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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 4**

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of Sub-Saharan Africa for 2021

**Action Document for Team Europe Initiative to Promote Investments in Young Businesses in Africa (IYBA)**

**ANNUAL ACTION PLAN 2021**

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans/measures in the sense of Article 23 (2) of NDICI-Global Europe Regulation.

**1. SYNOPSIS**

**1.1. Action Summary Table**

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	Team Europe Initiative to promote Investments in Young <sup>1</sup> Businesses in Africa (IYBA) CRIS number: NDICI AFRICA/2021/043-553 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	Yes. Team Europe Initiative (TEI) Investing in Young Businesses in Africa
<b>3. Zone benefiting from the action</b>	The Action shall be carried out in Sub-Saharan Africa
<b>4. Programming document</b>	Sub-Saharan Africa (SSA) - Regional Multiannual Indicative Programme (MIP) 2021-2027
<b>5. Link with relevant MIP(s) objectives/expected results</b>	The Action falls under SSA MIP, Priority area 5 (Sustainable Growth and Decent Jobs), Specific Objective 3 and Expected Results 3.1, 3.2 and 3.3 of the regional MIP for Sub-Saharan Africa.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	The proposed Action intends to contribute to Priority area 5, Sustainable Growth and Decent Jobs. <u>Specific Objective 3</u> : An investment climate in Sub-Saharan Africa conducive to private sector development and investments, and improved business capacities and access to finance for MSMEs. <u>Result 3.1</u> : Improved investment climate, regional market intelligence and identification of barriers to investments. <u>Result 3.2</u> : Regional support measures for MSMEs business capacities are enhanced at continental and regional level. <u>Result 3.3</u> : Improved access to finance and investment readiness at the regional/continental level.

<sup>1</sup> The term 'Young' refers to, on the one hand early stage business and entrepreneurs that are at the initial stages of their business life cycle (not necessarily start-ups but business that have not been able to evolve from an early stage position) where they are more fragile and vulnerable and where lack of access to support services and financial instruments becomes an extremely important constraint for their growth and thus possible contribution to decent job creation. On the other hand it also refers to the need to further support business lead by young entrepreneurs as a key factor in the growth process of a region characterized by a very young population and high unemployment.

<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG: <ul style="list-style-type: none"> <li>SDG 8 Decent Work and Economic Growth</li> </ul> Other significant SDGs: <ul style="list-style-type: none"> <li>SDG 9 Industry, Innovation and Infrastructure</li> <li>SDG 5 Gender Equality and women empowerment</li> <li>SDG 10: Reduced Inequality</li> <li>SDG 12 on Sustainable Consumption and Production</li> </ul>			
<b>8 a) DAC code(s)</b>	32130 - Small and medium-sized enterprises (SME) development. 65 %. 25030 - Business development services. 35 %			
<b>8 b) Main Delivery Channel</b>	13000 - Third Country Government (Delegated co-operation) 63000 - Private sector in third country			
<b>9. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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 girl's 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 persons with Disabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input 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"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation Tags: digital connectivity digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

	digital entrepreneurship		<input type="checkbox"/>	<input type="checkbox"/>
	job creation		<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital skills/literacy		<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital services		<input checked="" type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Connectivity Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item): BGUE-B2021-14.020120-C1-INTPA EUR 8 800 000 BGUE-B2021-14.020121-C1-INTPA: EUR 8 580 000 BGUE-B2021-14.020122-C1-INTPA: EUR 4 620 000 Total estimated cost: EUR 22 000 000 Total amount of EU budget contribution EUR 22 000 000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Direct management</b> through Procurement in accordance with the criteria set out in section 4.3.1 <b>Indirect management</b> with the entity to be selected in accordance with the criteria set out in section 4.3.2			

## 1.2. Summary of the Action

The Joint communication to the European Parliament and the Council ‘Towards a comprehensive Strategy with Africa’<sup>2</sup> provides a roadmap towards elevating the EU-Africa partnership to the next level building on the 2018 ‘Alliance for sustainable investment and jobs’<sup>3</sup> and on existing international, African and EU frameworks and policies.

The Strategy clearly identifies the need to strengthen the capacity of entrepreneurs, including social entrepreneurs, while reinforcing capacity-building related to SME access to markets and finance, with emphasis on supporting women’s empowerment by tackling discriminatory regulations and practices and making sure that they have access to knowledge, skills, microcredit and finance for entrepreneurship.

Private sector development plays a key role in creating economic growth, employment and improved living conditions.. Micro, Small and Medium- sized Enterprises (MSMEs) play a central role in fostering dynamic, competitive and inclusive economies. However, gaps and deficiencies in the economic structure influence both formal and informal MSMEs capacity to grow and their potential to further contribute to job creation.

<sup>2</sup> JOIN(2020) 4 final

<sup>3</sup> COM(2018) 643 final of 12.9.2018

Although entrepreneurial spirit is very present in most of the African countries, the road to establishing a company in many countries remain fraught with obstacles. The consolidation of business models is long and difficult, with limited skills and capacity of entrepreneurs and low level of capitalisation.

At the same time, Entrepreneur Support Organisations (ESO) in Africa are limited in number and capacity. Access to finance is difficult for emerging enterprises and private investors are rare. Additionally, public policies are usually poorly developed to support small and emerging enterprises, and human resources are usually not sufficiently qualified. Thus there is an urgent need to support the acceleration of new MSMEs and support informal MSME move towards formality, by focusing on supporting the initial stages of enterprise creation and growth as well as developing a sustainable and long term strategy towards building the entrepreneurship support ecosystem that provides the necessary services and links the local actors to financial opportunities.

