrated into your daily standard operating procedures?
3. In your view, has the training provided by the project addressed a genuine gap in the current skills of your officers? Can you provide an example of a skill now used that was previously missing?

Quality of Cooperation

4. How has the project facilitated communication between your agency and counterparts in [Partner Country/EU Member State]?
5. Can you describe a specific instance where information shared through project-supported channels led to a successful operational outcome (e.g., a detection or investigation)?
6. On a scale of 1 to 5, how would you rate the level of **trust** between your unit and its international partners compared to before the project started? What factors contributed to this shift?

System Strengthening & Sustainability

7. Many projects draft SOPs or MOUs; from your perspective, are these documents currently "alive" and being used by staff, or are there barriers to their implementation?
8. If the project's external funding were to end tomorrow, which of the newly established mechanisms or units would your department be able to maintain using its own budget and resources?
9. What has been the most significant challenge in cooperating with other agencies (inter-agency) or other countries during this project?

Impact on Cross-Border Crime

10. Have you noticed a change in the *methods* used by smuggling networks in response to the enhanced border controls established during this project?
11. In what way has the project improved your unit's ability to protect vulnerable migrants (e.g., victims of trafficking) while simultaneously securing the border?

Pre/post training test samples

This sample assessment is designed for a foundational course on **Integrated Border Management (IBM)**. It focuses on standard operating procedures, document security, and international cooperation.

Please be advised that the following pre- and post-tests are **illustrative samples only**, provided for review and structural guidance. To ensure a robust evaluation of learning outcomes, trainers must tailor all assessment questions to the specific technical content, learning objectives, and curriculum of their individual training sessions. A test is only an effective measurement tool if it is directly aligned with the material actually delivered during the course.

Sample Pre-Test: Knowledge Baseline

Instructions: Answer the following questions to the best of your ability. This will help us tailor the training to your current level of expertise.

1. **What is the primary goal of "Integrated Border Management" (IBM)?**
   A) To close all borders to foreign trade.
   B) To coordinate agencies and optimise border security while facilitating legal trade and travel.
   C) To replace human border guards with automated AI systems exclusively.
   D) To eliminate the need for passports globally.

2. **Which of the following is considered a "security feature" in a modern biometric passport?**
   A) The colour of the cover.
   B) An embedded electronic chip containing the holder's data.
   C) The font size of the emergency contact page.
   D) The physical weight of the document.

3. **True or False:** Effective border management requires cooperation only between neighbouring countries, not between domestic agencies like Customs and Police.

4. **Briefly define "Risk Profiling" in the context of border crossings.**

   _____

   _____

Sample Post-Test: Learning Evaluation

Instructions: Based on the modules completed during this training, select the most accurate response for each scenario.

Section 1: Document Integrity

1. **If a traveller presents a passport where the laminate appears thick or "bumpy" around the photograph, what is the most likely threat?**
   A) Water damage.
   B) A photo substitution forgery.
   C) A manufacturing defect common in all passports.
   D) An expired visa.

2. **The "Machine Readable Zone" (MRZ) on a travel document usually consists of how many lines of text?**
   A) One
   B) Two or three
   C) Five
   D) It is a QR code only.

Section 2: Behavioural Analysis & Ethics

3. **Which behavioural indicator is often associated with high-stress deception during an interview?**
   A) Maintaining steady, natural eye contact.
   B) Answering questions with excessive, unsolicited detail to "pad" a story.
   C) Checking a watch or phone once.
   D) Speaking a second language fluently.

4. **According to the "Proportionality Principle," a border search should be:**
   A) Conducted on every single person regardless of risk.
   B) Based on the level of suspicion and the potential threat posed.
   C) Randomly selected by a coin toss.
   D) Only performed on cargo, never on people.

Section 3: Scenario-Based Response

5. You encounter a shipment with a manifest that lists "Agricultural Equipment," but the weight is significantly lower than expected for such machinery. What is your immediate next step?

A) Clear the shipment to avoid delays.

B) Secondary inspection/X-ray scanning of the container.

C) Call the recipient to ask if the weight is correct.

D) Ignore it; manifests are often inaccurate