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This action is funded by the European Union

## ANNEX 1

of the Commission Decision on the Annual Action Programme 2018 in favour of the Republic of Angola

### Action Document for the EU – Angola Dialogue Facility

<b>1. Title/basic act/ CRIS number</b>	EU Angola Dialogue Facility CRIS Number: AO/FED/040-914 financed under the European Development Fund			
<b>2. Zone benefiting from the action/location</b>	Republic of Angola The action shall be carried out at the following location: Republic of Angola			
<b>3. Programming document</b>	National Indicative Programme (NIP) for Angola 2014-2020			
<b>4. Sector of concentration/ thematic area</b>	Multi-sector	DEV. Aid: YES <sup>1</sup>		
<b>5. Amounts concerned</b>	Total estimated cost: EUR 4 000 000 Total amount of EDF contribution EUR 4 000 000			
<b>6. Aid modality and implementation modality</b>	Project Modality Direct management – procurement of services			
<b>7 a) DAC code(s)</b>	Main DAC code – 400 Multisector/cross-cutting Sub-code 1 – 43010 Multisector aid.			
<b>b) Main Delivery Channel</b>	42003			
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	X	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>

<sup>1</sup> Official Development Aid is administered with the promotion of the economic development and welfare of developing countries as its main objective.

	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	This Action is not contributing directly to any of the GPGC thematic flagship programmes. However, some future policy dialogues may be developed in sectors covered by the flagship programmes (see section 3.1.)			
<b>10. Sustainable Development Goals (SDGs)</b>	SDG 17. Strengthen the means of implementation and revitalise the global partnership for sustainable development			

## SUMMARY

Policy dialogue between the European Union (EU) and Angola is being promoted through the Joint Way Forward (JWF), signed in 2012 between the EU and Angola, expressing their willingness to address jointly a number of global issues of common interest and thus transcend relations merely based on aid and development. With the JWF, Angola and the EU recognised the importance to address peace and security, good governance, human rights and fundamental freedom, as well as the fight against corruption.

The overall objective of the Action is to promote sustainable development in areas covered by JWF while the purpose of the Action is to enhance the effectiveness of EU-Angola dialogues in priority areas identified within the JWF and its Action Plan, including in relation to new challenges arising with the graduation of Angola as a Middle Income Country.

The actions to be implemented through this Action will include, among others that could be identified through-out its implementation:

- Definition and implementation of policy dialogues related to areas covered by the EU Angola Joint Way Forward, with the goal of forging alliances, make decisions, or influence a stronger impetus in the development agenda.
- Enhancement of the knowledge and skills of the Angolan administration by means of networking, mobility of staff and researchers, institutional support, innovation, science and technology.
- Improvement of the capacities of the Angolan administration to hold policy dialogues, not only with EU institutions and those of the EU Member States but also with a wider range of possible counterparts, like other development partners, multilateral institutions and International Finance Institutions (IFIs).

The key stakeholders are various Angolan ministerial departments and services, provincial authorities, the EU, including European Commission Directorates General, European Agencies, the European External Action Service (EEAS) and EU Member States that are involved in cooperation activities in Angola.

Project modality is the preferred type of implementation with expected implementation period of four years.

# 1 CONTEXT

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

Policy dialogue between the EU and Angola is being promoted through the Joint Way Forward , signed in 2012, covering a wide range of areas for political collaboration. The EU Global Strategy for Foreign and Security Policy, published in June 2016, and the new European Consensus on Development<sup>2</sup> have recalibrated EU development policy to be more visible and coherent with the 2030 Agenda for Sustainable Development. Following the orientations of the EU development policy, the Joint Africa-EU Strategy (JAES – 2007) and the JWF established priorities, the dialogue within this Action will enhance the political cooperation in priority areas which are relevant for the implementation of the National Indicative Programme (NIP 11<sup>th</sup> EDF) and other pertinent development objectives of Angola.

With the Joint Way Forward, Angola and the EU have recognised the importance of peace and security as preconditions for political, economic and social development. Conflict prevention is an area of common interest to address migration and displacement of populations affected by unrest and political crisis. Angola and the EU are also committed to the promotion of good governance, human rights and fundamental freedom, as well as the fight against corruption. Cognizant that sustainable development and economic growth are conducive to poverty eradication if social inclusion is ensured, human capital is qualified and the environment is not compromised, the dialogue, further to policy development, will support the creation of mechanisms aimed at monitoring the progress made, more in particular with EU contribution, to achieve the relevant SDGs in these areas, as well as the multiple objectives related to challenges inherent to the emerging status of Angola as a Middle Income Country, such as improved business environment and economic diversification, including as regards agriculture. To foster growth through economic diversification, the dialogue shall promote policies to establish an environment favourable to improving productivity and competitiveness. The goal shall be forging alliances, make decisions, or influence a stronger intervention of the private sector in the development agenda. Prospects to enhance the knowledge and skills of Angolans shall be generated by means of networking, mobility of students and researchers, institutional support, innovation, science and technology promoting the know-how necessary for the modernisation of public services and to increase the competitiveness of Angola in the global economy. The EU is in a strong position to provide added-value for the regional integration of Angola as a way to enhance trade and develop the national economy through linkages with regional and international markets.

