

Call for Experts

Independent external evaluation of the Mobility Partnership Facility – phase II

Posting Date:	08/12/2022
Reference number:	CfE 12/2022/MPF/Independent evaluator
Deadline for Applications:	31/12/2022
Duty Station:	Home based with travel to Brussels
Contract Duration:	30 working days (between 17 January and 5 May 2023)
THIS CALL IS OPEN TO INDEPENDENT CONTRACTORS ONLY	

The International Centre for Migration Policy Development (ICMPD) is commissioning an independent, third-party evaluation of second phase of the Mobility Partnership Facility (MPF II). MPF II, which is funded by the EC Directorate General HOME (DG HOME), began in September 2021 and will continue until August 2024.

Organisational overview

ICMPD is an international organisation with 19 Member States and more than 465 staff members. Founded in 1993, ICMPD is active in more than 90 countries worldwide, taking a regional approach to create efficient cooperation and partnerships along migration routes. ICMPD's three-pillar approach to migration management – structurally linking research, migration dialogues and capacity building – contributes to better migration policy development worldwide.

Project background

Since 2016, ICMPD has, through its Brussels mission, implemented the Mobility Partnership Facility (MPF), a programme funded by DG HOME through three main funds:

- Asylum, Migration and Integration Fund (AMIF)
- Internal Security Fund - Police (ISF P)
- Internal Security Fund – Borders (ISF B)

Filename: Terms of Reference (ToR)		Distribution: ICMPD Employees	
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Chaar-Ferreira	Brimbal	Van den Bosch	14/07/2020

The MPF II programme seeks to contribute to the operationalisation of the EU Global Approach to Migration and Mobility (GAMM) and to strengthen the EU's dialogue and cooperation on migration and mobility with its main partner countries in these areas. It supports the preparation and implementation of Mobility Partnerships (MPs) as well as Common Agendas on Migration and Mobility (CAMMs) by providing targeted, flexible and tailor-made assistance to the EU partner countries covered by these instruments under the four thematic priorities of the CAMM:

1. Better organising legal migration and fostering well-managed mobility
2. Preventing and combatting irregular migration and eradicating trafficking in human beings
3. Maximising the development impact of migration and mobility
4. Promoting international protection and enhancing the external dimension of asylum.

MPF II is divided into four components:

1. Strand A: Operationalisation of MPs and CAMMs through targeted actions (grants)
2. Strand B: Support to enabling environment for partnership and knowledge management
3. Strand C: Support to political dialogues and processes (Prague Process)
4. Strand D: Pilot projects in the area of legal migration with selected partner countries (grants).

ICMPD has already commissioned two independent evaluations of MPF II projects funded through grants. This third evaluation focuses on the overall structure, administration and management of the Facility.

MPF Objectives

The **overall objective** of the MPF II is to *contribute to operationalising the external dimension of the EU migration policy and its specific political and operational instruments.*

The **specific objectives** are:

1. To support the preparation and implementation of current and future MPs and CAMMs by providing targeted, flexible and tailor-made assistance, mainly through grant contracts signed with EU MS (Strand A);
2. To further enhance the knowledge base in relation to the implementation and future outlook of MPs/CAMMs by raising awareness of achievements and good practices through targeted communication channels (Strand B);
3. To sustain the operationalisation of the political mandate of the PP pursuant to its 3rd Ministerial Conference (Strand C); and
4. To provide technical and financial support for the development and implementation of pilot projects on legal migration (Strand D).

The main expected results of MPF II are:

Strand A:

- Institutional, policy and legal frameworks of the MP/CAMM partner countries in migration-related areas are strengthened.
- The capacities of partner country competent authorities are enhanced to:
 - Manage legal migration and mobility aspects covered under their MP/CAMM with the EU.
 - Implement return, readmission and reintegration measures.
 - Improve and apply (integrated) border management practices.
 - Address irregular migration, migrant smuggling and trafficking in human beings, notably through effective law enforcement cooperation and victim protection.
 - Ensure asylum and international protection in line with international standards.

