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

**ANNEX 30**

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of  
Sub-Saharan Africa for 2023-2025

**Action Document for Support Measures for Regional and Multi-Country Programmes in Sub-Saharan Africa**

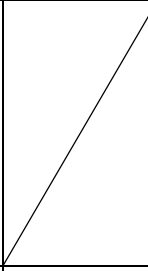
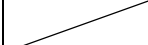
**MULTI-ANNUAL PLAN**

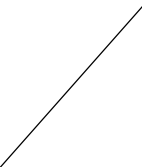
This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan of Article 23 of [NDICI-Global Europe](#) Regulation.

## 1 SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Support Measures for Regional and Multi-Country Programmes in Sub-Saharan Africa OPSYS number: ACT-62042 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <a href="#">NDICI-Global Europe</a> )
<b>2. Team Europe Initiative</b>	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Sub-Saharan Africa
<b>4. Programming document</b>	Regional Multi-Annual Indicative Plan for Sub-Saharan Africa
<b>5. Link with relevant MIP(s) objectives / expected results</b>	The action contributes to the Support Measures for the SSA Regional MIP (Section 3.2 of the MIP)
<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 (1 only): 17 (partnerships for the goals)
<b>8 a) DAC code(s)</b>	99810 – Sectors not specified 100%
<b>8 b) Main Delivery Channel</b>	Multilateral organisations, Service Contract

<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 checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers</b>  (from DAC form)	<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 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"/>
	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"/>	<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>
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		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"/>	
Connectivity @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		YES	NO	

	transport people2people energy digital connectivity	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<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>	Budget line(s) (article, item): - 14.020120 EUR 8 575 000 - 14.020121 EUR 8 575 000 - 14.020122 EUR 7 350 000 Total estimated cost: EUR 24 500 000 Total amount of EU budget contribution EUR 24 500 000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Direct Management</b> through - grants - procurement <b>Indirect Management</b> with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.4			
<b>14. Type of measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input checked="" type="checkbox"/> Measures in favour of Civil Society			

## 1.2 Summary of the Action

The Action will implement support measures as foreseen in the Regional MIP through four components:

### Technical Assistance

Technical Assistance is needed to translate through appropriate programme identification, formulation and implementation the political and strategic priorities formulated in the Regional MIP into concrete activities achieving the intended impact. This component will make available to Commission services at headquarters and in regionalised Delegations, as well as key EU partners, the expertise required to achieve these objectives.

Activities will be implemented through the procurement of services and through the award of grants. Those will be managed by different EU Commission Services, and EU Delegations (EUDs).

### Capacity Building

The EU aims to forge stronger partnerships with multilateral and regional organisations including by supporting capacity building for these actors. Organisations such as the Common Market for Eastern and Southern Africa (COMESA) Eastern African Community (EAC), which this Action will provide support to, are strategic partners for the European Union (EU). More specifically, the EU-funded action will provide strategic support to strengthen EAC in preparing for the EU pillar assessment.

In light of the institutional weaknesses that these Regional Economic Communities (RECs) and regional institutions still face, but mostly because of their overall positive contribution to the Africa's continental

development, the European Commission (EC) views support to these organisations as pivotal to reach common objectives of the renewed AU-EU Partnership, defined in the declarations of the Sixth EU-African Union (AU) Summit on 17-18 February 2022.<sup>1</sup> At the Summit, AU and EU leaders agreed to strengthen solidarity, promote international cooperation, and improve delivery on “global public goods” in line with the 2030 Agenda for Sustainable Development<sup>2</sup> and AU Agenda 2063<sup>3</sup>. Generally, the challenges affecting the RECs and regional institutions abovementioned are mostly found in areas such as results-based budgeting; financial, administrative and project management; strategic planning, monitoring and evaluation; and internal audit. Moreover, as many of these organisations are currently undergoing modernisation processes, programmes under this component will also be implemented in the areas of strategic planning, mobilisation of resources, institutional engineering, staff capacity, information technology tools, and participatory processes.

The EUDs in charge of implementing this component will be EUD Zambia and EUD Tanzania.

### **OACPS-EU Partnership’s Institutional Framework Support**

The new Partnership Agreement<sup>4</sup> between the European Union and the Members of the Organisation of African, Caribbean and Pacific States includes as an attachment the EU Declaration on means of cooperation and implementation. With the Declaration, the EU reaffirms its commitment to contribute (i) to the costs associated with the organisation of meetings of OACPS-EU joint institutions and (ii) to the operating costs of the OACPS Secretariat with regard to the implementation of the Partnership Agreement. The objectives of the programme “OACPS-EU Partnership’s Institutional Framework” are (1) to support the OACPS Secretariat to fulfil its role as administrative and executive body of the OACPS Group in the implementation of the OACPS-EU Partnership Agreement; and (2) to ensure that effective dialogue is maintained at the level of OACPS-EU Joint Parliamentary Institutions including with cooperation with external stakeholders.