Angola and the EU consider that environmental degradation and climate change undermine sustainable development, have a dramatic impact on the most vulnerable livelihoods, and are serious threats to investments, infrastructures and properties. The EU is a world leader in this domain and is endeavouring to implement its contribution to the Paris Agreement. Angola has presented to the Convention Secretariat the Intended National Determined Contribution (INDC) and needs further support to accomplish its commitments. The Action shall establish, inter alia, cooperation activities to take advantage of the EU Climate Action experience and know-how for the benefit of the Angolan contribution to the Paris Agreement.

In Angola, the needs for energy supply are not yet covered. Strong deficit occurs in rural areas where a large proportion of rural dwellers do not have access to the grid and off-grid solutions are largely insufficient. Shortages are also recurrent in the capital Luanda and some of the main cities. Obviously, the supply of sustainable and environmentally-friendly energy, both from fossil fuels and renewable sources, is a precondition to implement any model of development and is crucial to sustain socio-economic growth. Renewable energy infrastructure projects (mostly

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<sup>2</sup> OJ C 210 of 30.6.2017.

hydropower stations) are listed in the INDC as a way to reduce the country's emissions to mitigate global warming. Therefore the Action shall promote initiatives aimed at creating better conditions to boost renewable energy supply in Angola, contributing on one hand to the commitments of the Paris Agreement and on the other hand to the development agenda. The Action shall favour the exchange of information on respective policies of both the EU and Angola, as well as the sharing of best practices on issues such as energy supply, security, energy diversification and efficiency.

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

Since the end of the civil war in 2002, the EU and Angola have progressively enhanced their relations. The EU (i.e. European Commission and EU Member States) has been the development partner that has contributed the most overseas development aid (ODA) to Angola. In the last 15 years, Angola has become a relevant regional player in both the Southern and Central African regions; the constructive role in the recent crisis in the Democratic Republic of Congo (DRC), Central African Republic (CAR) and Burundi, either bilaterally or through its membership in the International Conference of the Great Lakes Region or the United Nation Security Council as non-permanent member, or through the Southern African Development Community (SADC), has been repeatedly highlighted. Angola's views and actions correspond, to a large extent, to the EU's long term policies in the region. It is in the EU's interest to further promote dialogue with Angola on regional security, as well as on mobility and migration.

Economically, Angola has already shown its immense potential. Between 2002 and 2014, the country's growth rate was considerable and benefitted many European companies. In 2014, with the sharp decrease of international oil prices, a severe economic crisis started to emerge leading to a dramatic cut in economic growth (IMF indicates 1.5% for 2017). Since the beginning of the crisis, the level of investments and business opportunities have slumped downwards. However, despite the current crisis, an adequate long-term approach to investments in Angola is desirable given the potential of the country's resources. In the framework of the economic diversification policy being promoted by the Government, the dialogue should contribute towards creating a favourable business environment for the private sector and European companies.

With the Joint Way Forward (JWF), the EU and Angola expressed their willingness to address jointly a number of global issues of common interest and thus transcend relations merely based on aid and development. The JWF agreement set the scene for a reinforced political dialogue guided by the principles of democracy, the rule-of-law, human rights and good governance, equity, ownership and joint responsibility, as well as the interdependence between Africa and the EU. The dialogue has been promoted in collaboration with the National Authorising Officer in thematic areas relevant with the implementation of the National Indicative Programmes (10<sup>th</sup> and 11<sup>th</sup> EDF) or other priority areas such as climate change and energy.

### ***1.1.2 Stakeholder analysis***

The key stakeholders are various Angolan ministerial departments and services, and provincial authorities, the EU, including European Commission Directorates General, European Agencies, the European External Action Service (EEAS) and EU Member States that are involved in policy cooperation activities.

The key drivers will be the Angolan Ministry of Economy and Planning through the office of the National Authorising Officer (NAO), and the EU Delegation to Angola. The experience from South Africa shows that early involvement and understanding of the Dialogue Facility process and objectives by the National Authorising Officer is an important element of success. Due to particularities of this kind of dialogue supporting initiatives, it has to be clearly stated from the inception that the Dialogue Facility goes beyond traditional cooperation that the NAO might be used to and goes into a more advanced form of cooperation that needs more flexibility and understanding of the final goals of political cooperation.