Strand B:

- Strategic actions are entrusted to, and carried out, by ICMPD.
- Knowledge base and understanding of institutional and operational landscapes in targeted partner countries is further enhanced and factored into the operational framework of the MPF.
- Regular peer-to-peer exchanges of experiences, practices, policies and peer reviews among the MP and CAMM countries are created.
- Knowledge of MPs/CAMMs and other instruments of EU migration policy and distribution of their results between relevant stakeholders through targeted communication and visibility activities is strengthened.
- Dialogues on migration and mobility between the EU and MP/CAMM (cooperation platforms, high-level meetings) partner countries are further supported.
- The MP monitoring tool (scoreboards) is further developed and disseminated.
- Communication channels/activities (web presence, communication tools) concerning MP and CAMM impact (conferences, workshops, etc.) are enhanced and regularly diversified.
- Evaluation of MPs is conducted in order to assess their impact and the way forward.
- The network of National Focal Points is further expanded and diversified.

Strand C:

- The practical implementation of the political mandate of the PP pursuant to its 3rd Ministerial Conference is sustained.
- Continued policy- and expert-level dialogue and targeted information exchange among States participating in the PP, on the topics identified in the PP Action Plan and in line with the Bratislava Ministerial Declaration, are ensured.
- The Migration Observatory East, representing a part of the PP Training and Analytical Centre (TAC), is established, maintained, updated, further improved and hosted by ICMPD.

- The Training Academy representing a part of the PP Training and Analytical Centre (TAC) is established, maintained, updated, further improved and hosted by ICMPD.

Strand D:

- Pilot projects in the area of legal migration between EU MS and partner countries are identified, selected and implemented.
- Policy recommendations and practices on modalities to implement actions in the area of labour migration are collected, formulated and further disseminated/integrated into policy frameworks and interventions (activity to be channelled through component B2).

The full MPF II logical framework is included as Annex 1.

Objectives of the evaluation

ICMPD is commissioning an individual evaluator to undertake an evaluation of the management of MPF II. The overall purpose of the evaluation to assess the extent to which the design, delivery and overall management of MPF II has contributed to the achievement and sustainability of the Programme's stated objectives and results.

The objectives of the evaluation are to:

1. Assess the extent to which MPF II has achieved the Programme's stated objectives and results
2. Assess the sustainability of the structures, processes, capacity and materials developed under the MPF grant projects.
3. Assess how the design, delivery and overall management of MPF has contributed to (1) the **efficiency** of Programme implementation, (2) the **effectiveness** of MPF implementation in terms of achieving stated objectives; and (3) the **sustainability** of the structures, processes, capacity and materials developed under the MPF grant projects.
4. Identify how MPF captured and disseminated examples of **good practice** and **lessons learned** and ensured they informed existing MPF grant implementation and future MPF grant design.

Evaluation methodology and analytic approach

The evaluation proposal should include (1) a clear description of the proposed approach to the evaluation, (2) a description of the methodologies to be used, and (3) how these methodologies will address the final evaluation research questions, including, but not limited to, assessing progress toward and/or achievement of planned results.

The evaluation should assume a mixed methods approach, using primary and secondary data sources, and both quantitative and qualitative data. This will support an understanding of progress towards planned outcomes, the factors that have influenced or hindered the achievement of project objectives, and any unintended consequences. The specific approach and methodologies proposed should be detailed in the proposal. **However, with regard to the results achieved by the**

grant projects, the evaluator will rely on secondary data generated by the two complementary evaluations. ICMPD does not envisage additional interviews, surveys or other direct data collection from individual grantees.

The proposal should also include a description of the planned analytic approach (that is, how data will be analysed) and for what purpose, as well as how each planned analysis will address the evaluation research questions, yield key findings and inform recommendations and evaluation deliverables.

Evaluation matrix and questions

All proposals should include an evaluation matrix. As well as the primary evaluation questions (based on the draft questions already included), the proposed matrix should include any proposed additional sub-questions, planned indicators, and data sources for addressing each question. The proposal should include an initial, fully populated matrix, as well as any proposed ways to improve, strengthen, and/or focus the matrix. This can include, for example, additional or alternative evaluation questions and sub-questions. The proposed matrix should further develop these questions and will serve as the basis for a full evaluation matrix to be finalised with project stakeholders during the evaluation’s inception phase.