### **Strategic Communication and Public Diplomacy**

In accordance with the Regional MIP, Strategic Communication and Public Diplomacy activities will be implemented in order to roll out Global Gateway branding and campaigning to increase awareness, understanding and support to the EU and its action in the region. Strategic Communication and Public Diplomacy activities will serve to demonstrate Europe’s partnership with the region and position the EU as a trusted and reliable partner for Africa, including through Global Gateway flagships and regional Team Europe initiatives.

## **2 RATIONALE**

### **2.1 Context**

The support measures included in this action will contribute to the achievement of the objectives of the Regional MIP ensuring that actions implementing the MIP have a clear regional added value and coherence with national programmes and overall alignment with EU priorities. The rationale for the four components of the action is the following:

The **Technical Assistance Component** is needed to translate the political and strategic priorities formulated in the Regional MIP into concrete activities achieving the intended impact. through appropriate programme identification, formulation and implementation In addition, the EU has an interest to:

1. **Strengthen its relations with the AU and RECs on horizontal issues**, such as contributing to the pre-

<sup>1</sup> Joint official EU-AU Final Declaration on the Summit “6th European Union-African Union Summit: A joint Vision for 2030” available at: [final\\_declaration-en.pdf \(europa.eu\)](#)

<sup>2</sup> [The Sustainable Development Agenda - United Nations Sustainable Development](#)

<sup>3</sup> [Agenda 2063: The Africa We Want. | African Union \(au.int\)](#)

<sup>4</sup> [Post-Cotonou Agreement - Consilium \(europa.eu\)](#)

identification and formulation of EU regional cooperation projects and programs in the fields of interest for the Partnership in EU partner countries in Sub-Saharan Africa (SSA).

2. **Target specific initiatives which contribute to developing the framework of the Partnership**, such as support to the 30 year long PALOP-TL – EU Regional Cooperation. Particular attention will be devoted to contributing to the roll out of Global Gateway, flagships and the Team Europe Initiatives (TEIs). For instance, TA support will be support the establishment of the TEI Secretariat on Transboundary water management in Africa (TWM). The secretariat will coordinate EU and EUMS actions led on transboundary water management in Africa.

The **Capacity Building Component** will strengthen the capacities of COMESA and EAC in the following ways:

- The programs supporting COMESA will contribute to the effective implementation of the Regional Multiannual Indicative Programme (R-MIP) The Specific Objective of the Action is to ensure high quality and inclusive design and implementation of the R-MIP programmes, as well as to improve overall coordination, dialogue, monitoring of EU-funded COMESA programmes.
- The programs supporting EAC will strengthen EAC's institutional capacity by upgrading the bloc's administrative (accounting, procurement, financial, audit) and operational (project management, monitoring and evaluation) systems, in line with its internal policies and strategies. This institutional support to EAC will provide an opportunity for EAC to improve its systems, rules and procedures in line with internationally accepted standards. The ultimate goal is to assist EAC in successfully passing an EU Pillar assessment exercise.

#### **The OACPS-EU Partnership's Institutional Framework Support Component**

The proposed action for OACPS-EU Partnership's Institutional Framework is aligned with the priorities of the Partnership Agreement between the European Union and Members of the OACPS. An "EU Declaration on means of cooperation and implementation" is attached to the Partnership Agreement between the European Union and the Members of the Organisation of African, Caribbean and Pacific States. With the Declaration, the EU reaffirms its commitment to contribute (i) to the costs associated with the organisation of meetings of OACPS-EU joint institutions and (ii) to the operating costs of the OACPS Secretariat with regard to the implementation of the Partnership Agreement.

#### **The Strategic Communication and Public Diplomacy Component**

The Strategic Communication and Public Diplomacy component of the Cooperation Facility will increase awareness, understanding and perception of the EU in the region. The support will allow for a more impactful communication of the EU's international partnerships objectives and external policies.

## **2.2 Problem Analysis**

### **Component 1: Technical Assistance**

The technical assistance included in this component will allow the EU to address several challenges that affect public awareness about EU's partnership with Africa both at continental and at regional level through the contracting of the required technical expertise. These challenges include an increased number of international partners in the African continental and regional scenario, with sometimes diverging strategies and priorities. The EU is committed to reinforce cooperation with African civil society. At continental/regional level the effectiveness of such cooperation is hampered by an incomplete identification of key civil society stakeholders and by their insufficient participation in policy and programme formulation. The TA support to PALOP-TL – EU cooperation will address specific needs to support policy dialogues in strategic areas, joint programming and coordination, and promote EU policies, interests and values in the partner countries. The TA supporting EU/EUMS actions on transboundary water management will be used to further develop a fruitful partnership developed between European and African stakeholders working on transboundary water management and will serve to mainstream EU policy priorities going beyond the areas of intervention of the TEI.

