



**EN**

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

**ANNEX 6**

of the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Ghana for 2022

**Action Document for Support Measures**

**ANNUAL ACTION PLAN 2022**

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

**1 SYNOPSIS**

**1.1 Action Summary Table**

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	Support Measures OPSYS number: ACT-60936 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )
<b>2. Team Europe Initiative</b>	<input type="checkbox"/> Not applicable <input checked="" type="checkbox"/> Supporting the TEI Smart, green and digital recovery in Ghana
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Ghana
<b>4. Programming document</b>	2021-2027 Multiannual Indicative Programme for Ghana
<b>5. Link with relevant MIP(s) objectives / expected results</b>	As support measures, these actions will contribute to the entirety of the Joint Programming objectives and results.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Not applicable
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG: 17 (partnerships for the goals) Other significant SDGs: - 5 (Gender equality) - 16 (Peace, justice, and strong institutions) - 13 (Climate)
<b>8 a) DAC code(s)</b>	43010 – Multi-sector support 16061 – Culture and leisure 22010 – Communication and administrative management policy

<b>8 b) Main Delivery Channel @</b>	10000 – Public sector institutions 20000 – NGOs and civil society 60000 – Private sector institutions			
<b>9. Targets</b>	<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 type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input 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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	NO <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	/
	Connectivity @ Tags: transport people2people	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

	energy digital connectivity		<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
	Connectivity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	<p>Budget line(s) (article, item): BGUE-B2022-14.020120-C1-INTPA</p> <p>Total estimated cost: EUR 14 210 000</p> <p>Total amount of EU budget contribution EUR 14 210 000</p> <p>The Action contributes to the TEI on Smart, Green and digital recovery in Ghana, to which the Czech Republic, Denmark, France, Germany, Hungary, Spain, The Netherlands as well as the European Investment Bank participate, for a total grand amount of circa 800-850 MEUR.</p>			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing<sup>1</sup></b>	<p>Direct management through: grants, twinning grants and procurement (services).</p> <p>Indirect management with the Republic of Ghana. Other actions and expenditure as set in section 4.4.4.</p>			

## 1.2 Summary of the Action

<p>The Action “Supporting Measures” will contribute to the implementation of the three priority areas of the Joint Programming for Ghana: Green Growth for Jobs, Smart and Sustainable Cities, and Good Governance and Security. The Action will do so by:</p> <ol style="list-style-type: none"> <li>i) Increasing engagement of civil society in public affairs, by consulting with and mainstreaming support to civil society across the three priority areas of the JDP;</li> <li>ii) Strengthening the EU-Ghana partnership and policy dialogue, by establishing a Technical Cooperation and Dialogue Facility that will facilitate coordination with Team Europe, the Ghanaian government and other development partners;</li> <li>iii) Reinforcing strategic communication and cultural diplomacy with the view to a) increase awareness and understanding of the EU and its actions, b) promote visibility of the EU and its projects, and c) facilitate EU projects and activities on culture and heritage in Ghana.</li> </ol>
--

<sup>1</sup> Art. 27 NDICI

The action will also support the implementation of the Delegation's Country Level Implementation Plan (CLIP) for 2021-2025 in line with the EU Gender Action Plan III. The action will contribute to the Youth Action Plan (2022-2027 – adoption in September 2022).

## 2 RATIONALE

### 2.1 Context

Since Ghana's independence in 1957, Ghana and the EU have developed close political, cooperation and trade relations. Ghana plays an important role in the region, through its Chairmanship of the Economic Community of West African States (ECOWAS), the United Nations Security Council seat and as host of the African Continental Free Trade Area (AfCFTA) Secretariat.