The EU-Angola Dialogue Facility will be open and inclusive, enabling Angolan and European public and private organisations interested in dialogue issues, such as civil society organisations (CSOs), think tanks, research centres, business organisations to take part in dialogues, workshops and conferences, and initiatives as guided and endorsed by the Programme Steering Committee (PSC) and informed by priorities notably defined at EU - Angola high-level meetings.

### ***1.1.3 Priority areas for support/problem analysis***

The overall focus of the dialogue is on supporting the Government of Angola to enhance policies and their implementation in priority areas defined by the Joint Way Forward Agreement. Policies in Angola are still insufficient to reinstate the desired economic growth after the years of recession induced by the substantial drop in oil prices which has created a heavy budget deficit. To stimulate growth, the Government of Angola has decided to promote the diversification of the Angolan economy, which continues to rely heavily on oil revenues. The economic diversification launched these last years has achieved some success as the oil sector has decreased its importance in the national economy, counting today for less than a third of the country's gross domestic product (GDP)<sup>3</sup>. However, such an achievement has not yet generated sufficient income to restore the Government of Angola's capacity to deliver services to citizens.

Angola has already embarked on some reforms to improve the performance of the public sector<sup>4</sup>. It is important to support the Angolan institutional capacity to deliver these reforms. The administration should boost its management efficiency in policy implementation, including through the use of automated systems. Multisector coordination amongst ministries is also an area for improvement. Sound multisector policy interventions create multiplier effects which are more effective to achieve development goals. Dialogue with international partners in areas of mutual interest is favourable to enhance policies.

The decentralisation process, strategic to achieve sustainable development in Angola, could be another area to benefit from this dialogue.

Since the Action seeks to improve policy cooperation and boost dialogue on policies implementation and to reinforce networking capacities of the Angolan line Ministries, the parties have identified the following strategies:

- Need to increase the knowledge and understanding of the Joint Way Forward and information on the EU's policies amongst various Angolan government departments.
- To determine ministries' dialogue needs, expectations and interests in various policy areas. The dialogue shall improve negotiations and capacities for cooperation with the EU and its Member States. The dialogue with EU shall contribute to better multisector coordination and policy preparation/implementation in relevant sectors.
- To improve cooperation and networking: promote interactions between Angolan ministries and agencies on the one hand, and relevant European Commission's DGs, European agencies, the EEAS and Member States authorities on the other hand.

Taking into account the context of this Action and the strategies illustrated above, the following priority areas for policy dialogue have been identified:

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<sup>3</sup> Source: Ministry of Finance.

<sup>4</sup> For example, reforms for economic diversification like; Procurement Law- Sept 2016, Plano intercalar (Out. 2017-Mar. 2018) – medidas de política e acções para melhorar a situação económica e social actual. Macroeconomic Stabilization Programme 2017-2018, Dec- 2017, Competition law – Apr 2018, Private investment law – Apr 2018, Customs Tariff –Aug 2018, PRODESI (Support Program for the Production, Diversification of Exports and Substitution of Imports) – Feb 2018.

- Peace and security including maritime security;
- Migration and mobility;
- Good governance, human rights and fundamental freedom, as well as the fight against corruption;
- Sustainable development and economic growth including investment, business climate, diversification and agriculture;
- De-centralisation and local governance
- Capacity building and science & technology;
- Environmental degradation and climate change;
- Energy;
- Regional integration.

Dialogues over the above-mentioned areas shall be facilitated through an Implementation Support Team (IST) that will provide all the necessary technical, managerial and ancillary support. Moreover, the programme scope could evolve and adapt to emerging priorities, recognised within the scope of the EU-Angola overall cooperation.

## 2 RISKS AND ASSUMPTIONS

<b>Risks</b>	<b>Risk level (H/M/L)</b>	<b>Mitigating measures</b>
Mismatch in expectations between Angola and the EU on the role of the Facility.	Medium	The Programme Steering Committee of the Dialogue Facility will provide guidance, direction and overall coordination to the programme as well as strategic oversight. The PSC, composed of Angolan ministries will be co-chaired by the Ministry of Economy and Planning and by the EU Delegation. Shared decision-making will be applied to the use of all of the programme funds in order to maintain and reinforce the spirit of partnership in addressing issues of common interests.
Limited interest on the part of the line DGs and/or Angolan Government.	High	The slow take-up of thematic dialogue activities by some Angolan ministries under the Joint Way Forward initiative shows that this risk is high. Activities promoting awareness and understanding of the Joint Way Forward will be embedded in the Action. In addition, in dialogue cooperation, greater focus will be placed on alignment and prioritisation with the National Development Plan and other key Angolan strategies.
Limited capacity in several line ministries to define substantial dialogue proposals.	Medium	A implementation support team is foreseen that will provide technical assistance to stakeholders of the Dialogue Facility in particular to prepare solid proposals for dialogue. Trainings will also be provided to strengthen dialogue proposals formulation in line ministries.