### **Component 2: Capacity Building**

The strengthening of the capacities of COMESA and EAC will aim at tackling the following problems:

- **COMESA:** The action will contribute to addressing the gaps in the capacity needed to process financial

and technical procedures of the programmes under the R-MIP. The Action will also enhance the current gaps in COMESA coordination structures, which have negative impacts on the work with the EU, AU and other RECs. Finally, the Action will tackle COMESA's limits with regards to its capacity to engage with Civil Society Organisations;

- **EAC:**
  - *Weak financial management, accounting, procurement, audit, administrative and other internal procedures:*
  - *Insufficient capacity for project development and management:* The replacement of staff in the last years requires particular trainings to ensure that the EAC Secretariat have the necessary project management capacities
  - *Limited capacities within the internal audit function:* Human resources and experiences in internal audit are limited.
  - Necessary measures need to be taken by EAC to ensure that its rules and procedures fully comply with the international benchmarks of best practices in preparing for the EU pillar assessment.

### **Component 3: OACPS-EU Partnership's Institutional Framework Support**

This programme OACPS-EU Partnership's institutional framework will address the need for financial means to cover the costs associated with the organisation of meetings of joint Institutions - in particular to support the parliamentary dimension - and the operating costs of the OACPS Secretariat with regard to the implementation of the OACPS-EU Partnership Agreement. This will provide concrete means of cooperation and implementation, helping scaling up the EU-OACPS cooperation into a strong political partnership.

### **Component 4: Strategic Communication and Public Diplomacy**

The action will contribute in raising the profile of the EU in the region, as well as promoting EU policies. Baseline surveys carried out in 2021 and 2022 demonstrated that the perception of the EU in the region is not commensurate with the scale of our actions and level of investment. The implementation of the activities described below, namely the roll out of the Global Gateway and awareness raising campaigns, will enable us to communicate with more focus, impact and scale and shift the perception of the EU in the targeted countries.

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

- **Component 1 - Technical Assistance:** African Union and its Institutions, African RECs in SSA, partner African organisations (e.g. Lake and River Basin Organisations) PALOP-TL Ministries of Foreign Affairs and Ministries of Finance and related government institutions/national structures, civil society organisations active in the region, international organisations, EU MS and their Agencies
- **Component 2 – Capacity Building:** COMESA and EAC. All of RECs Secretariats and Member States National Structures;
- **Component 3 - OACPS-EU Partnership's Institutional Framework Support:** (i) OACPS Secretariat; (ii) OACPS Head of States and Governments; (iii) Council of Ministers; (iv) Committee of Ambassadors; (v) OACPS Parliamentary Assembly; (vi) members of the OACPS – EU Joint Parliamentary Assembly (JPA) and of the three Regional Parliamentary Assemblies (RPAs); (vii) Youth, Women's organisations, regional entities, CSOs; (viii) Citizens of OACPS countries and of the EU;
- **Component 4: Strategic Communication and Public Diplomacy:** (i) Wider audiences, comprising ordinary citizens, especially in the 18-35 age bracket, who are not involved in policy, advocacy or international relations, and who may hardly be aware of the EU; (ii) Key specialised audiences, made up of political and diplomatic counterparts, opinion leaders, activists and other multipliers who already have a stake in the sphere of policy, advocacy and international relations

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The **Overall Objective** (Impact) of this action is to contribute to the following support measures listed in the MIP: (1) Support and facilitate the preparation, implementation, strategic communication, audit and evaluation of EU cooperation under the regional MIP and related MIP priorities; (2) Provide institutional support to the African Union and African regional organisations including to strengthen their vertical and horizontal coordination structures; (3) Support the running of the OACPS-EU Partnership Agreement Institutional Framework; (4) Reinforce the EU's strategic communication and public diplomacy activities to engage with new audiences through campaigns on the EU's values and political priorities while also building sustainable networks with existing stakeholders.

##### **Component 1: Technical Assistance**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

1. EU's contribution to, and work on, Regional MIP priorities, EU-Africa Partnership (including PALOP-TL – EU), TEIs, Global Gateway and flagships is improved through the use of evidence-based research, policy dialogue and negotiations, among other means;

##### **Component 2: Capacity Building**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

2. Partner RECs (COMESA, EAC) institutional capacities are supported by the provision of equipment and training/specialised advice necessary to improve their rules and operational systems and its strategic functions

##### **Component 3: OACPS-EU Partnership's institutional framework Support**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

3. The OACPS Secretariat's operationalisation, in the implementation of the OACPS-EU Partnership Agreement, is fostered.
4. The active dialogue at OACPS-EU Joint parliamentary institutions level, including the cooperation with external stakeholders, is strengthened

##### **Component 4: Strategic Communication and Public Diplomacy**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

5. The EU and its external Global Gateway brand are recognised in the countries of the region

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

##### **Contributing to Outcome 1 (or specific Objective 1):**

1.1: Actions implementing the Regional MIP priorities, EU-Africa Partnership (e.g. EU-PALOP-TL Partnership), TEIs (e.g. TEI on Transboundary water management in Africa), Global Gateway and flagships are identified, formulated, implemented and monitored making use of appropriate technical expertise at both European Commission HQ and EUD levels;

##### **Contributing to Outcome 2 (or Specific Objective 2):**

2.1: Overall coordination, dialogue, monitoring of EU-funded COMESA programmes are improved

2.2: Improving EAC financial management, accounting, procurement, administrative and other internal procedures,

building EAC capacity for project development and management, enhance EAC's capacity of the internal audit function. Strengthening EAC preparedness to fully comply with internationally accepted procedures and practices in anticipation of EU pillar assessment

**Contributing to Outcome 3 (or Specific Objective 3):**

3.1 The capacities and ability of the OACPS Secretariat to strategically move forward of the OACPS-EU Partnership Agreement and to work on OACPS-EU alliance-building expansion and more convergent actions are strengthened.