After two decades of GDP growth above 5%, Ghana is now a lower middle-income country, where poverty rates have been slashed by half. However, economic growth has not been fully inclusive and led to increased inequality, mainly between the richer south and the poorer north of the country. Ghana has made progress in gender equalities and women's empowerment, but social norms are still inadequate. Ranked 135 out of 162 countries in the 2019 Gender Inequalities Index (GII), participation in decision-making is still low (14.6 % of parliamentarians are women) and education level is lower for women (55 % of women's adults reach secondary level of education compared to 71 % of the male adults; women have 6.6 years of schooling on average).<sup>2</sup> Youth unemployment is particularly acute (9 % of youth between 15-24, with a female to male ratio of 0.97 and 30 % of youth are not in school or employment<sup>3</sup>) and will only intensify with a projected annual 2.2% growth rate in the country's youth population over the next decade. There is a high risk of overall and external debt distress due to the country's high level of debt adding to worrisome developments on the fiscal and monetary sides. The international context is not helping (inflationary pressures, tightening of US/EU monetary policies, Ukraine war). The macroeconomic imbalances could have significant political and economic consequences, also for our cooperation.

Rich in minerals including gold, oil and gas, Ghana is also the second largest world producer of cocoa. However, a persistent perception of corruption is hindering foreign direct investment and might negatively impact the implementation of EU programmes and President Akufo-Addo's "Ghana beyond aid" strategy. Transparency International ranks Ghana 73<sup>rd</sup> out of 180 countries. The government has a strong anti-corruption legal framework in place but faces challenges of enforcement<sup>4</sup>.

Ghana is one of the most stable countries in the West African sub-region. Nevertheless, radicalisation and communal violence are on the rise notably in the less developed northern regions, including local conflicts related to land tenure, chieftaincy and intra-religious disputes. From 2017 to 2021, the women's perception of community safety has decreased from 59.4 % to 56.5 %. The potential of spill-over of jihadist violence from Burkina Faso remains a chief concern for the authorities, who have decided to strengthen collaboration with neighbouring countries in the framework of the Accra Initiative.

The Joint Programming for Ghana 2021-2027 has been prepared in a Team Europe spirit with a group of European Partners: the Czech Republic, Denmark, France, Germany, Hungary, the Netherlands, Spain, Switzerland and the European Investment Bank. In line with the context described above, it covers three priority areas: 1) Green growth for jobs; 2) Smart and sustainable cities; 3) Good governance and security. All actions will be designed with a specific attention to Northern Ghana, as to address the development gap, groups living in vulnerable situation in this area and the linked security concerns for a possible spill over of violence from Sahel.

As there was no AAP 2021, most of the resources for 2021-2024 will be concentrated in the AAP 2022 and 2023 as to catch up with the slow start of implementation of the new programming cycle. The proposed AAP 2022 will contribute to all three priorities, by focusing on supporting youth employment, strengthening the rule of law and fighting corruption, developing opportunities in relation to migration management, and an intervention in the area of energy efficiency in Northern Ghana with EIB and AFD. The AAP 2022 will also include the preparation of

<sup>2</sup> UNDP (2020), Briefing note: Ghana, Human Development Report 2020. Georgetown Institute, [Women Peace and Security Index](#) (2021).

<sup>3</sup> UNDP (2020), Briefing note: Ghana, Human Development Report 2020.

<sup>4</sup> <https://www.transparency.org/en/cpi/2021>

actions for the development of sustainable urban infrastructures and services, which will be further developed in the AAP 2023. As such, these actions will give traction to the Team Europe Initiative “Smart, Green and Digital Recovery in Ghana”.

The support measures will contribute to the development and implementation of the above-mentioned priorities and interventions, specifically focusing on civil society participation, accountability of public institutions and better donor coordination. Additionally, a significant part of the support measures will be dedicated to public diplomacy, including strategic communication and cultural diplomacy. Indeed, culture and communication will be crucial tools to advance EU priorities, as they will serve to increase awareness, understanding and support of the EU, and promote a positive image of EU action and amplify EU values in Ghana.

Strategic communication is a key element to achieving the EU’s objectives in Ghana, in particular by engaging targeted audiences and presenting the EU as a reliable partner to Ghana. The EU Delegation’s Communication Strategy therefore aims to i) demonstrate the impact of EU projects in Ghana, ii) share and promote EU values, and iii) ensure a close connection and engagement with national media and other relevant stakeholders.

