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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 1

to the Commission Implementing Decision on the financing of the annual action plan for Global Challenges
- Partnerships for 2021

Action document for the ‘Paris Peace Forum’ action

MULTIANNUAL PROGRAMME

This document constitutes the multiannual work programme within the meaning of Article 110(2) of the Financial Regulation and action plan within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. ACTION SUMMARY TABLE

1. Title CRIS/OPSYS business reference Basic act	Paris Peace Forum OPSYS number: 43541 Financed under NDICI-Global Europe
2. Team Europe initiative	No Not directly a Team Europe initiative (TEI), but with the capacity to give high visibility to other TEIs, by showcasing them in the different PPF spaces of discussion. As an illustration, at the 2020 and 2021 Paris Peace Forums (PPF), DG INTPA showcased TEIs in the ‘Space for Solutions’ and held/will hold major high-level events on them (e.g. 2021 TEI on manufacturing and access to vaccines, medicines and health technologies in Africa under the theme of ‘Fighting the COVID-19 crisis’, 2020 TE response to COVID-19: ‘Control the pandemic and prevent the next one’).
3. Zone benefitting from the action	The action is global, in line with the scope of the PPF. The zone is not a single country or region, but depends on specific projects and events showcased by the EU and the Forum. A number of partner countries and other EU stakeholders benefit from greater visibility, networking and scale-up opportunities.
4. Programming document	‘Global challenges’ (MIP/AAP 2021)
5. Link with relevant MIP(s) objectives / expected results	Enhanced global and multilateral partnerships Strategic cooperation with global and multilateral organisations and processes
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority area(s), sectors	H01: Development awareness
7. Sustainable development goals (SDGs)	Main SDG (one only): SDG 16 Other significant SDGs (up to nine) and where appropriate, targets: SDGs 3, 4, 5, 7, 13, 14 and 17
8 a) DAC code(s)	99820 — Promotion of development awareness (non-sector allocable) 100%

8 b) Main delivery channel @	60000 — Private-sector institution 61000 — Private sector in provider country			
9. Targets	<input checked="" type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and human development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human rights, democracy and governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girls' empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster risk reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of people with disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and tags	Policy objectives	Not targeted	Significant objective
Digitalisation @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Connectivity @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Migration		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reduction of inequalities		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
COVID-19		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line: Total estimated cost: EUR 24 000 000 for 2022-2025 Total amount of EU budget INTPA contribution: EUR 2 800 000 for 2022-2025 This action is co-financed, in particular by*: Strategic partners — EUR 500 000 and over			

	<ul style="list-style-type: none"> - Open Society Foundations - Microsoft - Brunswick <p>Main partners — EUR 300 000 to EUR 500 000</p> <ul style="list-style-type: none"> - Ford Foundation - African Development Bank <p>Grand partners — EUR 100 000 to EUR 300 000</p> <ul style="list-style-type: none"> - L'Oréal - European Investment Bank - Islamic Development Bank - Allen & Overy - <i>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</i> - Wellcome Trust <p>Partners — EUR 50 000 to EUR 100 000</p> <ul style="list-style-type: none"> - <i>Crédit Mutuel</i> - <i>La Poste</i> - IFAD <p><i>* The indicated amounts are for a yearly contribution. PPF backers may vary from year to year.</i></p>
MANAGEMENT AND IMPLEMENTATION	
13. Type of financing¹	Direct management through grant contract

¹ Article 27 of the NDICI Regulation.

Summary of action

Originally launched in 2018 to coincide with the centenary of the 1918 Armistice, the PPF has established itself as the first international platform for global governance solutions. With growing prestige and name recognition, it is today able to attract political figures, civil society and academia from around the world through wider interactions and close dialogues. The EU has participated since the inception of the PPF, including through the high-level presence of the Commission President and various Commissioners. The PPF and the EU share the same objectives of reinforced multilateralism, inclusiveness and global governance. The EU has managed to establish an important partnership with the PPF, which has granted it the designation of a ‘strategic partner’. The continued partnership builds on an ambition to contribute more to the conceptualisation and content of the PPF, so as to serve EU objectives and visibility, and provide a platform that serves the EU’s renewed multilateral ambition.

The PPF contributes to the strengthening of multilateralism and reshaping it for the 21st century, while searching for concrete solutions to global issues, notably in relation to SDGs 16, 3, 4, 5, 7, 13, 14 and 17.

2. RATIONALE

2.1. CONTEXT

As the world continues to face and struggle with multiple crises, the PPF has served as an important hub for generating new ideas, experiences and opinions, which have not only fostered new collaborations, but also reinforced multilateralism and inclusiveness, while bringing new stakeholders into internationally relevant conversations. As we seek to reinvent ways to re-dynamise the multilateral system and our role therein, and better connect citizens and governing bodies at all levels, the PPF has been able to function politically as a ‘whole of society’ platform.