The **Overall Objective** of this action is to boost decent job creation and inclusive and sustainable growth.

The **Specific(s) Objective(s)** of this action are:

- **SO 1:** Improve coordination, harmonisation and coherence of interventions for MSMEs creation and growth in Africa, especially for (very early and) early stage companies.
- **SO 2:** Strengthen in a selected number of African countries the Entrepreneurs Support Organisations<sup>4</sup> (ESO) ecosystem.

## 2. RATIONALE

### 2.1. Context

The Joint communication to the European Parliament and the Council ‘Towards a comprehensive Strategy with Africa’<sup>5</sup> was approved in March 2020. It provides a roadmap towards elevating the EU-Africa partnership to the next level. It builds on the 2018 “Africa-EU Alliance for sustainable investment and jobs”<sup>6</sup> and on existing international, African and EU frameworks and policies, such as the United Nations Sustainable Development Goals (SDG), the African Union (AU) Agenda 2063<sup>7</sup>, the EU Global Strategy, the New European Consensus on Development ‘our world, our dignity, our future’<sup>8</sup>.

The proposed Strategy with Africa provides a common policy framework and calls for strengthened economic integration and structural transformation, promoting job creation in Africa through green investments and sustainable trade as the main vehicles.

It proposes five thematic partnerships, one of them being for sustainable growth and jobs. Under this partnership, the Strategy defines 4 priority work streams that are key to achieve the Sustainable Development Goals (SDG): (a) boosting trade and sustainable investments in Africa (b) improving the investment climate and business environment and (c) increasing access to quality education, skills, research, innovation, health and social rights; (d) advancing regional and continental economic integration.

The Strategy also clearly identifies the need to strengthen the capacity of entrepreneurs, including social entrepreneurs, while reinforcing capacity-building related to SME access to markets and finance, with emphasis on supporting women’s empowerment by tackling discriminatory regulations and practices and making sure that they have access to knowledge, skills, microcredit and finance for entrepreneurship.

Finally, the Joint Communication on Strengthening the EU’s contribution to rules-based multilateralism<sup>9</sup> calls on the EU to ‘deliver as one’ to ‘succeed as one’; hence, the EU is engaged with promoting a more efficient coordination mechanisms around joint priorities and initiatives (‘Team Europe’ approach).

Through this Action and across all its results, the EU will aim at supporting green investments and a transition towards low-carbon circular economies, in line with the ambition of the European Green Deal and with the Paris agreement

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<sup>4</sup> For the purpose of this action Entrepreneurs Support Organisations include not only accelerators and incubators but also Angel Investors and Equity Fund managers, universities, VET centres, marketplaces, and other entrepreneurship support actors.

<sup>5</sup> JOIN(2020) 4 final of 9.3.2020

<sup>6</sup> COM(2018) 643 final V

<sup>7</sup> <https://au.int/en/agenda2063/overview>

<sup>8</sup> OJ C 210 of 30.6.2017.

<sup>9</sup> JOIN(2021) 3 final of 17.2.2021.

objectives. The EU will also seek to promote opportunities in the digital economy. Particular attention will also be given to provide equal access, trade and economic opportunities to all, including, women and youth.

The Action is well-integrated into the priorities of the Multi-annual Indicative Programme (MIP) for Sub-Saharan Africa 2021-2027 as well as with the New European Consensus on Development ‘our world, our dignity, our future’<sup>10</sup>, specifically with its priorities of promoting inclusive and sustainable growth and jobs.

Lastly, it will reinforce the EU’s leadership in promoting gender equality and social inclusion, in full alignment with the European Consensus for Development and the transformative approach of the GAP III<sup>11</sup>, while contributing to SDG 5 (gender equality).

### *Team Europe Initiative ‘Invest in Young Businesses in Africa’ (TEI IYBA)*

On 18 May at the French Financing Summit for African economies the European Commission’s President Ursula von der Leyen announced the creation of a Platform to implement a Team Europe Initiative (TEI) ‘Invest in Young Businesses in Africa’ (IYBA).

The overall objective of the TEI IYBA platform is to help create the systemic conditions that support MSMEs creation and growth, with a special focus on (very and) early stage companies. The specific objective is to support and develop the new and early stage business ecosystem actors as well as increase the quantity and the quality of financial instruments and technical assistance for these enterprises (bringing together public and private funding). Three building blocks are defined to structure the actions:

- Building block 1: Increase the financial and technical support for pre-seed stage entrepreneurs and micro and small enterprises: The financial needs for this segment of the economy are of up to 150 000 EUR/200 000 EUR through grants, repayable grants and loans, together with technical support.
- Building block 2: Increasing access to finance for SMEs and entrepreneurs at seed and early stages. These are businesses with financial needs of between 150 000 EUR/200 000 EUR 5 000 000 EUR. This includes ‘seed and early stage’ small companies with financial needs as of 150 000 EUR/200 000 EUR, ‘small caps’ (typically family owned and financial needs as of 1 000 000 EUR) and ‘Series A’ for investors (high growth companies). Main financial actors here are Development Financial Institutions (DFIs), impact investment funds, business angels, venture capital funds.
- Building block 3: Supporting the ecosystem, with a special emphasis on women and young people, around: (i) Support the entrepreneurial ecosystem through training and capacity building, with special emphasis on supporting incubators, accelerators, cooperatives, microfinance entities, foundations, and innovation hubs/academia networks (ii) Support local venture funds and angel investors by providing capacity building, paying special attention to Less Developed Countries (LDCs) (iii) Enhance digital and inclusive access to finance, working on the demand side with the relevant beneficiaries of building block 1 and 2, with emphasis on women and young-lead business, and the supply side by promoting the use of accessible digital financing tools by local financial actors (iv) Support governments to develop and implement regulatory and policy reforms that will support the ecosystem development for entrepreneurs to thrive.