In addition to strengthening communication, the Delegation also sees great potential in increasing its involvement in the culture sector in Ghana. The country has an existing vibrant and active cultural space, but it lacks significant investment. Developing this sector – including both heritage and creative industries – would bring opportunities for job creation and the development of a lucrative sustainable tourism and cultural industry. Additionally, EU action could promote sustainable practices across the creative and tourism industries (e.g. eco-tourism, “green” art, etc.) and EU values and actions more generally. Participation of rights holders represented by local communities’ organisations and people living in vulnerable situations is essential to develop fit for purpose solutions. To this end, the EU Delegation has drafted a Culture Strategy with the main objective that culture contributes to Ghana’s development, and to the EU’s visibility. It lists the following three priorities: i) Ghanaian creative industries create local jobs and revenue; ii) Ghana is considered a sub-regional hub of cultural exchanges (pan-Africa & EU-Africa), and iii) EU is perceived as supporting Ghanaian and African culture, art and heritage.

The Support Measures will support the priorities laid out in the Communication and Culture Strategies respectively, with the overall objective to strengthen the EU-Ghana partnership by portraying the EU as a reliable partner to Ghana and increasing the visibility of our Joint Programming actions.

Furthermore, Ghana and the EU are implementing an interim EPA since 2016, and have agreed to step up implementation efforts, thereby strengthen trade partnership, to provide a solid, stable and transparent framework for increased, sustainable trade and investment, enabling businesses to effectively gain from the Agreement. The Support Measures will address shortfalls in relation to the business climate and market access.

## 2.2 Problem Analysis

The Support Measures seek to complement the three priority areas of the Ghana Joint Programming and contribute to its implementation as a whole, notably by supporting strategic communication and cultural diplomacy.

The Action will also promote greater participation of civil society and address the issues of gender and youth inclusion, targeting groups living in vulnerable situations and empowerment as cross-cutting issues. It will also contribute to the EU coordination of Team Europe Initiatives and other donor projects in Ghana. Through these actions, the EU will gain a leading role in consulting with local stakeholders and coordinating the donor community, raising its image as a reliable and active partner to Ghana.

There is still progress to be made in terms of visibility of EU values and projects as well as EU engagement with the Ghanaian culture sector; the Support Measures will allow to boost these elements in order to promote the EU as an active and reliable partner across the priority areas of the Joint Programming.

The Action will also promote greater participation of civil society and address the cross-cutting issues of gender and youth inclusion, targeting groups living in vulnerable situations and their empowerment. Indeed, persistent gender inequalities affect the inclusion and empowerment of women in Ghana. Lack of resource allocations to gender-related priorities, low representation of women in governance and decision-making, violence against women and girls, and lack of political will are among the factors that challenge the implementation of national and international commitments on gender equality. The lack of sex-disaggregated data is also a major setback for reporting on gender issues and informing the design of interventions to promote gender equality and women’s empowerment in various sectors, including agriculture, education, health etc. These factors explain, in part,

Ghana's loss in rankings in the 2021 Global Gender Gap report (117 out of 156 countries for 2021 and 107 out of 153 countries in 2020).

Additionally, while a majority of the Ghanaian population are under 25 years old, youth are not adequately represented or included in decision-making structures. Access to quality education and training, information and communication technology (ICT) and health care has a significant impact on the transitioning of youth into the workforce and their ability to contribute to society. Significant (and rising) youth unemployment only adds to feelings of exclusion and disillusionment among the young population – who are also the most vulnerable to radicalisation or involvement in criminal activities, especially in the poorer Northern regions of Ghana. Tackling the root causes of crime, understanding migration trends and creating opportunities for young citizens to participate in governance can empower them to make decisions that will positively affect their future and the future of Ghanaian society as a whole.

The involvement of civil society, in particular women and youth organisations, in EU programming activities will therefore be crucial to address these challenges by ensuring that gender and youth issues are specifically targeted across EU actions.

Business climate remains challenging for foreign investors in Ghana. There is a strong need to improve and strengthen an enabling environment, coupled with trade facilitation measures in order to attract private sector investment in many sectors.