Insufficient Government coordination and limited embedding of dialogue activities in line ministries' strategic work plans.	High	The Ministry of Economy and Planning through the NAO will have an oversight role of the project and a Programme Steering Committee will steer and provide strategic guidance. All dialogue proposals will require the approval of the requesting Ministry at the Cabinet of Minister level.
<b>Assumptions</b>		
The main assumption is that the evolution of the relevant Government policies will remain dynamic and open for dialogue with foreign partners and the EU in particular. It is hence assumed that there will be no major deviation from the basic principles or underlying values.		

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

#### 3.1 Lessons learnt

In order to adequately implement the Action, a number of lessons have been taken into consideration.

Angola has shown interest in the implementation of policy dialogues. Information on the JWF initiatives and its objectives has been shared by the National Authorising Office (NAO) with line ministries concerned by the thematic dialogues. Ministries and the EU Delegation, through the NAO, have conducted policy dialogue events over a number of topics. The experience gained so far with the implementation of the JFW indicates the importance of sharing information with line ministries involved in the dialogues. Specific conditions and procedures for the mobilisations of funds and access to financing from the programme have to be very well communicated to all interested parties. Sharing information, exchanging of views and agreeing upon a common ground for the operationalisation of dialogues avoid misperception and divergent expectations of Angola and the EU. Ministries involved in the organisation of dialogues should put in place sound decision-making mechanisms and take action timely. A clear attribution of tasks prevents blockages in the implementation of dialogues. The implementation of recommendations/actions agreed during dialogues has to be followed up and reported. Stakeholders involved in the dialogue should be assisted to prepare dialogue projects with strong logic of intervention, with clear objectives, expected results and deliverables linked to achievable indicators. The impact of the Action should result in an increased level of cooperation between the EU, Member States and Angola. Such increased cooperation should provide tangible results and significantly contribute to boosting policy implementation in Angola.

The experience gained so far through the implementation of the JWF Action Plan indicates that the constitution of an Implementation Support Team (IST) is important to provide operational and technical support to dialogue stakeholders.

At the moment, the actions stemming from the JWF are being defined as areas in which dialogue activities are carried out upon request of line ministries and with funding from a Programme Estimate managed by the Office of the NAO. This implementation choice, coupled with the approach of the EU-Brazil Dialogue Facility to implement the project through an independent IST that achieved catalysing exchanges and reinforcing cooperation between Brazilian and EU institutions, leads to the establishment of an IST that will be in charge of funding, managing, and assisting the dialogue activities. Following the experience in Brazil, the sustainability of the Action will be indicated by the growing demands for dialogue originated by the stakeholders themselves.

Lessons learnt from the EU-South Africa Dialogue Facility Mid-Term Evaluation show the importance of ensuring the continuity and impetus of the dialogue process until the sustainability

is in place. They demonstrate also the prominence of the role and make-up of the project's Steering Committee as an "agenda setter", with increased focus on strategic aspects of the Action, including joint decision-making and improved monitoring and evaluation (M&E).

During the month of March 2018, representatives of the Directorate for International Cooperation at the Angolan Ministry of Economy and Planning, which acts as the office of the National Authorising Officer (NAO), participated in exchanges with officials from the European Commission's Directorate-General for International Cooperation and Development, with extensive experience in the implementation of the Dialogue Facility in South Africa. During such exchanges, a consensus was reached on the relevance of an IST and on its increased effectiveness to achieve policy dialogues. The IST was considered to have more flexible operation, responding timely and supporting more efficiently the demands of relevant ministries for policy dialogue activities. The importance to start the implementation of activities with those ministries that are already working in some EU funded projects was also stressed as a key element for success.

### **3.2 Complementarity, synergy and donor coordination**

The thematic areas of this Action are also covered by other programmes implemented within 11<sup>th</sup> EDF – NIP (i.e. FRESAN (*Strengthening Resilience and Food and Nutrition Security in Angola*), RETFOP (*Reviving Technical and Vocational Education and Training*), etc.). The dialogues complement and provide added-value to the implementation of such programmes in terms of creating synergies, disseminating information and visibility.

Since EU Member States' representations in Angola and other donors are involved in policy dialogue activities, the Action is also an opportunity to increase donor coordination and seeks to maximise complementarities in development cooperation initiatives.

### **3.3 Cross-cutting issues**

The thematic dialogue will systematically include analysis to determine to what extent a given policy takes into account the protection and the fulfilment of women's and girls' rights. The EU will actively cooperate with Angola to ensure that the objectives of the Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020<sup>5</sup> are practically implemented through gender sensitive activities. The policy dialogues shall contribute to establishing an enabling environment to achieve real and tangible improvements in gender equality in the various thematic areas of cooperation.

