



EN

THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 3

to the Commission Implementing Decision on the financing of the annual action plan in favour of Angola for 2022

Action Document for Support Measures I

ANNUAL PLAN


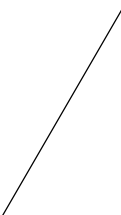
This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Support Measures I OPSYS number: ACT-61196 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	<input type="checkbox"/> Not applicable <input checked="" type="checkbox"/> Supporting (inter alia) TEI.
3. Zone benefiting from the action	The action shall be carried out in the Republic of Angola ¹
4. Programming document	Multi-Annual Indicative Programme (MIP) for Angola 2021-2027
5. Link with relevant MIP(s) objectives / expected results	The action will contribute to the achievement of the specific objectives and expected results of MIP's three priority areas: (i) sustainable economic diversification; (ii) transparent, accountable and effective governance; (iii) human development
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Non Applicable
7. Sustainable Development Goals (SDGs)	Main SDG: 17 (Partnerships for the goals) Other significant SDGs: 16 (Peace, justice and strong institutions), 5 (Gender equality)
8 a) DAC code(s)	15110 – Public sector and administrative management
8 b) Main Delivery Channel	European Union - 42000

¹ Commission Decision on the adoption of the National Indicative Programme between the European Union and Angola C(2021) 9359 final of 15.12.2021.

9. Targets	Action will contribute target(s) (indicatively) <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			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	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"/>
	11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective
Digitalisation @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		YES <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	
Connectivity @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
digital connectivity energy transport health		YES <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	NO <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	

The Cooperation Facility will contribute to the implementation of the Agenda 2030⁵; of the Paris Agreement⁶; of the Addis Ababa Action Agenda⁷; of the Sendai Framework for Disaster Risk Reduction 2015-2030⁸; of the Global Strategy for the EU's Foreign and Security Policy⁹; of the European Consensus on Development¹⁰; of the EU Communication on a Strategic Approach to Resilience in the EU's external action¹¹ and of the Council Conclusions on operationalising the humanitarian-development nexus¹² and the European Green Deal¹³.

Finally, the action will promote the implementation of EU Gender Action Plan III¹⁴ and contribute through policy dialogue to establish an enabling environment to achieve real and tangible improvements in gender equality in the various thematic areas of cooperation.

At national level, the Cooperation Facility is aligned with Angola's key policy documents, including the '2018-2022 National Development Plan¹⁵', last reviewed in July 2020, and 'Angola 2025', the country's long-term development strategy, which is being reviewed and has been extended until 2050.

2. RATIONALE

2.1 Context

The social and political situation in Angola is relatively stable. Starting in 2017, the Government headed by President João Lourenço initiated a series of transformational reforms in the political-administrative, social and economic systems. Following the general elections held in August 2022, the new Government announced by President Lourenço is an exercise in continuity with the major portfolios remaining in the same hands. Important legislation and programmes are in place in the areas of macroeconomic stabilisation, investment and privatisation agenda, economic and export diversification, modernised competition framework, simplified tax measures and asset recovery. However, the tangible impact in people's livelihoods has been limited and much remains to be done particularly regarding the decentralisation programme. Nonetheless, there are clear signals that reforms will remain high on the governmental agenda in the years to come and in the population's expectation.

Despite low risk of conflict, the country confronts a severe economic crisis and extreme inequalities. One in two people live below the international poverty line of USD 1.90 per day¹⁶. The Gender Inequality Index (GII) ranks Angola 136 out of 162 countries in the 2021¹⁷. Unemployment remains high and the informal sector is prevalent, specially for women. Women are often the ones who take care of households and have difficulties, reconciling work and family life. Triggered by the outbreak of the COVID-19 pandemic and exposure to recurrent climate events, in 2020 the economy recorded its worst contraction in the last 40-years and real GDP fell by 5.6%¹⁸, exacerbating a recession that started in 2014. However, it is recovering with real GDP growth estimated at 0.7% in 2021 and forecasted at 3% in 2022 by the IMF.

To move away from its dependency on fossil fuels, the Government has embarked on an ambitious programme to diversify the economy, but progress is limited and the labour market remains characterised by informality, low productivity and mismatched skills. Domestic food production is highly vulnerable to climate shocks and given

⁵ [Transforming our world: the 2030 Agenda for Sustainable Development | Department of Economic and Social Affairs \(un.org\)](#)

⁶ [The Paris Agreement | United Nations](#)

⁷ [DESA-Briefing-Note-Addis-Action-Agenda.pdf \(un.org\)](#)

⁸ [Sendai Framework for Disaster Risk Reduction 2015-2030 | UNDRR](#)

⁹ [A Global Strategy for the European Union's Foreign and Security Policy | EEAS Website \(europa.eu\)](#)

¹⁰ [european-consensus-on-development-final-20170626_en.pdf](#)

¹¹ JOIN/2017/021 final.

¹² Document 9383/17.