The key features of the Support Measures are flexibility and adaptability, in order to quickly address the needs that will emerge during the implementation of the Joint Programming. This will also contribute to EU coordination of Team Europe and other donor projects in Ghana, allowing the EU to play a leading role in consulting with local stakeholders and coordinating the donor community, thus raising its image as a reliable and active partner to Ghana.

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

The key direct stakeholders of this project are the National and Local government authorities, as well as the target population of each of the proposed measures. Other stakeholders include the implementing agencies, service providers, non-governmental organisations, civil society organisations, private sector organisations, EU Member States agencies, and other EU institutions. The Support Measures Action will increase focus on ensuring that local capacity is built as projects are implemented.

More specifically, civil society, including youth and women organisations, and local authorities will be directly involved in the design, implementation and associated monitoring process of the activities under this Action as relevant. The Support Measure Action will specifically support civil society and particularly women's centred organisations as rights holders, with a view to increase their participation in the formulation and implementation of government policies and programmes, strengthen their watchdog role and be a catalyst for development, as well as to participate in the implementation of EU cooperation programmes and contribute to the communication and visibility of these EU programmes. The Action will also strengthen civil society's advocacy role on gender-based violence, advancing equal participation in governance and decision making and other topics that address gender inequality gaps according with the Gender Action Plan III (2021-2025). The action will contribute to the Youth Action Plan (2022-2027 – adoption in September 2022).

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to strengthen the partnership between the European Union and Ghana by providing assistance for the implementation of the Joint Programming and TEIs. Specific impact will be:

**Political and policy impact:** The Action will promote more inclusive and needs-based programming, by increasing participation of civil society, conducting policy dialogues, and focusing on strategic communication and cultural diplomacy. The implementation of age-disaggregated indicators (as already done for gender) in the Joint Programming and the development of dedicated initiatives for youth and women, alongside the thematic

projects, will allow to better support minority groups and particularly groups living in vulnerable situations. The Action will also reinforce the EU-Ghana cultural dialogue and strengthen the role of Civil Society Organisations (CSOs) in the formulation, implementation and monitoring of policies and programmes in Ghana.

**EU-Ghana partnership:** This Action will raise the political profile of the EU/Team Europe in Ghana as an important and reliable partner. Furthermore, it will showcase the EU's leading coordination role within the development community by supporting the overall Joint Programming and TELs' implementation. The Action will entail high-visibility events and activities concentrating on key Ghanaian policy issues as well as on Ghana-EU relations. It will help consolidate the EUs position not only as a major financial and technical partner, but also a political one, in the context of the Ghana Beyond Aid Agenda, as well as the Team Europe approach.

The Specific Objectives (Outcomes) of this action are:

1. Civil Society engaged in public affairs
2. EU-Ghana partnership as well as political and policy dialogue strengthened
3. EU Communication and Culture strategies implemented

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

**1.1 contributing to Outcome 1 (or Specific Objective 1): Civil society's individual and collective capacities and participation are increased**, especially those of women and youth, in the formulation and implementation of government policies and EU programmes in Ghana.

**1.2 contributing to Outcome 1 (or Specific Objective 1):** The watchdog role of civil society is strengthened, for example in relation to the implementation of the Voluntary Partnership Agreement (VPA) for the fight against illegal logging, the oil revenues, the violation of Human Rights, etc.

**2.1 contributing to Outcome 2 (or Specific Objective 2): Institutional capacities are built/developed**, including through technical assistance and exchange of public expertise and political views.

**2.2 contributing to Outcome 2 (or Specific Objective 2): Political & policy dialogue is supported:** events, conferences, studies, fellowships, exchange platforms to support debates leading to policy reforms, transparency, accountability of institutions and engagement with governments and other stakeholders, on topics such as climate action, fair green transition, decent jobs, gender equality, human rights, or fight against corruption.