Following the successful third session in 2020 and ahead of the 2021 session, the PPF has started expanding beyond its traditional November session, with a new spring meeting (to take place in May). This is another major event for open dialogue that brings on board not only PPF partners, but also worldwide high-level speakers. In addition, the PPF is an important platform for initiating new formats for multilateral governance and participation. An illustration is the first ‘Finance in Common’ Summit, which was originally a PPF event and has since become another important self-standing international gathering, crucial for the pursuit of Agenda 2030. Similarly, last year the PPF launched a global discussion on forging a new consensus for the post-COVID world, with the EU taking an active and prominent role. The process (initiated by IMF Managing Director Georgieva) was initially referred to as the Leaders Forum for Transformational Policies and it evolved politically into an open debate around the main ‘principles’ for the post-COVID world, which is likely to continue in the coming months.

As a global actor, it is paramount that the EU remains politically engaged in this exercise and continues to show leadership in multilateral international cooperation. This is in line with the Joint Communication on *Strengthening the EU’s contribution to rules-based multilateralism*² and its major geopolitical priorities. The Joint Communication highlights support for the PPF as an example of EU backing for new innovative formats for inclusive multilateralism.

The EU can use its participation in the PPF to boost its strategic interests and core values, in particular by supporting and promoting rules-based multilateralism (including more inclusive multilateralism, global peace and security, fundamental rights, universal values and international law principles). By actively participating in the PPF’s various spaces for dialogue, the EU can contribute to a reinvigorated multilateral order, on the basis of its long experience and proven added value and by raising its own visibility in the international arena. Moreover, given the PPF’s project-oriented nature, the EU can display its policies, projects and initiatives, thus enhancing its voice and visibility worldwide. This is particularly relevant if we want to put forward cooperative solutions to ‘build back better’ and promote Team Europe approaches and initiatives. In previous PPF sessions, the EU has been able to leverage its collective strength, project its values and priorities, and forge new partnerships and alliances with other countries and international organisations. As an example of this, the EU, together with WHO, Melinda Gates Foundation, World Bank, COVAX, UNITAID and different Governmental representatives, gathered in an event during the PPF 2020

² Link to Joint Communication on Strengthening the EU’s contribution to rules-based multilateralism: https://eeas.europa.eu/sites/default/files/en_strategy_on_strengthening_the_eus_contribution_to_rules-based_multilateralism.pdf

edition, to expressed joined action and support to the ACT – A: Vaccines, Tests and Therapeutics against COVID 19 in view of a Global Public Good

2.2. PROBLEM ANALYSIS

EU support for the PPF is based on the following premises:

- our collective ability efficiently to manage increasing interdependence is at risk;
- there is a growing disconnect between citizens and governance at all levels; and
- the multilateral system is undergoing fundamental change, particularly when we witness, in different parts of the world, growing hostilities towards economic globalization and increasing movements in favour of unilateralism and protectionism.

The challenges that the world faces (e.g. pandemics, climate change, terrorism, migration, cyber insecurity) transcend borders. Addressing them requires international cooperation and collective action. However, collaboration is increasingly difficult as countries become more inward-looking. Today, the international community is failing to producing appropriate but much-needed solutions. The PPF is a laboratory for a new approach to multilateralism and global governance. It is a forum based on inclusivity and a multi-stakeholder approach. It offers a place for dialogue, where national and international leaders and other stakeholders discuss the world's most pressing issues, engage in new formulas and collectively look for effective solutions that are worth backing and scaling-up.

Main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

As a multi-stakeholder coalition, the PPF brings together different actors of global governance, such as states and international organisations, but also NGOs, the private sector, foundations, philanthropic organisations, development agencies, religious groups, trade unions, think tanks, universities and civil society at large. All participate in the various spaces for dialogue, by voicing their positions, sharing their experience and contributing to the PPF's main theme. The idea is not to disconnect from the more governmental side of the discussion, but to bring in different spectrums and grassroots approaches and to promote a more balanced, comprehensive and inclusive vision for peace and global governance.

This multi-stakeholder dimension is also reflected in the composition of the PPF's Executive Committee, on which its founding members are represented: the French Ministry of Foreign Affairs, the *Institut Français des Relations Internationales* (Ifri), the *Institut Montaigne*, the Körber Foundation, *México Evalúa*, the Mo Ibrahim Foundation, the Aga Khan Development Network, Research and Information System for Developing Countries (RIS) and *Sciences Po*.