In order to maximise our impact and match the interests and priorities of our African partners, the EU and its Member States, together with the EU financial institutions and other relevant EU actors, need to act and speak with one voice. Additionally, the platform also aims at bringing together non-EU relevant stakeholders to ensure full coordination and synergies from a global perspective.

Beyond this Action, this TEI IYBA platform will promote the above three ‘building blocks’ approach; enhance coordination and complementarities with and between the TEI IYBA Platform actors with African partner countries, increase peer exchange and knowledge generation, and promote innovative approaches and new joint actions.

In order to set up this Platform and the TEI, consultations with different stakeholders, including EU Member States, European Development Financial Institutions (EDFIs), the European Investment Bank (EIB), the European Bank for Reconstruction and Development (EBRD) and private investors and stakeholders, have taken place since the month of March 2021. This process has included a high-level consultation workshop that was held on 27 April 2021, together with the French government (and within the framework of the Summit on financing African economies) with approx. 130 participants.

As a result of the workshop, participants have been sharing ideas and information on ongoing programmes related to increasing relevant financing and support of MSMEs at the pre-seed and early stage as well as proposals addressing the

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<sup>10</sup> OJ C 210 of 30.6.2017.

<sup>11</sup> JOIN(2020) 17 final of 25.11.2020

various challenges in the investment ecosystem. The workshop participants, that are constituting so far the IYBA Platform, include 130 participants from 54 organisations.

The proposed Action will focus on two specific elements of the Investing in Young Businesses in Africa (IYBA) Team Europe Initiative (TEI): (i) Building the operational framework that will support the initiative; (ii) define a 8 years strategy (2022-2030) to strengthening the Entrepreneurship Support Organisations (ESO) ecosystem (accelerators and incubators, angel investors and equity fund managers, academia, etc.) and implement the first phase (2022-2025) of the strategy in a selected number of countries (moving from a time constraint programme based approach to a long-term initiative that provides substantial support to ensure sustainable long-term impact in the ESO ecosystem).

It is expected that the proposed Action will be complemented by new interventions that will support private-public EU-African working groups that are active in between Europe-Africa Business Forums (EABF) and will promote high-level European economic missions in selected countries with a clear focus and deliverables with identified priority sectors.

## 2.2. Problem Analysis

Private sector development plays a key role in creating economic growth, employment and improved living conditions. It enables governments in developing countries to generate increased tax revenues, thereby contributing to the funding of wider development strategies, and encourages entrepreneurship and diversification of the economy. It also incentivises people to invest in education and skills acquisition and improves people's lives through increased access to goods and basic services and can help tackle major challenges such climate change and environmental degradation.

Micro, Small and Medium Enterprises (MSMEs) play a central role in this process by contributing to the creation of dynamic, competitive, sustainable and inclusive economies. The International Labour Organization (ILO) estimates that MSMEs represents more than 70 % of global employment and 50 % of the world Gross Domestic Produce (GDP)<sup>12</sup>. They are a key engine of economic growth and poverty reduction providing goods and services to the poor and underserved markets, as well as critical suppliers to corporates in value chains. There are as well the most at risk of climate change and weather extremes.

However, gaps and deficiencies in the economic structure influence both formal and informal MSMEs capacity to grow and their potential to further contribute to job creation. About half of formal SMEs do not have access to formal credit and the gap is even larger when micro-sized and informal enterprises are taken into account.

The World Bank Africa Competitiveness Report 2017<sup>13</sup> indicates that failure to strengthen government institutions, improve infrastructure, and promote near- and long-term job creation in Africa will also lead to a widening gap between the rising population and available employment. The projection is that Africa's working age population should grow by 450 million people by 2035 but that the continent's economies, without significant policy reform, will likely produce only 100 million new jobs.

Among these strategies to support MSME development, strengthening the technical, professional and/or managerial skills, expand market access, promote conducive investment climate and business environment framework and good governance standards as well as supporting formalisation of business is among the top priorities. Public entities cannot absorb but a limited number of job seekers. Big enterprises can provide as well a limited number of jobs, given their higher productivity. Thus, to ensure that needed employment creation rate, the speed and quality at which new enterprises are created needs therefore to be accelerated, while strengthening the existing tissue of MSMEs, in order to target the creation of the highest possible number of decent jobs.

Just supporting MSME will not be enough to reduce inequality and promote decent job creation. The effort needs to target specific sectors (quite often agribusiness) and value chains with emphasis on early and very early stage business as well as entrepreneurs. Additionally, because women represent up to 40% of the world's workforce, women's economic empowerment is among the highest priorities and opportunities to achieve poverty reduction (estimates suggest that gender parity could increase the global GDP by between USD 12 trillion and USD 28 trillion by 2025). Finally, recent studies have shown that a shift to circular economy on the African continent would bring substantial environmental, economic and social benefits<sup>14</sup> with the creation of jobs, reduction of pollution, and the development of a larger, more competitive and resilient manufacturing sector. Synergies will be sought, when possible, between this action and the work of the African Circular Economy Alliance<sup>15</sup> in order to support innovative circular economy business models in Africa.