3.2 The capacities of the OACPS Secretariat to support CSOs and multi-stakeholders engagement in the new OACPS-EU Partnership Agreement, as well as to deliver high visibility activities linked to the OACPS-EU partnership are enhanced

**Contributing to Outcome 4 (or Specific Objective 4):**

4.1 The capacity of the OACPS Secretariat to co-organise efficiently sessions of the Joint Parliamentary Assembly (JPA) and Regional Parliamentary Assemblies (RPAs) meetings and related activities is strengthened;

4.2: Opportunities for dialogue and cooperation with external stakeholders, with particular attention given to youth and women, as well as to gender issues are further developed at Parliamentary level.

**Contributing to Outcome 4 (or Specific Objective 5):**

5.1: Public awareness, understanding and recognition of the EU in the region is commensurate with the scale, scope and ambition of our partnership. This includes the set-up of large-scale awareness raising campaigns and the Global Gateway branding aimed at ordinary citizens and other stakeholders, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the selected countries of the region

### 3.2 Indicative Activities

**Component 1 - Technical Assistance:**

Activities relating to Output 1.1:

- Activities closely related to the identification, formulation and implementation of Regional MIP priorities, EU-Africa Partnership, TEIs (e.g. TEI Transboundary Water), Global Gateway and flagships are monitored making use of appropriate technical expertise;
- Support identification, formulation, implementation, monitoring, audit and evaluation of PALOP-TL programmes. This will include feasibility studies, impact assessments, support for specific public policy formulation, as well as assistance with tender procedures, evaluation and monitoring;
- Ensure support for the smooth organisation of the regular technical (annual) and Ministerial (bi-annual) meetings between the PALOP-TL and the European Union, for the follow-up and monitoring of PALOP-TL projects and the PALOP-TL – EU political dialogue process

**Component 2 – Capacity Building:**

Activities relating to Output 2.1:

- 2.1: Secondment and placement of national experts to the COMESA Secretariat to: i) support formulation of programs; ii) build the needed expertise in programming and coordination; iii) enhance ownership and sustainability of the regional integration agenda is facilitated.
- 2.2: Dialogue within the COMESA region (e.g. engagement with and participation of Civil Society Organisations in regional integration matters) is enhanced.

Activities relating to Output 2.2

- Technical assistance to operationalise administrative, financial management and procurement systems to all EAC Organs and Institutions
- Support to the strengthening of EAC preparedness to fully comply with internationally accepted regulations, procedures and practices in view of an EU Pillar assessment exercise.
- Support the internal assessment of EU pillars to assess EAC Secretariat's operational capacity
- Support the implementation of the Projects Standard Operating Procedures (SOP) Manual to EAC Organs and Institutions
- Training workshops on project development and management for EAC Organs and Institutions
- Training-of-Trainers on Project Risk Management for project managers/implementers



- Training-of-Trainers workshops on professional project management for non -project staff who handle project matters (Procurement, Quality Management System, Monitoring Evaluation, Finance and Human Resources)
- Trainings for key audit stakeholders to include EAC Audit and Risk Committee, Risk Management Committee members, Audit Commission and Top Management in order to implement the Quality Assurance and Improvement Program (QAIP) in all EAC Organs and Institutions

### **Component 3 – OACPS Support**

Activities relating to Output 3.1:

- Support the EU-OACPS partnership in all its dimensions e.g. private sector development, climate change and biodiversity taking the Global Gateway into consideration.
- Support the implementation of the Post Cotonou agreement in particular the rules of procedure for the joint institutions, the mechanism to engage with stakeholders, the operational modalities for cooperation on the international scene.
- Support visibility activities on the partnership in line with its communication strategy

Activities relating to Output 4.1:

- Support the OACPS Secreteriat's efforts to secure the participation of parliamentarians from its member states in the sessions of the Joint Parliamentary Assembly and in the Regional Parliamentary Assembly of each of the 3 protocols.
- Support the OACPS Secreteriat's efforts to assist the parliamentarians in preparing reports and motions to be debated in the above-mentioned joint parliamentary assemblies.
- Support the OACPS Secreteriat's efforts to prepare and ensure the participation of youth and women from OACPS constituency in the JPA dedicated Women Forum and Youth Forum

### **Component 4 – Strategic Communication and Public Diplomacy**

Activities relating to Output 5.1:

- To design and roll out Global Gateway major public campaign(s) and regional programs that are closely linked with Global Gateway flagships and regional Team Europe initiatives at (sub) regional level.