As part of its contribution, and subject to approval from the College (for membership of a private-law body), the Commission will also join the PPF's governance structure.

3. DESCRIPTION OF ACTION

3.1. OBJECTIVES AND EXPECTED OUTPUTS

The *overall objective* of the PPF is to help bridge the governance gap between global and transnational challenges and the level of international cooperation needed to address them, by supporting stakeholders' willingness and means to take concrete actions.

The *specific objective* of this action is to promote the EU's strategic partnership with the PPF further, including through potential participation in its governance activity, in order to:

1. enhance the EU's voice and visibility worldwide through high-level participation and outreach activities;
2. shape the PPF's agenda, format and deliverables, while promoting EU priorities around our Global Recovery Initiative and our Team Europe response;
3. show the EU's leadership in multilateral international cooperation.

The *outputs* to be delivered by this action, contributing to the corresponding specific objectives (outcomes) are:

- 1.1 outcome 1 (specific objective 1) – enhanced EU participation in the PPF's different spaces for dialogue, not only high-level participation but also at a more operational level, through the EU's own projects and initiatives;

- 2.1 outcome 2 (specific objective 2) – increased EU participation, voice and influence in the PPF’s overall agenda and activities;
- 3.1 outcome 3 (specific objective 3) – increased EU voice and contribution to rules-based multilateralism.

3.2. INDICATIVE ACTIVITIES

The topics are shaped on a yearly basis, decided by the PPF Executive Committee in response to the most pressing problems facing humanity. The 2020 and 2021 PPFs were dedicated to COVID-19 response and recovery. Climate change and the SDGs are recurring agenda points.

Activities relating to output 1.1:

- presentation of the EU’s own projects/initiatives at the PPF Space for Solutions. In 2021, these included the TEI on ‘manufacturing and access to vaccines, medicines and health technologies in Africa’ (INTPA), the Policy and Regulation Initiative for Digital Africa (INTPA), Social Media for Peace (FPI) and other initiatives in partnership with other international stakeholders;
- preparation of own project pitches, concept notes and virtual/*in loco* showcase;
- preparation of project side-events/round tables, inviting high-level personalities from the EU and other international stakeholders;
- all activities will aim to demonstrate the EU’s impact and added value, focusing not only on what the EU does, but why.

Activities relating to output 2.1:

- interact closely with the PPF to ensure the EU’s participation/intervention in the opening session and other substantial debates;
- inform the PPF of the EU’s thematic priorities;
- continue to organise inter-service exchanges, to update on the PPF programme and ensure overall EU participation in the various spaces for dialogue.

Activities relating to output 3.1:

- in all interventions during the session, highlight the EU’s role as a global actor and support multilateralism as the only way to tackle growing global challenges;
- participate in and shape new formats of inclusive multilateralism.

3.3. RISKS AND LESSONS LEARNT

Category	Risks	Likelihood (high/medium/low)	Impact (high/medium/low)	Mitigating measures
External	Risk relating to long-term political support for PPF	Low risk relating to political decision to withdraw support (mainly by future French governments)	Risk of decreasing PPF’s uniqueness and global relevance	Active participation in PPF governance structure and Commission outreach activities. Increased participation in PPF governance and backing from other governments and stakeholders.
External	Risk of PPF becoming a ‘club of the like-minded’	Low risk	Risk of diminishing PPF’s relevance as an inclusive multilateral hub	Ensure wider and more inclusivity, participation in PPF sessions and governance bodies.
External /internal	Risk of PPF entering ‘development’ side of intervention (beyond governance)	Medium risk	As a global platform for dialogue, PPF is able to tackle many different areas of intervention, including from development side.	Ensure a clear distinction between PPF and EU European Development Days (EDDs), both in terms of main objectives and activities. Ensure greater synergies and avoid overlaps.

				Ensure that EU enters PPF governing bodies, with greater capacity to influence.
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Lessons learnt:

The risks relate mainly to the PPF's inclusivity and focus, avoiding the temptation to act in too many directions. For instance, the PPF has been criticised for being a 'club of the like-minded', rather than seeing alternative forms of multilateralism. These risks are mitigated by efforts from the organisers to ensure more inclusivity of participation in both the sessions and PPF governance. The PPF is trying to broaden the membership of its governing bodies, in particular by inviting southern countries and stakeholders to participate.

It is also important to ensure that 'governance' remains the PPF's main focus and that it avoids entering too much into 'development project' logic, which could put it at odds with the EDDs. This year, important steps have been taken to foster greater synergies between the EDD and the PPF (e.g. an INTPA representative sat on the PPF project selection committee; the EDD included presentations from PPF project leaders; PPF/INTPA coordination meetings took place).