**2.3 contributing to Outcome 2 (or Specific Objective 2): Preparation, implementation and evaluation of the Union's cooperation is supported**, including via technical assistance. The coordination with EU Member States and Ghana's government is strengthened, in a Team Europe spirit.

**2.4 contributing to Outcome 2 (or Specific Objective 2): Cooperation on trade and investment issues is strengthened**, in line with the interim Economic Partnership Agreement.

**3.1 contributing to Outcome 3 (or Specific Objective 3): Communication and public diplomacy / advocacy activities are supported**, including EU's role in policy dialogue on gender equality and empowerment of women and youth in Ghana.

**3.2 contributing to Outcome 3 (or Specific Objective 3): Awareness raising about the EU's role and actions in Ghana, as well as the fight against disinformation are reinforced.**

**3.3 contributing to Outcome 3 (or Specific Objective 3): Implementation of the EU projects/activities on culture and heritage is supported.** Implementation of the EU cultural diplomacy in line with the Council Conclusions on an EU strategic approach to international cultural relations.

## 3.2 Indicative Activities

Activities related to Output 1.1 (Civil society's individual and collective capacities and participation are increased):

- Elaboration of (gender sensitive) policy analyses of the civil society;
- Regular and *ad hoc* consultations with civil society on EU projects, as well as Ghanaian and international policies / agreements, with specific engagement of youth and women organisations;
- Capacity building of CSOs, including youth and women organisations in management, communication, fundraising, coordination, networking, etc.
- Supporting scholarship and leadership programmes for youth and girls

- Mainstreaming support to civil society and inclusion of women/youth across all Joint Programming priorities and projects;

Activities related to Output 1.2 (The watchdog role of civil society is strengthened):

- Facilitating investigative reporting in the media;
- Development of rule of law and accountability programmes;

Activities related to Output 2.1 (Institutional capacities are build/developed):

- Providing technical assistance to relevant Ghanaian authorities;
- Facilitating the exchange of experience with other countries, including EU Member States, notably through TAIEX and Twinning grant, as necessary;

Activities related to Output 2.2 (Political & policy dialogue is supported):

- Organising regular policy dialogues on Joint Programming priority areas in the form of events, roundtable/panel discussions, also with relevant platforms on topics such as cocoa, climate action, fair green transition, decent jobs, gender equality and inclusion, youth participation and empowerment, human rights and good governance;
- Setting-up youth platforms such as the Youth Sounding Board Ghana;
- Organising gender sensitive trainings;
- Supporting studies (e.g. mappings) of sectors of interest;

Activities related to Output 2.3 (Preparation, implementation and evaluation of the Union's cooperation is supported):

- Technical assistance to support the preparation and implementation of EU cooperation programmes.
- Monitoring and evaluation of EU and Team Europe initiatives.
- Consultations and coordination meetings with Team Europe members, other development partners, government representatives and other stakeholders;

Activities related to Output 2.4 (Cooperation on trade and investment issues is strengthened):

- Supporting organisation of business forum events;
- Organise and facilitate seminars promoting Economic Partnership Agreement, conducive business environment and investment climate as well as other trade-related matters;

Activities related to Output 3.1 (Communication and public diplomacy / advocacy activities are supported):

- Communication and information exchanges with national media;
- Active promotion of EU projects and values on social media and other communication channels, through storytelling and compelling personal narratives of beneficiaries as well as targeted information campaigns;
- Producing quality visibility and communication materials;
- Organising capacity-building activities both for projects and Delegation staff to improve communication;

Activities related to Output 3.2 (Awareness raising about the EU's role and actions in Ghana, as well as the fight against disinformation are reinforced):

- Increasing civil society's contribution to EU communication and visibility, notably via young influencers;
- Facilitating collaboration and engagement with national media, schools and academia, including by supporting training and workshop activities;

Activities related to Output 3.3 (Implementation of the EU projects/activities on culture and heritage is supported):

- Implementation of the Delegation's Culture Strategy, including facilitating support to the creative and heritage sectors in Ghana;
- Promoting Ghanaian culture in EU project activities and events;
- Conducting ad-hoc cultural activities supporting the promotion and implementation of Joint Programming priorities.