## **3.3 Mainstreaming**

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

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as [Category C (no need for further assessment)]

**Outcome of the CRA (Climate Risk Assessment) screening** (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk [(no need for further assessment)]

### **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 promote that there is gender parity in the recruitment of staff of Institutions supported, and that there is gender balance at managerial level. As far as possible, data for project beneficiaries will be disaggregated by sex and age. In addition, the programme will develop gender sensitive actions, reaching and involving women and girls, including the most vulnerable ones, using when necessary ad hoc approaches to increase reach. Balanced participation of women and men will be ensured in all the activities. In the production of visibility material focus will be given to use an adequate language as well as to showcase example of positive equal opportunities and participation. The OACPS institutional framework directly supports women's empowerment and gender equality.

### **Human Rights**

The action will not have a direct impact on Human Rights, as it contains support measures for the implementation

of the Regional MIP, not actions contributing directly to the MIP objectives. However, activities related to the promotion of the EU-AU partnership will disseminate information about the partnership efforts to strengthen the respect of Human Rights and International Humanitarian Law. A rights-based approach will also be applied to all the actions when specific awareness activities will also be identified if needed. The OACPS institutional framework support directly supports the promotion and respect for human rights.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that action will not have a direct impact on Disability issues, but it will ensure that the accessibility for people with disabilities is included in all organised events and it will include consultations with organisation representing their interests.

#### **Reduction of inequalities**

The action does not contain activities related to the reduction of inequalities.

#### **Democracy**

This action will not have a direct impact on Democracy issues. However, the action will communicate about how the EU partnership with the EU and with African Regional Organisations contributes to the consolidation of democracy in Sub-Saharan Africa. The parliamentary dimension of the OACPS institutional framework reinforces democracy in the OACPS member countries.

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

The action does not contain activities related to disaster risk reduction.

#### **Disaster Risk Reduction**

The action does not contain activities related to disaster risk reduction.

#### **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	Technical assistance is not sufficiently adapted and fails to strengthen partner organisations management and administrative systems.	<b>Low</b>	<b>Medium</b>	Detailed assessment and background checks of companies and experts experience and previous performance. Participatory Capacity assessment of beneficiary organisations (partner institutions)
External	Lack of enough political and economic support of partner Institutions by their Member States	<b>Medium</b>	<b>Medium</b>	Enhancing Regional Organisations' budgeting and resource management capacity to ensure that funds are allocated to priority areas and are efficiently utilised. Regular sensitisation during policy organs meeting on financial and

				political support by member states
External	COVID 19 related travel restrictions might still prevent stakeholders from participating in planned activities	<b>Low</b>	<b>Low</b>	Conduct trainings and consultations in a hybrid set up
External	Insufficient donor coordination	<b>Low</b>	<b>Medium</b>	
Internal	Delays in the implementation by partner Institutions related to internal procedures	<b>Medium</b>	<b>Medium</b>	

### **Lessons Learnt:**

#### **Component 1: Technical Assistance:**

- Under PALOPTL – EU cooperation, resources for Communication and visibility have been reduced and long term full time technical assistance disappears. TA will be intermittent and mobilised as needed.
- The TEI on Transboundary Water Management in Africa provides a common framework of intervention and cooperation for EU/EUMS to operate with African partners working in the transboundary water management space. The Secretariat will provide an enabling to support EU/EUMS actions to promote transboundary water management.

#### **Component 2: Capacity Building**

- Concerning the support to COMESA, long procurement and payment processes and procedures that affected recruitment of Short-Term Experts required to provide support under the various programme formulation phase which delayed the finalisation of Action documents and related PaGoDAs.
- Concerning the support to COMESA, the lack of expertise and experience in programming which required time for the Secretariat to build the needed capacities to better coordinate and implement the various activities;
- Concerning the support to COMESA, Lack of timely provision of input by the respective technical experts at COMESA Secretariat which caused delays in formulation of Action documents.
- The regular change of staff in the EAC Secretariat requires regular trainings to ensure that the audit, financial management, procurement systems are efficient and internalised.

#### **Component 3: OACPS-EU Partnership's Institutional Framework Support:**

- The OACPS Secretariat should plan ahead EU funding requested to finance the action (yearly operating grant) and make sure they are included in the annual budget of the organisation and submitted timely to the approval of the OACPS Council of Ministers. Moreover, the budget for the yearly operating grants and other relevant documents should be shared with the European Commission in a timely manner. Lessons learnt from previous actions demonstrate that the lack of the above can negatively impact the grants.
- The OACPS organs support and contribute to the institutional and operational re-organisation of the Secretariat should complete all aspects of its restructuring as soon as possible. Lessons learnt demonstrate that lack of modernisation can impact negatively the OACPS-EU cooperation on a daily basis, as well as the

efficiency of the OACPS Secretariat

#### **Component 4: Strategic Communication and Public Diplomacy:**

Campaigns should be aimed at both ordinary citizens, including young people, and wider stakeholders to communicate on regional programs

### 3.5 The Intervention Logic

#### **Component 1: Technical Assistance:**

If there is sufficient expertise available for formulation, identification and implementation, and the technical assistance is used efficiently, **then Actions will be more effective in achieving the intended impact under the EU-Africa partnership, SSA Regional MIP, TEIs, Global Gateway priorities and in reinforcing EU shared values vis-à-vis partners (e.g. PALOP-TL – EU cooperation).**