As mentioned in the Mid-Term Evaluation of the Dialogue Facility in South Africa, a cross-cutting dialogue on gender should be stressed given that there is a risk of not being taken into account in dialogue activities.

The Action shall be implemented through an inclusive approach to favour participation of non-state actors and to promote citizenship. The EU and Angola will cooperate to ensure the dialogue contributes to prevent negative development trends leading to human rights violations and disparities for vulnerable groups. The dialogue shall allow local governments, civil society and non-governmental organisations to have a more active role in policy discussions in each of the priority thematic areas.

Environmental mainstreaming and climate change shall be considered in all the thematic dialogues, to consider environmental sustainability of policies and to fulfil the commitments of the parties to the Paris Agreement.

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<sup>5</sup> SWD(2015)182 final of 21.9.2015.

## **4 DESCRIPTION OF THE ACTION**

### **4.1 Objectives/results**

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG 17. This does not imply a commitment by the country benefiting from this programme.

The overall objective of the Action is to promote sustainable development in areas covered by the Joint Way Forward between the European Union and the Angolan Government.

The Specific Objective of the Action is to enhance the effectiveness of EU-Angola dialogues in priority areas. Complementarity with ongoing actions of the EU and the EU Member States will facilitate this Action to contribute to the overall objective.

The project is expected to have 3 results (outputs), as follows:

Result 1: Improved instruments of thematic policy dialogues between the EU and Angola.

Result 2: Increased institutional capacity to help the implementation of thematic dialogues / programmes in priority areas of cooperation.

Result 3: Increased awareness and understanding of EU's external and trade activities and of the Joint Way Forward (JWF), including knowledge of the EU's development policy.

### **4.2 Main activities**

The main activities envisaged to lead to the expected results are:

Result 1: Improved instruments of thematic policy dialogues between the EU and Angola.

- Facilitation and planning of meetings and conferences to create an opportunity for the exchange of information and create a platform for policy dialogue;
- Supporting the development and implementation of Policy dialogue projects by relevant government departments with the assistance of the IST.

Result 2: Increased institutional capacity to help implement the thematic dialogues in priority areas of cooperation.

- Preparation of policy briefs and relevant papers covering areas of dialogue, with the support of technical assistance/researchers;
- Supporting effective dialogue actions through: facilitation of study tours and other relevant actions/projects that inform and enrich the dialogue;
- Implementation of capacity building programmes for Ministries/Departments involved in dialogues;
- Organisation of capitalisation and dissemination events/initiatives on good practices of dialogue actions.

Result 3: Increased awareness and understanding of EU external and trade activities and of the Joint Way Forward (JWF), including knowledge of the EU's development policy.

- Facilitation of meetings/events to promote the JWF, cooperation and trade policies;
- Programme-wide dissemination of research outcomes and studies that strengthen understanding of the EU-Angola relationship.

### **4.3 Intervention logic**

The Action shall contribute to bringing about the desired changes allowing Angola to continue reforms and to increase the implementation of policies in the thematic areas of cooperation. The establishment of policy dialogues in various areas, as reflected in the JWF, is seen as an element

contributing to sustainable development in those areas. The establishment of those dialogues is based on the assumption that the current political, economic and social context continues along the same lines as it currently is.

In order to set up those policy dialogues, it is necessary first to present the concept to the various beneficiaries, i.e. ministries and their respective departments and other possible stakeholders like CSOs. Based on their interest, which should be enhanced by their participation in other cooperation programmes like FRESAN, RETFOP or the Higher Education Support Programme, the Action will provide the elements to prepare dialogue proposals that would be later assessed. This activity will also trigger contacts between Member States and EU services and institutions on the one hand and the Angolan institutions on the other. Therefore it is expected that there will be improved thematic policy dialogues between the EU and Angola if it is possible to firstly facilitate meetings and conferences to create an opportunity for the exchange of information and create a platform for policy dialogue and then support the development and implementation of policy dialogues with the support of a IST. The EU and Angola have been maintaining constructive relationships which the Action contributes to reinforce. The EU is in the position to bring its wide experience in dialogues around the world and Angola can benefit from this experience if ministries are keen to build capacity for dialogue with the EU. The continuation of such progress will be effective if the parties are keen to exchange information and expertise together on various policy issues.