Table 1. Draft evaluation matrix

Evaluation Questions	Sub-questions	Indicators	Methods*		
			1	2	3
Phase one					
Relevance					
<ul style="list-style-type: none"> To what extent are MPF grants aligned with stated DG HOME programme objectives? 	<ul style="list-style-type: none"> How has MPF supported grant alignment during the design and implementation stages? 				
<ul style="list-style-type: none"> To what extent does the project seek to complement other existing and planned migration initiatives? 					
Efficiency					
<ul style="list-style-type: none"> To what extent was MPF support for grantee implemented efficiently and on time during (1) grant development and (2) grant implementation? 					
<ul style="list-style-type: none"> How do key stakeholders view the quality of MPF support during (1) grant development and (2) grant implementation? 	<ul style="list-style-type: none"> Do stakeholders consider any of the MPF programme support activities to be ineffective and for what reason? How could Programme implementation have been improved? 				
Effectiveness					
<ul style="list-style-type: none"> What key assumptions and risks were identified in the design of MPF II? 	<ul style="list-style-type: none"> To what extent did the assumptions prove to be valid? 				

Evaluation Questions	Sub-questions	Indicators	Methods*		
			1	2	3
	<ul style="list-style-type: none"> What steps were put in place to manage identified risks and how effective where they? What, if any, assumptions and key risks were not identified? 				
<ul style="list-style-type: none"> What systems and processes did ICMPD put in place to monitor progress (1) in implementation of grant activities and (2) toward the achievement of MPF objectives? 					
<ul style="list-style-type: none"> What progress can be documented toward the achievement of MPF project objectives to: (1) support implementation of MPs/CAMMs; (2) enhance the knowledge base on MPs/CAMMs; (3) sustain the operationalisation of the Prague Process; and (4) provide technical and financial support in piloting projects on legal migration? 	<ul style="list-style-type: none"> What were the key facilitators of progress toward project outcomes? What were key barriers to achieving progress toward project outcomes? 				
<ul style="list-style-type: none"> To what extent was MPF able to adapt to changing external conditions to maintain progress toward its stated objectives? 	<ul style="list-style-type: none"> To what extent did ICMPD take timely measures to mitigate any unplanned negative developments (e.g. in relation to Covid-19)? 				
Sustainability					
<ul style="list-style-type: none"> What steps did MPF take to ensure that the capacity developed by project stakeholders (individual, institutional, inter-institutional) could be sustained following the completion of MPF II? 					
Good practice and lessons learned					
<ul style="list-style-type: none"> What lessons were learned during the implementation of MPF II? 	<ul style="list-style-type: none"> How did MPF capture and apply lessons learned (1) within MPF II (2) and in the design and development of future MPF phases (MPF III and MPF IV)? 				
<ul style="list-style-type: none"> What good or promising practices were identified during the implementation of MPF II? What interventions/strategies have the potential to be more widely replicated or adapted? 	<ul style="list-style-type: none"> How did MPF capture and share good/promising practice? How did MPF incorporate good/promising practice (1) within MPF (2) and in the design and development of future MPF phases (MPF III and MPF IV)? 				

Tasks

The tasks to be completed by the independent evaluator within this assignment are the following:

Inception phase

Task 1: Desk research and formulation of methodology (home-based)

The selected tenderer will further develop the proposed evaluation design, including approach, methodology, evaluation matrix, and task plan during the evaluation's inception phase and in consultation with the project team. This phase will conclude with an evaluation inception report, which should include each of the aforementioned sections updated based on discussions with key project team members and additional review of key project documents to be provided to the winning tenderer. Specific activities include:

- Review and analyse relevant MPF documentation, with a particular focus on the two MPF II evaluation reports.
- Refine the evaluation/research guiding questions in the evaluation matrix.
- Identify, if need be, additional constituents and aspects that could be subject to evaluation or considered during the exercise;
- Identify, together with the MPF team, the stakeholders to be interviewed (estimated 25-30);
- Present the approach and methodology to the MPF team and DG HOME during a meeting (online);
- After the meeting, fine tune, if need be, the approach and methodology (including guiding/research questions to be considered during the evaluation process); and
- Draft an inception report to ensure a shared understanding of what is being evaluated while demonstrating how each evaluation question will be effectively addressed through the proposed methodology as well as the data collection procedures.