We also plan to mitigate the risk by joining the PPF Executive Board, which will enable the EU to influence the PPF's overall steer, organisation and activities in a more strategic manner.

3.4. INTERVENTION LOGIC

The involvement with the PPF is based on the following principles:

- global problems without cooperative solutions lead to conflicts** – the challenges the world faces (climate change, terrorism, migration, cyber insecurity, etc.) do not recognise borders. Addressing them requires international cooperation and collective action. However, collaboration is increasingly difficult as countries turn more and more inward. Today, the international community is failing to produce the requisite solutions.
 The PPF looks for solutions that help reduce international tensions: cooperation to fight climate change and mitigate resource scarcity, institutions to channel power rivalries and better administer global public goods, regulation to address abuses of power and inequalities, and intergenerational bridges and gender equality to create more peaceful societies;
- our world is not going in the right direction** – states are competing hard for advantage and populism is undermining the institutions and mechanisms that could ensure collective action. Democratic spaces are shrinking and inequalities are widening. Military expenditures are growing fast, while the UN budget is being cut. International norms (in particular, human rights) are being disregarded. The internet is becoming a jungle where data is hacked and fake news spread. International justice is being questioned. And we are losing the race against global warming;
- new formats and forms of inclusive multilateralism governance are needed** – the PPF offers an innovative platform to test new models of multi-stakeholder participation in global governance, with the promise of practical solutions. It is the main international forum dedicated to governance and, given the EU's commitment to rules-based multilateralism and multilateral solutions, using the PPF to test new formulas and new solutions is key.

3.5. LOGICAL FRAMEWORK MATRIX

PROJECT MODALITY (3 levels of results / indicators / source of data / assumptions — no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Bridge global and transnational governance gaps and address them by supporting stakeholders' appetite and resources to take concrete action.	More global governance solutions and new partnerships forged Scaling-up of new innovative solutions	1 N/A	1 N/A	1 Media	<i>Not applicable</i>
Outcome 1	The EU has strengthened its strategic partnership with PPF, including through participation in its governance activity	Influence on PPF agenda and outcomes Commission's participation in PPF governance meetings Ability to influence PPF decisions (number of Commission priorities featured)	N/A	N/A	PPF agenda and other documents Minutes of meetings of PPF governance structures; press releases	Commission involvement in PPF governance is agreed both internally and by PPF
Outcome 2	Increased EU participation, voice and influence in PPF's overall agenda and activities	Number of EU priorities promoted through outreach and dialogue at PPF	N/A	N/A	Press releases; PPF annual reports, G7/G20 reports	

Outcome 3	EU's leadership in multilateral international cooperation strengthened	Number of EU priorities featured and discussed in multilateral forums. Number of invitations for EU representatives to speak in high-level forums.	N/A	N/A	Press releases; PPF annual reports, UN reports	
Output 1 (relating outcome 1)	to Enhanced EU participation in PPF's spaces for dialogue – not only high-level participation, but also more varied participation and on the more operational side, through the EU's own projects and initiatives	Number of EU VIPs and officials in various fields participating in high-level and partner events Number of EU projects showcased at PPF	2 projects showcased and 2 partner sessions featured in 2021	At least stable number of projects showcased Increased participation by various EU services and departments (2022-2025)	PPF annual reports	No changes in PPF organisation
Output 2 (relating outcome 2)	to Increased EU participation, voice and influence in PPF's overall agenda and activities	Number of EU priorities covered by annual PPF session and other events	N/A	N/A	Press releases; PPF annual reports	
Output 3 (relating outcome 3)	to Increased EU voice and contribution to rules-based multilateralism	Number of partners joining TEIs. Number of partners accepting Global Recovery Initiative logic	N/A	N/A	Press releases; PPF annual reports; UN reports	

4. IMPLEMENTATION ARRANGEMENTS

4.1. FINANCING AGREEMENT

It is not envisaged to conclude a financing agreement with partner countries to implement this action.

4.2. INDICATIVE IMPLEMENTATION PERIOD

The indicative operational implementation period for this action, during which the activities described in Section 3.1 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date on which a financing agreement is concluded.

This action should cover the EU contribution to the PPF for 2022-2025.

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

4.3. IMPLEMENTATION ARRANGEMENTS

The Commission will ensure compliance with the appropriate EU rules and procedures for providing financing to third parties, including review procedures, where appropriate, and EU restrictive measures³.