The Action shall increase the capacity of Angolan ministries to implement policy dialogues, resulting in personnel with better skills for consultation and coordination amongst different stakeholders. Staff with increased consultation and coordination skills shall be able to promote multi-sector approaches which are more effective to provide solutions to tackle complex problems that are bottlenecks to the implementation of Angola's development agenda. Technical skills will be also improved on specific thematic topics of the dialogue. This is a tangible contribution to create conditions for improving the delivery of services in the public sector. The action assumes that the Angolan administration is keen to build-up its own capacities for policy dialogue thorough knowledge transfer and skill improvements.

The increased awareness and understanding of policy cooperation issues in the framework of the JWF shall increase the knowledge in Angola of the EU's mandate and cooperation activities as well as favour a more inclusive participation of Angolans in relevant policy issues. Throughout the identification process and in various meetings held, it has been established that there is an increased interest in EU-linked activities and knowledge, therefore it is key that this interest remains and the project is able to provide an increased knowledge of EU activities in Angola.

The strength of this approach rests in (i) providing peer-to-peer experience between European and Angolan civil servants and experts on a wide range of issues, and (ii) responding to Angolan and EU needs for dialogue on sectorial, regional and/or global issues.

Overall, a successful and effective programme implementation shall result in stronger political and cooperation relations between the European Union and the Angolan Government.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

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

### **5.2 Indicative Implementation Period**

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

### 5.3 Implementation of the budget support component

Not applicable.

### 5.4 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures affecting the respective countries of operation<sup>6</sup>.

#### 5.4.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Project coordination support, research, conferences, workshops and other relevant service matters	Services	1	3 <sup>rd</sup> or 4 <sup>th</sup> trimester 2019

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

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

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with EDF-ACP States Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

### 5.6 Indicative budget

	EU Contribution (in EUR)
5.4.1 Procurement (direct management) - Project coordination support, research, conferences, workshops and other relevant service matters	3 600 000
5.9 – Evaluation, 5.10 - Audit	200 000
5.11 - Communication & Visibility	200 000
<b>Total</b>	<b>4 000 000</b>

<sup>6</sup> [https://eeas.europa.eu/sites/eeas/files/restrictive\\_measures-2017-04-26-clean.pdf](https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-04-26-clean.pdf)

## 5.7 Organisational set-up and responsibilities

The overall responsibility and approval for the Dialogue Facility project activities will rest with the Programme Steering Committee.

The Steering Committee (SC) will be composed of high-level representatives of relevant Angolan ministries. Members will be nominated through an inter-ministerial process. Permanent members of the Steering Committee will be representatives from the Ministry of Economy and Planning, the Ministry of Foreign Affairs and the EU Delegation which will consult on a preliminary basis relevant services in charge of the NIP and the JWF follow-up in HQs for the Steering Committee agendas. The Steering Committee will be co-chaired by Ministry of Economy and Planning and the EU Delegation.

The Steering Committee will:

- Provide strategic guidance for the programme, in particular set priorities for the Calls for Projects with due consideration guided by the need for (i) alignment with priorities determined at the Ministerial meetings of the Joint Way Forward, (ii) alignment and prioritisation with Angola's National Development Plan and other key strategies, (iii) involvement of civil society into dialogue projects and integration of cross-cutting issues such as gender equality and women empowerment, environmental sustainability and climate change, when appropriate;
- Review proposals for funding submitted by applicants and take decisions regarding the award of financial support to policy dialogue projects;
- Oversee the implementation of policy dialogue projects, including through the approval of progress reports presented by beneficiary Ministries;
- Maintain oversight and review progress of the Dialogue Facility's implementation against the objectives mentioned in the financing agreement.

The SC will be assisted by the Implementation Support Team (IST).

The roles of the IST subject to the Programme Steering Committee (PSC) endorsement will be to:

Under Result 1: To provide technical expertise tasks including procurement and management of services to implement policy dialogues activities, such as (i) meetings and conferences for the exchange of information and propose a platform to follow up policy dialogue, (ii) thematic applied research and technical assistance, (iii) study tours to the EU, Angola, PALOP-TL or other countries benefiting from similar support from the EU.

Under Result 2: To deliver training workshops for groups of potential applicants on how to prepare and submit dialogue project proposals for funding (e.g. technical and administrative requirements; standard templates to be used, etc). Once the Concept Note has been approved by the Steering Committee, the IST shall (i) provide guidance to individual ministries in preparation of Terms of Reference for dialogue project proposals, in close cooperation with the European counterpart organisation to be involved in the policy dialogue project; and (ii) assess the capacity for dialogue of the Angolan Ministry in connection with the proposed project. Based on such assessment, propose, whenever required, measures for capacity-building to be inserted in the Terms of Reference as the first phase of each policy dialogue project.

The IST will also support the implementation of approved dialogue projects, including procurement and management of logistical aspects of dialogue activities and identification of short-term expertise in close cooperation with the EU Delegation which will also liaise with the EU Member States represented in Angola.