Task 2: Data collection instruments (home based)

- Draft the stakeholder interview guide(s) and any other necessary evaluation data collection instruments; and
- Review the draft data collection instruments with the MPF team.

Task 3: Evaluation inception report (home based)

- The evaluation inception report for submission should include a detailed description of the final evaluation design, that is, approach and methodology for the evaluation, with an updated work plan, as well as an outline of the format of the final evaluation report; and
- The evaluation inception report should comprise no more than 12 pages (not including any data collection instruments).

Implementation phase (interviews)

Task 4: Online engagement with EU institutions, EU Member States and partner countries (home based)

- Conduct semi-structured interviews with EU Institutions, EU MS and partner countries with the pre-identified list of stakeholders; and
- Collect additional information for project documentation as required.

Task 5: Analysis of the data collected (home-based)

- Clean and organise the raw dataset;
- Analyse the data set, including descriptive analyses (frequencies, crosstabs, etc.) and other analysis to be agreed with MPF team;
- Process, analyse and summarise the (qualitative and quantitative) data collected in view of preparing the final report; and
- Clarify, if need be, additional aspects with the most relevant stakeholders, including the MPF team.

Task 6: Presentation of preliminary findings (home based)

- Present the preliminary findings on the evaluation, based on data analysis, to the MPF team and DG HOME.

Reporting phase

Task 7: Drafting of the final report (home-based)

- Draft the final evaluation report based on a structure to be decided by the evaluator in consultation with ICMPD. The draft report should include at least the following elements (no more than 30 pages plus annexes):

Deliverables

The deliverables for this assignment are set out in Table 2 below. All deliverables will be in English and are to be provided in MS Word unless otherwise stated.

Table 2. Evaluation deliverables

Details	Content	By when	Indicative days
Inception report	As per Tasks 1- 3	Draft: no later than one month after the start of implementation.	12 days
Draft interview guide		Final: one week after comments received from ICMPD and DG HOME	
Presentation of draft findings	As per Tasks 4-6	No later than six weeks after acceptance of inception report	12 days
Draft final Report	As per Task 7	No later than seven weeks after acceptance of inception report	6 days

Details	Content	By when	Indicative days
Final Report		One week after comments received from ICMPD and DG HOME	

Logistics and timing

Location

The assignment is home-based, with one short mission to Brussels (four days).

Start date and period of implementation

The intended start date is tentatively 17 January 2023 and the period of implementation of the contract will be three months from this date.

Provisional work plan

The table provides an overview of the tentative time plan, which the contractor is requested to take into account.

Table 3. Provisional work plan

Tasks	Details	Date (2023)
Tasks 1 - 3	Evaluation kick-off call	17 January
	Document review and meetings with project team	January-February
	Draft inception report	17 February
	Feedback from ICMPD and DG HOME	24 February
	Final inception report	3 March
Tasks 4-6	End of project evaluation data collection	31 March
	Presentation of draft findings	14 April
Task 7	Draft evaluation report	21 April
	Feedback from ICMPD and DG HOME	28 April
	Final evaluation report	5 May

The final deliverables must be submitted no later than 5 May 2022.

Maximum number of working days: 30

Reporting lines

The ICMPD MPF team (based in Brussels) will coordinate the evaluation, working closely with ICMPD's Strategy, Knowledge, Evaluation and Implementation (SKEI) Unit. The MPF team will:

- Discuss the evaluation approach and methodologies with the evaluation team and review/ approve the evaluation Inception report
- Provide the evaluation team with all relevant information sources, monitoring data, and documents related to the evaluation
- Review and comment on evaluation instruments, data sets, and draft deliverables produced by the evaluation team.
- Ensure the overall quality of the evaluation and deliverables.

The Expert will report to Phil Marshall of ICMPD (designated contact point) who will be in charge of the overall supervision both in terms of administrative and content issues and who will provide input and comments on deliverables as needed. On a fortnightly basis during the evaluation phase, the supplier shall report to the designated ICMPD contact point on progress. This should include detailing any challenges arising, accompanied by recommendations to address them.