The commitment of the EU's contribution to the Team Europe Initiative to which this action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's 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 EIA (Environmental Impact Assessment) and of the CRA (Climate Risk Assessment) screening**

In view of the general and cross-cutting nature of the Action to support the successful implementation of all EU-Ghana cooperation, environmental and climate change issues will be mainstreamed in each component of the Action. However, the impact of mainstreaming is not measurable for the Action as such, but rather at the level of each cooperation programme that the Action will facilitate. Public sector capacity building will also address the use of tools and procedures in relation to the environment and climate change.

##### **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 take specific measures to offer women the same chance as men to benefit from the services provided and/or consultations proposed. The action will support the collection of gender-disaggregated data, the qualitative monitoring of action design and implementation arrangements, and the assessment of the gender effects. This will allow narrowing the gender gap in economic opportunities. The action contributes to the Gender Action Plan III (GAP III, 2021-2025), more specifically “Ensuring freedom from all forms of gender-based violence” and “promoting equal participation and leadership”.

##### **Human Rights**

The Action operationalises the human rights-based approach by ensuring that all rights are respected and that empowerment, participation, non-discrimination, accountability and transparency are promoted. It will capacitate "rights-holders" in claiming their rights and "duty-bearers" in meeting their obligations. The action will actively promote greater gender and youth inclusion, as well as consultation with relevant civil society organisations working on human rights issues.

##### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies inclusion and empowerment of persons with disability is a significant objective of the activity. Studies and expertise will be mobilised to improve the consideration of people with disabilities in development projects and more generally in European action in Ghana.

##### **Democracy**

The action will actively promote civil society consultations, participation and mainstreaming of civil society support across all JPD priority areas. It will therefore contribute to developing projects informed by civil society's knowledge and analysis, thus promoting government accountability and democratic values more generally.

##### **Conflict sensitivity, peace and resilience**

The action will seek to prioritise Ghana's northern regions, most at risk of conflict and least resilient to threats.

##### **Disaster Risk Reduction**

Disaster risk reduction is not a direct objective of this action. However, as it is a support measure for the implementation of the EU-Ghana partnership, studies and expertise could be mobilised in the field of disaster risk reduction in order to improve the consideration of this aspect in development projects and more generally in European action in Ghana.

##### **Other considerations if relevant**

N/A

### 3.4 Risks and Lessons Learnt

<b>Category</b>	<b>Risks</b>	<b>Likelihood (High/ Medium/ Low)</b>	<b>Impact (High/ Medium/ Low)</b>	<b>Mitigating measures</b>
External environment	Institutional weaknesses	<b>H</b>	<b>M</b>	Early involvement of authorities, capacity-building support, technical assistance
People and Organisation	Weak capacity of local authorities to manage projects	<b>H</b>	<b>M</b>	Early involvement of authorities, capacity-building support, technical assistance to support local authorities in project cycle management and in their financial management
Planning, processes and systems	Numerous and insufficiently coordinated initiatives among donors	<b>M</b>	<b>M</b>	Strong donor coordination mechanisms
External environment	Gender imbalance in terms of participation	<b>H</b>	<b>L</b>	Strict gender requirements for the implementing partner  A gender sensitive analysis of civil society actors will help to orient activities reducing inequalities and stimulate women participation to decision-making

#### **Lessons Learnt:**

- Civil society organisations in Ghana have performed their watch dog role quite well by constantly drawing state authorities' and the citizenry's attention to significant issues slowing down the development and progress of the country, i.e. gender inequality, corruption, lack of social inclusion and the abuse of human rights.
- The issue of sustainability, particularly the financial sustainability of CSOs linked to donor funding, has assumed urgent dimensions in the past decade. Ghana's lower middle-income status, the changing priorities of development partners have contributed to the reduction in funding support to civil society organisations.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is that:

**IF** the resources and capacity (including for undertaking Technical Assistance, Conferences, Meetings and Seminars etc.) required for identifying, formulating and implementing programmes and projects financed by the Joint Programming are adequately available and well utilised;