If during the implementation existing non state actors are mapped; and their participation, including of youth and women; in research, policy dialogue and the cooperation between EU and African Organisations is facilitated, then the **engagement of non-state actors and youth in the EU partnership with Africa will be strengthened and good practices of civic engagement can take increasingly ground also in AU and Regional Economic Communities (RECs) work.**

If actions implementing the MIP are more effective in achieving the intended impact and participation of non-state actors and youth as well as Gender Equality and Women Empowerment is strengthened, then **this actions will contribute to the attainment of the priorities identified in the regional MIP.**

#### **Component 2 – Capacity Building:**

If adequate training, equipment and mentoring is provided to Regional Organisations (COMESA, EAC), then their administrative (accounting, procurement, financial, audit and other internal procedures) and operational (project management, monitoring and evaluation) systems, as well as strategic functions will be strengthened. If their systems are strengthened the Regional Organisations will have greater institutional capacities to implement their mandate and become stronger partners to the EU. This will in turn contribute to the attainment of the priorities identified in the Regional MIP. Furthermore, the action will ensure that EAC systems, controls, rules and procedures fully comply with international standards and the criteria set by the EC in anticipation of an EU pillar assessment.

#### **Component 3: OACPS-EU Partnership's Institutional Framework Support:**

If the costs associated with the organisation of meetings of joint institutions and the operating costs of the OACPS Secretariat are financed, then the action will strengthen the OACPS-EU partnership. If the partnership is strengthened, it will be more effective in increasing the effectiveness of the EU-OACPS joint action in priority areas such as: human rights, democracy and governance, peace and security, human development which encompasses health, education, gender equality and women empowerment, as well as environmental sustainability, climate change, sustainable development and growth, and migration and mobility.

#### **Component 4: Strategic Communication and Public Diplomacy:**

If the large-scale and professionally designed and managed campaigns model is correctly implemented, strategic communication will build brand recognition of Global Gateway and help raise awareness of the EU. If regional campaigns are well positioned, campaigns follow-ups at country level will increase their effectiveness and will be able to engage with wider audiences. If the above is achieved then, the professional production of material (footage/images/video production/animation/design etc.) will ensure a strong presence of the Global Gateway brand.

### 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 COMESA to cover for Output 2.1 only. It is not envisaged to conclude a financing agreement with the territory for the rest of the Action.

### 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 with COMESA and 60 months from the date of adoption by the Commission of this Financing Decision for the rest of the Action.

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)

##### 4.4.1.1 Capacity Building Component

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

The action grant will contribute to meet priorities under **Output 2.2**: “Improving EAC financial management, accounting, procurement, administrative and other internal procedures, building EAC capacity for project development and management, enhance EAC's capacity of the internal audit function. Strengthening EAC preparedness to fully comply with internationally accepted procedures and practices in anticipation of EU pillar assessment”.

###### (b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to EAC.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of an action grant without a call for proposals is justified, in line with FR Art 195 f. The EAC is an EU strategic partner in Eastern Africa. Through the Treaty for the Establishment of the East African Community<sup>6</sup>, signed on 30 November 1999, entered into force on 7 July 2000, amended on 14 December 2006 and on 20 August 2007, EAC is the Institution mandated by its Member States to advance the regional integration agenda and deepening cooperation among its Partner States in, among others, political, social, economic and social fields for the mutual benefits of their citizenry.

##### 4.4.1.2 OACPS-EU Partnership's Institutional Framework Component

<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.

<sup>6</sup> Treaty for the Establishment of the East African Community:

[The Treaty for the Establishment of the East Africa Community 2006 1999.pdf](#)

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

One operation grant and one action grant will contribute to meet priorities under **Outputs 3.1** “The capacities and ability of the OACPS Secretariat to strategically move forward of the OACPS-EU Partnership Agreement and to work on OACPS-EU alliance-building expansion and more convergent actions are strengthened”; **3.2** The capacities of the OACPS Secretariat to support CSOs and multi-stakeholders engagement in the new OACPS-EU Partnership Agreement, as well as to deliver high visibility activities linked to the OACPS-EU partnership are enhanced; **4.1** “The capacity of the OACPS Secretariat to co-organise efficiently sessions of the Joint Parliamentary Assembly (JPA) and Regional Parliamentary Assemblies (RPAs) meetings and related activities is strengthened”; **4.2** “Opportunities for dialogue and cooperation with external stakeholders, with particular attention given to youth and women, as well as to gender issues are further developed at Parliamentary level”

#### **(b) Justification of a direct grant**

Under the responsibility of the Commission’s authorising officer responsible, the operation grant may be awarded without a call for proposals to the OACPS Secretariat.