<sup>12</sup> [https://www.ilo.org/empent/whatsnew/WCMS\\_749275/lang--en/index.htm](https://www.ilo.org/empent/whatsnew/WCMS_749275/lang--en/index.htm). Accessed 04-08-2021.

<sup>13</sup> <https://www.worldbank.org/en/topic/competitiveness/publication/creating-jobs-for-africas-growing-population>. Accessed 04-08-2021.

<sup>14</sup> <https://op.europa.eu/en/publication-detail/-/publication/4faa23f2-8b8a-11eb-b85c-01aa75ed71a1/language-en>

<sup>15</sup> <https://www.aceafrica.org/>

In this context, the acute need to increase decent employment and sustainable development in Africa, focusing on accelerating the creation of MSMEs and the growth of those existing, requires the right identification of technical and financial support to be provided and the joint efforts of all the existing actors which are willing to support African entrepreneurs.

The entrepreneurial spirit is very present in most of the African countries. However, the road to establishing a company is fraught with obstacles: the consolidation of business models is long and difficult, with limited skills and capacity of entrepreneurs and low level of capitalization. Therefore the success rate is quite limited and the growth path of enterprises too slow.

Entrepreneur Support Organisations (ESO) in Africa are limited in number and capacity, and scarce outside urban centres. From an access to finance point of view, private investors are rare and banks virtually not accessible for emerging enterprises. Additionally public policies are usually poorly developed to support small and emerging enterprises, and human resources are usually not sufficiently qualified.

Thus there is an urgent need to support the acceleration of new MSMEs, by focusing on supporting the initial stages of enterprise creation and growth as well as developing a sustainable and long term strategy towards building the entrepreneurship support ecosystem that provides the necessary services and links the local actors to financial opportunities. Attention will be put on the sustainability of activities in order to encourage green and inclusive businesses.

### 3. DESCRIPTION OF THE ACTION

#### 3.1. Objectives and Expected Outputs

The **Overall Objective** of this Action is to boost decent job creation and inclusive and sustainable growth.

The **Specific(s) Objective(s)** of this Action are:

- **SO 1:** Improve coordination, harmonisation and coherence of interventions for MSMEs creation and growth in Africa, especially for (very early and) early stage companies.
- **SO 2:** Strengthen in a selected number of African countries Entrepreneurs Support Organisations<sup>16</sup> (ESO) ecosystem.

The Outputs to be delivered by this Action contributing to the corresponding Specific Objectives (Outcomes) are:

- **Output 1.1:** Improved strategic alignment and cooperation of EU and other international partner's interventions contributing to the IYBA TEI strategic approach.
- **Output 2.1:** Enhanced capacity of Entrepreneurship Support Organisations in providing in a sustainable way services to the young business ecosystem<sup>17</sup>.

#### 3.2. Indicative Activities

*Activities related to Output 1.1: Improve strategic alignment and cooperation of EU and other international partner's interventions contributing to the IYBA TEI strategic approach.*

- a) Promote coordination among the different existing or new initiatives supporting IYBA Team Europe initiative.
- b) Foster regular open dialogues among EU actors to ensure coherent implementation and coherence between IYBA actions.
- c) Promote exchange of lessons learned and best practices among the IYBA TEI members.
- d) Support and promote scaling up of initiatives.
- e) Promote consultations process with relevant EU actors to promote policy and operational coherence.
- f) Support co-creation of knowledge products among IYBA members.

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<sup>16</sup> These include, among others, accelerators and incubators, Angel Investors and Equity Fund managers, universities, VET centres, marketplaces, etc.

<sup>17</sup> i.e Until they are able to step in the next stage and access financial resources as well as technical assistance from national or international actors.

**Activities related to Output 2.1:** *Enhanced capacity of Entrepreneurship Support Organisations in providing in a sustainable way services to the young business ecosystem.*

- a) Define a 2022-2030 strategy for the IYBA Ecosystem Development initiative to be implemented in two phases (2022-2025 and 2025-2030).
- b) Develop consultations with relevant stakeholders (including EU Delegations) to select the initial countries to benefit from the initiative for the first phase (2022-2025).
- c) Perform an in-depth diagnosis of the initial selected countries to map the entrepreneurship ecosystem and its actors, identify key local financial institutions and country actor's needs and potential partners to work with in the ecosystem. The diagnosis would seek to identify financial and non-financial country needs and gaps faced by entrepreneurs in the country.
- d) Formulate a tailored made roadmap of addressing selected country specific needs on the ecosystem.
- e) Provide technical assistance to ESO through training, capacity building, mentoring, etc., with special focus on pre-seed and seed stage entrepreneurs and with emphasis on young and women lead businesses with tailor made capacity building for women entrepreneurs along the different stages of entrepreneurship.
- f) Support ESO to develop support services aiming at MSME involved in circular economy.
- g) Monitor, improve and evaluate the performance of business incubators using existing methodologies and certification schemes<sup>18</sup>.
- h) Support public and private organisations to enhance favourable entrepreneurship regulatory and policy reforms.
- i) Complement and ensure links with the IYBA TEI ESFD+ financial instruments, scope of work and programmes to facilitate increased access to finance to the ecosystem actors.
- j) Ensure linkages and coordination with other relevant EU programmes at national or regional level.