**AND IF** adequate awareness, understanding and appreciation of EU values, strategic interests, actions and visibility of Team Europe Initiatives are made for the Joint Programming programmes and in the areas of common interest;

**AND IF** the EU can support direct engagement with public and private stakeholders and interest groups on all areas of interest, including green growth and jobs, trade and investment, peace and security (incl. maritime security), governance and human rights, culture, gender and youth, digitalisation, migration and mobility etc.;

**THEN** the action will likely strengthen the role of the EU as a strategic political partner and actor in Ghana's national, international and multilateral affairs, and ensure a sharper design and implementation of the Joint Programming and TEIs as a whole.

This is **BECAUSE** the necessary actors and players external to the EU would have been duly involved and mobilised to ensure ownership, increased absorption capacity and sustainability of EU action.

### 3.6 Logical Framework Matrix

Given the nature of this Action a Logical Framework Matrix is not required at Action level.

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with Ghana.

### 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 entry into force of the financing agreement.

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 Budget Support – NOT APPLICABLE

### 4.4 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>5</sup>.

#### 4.4.1 Direct Management (Grants)

**Grants: (direct management)**

*Specific Objective 1: Civil Society engaged in public affairs*

<sup>5</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

**(a) Purpose of the grant(s)**

- Grant to CSO(s) to implement outputs under specific objective 1 (*Civil Society engaged in public affairs*).

**(b) Type of applicant(s)**

- The grants will target CSOs with experience in outreach, support and coordination with (Ghanaian) civil society. The organisation should also have specific provisions/experience in inclusion of youth, women, disability, and minority groups.

*Specific Objective 2: EU-Ghana partnership as well as political and policy dialogue strengthened*

**(a) Purpose of the grant(s)**

- Twinning Grant and/or TAIEX to implement part of the selected outputs/activities under specific objective 2 (EU-Ghana partnership as well as political and policy dialogue strengthened).

**(b) Type of applicant(s)**

- Applicants must be EU Member State administrations or their mandated bodies.

*Specific Objective 3: EU Communication and Culture strategies implemented*

**(a) Purpose of the grant(s)**

- (1) Twinning grant and/or TAIEX to implement part of the selected outputs/activities under specific objective 3 (*EU Communication and Culture strategies implemented*).
- (2) Grant to implement part of the selected outputs/activities under specific objective 3 (*EU Communication and Culture strategies implemented*).

**(b) Type of applicant(s)**

- (1) Applicants must be EU Member State administrations or their mandated bodies, with experience in the culture and heritage sectors in Ghana. They should have evidence of past projects and initiatives in this regard.
- (2) Applicants should be public bodies, cultural institutions, or CSOs. They should have specific experience in the culture and heritage sectors in Ghana, with a proven track record of initiatives and projects across the country.

4.4.2 Direct Management (Prize(s)) – NOT APPLICABLE

4.4.3 Direct Management (Procurement)

Procurement to implement part of the selected outputs/activities under specific objective 2 (*EU-Ghana partnership as well as political and policy dialogue strengthened*), and specific objective 3 (*EU Communication and Culture strategies implemented*).

4.4.4 Indirect Management with the Partner Country

A part of the selected outputs/activities under specific objective 2 (EU-Ghana partnership as well as political and policy dialogue strengthened) may be implemented in indirect management with the Republic of Ghana according to the following modalities:

The partner country will act as the contracting authority for the procurement and grant procedures. The Commission will control ex-ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex-ante control for procurement contracts above EUR 100,000 (or lower, based on a risk assessment) and may apply ex-post control for procurement contracts up to that threshold. The Commission will control ex-ante the grant procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner country for direct labour and contracts below EUR 300,000 for procurement and for grants.

The financial contribution does not cover the ordinary operating costs incurred under the programme estimates.

The partner country shall apply the Commission's rules on procurement and grants. These rules will be laid down in the financing agreement to be concluded with the partner country.

The contracting authority for these activities shall be the Ministry of Finance.