Under Result 3: to proactively disseminate information on the Dialogue Facility among key stakeholders to promote the political dialogue under the Joint Way Forward.

The IST shall organise meetings and communication/visibility events for disseminating policy dialogue project outcomes, including findings of applied researches and studies that strengthen understanding of the EU-Angola relationship.

The IST shall devise and implement an outreach process to line ministries on the organisation of dialogue events such as workshops, meetings, information sessions and public conferences.

The IST shall also formulate a capacity building plan for the benefit of Angolan stakeholders to assist the implementation of the thematic areas of cooperation. Training sessions and exchange visits with European and Member States institutions and agencies will be carried out to take advantage of the experiences of such bodies in the thematic areas of dialogues.

The policy dialogue initiatives shall be systematically accompanied by the organisation of awareness-raising events to increase the public's information and interest in cooperation activities. The events will also have the objective of providing opportunities for the public to contribute to the dialogues and to ensure the visibility of the EU.

The IST shall put in place a strong implementation framework focusing on an efficient planning of the activities, including milestones and expected outputs, and a result-based monitoring system to follow up the implementation towards the achievement of the expected results.

In order to carry out all the functions described above, the IST shall, among other tasks:

- Act as secretariat and support for the Steering Committee;
- Draft guidelines for Calls for Projects and templates for Concept Notes to be submitted to and approved by the Programme Steering Committee;
- Draft annual work plans for this Action, in consultation with stakeholders;
- Issue narrative and financial progress reports of the Dialogue Facility and a 6-monthly review of progress against the indicators contained in the Logical Framework;
- Procure promotional and visibility materials;
- Organise platforms for engagement with the media.

## **5.8 Performance monitoring and reporting**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

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

## **5.9 Evaluation**

Having regard to the importance of the action, a final evaluation will be carried out via independent consultants, through a service contract, contracted by the Commission.

A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that lessons learnt and best practices for enhancing future dialogue initiatives should be identified.

The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

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

Indicatively, two contracts for evaluation services shall be concluded around the 2<sup>nd</sup> semester of 2023.

## **5.10 Audit**

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

Indicatively, two contracts for audit services shall be concluded under a framework contract in the first and third year of the project implementation.

## **5.11 Communication and visibility**

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

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

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

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

Communication and visibility activities will be implemented through procurement under direct management. The main objective of the contract will be to enhance the EU visibility in Angola and the positive impact of the dialogues to strengthen relations between the European Union and the Angolan Government.

The purpose of the contract will be to support the Delegation of the European Union in Angola and the Ministry of Economy and Planning in the development and implementation of a visibility/awareness campaign on policy dialogues.

Indicatively, one contract for communication and visibility is foreseen around the 4<sup>th</sup> trimester of 2019.

## APPENDIX - Indicative Logframe matrix (for project modality) <sup>7</sup>

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

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
<b>Overall objective: Impact</b>	To promote sustainable development in areas covered by the Joint Way Forward between the European Union and the Angolan Government.	The impact indicators would have to be identified throughout the action depending on the effective dialogue areas. A range of relevant possible indicators will be identified once the IST is contracted.	Principles and common vision of the Joint Way Forward of July 2012. The baseline will be determined at the inception phase by the IST at the moment of the definition of the relevant impact indicators.	Overall improvement in all the adopted indicators	UNDP graduations assessment reports and Angola's PND 2018-2022 monitoring reports.	
<b>Specific objective(s): Outcome(s)</b>	To enhance the effectiveness of EU-Angola dialogues in priority areas	SO1: Number and areas of policy dialogues established.  SO2: Number of policy dialogues where policy briefs / action plans are elaborated and the implementation launched	SO1: Currently (2018) no policy dialogues take place: the baseline will be refined by January 2019.  SO2 : Currently (2018) no policy dialogues take place: the baseline will be refined by January 2019.	SO1: By the end of the Action (2023) it is expected to have at least 5 areas of policy dialogue; Higher Education, Vocational Education and Training, Agriculture, Climate Change and Public Finance Management  SO2 5 policy dialogues being implemented	SO1: Final report of the EU-Angola Dialogue Facility prepared by the IST. Final evaluation reports of the Dialogue Facility.  SO2: NAO records	Continuation of political, economic and social progress in both Angola and the European Union.

<sup>7</sup> Mark indicators aligned with the relevant programming document mark with '\*' and indicators aligned to the EU Results Framework with '\*\*'.