*The commitment of the EU's contribution to the Team Europe Initiative foreseen under this annual action plan will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise the EU action may continue outside a TEI framework.*

### 3.3. Mainstreaming

#### **Environmental Protection & Climate Change**

##### **Outcomes of the Environmental screening.**

The EIA (Environment Impact Assessment) screening classified the Action as Category C (no need for further assessment). The Climate Risk Assessment (CRA) screening concluded that this Action is low risk (no need for further assessment)

Technical assistance to ESOs will advocate to ensure that they promote and support environmental and social entrepreneurship through the complete maturation process. Environmental and social entrepreneurship, and in particular initiatives relating to low carbon, green and circular business models, will be given specifically targeted support for scaling-up of initiatives.

##### **Gender equality and empowerment of women and girls**

As per OECD Gender DAC codes identified in section 1.1, this Action is labelled as G1. This implies that the Action will specifically aim to reduce gender gaps and to promote women's economic and social empowerment, addressing both structural causes of gender discrimination and its direct effects, with impact on women's opportunities to access financial and technical resources. Women's economic empowerment is critical to achieving gender equality and eliminating persistent gender gaps and ensuring equal economic outcomes for women and men. It is essential to achieve economic and social development, as well as globally agreed international policy frameworks such as the United Nations 2030 Agenda for Sustainable Development and its SDGs.

<sup>18</sup>

On the basis of the process established by the EU-funded programme project 'BIC Africa – African Business Incubator Communities'.



The action will ensure an integral approach that will take into account the specific elements that determine limited access to finance for women. It can also support regulatory and policy issues such as access to ID, property rights, legal rights, etc.

Women should not be considered as a uniform group but formed of individuals with varied backgrounds and need such as women with different economic and education profiles, with disabilities, belonging to different age groups or living in urban or rural areas.

### **Human Rights**

The proposed action will abide by the ‘do no harm principle’ to avoid unintended negative impact in terms of human rights and will be implemented following the rights-based approach working principles (all rights, participation, non-discrimination, accountability and transparency). The proposed actions will develop the capacities of the stakeholders as ‘rights-holders’ to claim their rights and ‘duty-bearers’ to meet their obligations. Since the action targets vulnerable segments of the economy, it will pay special attention to ensuring that rights are consolidated and when possible expanded.

### **Other considerations if relevant**

Activities will be tailored considering different needs of each of the target groups.

Because of its weight in African countries economy, informal sector and ways of tackling the needs will be subject to special attention.

Good governance, including the fight against corruption and bribery, transparency, accountability, non-discrimination and participation within the legal/regulatory spheres will be promoted through public-private structured dialogue and cooperation.

### 3.4. Risks and Lessons Learnt

Category	Risks	Likelihood	Impact	Mitigating measures
Risks related to the external environment	European Member States agencies loose interest in supporting the IYBA Team Europe Initiative, especially in its long term strategic approach.	Low	Low	Initial workshops with European Member States agencies and EDFI have taken place to ensure their commitment with the IYBA TEI. Additional consultations have taken place to evaluate the potential support for a long-term entrepreneurial Ecosystem Development initiative. Both consultation process have indicated substantial interest and alignment. Furthermore, over the next month's additional workshops with all relevant actors will be promoted to keep the momentum and ensure continued alignment from Member States.
	Impact of COVID-19 pandemic and the potential continued fall-out	Mid	High	Throughout the last 18 months the international community and recipient's countries have learned to adapt to the new context by using digital tools and relaying more on local expertise. It is expected that the impact on traveling and physical engagement will decrease over the implementation of the Action. However, if not, the Action will follow previous interventions and use digital tools to compensate for lack of physical travel.
Risks related to planning, processes and systems	Complexity of developing a 2022-2030 strategy for ESO ecosystem development with emphasis on young and women businesses and entrepreneurs due to its specific and varied needs, avoiding a cookie cut approach.	Low	High	Output 2.1 will be designed taking advantage of the extensive knowledge, guidelines and methodologies developed by EU Member States as well as the European Commission and other public and private stakeholders. It will be done in the framework of the IYBA and will be defined through a consultation process. This should ensure a comprehensive and shared understanding of challenges associated to building a young business ecosystem suited to attract investors for each of potential beneficiary countries.
Risks related to legality and regularity aspects	Government policies do not promote entrepreneurship and young business and are more focused on attracting large investments and companies	Low	Medium	The selection of countries will be done taking into account, among other factors, their reform-minded approach as well as their strategic leadership towards promoting young entrepreneurs and business.

Key lessons learned from previous initiatives include the need for an in depth diagnosis of the country ecosystem to map the existing and potential actors and harness their potential capacities. This means defining a tailored approach for each ESO ecosystem taking into account the local context and actors and avoiding as much as possible a cookie cut approach. This will also imply collecting relevant data on the structure and characteristics of the each ESO ecosystem. The inclusion and representation of women and youth entrepreneurs and businesses in the preparation and implementation of related activities will be prioritised.

Although women's economic empowerment is becoming an increasingly important priority of international development finance institutions and more financial instruments are available with special focus on women, there are still limited resources deployed in this domain from donors and governments in Sub-Saharan Africa. The greatest outreach by financial institutions are achieved through the provision of digital financial services and use of mobile

phones. At the same time, structural barriers to women's access to collateral, such as ownership rights, must be addressed for a sustainable change. In this context, knowledge of the specific constraints, beyond the financial, that women face in the specific country of operation in the relevant sectors must be collected at the start of each intervention. In addition to mainstreaming gender in all the operations, the support to ESO should incorporate explicit support to women, going beyond being one of the potential beneficiary groups, to also include the development of gender-sensitive products and services in banking institutions, and provide technical assistance and suitable capacity building for both investees and end beneficiaries.