An imprest administrator and an imprest accounting officer, and their deputies, shall be appointed for the management and implementation of the programme estimate by the contracting authority, in agreement with the Head of Delegation.

In accordance with the powers delegated to them by the partner country authority that appointed them, the imprest administrator and the imprest accounting officer shall draw up and implement the programme estimate, award contracts and grants, commit expenditure and make the corresponding payments.

The imprest administrator and the imprest accounting officer shall submit their technical and financial reports to the project steering committee, where applicable, and to the Ministry of Finance and a copy to the Head of the EU Delegation.

#### 4.4.5 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

In case the direct management implementation of the specific objective 1 (*Civil Society engaged in public affairs*) and/or specific objective 3 (*EU Communication and Culture strategies implemented*) is not possible for reason outside the Commission's control, this part of the Action might be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria::

- International CSOs, UN agencies or EU Member State organisations.
- Experience with outreach and coordination of CSOs in Ghana for SO 1.
- Experience in the culture and heritage sectors in Ghana for SO 3.

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

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

The Commission's authorising officer responsible may extend the geographical eligibility 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 where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

#### 4.6 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities:</b> Direct Management: Grants (including Twinning grants and TAIEX) and Procurement Indirect Management with a Partner Country	
<b>Objective 1</b> (Civil Society engaged in public affairs) - Grants	<b>3 610 000</b>
<b>Objective 2</b> (EU-Ghana partnership as well as political and policy dialogue strengthened) - Indirect management with government of Ghana	<b>5 200 000</b> 2 000 000
- Procurement - Twinning grant and TAIEX - Grants	3 200 000
<b>Objective 3</b> (EU Communication and Culture strategies implemented)	<b>5 200 000</b>

- Grants - Procurement - Twinning grant and TAIEX	
<b>Grants</b> – total envelope under section 4.4.1	9 510 000
<b>Procurement</b> – total envelope under section 4.4.3	2 500 000
<b>Indirect Management with government of Ghana</b> – total envelope under section 4.4.4	2 000 000
<b>Evaluation + Audit</b>	200 000
<b>Totals</b>	<b>14 210 000</b>

#### 4.7 Organisational Set-up and Responsibilities

Project steering committees (PSC) and technical working groups (TWG) will be created as necessary.

The PSC will respect the roles and responsibilities described in PRINCE2 methodology<sup>6</sup>.

The TWG will be in charge of identifying and discussing technical solutions for the project, and – depending of their strategic level – directly validate them or submit them to the PSC.

Representatives of civil society (including youth and women organisations) and representatives of private sector will participate in the TWG and PSC as necessary. Other partners, such as EU MS representatives, may also be invited.

Representatives of national and local authorities will be invited to participate to PSC and TWG, including as co-chairs, as appropriate.

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 set up for governing the implementation of the action.

#### 4.8 Pre-conditions [Only for project modality]

N/A

## 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.

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, an evaluation will not be carried out for this action or its components. However, the Commission may, during implementation, decide to undertake an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

<sup>6</sup> <https://prince2.wiki/roles/project-board/>

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

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

Evaluation services may be contracted under a framework contract.

### 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 has adopted a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

Regional and global strategic communication and public diplomacy funds will be managed from headquarters.

At country level, action documents for specific sector programmes are no longer required to include a provision for communication 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.

To that end, Delegations will first develop short strategic communication and public diplomacy plans that reflect the objectives of the Delegation as a whole in this domain, initially covering the period up to the Mid-Term Review (MTR). The plans will be endorsed by a coordination mechanism comprised of the EEAS, DG INTPA, DG NEAR and FPI, and will be reviewed, modified and extended as appropriate as part of the MTR process.

The plan, currently being developed by the EU Delegation, will cover:

1. the core narrative, formulated in terms not of what we do in the country concerned, but why we do it
2. the principal communication objectives (in terms of measurable impact)
3. the audiences targeted
4. preliminary suggestions for content (messages, straplines, hashtags), partnerships (influencers) and channels
5. key administrative information: timeline, budget and the programme manager responsible for implementation.