Qualifications and experience

It is required that the evaluation is carried out by an individual consultant. The consultant should have the following profiles and experience:

- University Degree or equivalent Higher Education in relevant discipline;
- Minimum of eight years of proven experience in the evaluation of policies and programmes, including in the field of migration and international development;
- Sound knowledge of different qualitative and quantitative evaluation methods; and
- Excellent English drafting and communication skills.
- Experience in similar assignments is considered a strong asset.
- Experience in working with EU-supported programmes an asset

Background information/documentation to be provided by ICMPD

- Call for Proposals dossier;
- Final reports of the two MPF II evaluations;
- Grant contract, interim and final reports, communication plans;
- Contact details for grantees and of interviewees, where available; and
- Any other relevant documents.

Administrative information

Travel

The Expert shall receive from ICMPD a **travel itinerary** and be entitled to receive a **daily subsistence allowance** (DSA) for the foreseen activities abroad. Travel and mission related payments will be processed according to ICMPD Travel Rules applicable at the time when the travel takes place.

Payment

Fees for the assignment are paid upon satisfactory delivery of services, in line with the payment schedule stated in the contract and upon submission of required documentation.

Application process

Interested experts should send their application with a reference to this announcement in the subject line of the email to phil.marshall@icmpd.org, and address it to Mr. Phil Marshall.

The application should be prepared in free format covering the following information (indicative length of each section in brackets):

1. Consultant qualifications and capability statement (1-2 pages)

This section should also include a description of the qualifications of the consultant for conducting the evaluation.

2. Understanding of the assignment (1 page)

This part should summarise the most important aspects of the evaluation as perceived by the consultant.

3. Approach and methodology (up to 2 pages plus the evaluation matrix)

In this part, the consultant should explain the way in which they propose to perform the evaluation. This includes any comments on the terms of reference, in particular regarding the objectives and expected results. This section should include a revised evaluation matrix.

This section should also include a description of the planned analytic approach (that is, how data will be analysed) and for what purpose, as well as how each planned analysis will address the evaluation research questions, yield key findings and inform recommendations and evaluation deliverables.

The consultant should also include in this section information on any proposed departure from the timeline provided in this TOR.

4. Curriculum Vitae

The consultant should include a CV in English, in line with the ICMPD CV format (Annex 2). The CV should preferably should not exceed five pages.

5. Referees

The consultant should include the names and contact information of three referees. Referees should include clients for whom the tenderer has performed within last five years that are relevant to the current assignment.

The applicants should be available for a face-to face meeting or an interview via videoconference.

The assignment is subject to project funds availability and/or final approval by the donor. The invitation to an interview does not establish any right to future employment.

** * **

Annex I: MPF II Logical framework

Project description		Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>Overall objective</p> <p>The overall objective of the MPF is to contribute to operationalising the external dimension of the EU migration policy and its specific political and operational instruments.</p>		<p>Number of MPs and CAMMs supported (on-going and in preparation)</p> <p>The Prague Process (PP) Senior Official Meetings (SOM) and Strategic Group Meetings (SG)</p> <p>Number of pilot projects on legal migration</p>	<p>Grant contracts signed</p> <p>Minutes of the local cooperation platforms and high level meetings</p> <p>Reports of the PP SOMs and minutes of the SG</p> <p>MPF Annual Work Plan</p> <p>Minutes of the MPF Steering Committee</p>	<p>Political and security situation in partner countries is stable</p> <p>EU MS have the (administrative) capacity to implement actions in a sustainable manner</p> <p>Political support to and commitment towards MPs, CAMMs, the PP, pilot projects on legal migration</p>
Specific Objectives (SO) and Expected Results per SO				
<p>SO 1: <i>To support the preparation and implementation of current and future MPs and CAMMs by providing targeted, flexible and tailor-made assistance, mainly through grant contracts signed with EU MS (strand A)</i></p>	<p>Expected results SO 1 (Strand A)</p> <p>Institutional, policy and legal frameworks of the MP/CAMM partner countries in migration-related areas are strengthened;</p> <p>The capacities of partner countries' competent authorities are enhanced to:</p> <ul style="list-style-type: none"> manage legal migration and mobility aspects covered under their MP/CAMM with the EU; implement return, readmission and reintegration measures; 	<p>Existence of the application package</p> <p>Existence of a vade mecum on how to apply</p> <p>Number of action applications received</p> <p>Number of GEC meetings</p> <p>Number of actions in the thematic areas covered by the three funds contributing to the MPF overall budget</p>	<p>Applications submitted</p> <p>Reports of the Grant Evaluation Committee (GEC)</p> <p>Monitoring, evaluation and audit reports</p> <p>Monitoring and missions reports</p> <p>Action evaluation reports</p> <p>Rule of Procedures</p> <p>Feedback from beneficiaries</p>	<p>EU MS are interested and willing to engage in actions with the eligible countries of the MPF</p> <p>Ideas for actions are thoroughly discussed and coordinated at various institutional levels</p> <p>Political will to take full ownership of the outcomes of actions and apply them into practices</p>