Reform efforts must be inclusive and not be constrained by capacity. Successful reform requires a transparent and inclusive process. Governments and international fora need to ensure the availability of possibilities for meaningful and participatory stakeholder engagement and build the skills and experience of negotiators and policymakers.

When targeting business incubators it is important to define sustainable business models for their own organisations, ensure they have access to adequate infrastructure, improve management skill of incubators' staff, establish linkages with other national and international actors, incubation support services and programmes covering the whole incubation chain (from idea prototyping to scaling), connect them to funders to improve incubatees' access to finance and monitor their organisational setting and outputs to constantly improve their activities and services (WP4)

### 3.5. The Intervention Logic

The action will promote joint and coherent political, economic and technical EU approach towards supporting African micro, small and medium-size business and entrepreneurs take off and create sustainable jobs, by providing a coherent and coordinated financial and technical support at early stages of their development. This will be done under the Investing for Young Businesses in Africa Team Europe Initiative through three levels of intervention:

- a. Become an umbrella for EU (and international) strategic actions aiming at supporting young and women-led business and entrepreneurs in Africa at national and regional level, with emphasis on the budgetary guarantees provided under the EFSD+ as well as other national interventions supported by the EU.
- b. Provide knowledge and strategic steering towards addressing challenges associated to providing access to finance for young and women-led business. This will be done by setting up a coordination platform, through which the main relevant actors will share expertise, analyse gaps, and consolidate tools;
- c. Create a multi donor and multiannual vehicle to provide sustainable support to Entrepreneurship Support Organisations that play a key role in building a strong and resilient young business ecosystem (equity fund managers, incubators and accelerators, angel investors, academia, vocational training centres, etc.).

Output 1 will be contributing to achieve the first two levels of intervention of the TEI YBA whereas Output 2 will contribute to achieve the 3<sup>rd</sup> level of intervention. Through a combination of this three levels, the action will be strengthening the impact of interventions aiming providing support for sustainable MSME growth, especially in the initial stages where they are most vulnerable, as well as developing a sustainable and long term strategy towards building the entrepreneurship support ecosystem. By building a strong a resilient MSME ecosystem, financially and technically, focusing on underserved segments of the economy, including young and women, the action will contribute to decent job creation and inclusive and suitable growth.

The action will build on and engage with other initiatives at national and regional level such as the business incubators programme with a regional network providing certifications and services, BIC Africa (implemented by the European Business and Innovation Centre Network), and country based projects supporting business incubation and innovation (notably in Angola, Ethiopia, Madagascar and Somalia), or the Women Economic Empowerment programme (WE4A) implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) together with the Tony Elumelu Foundation.

### 3.6. Logical Framework Matrix<sup>19</sup>

Results	Results chain:	Indicators	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	<b>OO.</b> Boost decent job creation and inclusive and sustainable growth	1. Number of beneficiaries with access to financial services with EU support: (a) firms, (b) people (all financial services), (c) people (digital financial services) 2. Number of countries supported by the EU to strengthen investment climate	1. TBD 2. 0	1. TBD 2. 5	<ul style="list-style-type: none"> <li>Final report for the EU-funded intervention,</li> <li>Final evaluation of the EU-funded intervention,</li> </ul>	<i>Not applicable</i>
<b>Outcomes</b>	<b>SO1</b> Improve coordination, harmonisation and coherence of interventions for MSMEs creation and growth in Africa, especially for (very early and) early stage companies.	1.1. No of DFIS actively participating in the IYBA TEI 1.2 No of EU Members States formally associated to the IYBA TEI. 1.3 No of Initiatives mapped under the IYBA TEI.	1. 3 2. 8 3. 180	1. 6 2. 15 3. 300	<ul style="list-style-type: none"> <li>Progress reports for the EU-funded intervention</li> <li>Final report for the EU-funded intervention</li> <li>Final evaluation of the EU-funded intervention</li> </ul>	<ul style="list-style-type: none"> <li>Political and economic stability conducive to economic growth.</li> <li>Interest from key actors to engage in a Team Europe Initiative.</li> </ul>
	<b>SO 2:</b> Strengthen in a selected number of African countries Entrepreneurs Support Organisations20 (ESO) ecosystem.	2.1. 2022-2030 strategic roadmap for ESO ecosystem approved 2.2 No of countries ESO ecosystem supported disaggregated by fragility status 2.3 No of supported MSMEs implementing business improvement recommendations provided by supported BDSs, disaggregated by sex of firm owner/head if relevant 2.4 No of individuals Micro Small and Medium Enterprises trained by the EU-funded intervention with increased knowledge and/or skills on Circular Economy (CE) practices, disaggregated by sex, age group and sector	<ul style="list-style-type: none"> <li>0</li> <li>5</li> <li>TBD</li> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>1</li> <li>5</li> <li>TBD</li> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports for the EU-funded intervention</li> <li>Final report for the EU-funded intervention</li> <li>Database of beneficiaries/participants</li> <li>Final evaluation of the EU-funded intervention</li> </ul>	<ul style="list-style-type: none"> <li>Long term commitment for change both from EU MS and Partner countries</li> <li>Interest from European Business Organizations (EBO) and African Business Organizations (ABO) to further expand their commercial and economic relations.</li> <li>Demand from European and African private and public actors to engage in a long term dialogue.</li> </ul>