Under the responsibility of the Commission’s authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the action has specific characteristics requiring a specific type of beneficiary for its administrative power under FR Art.195 (f) applicable to the general budget of the Union. More specifically, para (f) of Art.195 specifically mentions that Grants “for activities with specific characteristics that require a particular type of body on account of its technical competence, its high degree of specialisation or its administrative powers, on condition that the activities concerned do not fall within the scope of a call for proposals”. The OACPS Secretariat is a beneficiary which has a specific administrative power. According to the revised Georgetown Agreement<sup>7</sup>, as revised by Decision No .1/CX/19 of the 110th session of the ACP Council of Ministers held in Nairobi, Kenya, on 7 December 2019, and endorsed by the 9th Summit of the ACP Heads of State and Government, Nairobi, Kenya, 9-10 December 2019, articles 22, 23, 24 and 30, the Secretariat of the OACPS is located in Brussels, Belgium and function as Headquarters of the OACPS. The Secretariat of the OACPS shall (a) implement the decisions of all Organs of the OACPS; (b) implement, as appropriate, agreements concluded with development partners; (c) provide services to the Organs of the OACPS and, as appropriate, the joint institutions established with all external parties.

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The part of the action under the budgetary envelope reserved for grants may totally or partially and including where an entity is designated for receiving a grant without a call for proposals, be implemented in indirect management with an entity, which will be selected by the Commission’s services using the criteria defined in section 4.4.4.1

#### **4.4.2 Direct Management (Procurement)**

##### **4.4.2.1 Technical Assistance Component.**

The procurement will contribute to **Output 1.1** “Actions implementing the Regional MIP priorities, EU-Africa Partnership (e.g. EU-PALOP-TL Partnership), TEIs (e.g. TEI on Transboundary water management in Africa), Global Gateway and flagships are identified, formulated, implemented and monitored making use of appropriate technical expertise at both European Commission HQ and EUD levels”.

##### **4.4.2.2 Capacity Building Component**

The procurement will contribute to **Output 2.2** Improving EAC financial management, accounting, procurement, administrative and other internal procedures, building EAC capacity for project development and management, enhance EAC’s capacity of the internal audit function. Strengthening EAC preparedness to fully comply with internationally accepted procedures and practices in anticipation of EU pillar assessment

##### **4.4.2.3 Strategic Communication and Public Diplomacy**

<sup>7</sup> Georgetown Revised Agreement: [Georgetown-Agreement-Rev-UK-def.pdf \(waw.be\)](http://www.waw.be/Georgetown-Agreement-Rev-UK-def.pdf)

The procurement will contribute to **Output 5.1** “Public awareness, understanding and recognition of the EU in the region is commensurate with the scale, scope and ambition of our partnership. This includes the set-up of large-scale awareness raising campaigns and the Global Gateway branding aimed at ordinary citizens and other stakeholders, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU’s partnership with the selected countries of the region”.

#### 4.4.3 Indirect Management with an entrusted entity

A part of this action may be implemented in indirect management with an entrusted entity, which will be selected by the Commission’s services using the following criteria:

- i) Experience working with Regional Economic Communities, and preferably those targeted by this action;
- ii) Particular expertise in providing institutional support to regional organisations;
- iii) Technical and operational capacities in the area targeted.

This implementation entails completing all activities identified under **Output 2.1** “Overall coordination, dialogue, monitoring of EU-funded COMESA programmes are improved”.

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

##### 4.4.4.1 Changes from direct management to indirect management

Should the implementation through direct management (procurement) as described in section 4.4.2 reveal not be possible due to circumstances outside of the Commission’s control, the Commission will revert to indirect management with a entrusted entity, which will be selected by the Commission’s services using the following criteria:

- i) Experience working with Regional Economic Communities and regional organisations (i.e. OACPS) and preferably those targeted by this action;
- ii) Particular expertise in providing institutional support to regional organisations;
- iii) Technical and operational capacities in the area targeted.

This implementation entails **Outputs**:

**1.1** “Actions implementing the Regional MIP priorities, EU-Africa Partnership (e.g. EU-PALOP-TL Partnership), TEIs (e.g. TEI on Transboundary water management in Africa), Global Gateway and flagships are identified, formulated, implemented and monitored making use of appropriate technical expertise at both European Commission HQ and EUD levels”;

**2.2** “Improving EAC financial management, accounting, procurement, administrative and other internal procedures, building EAC capacity for project development and management, enhance EAC’s capacity of the internal audit function. Strengthening EAC preparedness to fully comply with internationally accepted procedures and practices in anticipation of EU pillar assessment”

**3.1:** The OACPS Secretariat’s operationalisation, in the implementation of the OACPS-EU Partnership Agreement, is fostered.

**4.1:** The active dialogue at OACPS-EU Joint parliamentary institutions level, including the cooperation with external stakeholders, is strengthened

**5.1** “Public awareness, understanding and recognition of the EU in the region is commensurate with the scale, scope and ambition of our partnership. This includes the set-up of large-scale awareness raising campaigns and the Global Gateway branding aimed at ordinary citizens and other stakeholders, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU’s partnership with the selected countries of the region”.

##### 4.4.4.2 Changes from indirect management to direct management

Should the implementation through indirect management with an entrusted entity as described in section 4.4.3 reveal not be possible due to circumstances outside of the Commission’s control, the Commission will revert to direct management - grants.

a) Purpose of the grant

The grant will contribute to achieving Output 2.1 “Overall coordination, dialogue, monitoring of EU-funded COMESA programmes are improved”.

b) Type of applicant targeted

International organisations, EU Member States Agency, public administration.