	<b>Intervention logic</b>	<b>Indicators</b>	<b>Baselines (incl. reference year)</b>	<b>Targets (incl. reference year)</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Outputs</b>	<b>Output 1- Improved instruments of thematic policy dialogues between the EU and Angola</b>					
	1.1. A platform for policy dialogue is created to facilitate and promote exchange of information and creation of policy dialogues	1.1.a. Number of government and civil society representatives participating in policy dialogue events organized by the Action (disaggregated by sex and sector) 1.1.b. Number of women chairing events organised with the support of this Action	1.1.a. None  1.1.b. None	1.1.a. TBD in the inception phase 1.1.b. At least 5 women act as chair of policy events		
	1.2. Policy dialogues are implemented and synergies among ministries are promoted with the assistance of the IST	1.2.a. Number of policy dialogue projects implemented by Government Departments with the support of this Action 1.2.b. Number of stakeholders involved in dialogue projects implemented with the support of this Action (disaggregated by sex)	1.2.a. None  1.2.b. None	1.2.a. At least 10 policy dialogue projects implemented by 5 Government Departments/Ministries 1.2.b. TBD in the inception phase	NAO report to PSC; IST monthly reports  Minutes of PSC meetings (To be used for every indicator in output 1)  Policy dialogue project's agreements and descriptions	Angolan departments, EU institutions and Member States Administrations are keen to exchange information and expertise together on various policy issues.
		1.2.c. Number of dialogue projects covering more than one thematic area/Ministry	1.2.c. None	1.2.c. At least 4 dialogue projects are implemented with involvement of more than one Government Departments/Ministry		

	<b>Intervention logic</b>	<b>Indicators</b>	<b>Baselines (incl. reference year)</b>	<b>Targets (incl. reference year)</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Outputs</b>	<b>Output 2 - Increased institutional capacity to help the implementation of thematic dialogues / programmes in priority areas of cooperation</b>					
	2.1. Policy briefs covering areas of dialogue are prepared	2.1.a. Number of policy briefs including Gender analysis, covering areas of dialogue published with the support of this Action	2.1.a. None	2.1.a. At least 20 policy briefs and/or relevant papers	Policy briefs/papers jointly prepared by the participating institutions with the support of the IST	Angolan administrations use skills and knowledge gained through this Action for formulating the policy briefs.
	2.2. The Angolan administrations are trained in the policy dialogue and reform and project management	2.2.a. Number of government representatives who report increased knowledge of policy dialogue and project management thanks to participation in study tours organized by this Action (disaggregated by sex)	2.2.a. None	2.2.a. At least 5 study tours implemented with an estimated number of 40 beneficiaries	2.2.a. Survey/feedback report of the Angolan officials – participants of the study visits	The Angolan administrations use the experience in internal structures and for the policy dialogue projects
		2.2.b. Number of officials trained through the actions/projects informing and enriching policy dialogue (JRC INAMET agreement in Agriculture; ERAMUS+ in Higher Education; Angola's government specific requests for training linked to Policy Dialogues)	2.2.b. None	2.2.b. At least 15 training actions/projects implemented with the number of officials to be determined during the inception phase	2.2.b. NAO report to PSC; IST monthly reports Mission and training reports	
2.3. The capacities of Ministries/Departments involved in dialogues is strengthened	2.3.a. Number of Ministry/Department staff trained by this Action on policy dialogue topics (disaggregated by sex)	2.3.a. None	2.3.a. 100 personnel trained by the end of the project	2.3.a. Database of training participants to be maintained by the project	Angolan Ministries are keen to build capacity for dialogue with the EU	

	2.4. Platforms / instruments for capitalisation and dissemination of good practices of dialogue projects created.	2.4.a. Number of participants of the good practice workshops in each of the policy dialogue area.  2.4.b. Status of good practice handbook and their update versions	2.4.a. None  2.4.b. No handbook available	2.4.a. at least one in 2019, and two per year subsequently, with the number of participants TBD during the inception phase 2.4.b. 30 good practice handbooks disseminated in 2020 and 40 updated version made available each subsequent year	2.4.a. IST and Workshop reports  2.4.b. Handbooks' dissemination list	
	<b>Output 3 - Increased awareness and understanding of EU external and trade activities and of the Joint Way Forward (JWF), including knowledge of the EU's development policy.</b>					
	3.1. Strengthened understanding of the EU-Angola relationship among the stakeholders	3.1.a. Number of participants attending the awareness raising seminars on the EU-Angola relationship organized by this Action (disaggregated by sex and sector)	3.1.a. Zero	3.1.a. At least 400 participants each from different stakeholders: departments, civil society, parliament	3.1.a. IST monthly reports Seminar reports	Good participation in the seminars Policy research entities available  CSOs initiate contacts and discussions with the EU Delegation and each-other
	-	3.1.b. Number of pieces of research on the link between dialogues and policy enhancement published with the support of this Action	3.1.b. Zero	3.1.b. two booklets per year as from 2019 onward	3.1.b. Publications / Editions	Increased number of inquiries on EU-Angola cooperation on information portals