Outputs	<b>Output 1.1:</b> Improved strategic alignment and cooperation of EU and other international partner's interventions contributing to the IYBA TEI strategic approach.	1.1.1 No of IYBA knowledge products disseminated with support of the EU-funded intervention 1.1.2 No of IYBA technical workshops developed with support of the EU-funded intervention 1.1.3 No of IYBA thematic working groups created with support of the EU-funded intervention	1. 0 2. 0 3. 0	1. 30 2. 10 3. 5	<ul style="list-style-type: none"> <li>Progress reports for the EU-funded intervention</li> <li>Final report for the EU-funded intervention</li> <li>Final evaluation of the EU-funded intervention</li> </ul>	<ul style="list-style-type: none"> <li>Member States and other international partners continue to see the added value in having a shared strategy under IYBA.</li> </ul>
	<b>Output 2.1:</b> Enhanced capacity of Entrepreneurship Support Organizations in providing in a sustainable way services to the young business ecosystem.	2.1.1 Number of personnel from ESO trained by the EU-funded intervention with increased knowledge and/or skills in business support services, disaggregated by sex 2.1.2 No of incubators and accelerators supported by the EU-funded intervention 2.1.3 No of capacity building products developed by the EU-funded intervention for accelerators and incubators aiming women lead or owned business 2.1.4 No of Angel Investors supported by the EU-funded intervention that supported with TA 2.1.5 No of Angel Investors supported by the EU-funded intervention that have women lead or owned business as a target supported with TA 2.1.6 No of Venture Capital funds supported by the EU-funded intervention co-created with universities 2.1.7 No of market places created by the EU-funded intervention 2.1.8 No of policy reforms supported by the EU-funded intervention 2.1.9 No of policy reforms processes supported by the EU-funded intervention aiming women lead or owned business 2.1.10 No of policy reforms processes supported aiming young entrepreneurs (<35 years old) 2.1.11 No incubators certified under the EU-funded intervention	1. 0 2. 0 3. 0 4. 0 5. 0 6. 0 7. 0 8. 0 9. 0 10. 0 11. 0	1. 500 2. 25 3. 15 4. 5 5. 3 6. 3 7. 2 8. 10 9. 5 10. 5 11. 15	<ul style="list-style-type: none"> <li>Progress reports for the EU-funded intervention</li> <li>Final report for the EU-funded intervention</li> <li>Database of beneficiaries/participants</li> <li>Final evaluation of the EU-funded intervention</li> <li>Curriculum/training material</li> <li>Text of laws and regulations</li> <li>Text of strategies and policy documents</li> </ul>	<ul style="list-style-type: none"> <li>Interest from ESO to further expand their capacity to support entrepreneurs and business</li> <li>Sufficient number of ESO in beneficiary countries focusing in supporting on women lead business.</li> </ul>

<sup>19</sup> The baselines and targets will be adjusted once the beneficiary countries are selected, the mapping of actors is done and the needs assessment developed for each country.  
<sup>20</sup> These include, among others, accelerators and incubators, Angel Investors and Equity Fund managers, universities, VET centres, marketplaces, etc.

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. Financing Agreement

In order to implement this Action, it is **not envisaged** to conclude a financing agreement with the partner countries.

### 4.2. Indicative Implementation Period

The indicative operational implementation period of this Action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of adoption by the Commission of this Financing Decision].

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

### 4.3. Implementation Modalities

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<sup>21</sup>.

#### 4.3.1. Direct Management

The procurement procedure (service contract) will contribute to achieve SO1 (Improve coordination, harmonization and coherence of interventions for MSMEs creation and growth in Africa, especially for (very early and) early stage companies) and its **Output 1.1** (Improved strategic alignment and cooperation of EU and other international partner's interventions contributing to the IYBA TEI strategic approach).

#### 4.3.2. Indirect Management with a Member State Organisation/s

A part of this action may be implemented in indirect management with a Member State organization or partnership of pillar assessed Member States organizations, which will be selected by the Commission's services using the following criteria: (i) wide geographic coverage and pertinent experience in implementing similar actions; (ii) experience building partnership to support entrepreneurship initiatives; (iii) extensive experience developing national or regional Entrepreneurship Support Organizations ecosystem development; and (iv) it will increase aid effectiveness and transparency.

The implementation by this entity entails Output 2.1 (Enhanced capacity of Entrepreneurship Support Organizations in providing in a sustainable way services to the young business ecosystem) and will help develop a 2022-2030 strategy to strengthen the African ecosystem of Entrepreneurs Support Organizations (accelerators and incubators, angel investors and equity fund managers, academia, etc. as part of the IYBA TEI) as well as develop the first phase of the strategy (2022-2025)

<sup>21</sup> The list of EU restrictive measure (sanctions) is reflected in the [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Note that the sanctions map is an IT tool for identifying the sanctions regimes. The Official Journal of the European Union is the official source of European Union law and, in case of conflict, its content prevails over that of the Sanctions Map.