#### 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 subject to the following provisions. 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 carrying out of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation). For this multi-country action, natural persons who are nationals of, and legal persons who are effectively established in the following countries and territories covered by this action, are also eligible: OACP states.

#### 4.6 Indicative Budget

Indicative Budget components <sup>8</sup>	EU contribution (amount in EUR)
<b>Implementation modalities</b> – cf. section 4.4	
<b>Component 1: Technical Assistance</b>	
<b>Outputs 1.1</b>	
Procurement (direct management) – cf. section 4.4.2.1	10 000 000
<b>Component 2: Capacity Building</b>	
<b>Output 2.2</b>	
Grants (direct management) – cf. section 4.4.1.1	300 000
<b>Outputs 2.1</b>	
Indirect management with an entrusted entity – cf. section 4.4.3	4 000 000
<b>Output 2.2</b>	
Procurement (direct management) – cf. section 4.4.2.2	300 000
<b>Component 3: OACPS-EU Partnership’s Institutional Framework</b>	
<b>Outputs 3.1 and 3.2, 4.1 and 2.2</b>	
Grants – cf. section 4.4.1.2	6 500 000
<b>Component 4: Strategic Communication and Public Diplomacy</b>	
<b>Output 5.1</b>	
Procurement (direct management) – cf. section 4.4.2.3	3 000 000

<sup>8</sup> N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e. for the conclusion of audit contracts and payments.



<b>Grants</b> – total envelope under section 4.4.1	6 800 000
<b>Procurement</b> – total envelope under section 4.4.2	13 300 000
<b>Evaluation</b> – cf. section 5.2	400 000
<b>Audit</b> – cf. section 5.3	
<b>Total</b>	24 500 000

## 4.7 Organisational Set-up and Responsibilities

### Component 1: Technical Assistance

While the European Commission will be responsible for the overall management of the Action, Outputs under this component will be managed by Commission Services at HQ level, and EUDs, e.g. EUD Mozambique. The implementation of the Action at EUD level will be fully devolved to them.

### Component 2: Capacity Building

While the European Commission will be responsible for the overall management of the Action, Outputs under this component include support to two Regional Organizations (i.e. COMESA, EAC). The implementation of activities under these Outputs will therefore be fully devolved to EUDs in the following manner:

- The support to COMESA will be managed in indirect management and overseen by EUD Zambia
- The support to EAC will be managed by EUD Tanzania

### Component 3: OACPS-EU Partnership's Institutional Framework Support

This component will be managed by Commission services at HQ level. A Steering Committee composed of the representatives of the OACPS Secretariat and the European Commission extended to other EU services if needed, and where relevant with the involvement of external technical assistants, will be established to monitor the implementation of the activities and results of the project. This committee will meet at least once a year.

### Component 4: Strategic Communication and Public Diplomacy

This component be managed by Commission Services. The authorising officer may decide to sub-delegate the management of specific technical assistance service contracts to third parties.

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.

## 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).

### Component 1: Technical Assistance

- The EUD to Mozambique will ensure the monitoring of all activities implemented under the support allocated to them. Each of these TA will have a data collection and analysis part that might be the responsibility of the implementing partners according as per contractual agreement.
- Other TA contracts that will be contracted over the year will be monitored by Commission services, and by responsible EUDs.

#### **Component 2: Capacity Building Support**

- Regarding the actions in support to COMESA and EAC, the EUD Zambia and EUD Tanzania will be in charge of allocating staff and resources to the monitoring and reporting on the implementation of the activities.
- Monitoring and reporting, including data collection and analysis, may be managed by the responsible implementing partner under the guidance and support of relevant EUD

#### **Component 3: OACPS-EU Partnership's Institutional Framework Support**

- The use of the logical framework matrix, to be annexed to each annual activities work-plan, will in particular ensure monitoring of the implementation of the action, and indicate clear objectives, indicators, targets and means of monitoring. Annual activity work-plan shall also indicate clear deadlines (timeline) and milestones and use appropriate formats, easy to read and clear and transparent to the contracting authority, the European Commission (as suggested by ROM report on Decision 40774 – Institutional support under 11th EDF).
- Flash reports, when requested, shall provide an up-to-date situation of the implementation of the action, highlighting in particular past activities and upcoming ones, flagging key dates, and deadlines and milestones.
- The final report (annual activity report), narrative and financial, shall cover the entire period of the action implementation.

#### **Component 4: Strategic Communication and Public Diplomacy**

Commission services will ensure the direct monitoring of all activities under the support allocated to them. Each of these TA will have a data collection and analysis part that might be the responsibility of the implementing partners according as per contractual agreement.

### **5.2 Evaluation**

Having regard to the nature of the action, final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. 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 will adopt 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, and relevant European Commission services, and will be reviewed, modified and extended as appropriate as part of the MTR process.

The strategic communication and public diplomacy component will be implemented through procurement. It is therefore envisaged that one or more contract(s) for communication and visibility may be contracted under a framework contract