4.3.1. Direct management (grants)

Grants: (direct management)

(a) Purpose of grant(s)

Support for the organisation of the Paris Peace Forum

(b) Type of applicants targeted

The grant is intended as a direct award to Paris Peace Forum asbl.

c) Justification of a direct grant

Justification to provide a Direct Grant to the PPF asbl is based on points c) and f) of the Article 195 of the applicable Financial Regulation. The recourse to an award of a grant without a call for proposals is justified because the beneficiary (Paris Peace Forum asbl) is a non-profit organisation and the only organiser in charge of organising the PPF, an annual event to discuss policy and promote governance solutions (de-facto monopoly). Also in relation to point f) of the aforementioned article, the Paris Peace Forum is an activity with specific characteristics, requiring a particular type of body on account of its technical competence, its high degree of specialisation and its administrative powers.

The Paris Peace Forum Association is formed by the *Fondation Nationale des Sciences Politiques*, the Aga Khan Development Network, the Körber Foundation, the Mo Ibrahim Foundation, the *Institut Français des Relations Internationales* (Ifri), the *Institut Montaigne* and the French Republic, represented by the Foreign Affairs Ministry. PPF has been legally established as a French non-profit foundation since 9 March 2018.

4.3.2. Scope of geographical eligibility for procurement and grants

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

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

³ www.sanctionsmap.eu. The sanctions map is an IT tool for identifying sanctions regimes. The data is based on legal acts published in the *Official Journal* (OJ). In the event of discrepancy between the published legal acts and the updates on the website, the OJ prevails.

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

4.4. INDICATIVE BUDGET

Indicative budget components	EU contribution (EUR)	Third-party contribution (identify currency)
Implementation arrangements — see Section 4.3	2 800 000	

4.5. ORGANISATIONAL DETAILS AND RESPONSIBILITIES

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

5. PERFORMANCE MEASUREMENT

5.1. MONITORING AND REPORTING

The day-to-day technical and financial monitoring of this action will be a continuous process and part of the implementing partner's responsibilities. To this end, the implementing partner must establish a permanent internal, technical and financial monitoring system for the action and produce regular (not less than annual) progress reports and final reports. Every report must provide an accurate account of the implementation of the action, difficulties encountered, changes introduced and 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) and the partner's strategy, policy or reform action plan list (for budget support).

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

The PPF is responsible for the overall planning and implementation of the annual project-event and specific activities, including content and financial reporting. Specific parts of the project will be implemented with the support of local partners. The action also ensures the special participation and visibility of the EU in the various spaces for dialogue. The EU contributes financially to the PPF, to ensure that it carries out all the activities that are envisaged.

5.2. EVALUATION

In view of the nature of this action, an evaluation will not be carried out for the action or its components via independent consultants.

The Commission may, however, decide to undertake such an evaluation for duly justified reasons at its own initiative or that of the partner.

The evaluation reports must be shared with partners and other key stakeholders following the best practice of evaluation dissemination⁴. The implementing partner and the Commission must analyse the conclusions and recommendations of the evaluations and, where appropriate, jointly decide on the follow-up action to be taken and any adjustments necessary, including, if appropriate, the reorientation of the project.

Evaluation services may be contracted.

⁴ See best [practice of evaluation dissemination](#).

5.3. AUDIT AND VERIFICATIONS

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

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will involve a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply, regardless of whether the actions are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States.

However, action documents for specific sectoral programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in cooperation facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

APPENDIX 1: REPORTING IN OPSYS

An intervention (also referred to as a ‘project’ or ‘programme’) is the operational entity associated with a coherent set of activities and results structured in a logical framework and aimed at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the Commission’s operational follow-up of its external development operations. As such, they constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary interventions are contracts or groups of contracts producing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other reportable-result contracts is considered a ‘support entity’. The sum of all primary interventions and support entities is equivalent to the full development portfolio of the institution.

Primary interventions are identified during the design of each action by the responsible service (Delegation or HQ operational unit).

The level of the primary intervention is set in the relevant action document and is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left-hand column one of the three options for the level of definition of the primary intervention(s) identified in this action.

In the case of ‘Group of actions level’, add references to this action and other actions concerning the same primary intervention.

In the case of ‘Contract level’, add the reference to the corresponding budgetary items in point 4.4 (Indicative budget).

Option 1: Action level		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
Option 3: Contract level		
<input checked="" type="checkbox"/>	Single contract 1	Direct management
<input type="checkbox"/>	Single contract 2	<envisaged individual legal commitment (or contract)>
<input type="checkbox"/>	Single contract 3	<envisaged individual legal commitment (or contract)>
	(...)	
<input type="checkbox"/>	Group of contracts 1	<envisaged individual legal commitment (or contract) 1> <envisaged individual legal commitment (or contract) 2> <envisaged individual legal commitment (or contract) #>