#### 4.4. Indicative Budget

Indicative Budget components <sup>22</sup>	EU contribution (EUR)	Third-party contribution, in currency identified
<b>Implementation modalities</b> – cf. section 4.3		
<b>Output 1.1:</b> Improved strategic alignment and cooperation of EU and other international partner's interventions contributing to the IYBA TEI strategic approach. Procurement (direct management) – cf. section 4.3.1	2.000.000	N.A.
<b>Output 2.1:</b> Enhanced capacity of Entrepreneurship Support Organizations in providing in a sustainable way services to the young business ecosystem. Indirect management with MS Organisation - cf. section 4.3.2	19.500.000	Further-co-financing from the EU Member States will be defined at a later stage.
<b>Evaluation –Audit</b>	400.000	N.A.
<b>Contingencies<sup>23</sup></b>	100.000	N.A.
<b>Totals</b>	22.000.000	---

#### 4.5. Organisational Set-up and Responsibilities

The Action will be implemented through two differentiated contracts that will require two organizational structures. The coordination between both structures will be done at a higher organizational level (beyond the Action), within the governance structure of the IYBA Team Europe Initiative Platform that will bring together all relevant EU and international actors involved in this wider initiative on a regular basis and that will serve as an “umbrella” for this Action as well a futures ones embed in the IYBA Team Europe Initiative. For this Action the two foreseen organizational structures will be:

- **To achieve the Specific Objective 1**, a management unit (team of consultants) established in Brussels will be responsible for the operationalisation of the TEI IYBA. They will be responsible for providing the technical assistance to the IYBA Platform. The management unit will have the necessary expertise and experience to oversee the implementation activities under this objective and will coordinate and provide technical expertise for the mobilisation and participation of the IYBA platform stakeholders.
- **To achieve Specific Objective 2**, the Action will use a Delegation Agreement with one or several EU Member States Organizations (through a consortium), taking advantage of their expertise but also bringing on board their financial resources to ensure a wider scope of intervention of this objective. Because of the nature of the intervention, the organizational set-up will need to be done at two levels:
  - To ensure an adequate , decision making process and technical follow-up (including active participation of the EU (HQ and EU Delegations), the intervention will have a **steering committee** which will meet twice a year to discuss the implementation and validate the overall direction and policy of the project in all its activities. The EU will co-chair the steering committee together with EU Member States Organisations. Other relevant stakeholders (including those part of the wider IYBA TEI platform) such as SSA regional bodies and organizations will be invited to participate as observers. .
  - **From an operational point of view, and for the day to day implementation**, a project management unit (PMU) will be established in Brussels. The PMU is different from the previous one in its activities and in its nature since its main objective will be to take a leading role in the technical execution of the activities as

<sup>23</sup> Consider that contracts where no financing agreement is concluded, contingencies have to be covered by individual and legal commitments by 31 December of N+1.

well as ensure coordination between implementing agencies, between implementing agencies and the EU and with the wider IYBA TEI platform members to ensure alignment with other existing or new initiatives. The Project Management Unit staff may be recruited from the staff of the implementing agencies or specifically hired for the project under the recruitment rules of the implementing agencies.

Internal operational rules for the Steering of Output 2.1 are to be developed in a further stage in order to manage the project effectively and adhere to contractual obligations. The division of tasks between the participating EU Member States Organisations is to be outlined in more detail throughout the contracting phase. This may be based on thematic areas to be covered by the project and/or on a regional division of tasks. No preference is expressed at this stage as to which division will be the most efficient and effective since all partners have demonstrated experience in a wide range of themes and regions.

#### 4.6. Pre-conditions

Although a number of discussions and workshops with EU Member States have taken place with regards to IYBA TEI, including specifically the Ecosystem Support Initiative, some further discussion will need to take place to further explore their involvement and financial contribution. To date the discussion show great interest in pursuing this TEI including the long term approach to ecosystem development.

## 5. PERFORMANCE MEASUREMENT

### 5.1. 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 log frame.

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

For Output 2.1 some of the proposed indicators will require additional studies/surveys in order to collect baseline and final data. In view of the multi-country and multi-sector nature of the Action, this will mean that during the inception phase, once a first selection of potential Countries is agreed upon, for each country, availability of relevant public statistics will be researched by the implementers for use as baseline and subsequently to measure progress at the end of the Action.

Where such public data is not available the implementers will launch specific surveys at start and end of the Action to measure progress. The cost associated to these possible surveys will be integrated in the financing agreement.

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

### 5.2. Evaluation

Having regard to the nature of the Action final evaluation(s) will be carried out for this Action or its components via independent consultants via an implementing partner.

Specifically for output 2.1, because the Action is embedded in a 2022-2030 Strategy towards EBO ecosystem development between the Commission and the EU MS, the results will be used to determine the success factors and lessons learned that should shape the second phase of the strategic approach that should take place between



The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination<sup>24</sup>. 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.

### 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. COMMUNICATION AND VISIBILITY

The 2021-2027 programming cycle will adopt 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 equally, regardless of whether the actions concerned 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 sector programmes are 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.

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<sup>24</sup> See best [practice of evaluation dissemination](#).

## APPENDIX 1 REPORTING IN OPSYS

An Intervention<sup>25</sup> (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing 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 result reportable contracts is considered a 'support entities'. The addition 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 Headquarters operational Unit).

The level of the Primary Intervention is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible 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 the present action and other action 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.

<b>Option 1: Action level.</b>		
<b>Option 2: Group of actions level</b>		
<b>Option 3: Contract level</b>		
<input checked="" type="checkbox"/>	Single Contract 1	2.000.000
<input checked="" type="checkbox"/>	Single Contract 2	19.500.000

<sup>25</sup> [ARES \(2021\)4204912](#) - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including 'action' and 'Intervention' where an 'action' is the content (or part of the content) of a Commission Financing Decision and 'Intervention' is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).