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Project description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions	
	<ul style="list-style-type: none"> improve and apply (integrated) border management practices; address irregular migration, migrant smuggling and trafficking in human beings, notably through effective law enforcement cooperation and victims protection; and ensure asylum and international protection in line with international standards. 	<p>Number of actions and activities carried out</p> <p>Number of policy, legislative, institutional and training tools developed</p> <p>Number of persons receiving support (e.g. potential migrants, migrant workers, returnees, etc.)</p> <p>Number of participants who have enhanced their capacities, knowledge and skills</p> <p>Administrative, policy and institutional practices and measures created within the framework of actions</p> <p>Number of equipment items purchased and handed over to partner countries</p>	<p>List of participants</p> <p>Actions deliverables (e.g. handbooks, equipment provided, training reports, etc.)</p> <p>MPF Monitoring Matrix</p>	
<p>SO 2: <i>To further enhance the knowledge base in relation to the implementation and future outlook of MPs/CAMMs by raising awareness of achievements and good practices through targeted communication channels (strand B)</i></p>	<p>Expected results SO 2 (Strand B)</p> <ul style="list-style-type: none"> Small-scale actions are entrusted to and carried out by ICMPD; Knowledge-base and understanding of institutional and operational landscapes in targeted partner countries is further 	<p>Number of actions implemented by ICMPD</p> <p>Number of MPs evaluated</p> <p>Number of MPF Focal Points assigned</p>	<p>Actions deliverables (e.g. handbooks, equipment provided, training reports, etc.)</p> <p>Action applications (component B1)</p> <p>Steering Committee and GEC decisions</p>	<p>Interest of MS and partner countries to trigger the component B1</p> <p>Involvement of various users to bring up to date the online scoreboard</p>

Project description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions	
	<p>enhanced and factored in the operational framework of the MPF;</p> <ul style="list-style-type: none"> Regular peer-to-peer ex-changes of experiences, practices, policies, and peer reviews among the MPs and CAMMs countries are created; Knowledge of MPs/CAMMs and other instruments of the EU migration policy and their results among relevant stakeholders through targeted communication and visibility activities is strengthened; Dialogues on migration and mobility between the EU and MP and CAMM (cooperation platforms, high level meetings) partner countries are further supported; The monitoring tool of MPs (scoreboards) is further developed and disseminated; Communication channels/activities (web presence, communication tools) concerning the MPs and CAMMs impact (conferences, workshops, etc.) are regularly diversified; Evaluation of MPs is conducted in order to assess their impact and the way forward; and 	<p>Number of knowledge management deliverables produced</p> <p>Existence of MPs 'architecture' modus operandi</p> <p>Number of high level meetings and local cooperation platforms attended and supported</p> <p>Number of peer-to-peer (thematic, regional) events conducted</p> <p>Number of participants at these events</p> <p>Number of action ideas identified through various means (architecture, meetings, communication channels, outreach activities, etc.)</p> <p>Existence of the functioning and updated online scoreboard platform</p> <p>Number of users of the online scoreboard platform</p>	<p>Action implementation reports</p> <p>MPs evaluation reports</p> <p>List of Focal Points</p> <p>Partner country fiches</p> <p>Terms of Reference of the 'architecture'</p> <p>Minutes of the local cooperation platforms and high level meetings</p> <p>Agendas and concept notes of meetings</p> <p>List of participants</p> <p>MPF Communication and Visibility Plan</p> <p>Web-page and other communication tools</p> <p>MPF Knowledge Management Plan</p> <p>Online scoreboards platform and updated scoreboards</p>	<p>Agreement of partner countries to conduct the evaluation of MPs</p>

Project description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions	
	<ul style="list-style-type: none"> The network of focal points is further expanded and diversified. 	<p>Number of awareness raising, visibility and outreach activities organised</p> <p>Existence of the MPF web-page</p>		
<p>SO 3: <i>To sustain the operationalisation of the political mandate of the Prague Process pursuant to its 3rd Ministerial Conference (strand C)</i></p>	<p>Expected results SO 3 (Strand C):</p> <ul style="list-style-type: none"> The practical implementation of the political mandate of the PP pursuant to its 3rd Ministerial Conference is sustained; Continued policy- and expert-level dialogue and targeted information exchange among states participating in the PP, on the topics identified in the PP Action Plan and in line with the Bratislava Ministerial Declaration are ensured; The Migration Observatory East representing a part of the PP Training and Analytical Centre (TAC) is established, maintained, updated, further improved, and hosted by ICMPD; The Training Academy representing a part of the PP Training and Analytical Centre (TAC) is established, maintained, 	<p>Number of policy-level and expert-level meetings organised</p> <p>Number of activities organised</p> <p>Number of deliverables (analytical materials) produced by the Migration Observatory East</p> <p>Number of trainees benefiting from the Training Academy</p> <p>Number/existence of training materials produced</p> <p>Existence of a pool of trainers</p> <p>Availability of a network of researchers and academics</p> <p>Availability of an online interactive map online</p>	<p>Meetings and activities minutes and reports</p> <p>Agendas and lists of participants of events and activities</p> <p>Factsheets; quarterly policy briefs; thematic, national or regional analytical reports; infographics; analysis of migration flows</p> <p>Packages of training materials on selected topics available in English and Russian languages in hard, electronic and online formats</p> <p>Web-site (www.pragueprocess.eu) and other social media platforms) online and up-to-date (also containing a library of the Migration Observatory outcomes and an online interactive map)</p> <p>Interim and final project reports</p>	<p>All PP countries continue to actively participate in its activities, nominate experts, and actively contribute to the content and organisation of planned activities</p> <p>The Strategic Group of the PP effectively steers the implementation of the action</p>

Project description		Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	updated, further improved, and hosted by ICMPPD.	containing statistics and analytical information in English and Russian and a library with information and documents	Contact database	
SO 4: <i>To provide technical and financial support in piloting projects on legal migration (strand D)</i>	<p>Expected results SO 4 (Strand D)</p> <ul style="list-style-type: none"> • Pilot projects in the area of legal migration between EU MS and partner countries are identified, selected and implemented; • Policy recommendations and practices on modalities to implement actions in the area of labour migration are collected, formulated and further disseminated/integrated in policy frameworks. 	<p>Number of selected pilot projects</p> <p>Number of preparatory, technical meetings and missions organised</p> <p>Number of knowledge management and other activities under Strand B contributing to this process</p> <p>Existence of a list of recommendations, lessons learnt and practices in the area of legal migration</p>	<p>Action documents</p> <p>GEC evaluation reports</p> <p>Grant contracts</p> <p>Monitoring, evaluation, mission, meetings, and audit reports</p> <p>Agendas and list of participants of missions</p>	The topic of legal migration continues to be high on the political agenda and receives the necessary attention from EU MS and other stakeholders

Annex II: CV Template for Key Experts

Curriculum Vitae¹

Proposed role in the project:

1. **Family name:**
2. **First names:**
3. **Date of birth:**
4. **Nationality:**
5. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:

6. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

7. **Membership of professional bodies:**
8. **Other skills:** (e.g. Computer literacy, etc.)
9. **Present position:**
10. **Years within the firm:**
11. **Key qualifications:** (Relevant to the project)

¹ A CV for each project member should be included in the application

12. Specific experience in the region:

Country	Date from - Date to

13. Professional experience

Date from - Date to	Location	Company	Position	Description

14. Other relevant information (e.g., Publications)

The successful applicant may be required to submit the following:

- Employers References (with accurate English translation)
- Diplomas (with accurate English translation)