¹³ [A European Green Deal | European Commission \(europa.eu\)](#)

¹⁴ [Gender Action Plan III – a priority of EU external action \(europa.eu\)](#)

¹⁵ [minfin601408.pdf \(gov.ao\)](#)

¹⁶ 49.9% in 2018 (UN data).

¹⁷ UNDP, 2021

¹⁸ IMF, May 2022

the weak food system, farmers are trapped in small scale, low productivity, subsistence agriculture contributing to low nutritional outcomes with a negative impact on human development.

Regardless of impressive advances in debt management, crowding out recurrent expenditure for service delivery remains high and investments are needed to keep up with population growth and reach the furthest behind. The country is engaged in an ambitious Public Finance Management (PFM) reform aiming at diversifying and increasing Domestic Revenue Mobilising (DRM) and ensuring more transparency. The Ibrahim Index of African Governance (IIAG) ranks Angola 43 out of 53 countries (score 40/100)¹⁹. Angola has improved in four index categories (security/rule of law; participation, rights and inclusion; economic opportunities; and human development).

EU action supports the Government's efforts in structural socio-economic transformation for stronger, sustainable and inclusive growth. The development of trade, the engine of growth, is another priority. To achieve these objectives, EU's cooperation for the period of 2021-2027 focuses on sustainable economic diversification; transparent, accountable and effective governance; and human development. A Team Europe Initiative (TEI) "Diversification of Economy and Public Financial Management"²⁰ has been identified and it includes the participation of the EIB, France/AFD, the Netherlands and Portugal.

Beyond cooperation, the EU sees Angola as a strategic partner for the stability of the region, a trade and investment partner and an ally in regional fora. The EU has a strategic interest to deepen the political and economic relationships and to build a broadly based partnership with Angola. This relation is enshrined in the JWF framework²¹, a privileged high-level dialogue that goes beyond development cooperation and foresees annual Ministerial meetings. Signed in 2012, this strategic framework enables EU and Angola to engage regularly in political dialogue and address a number of issues of common interest, such as peace and security (including maritime security); economic growth and sustainable development; macro-economic stabilisation; ocean governance and blue economy; environmental degradation and climate change; energy; education, science and technology; transport systems; human rights and fundamental freedoms; rule of law and fight against corruption.

In line with JWF's strategic objectives, the Cooperation Facility will promote regional peace and security, human rights and good governance, accountable and transparent institutions, inclusive and transparent electoral processes, gender knowledge, institutional capacity and expertise across sectors, and political dialogue in areas of common interest to Angola and the EU. Angola has ratified almost all international human rights conventions and the eight ILO fundamental conventions.

It will be used as well to support and follow-up the programming, preparation and implementation of cooperation programmes (including in the context of the TEI) and the coordination of the Team Europe approach, and to implement strategic communication and public diplomacy activities that will raise awareness, understanding and support to the EU's action in Angola, as well as promote EU policies, the Global Gateway priorities illustrated by TEI, and the EU's multilateral agenda.

2.2 Problem Analysis

Angola's institutional capacity requires continued enhancement in order to ensure the delivery of essential public services for all and for groups living in vulnerable situations. The country's limited institutional capacity and lack of qualified human resources is a major constraint for the planning, implementation and monitoring of EU funded cooperation as well as for the country's policy and political dialogue with the EU. Responding to Angola's institutional weakness is essential to ensure proper implementation of EU cooperation, correct appropriation and effectiveness of aid, as well as appropriate coordination and harmonisation efforts by the partner country.

Furthermore, a good understanding of EU external policies and strategic political objectives amongst Angolan public administration is crucial for a well-functioning EU cooperation. Despite several capacitation programmes funded by EU, Angolan public administration is far from having acquired the needed skills and administrative capacity to facilitate and supervise the implementation of EU funds or to engage in substantial policy dialogue

¹⁹ Ibrahim Index of African Governance (IIAG) Data Portal, 2020.

²⁰ [Angola | Team Europe Initiative and Joint Programming tracker \(europa.eu\)](https://www.eeas.europa.eu/sites/default/files/jwf_en.pdf)

²¹ https://www.eeas.europa.eu/sites/default/files/jwf_en.pdf

without the support of external expertise. The effectiveness of EU cooperation and of the ‘Team Europe’ approach in Angola requires strengthening national institutional capacity, through the provision of technical support for planning, implementation and monitoring of cooperation and policy dialogue actions.

Moreover, against the background of the revised role of the National Authorising Officer (NAO), for the 2021-2024 period the mechanisms of coordination with the Government will have to be reviewed to facilitate the implementation of EU cooperation, in line with the principles of aid effectiveness and national ownership in particular. It is therefore crucial to strengthen EU-Angola dialogue on public policies to increase impact of development cooperation. For this purpose, the Cooperation Facility will make use of implementing modalities such as technical assistance and twinning to provide training and technical support to Angola’s public administration.

Concerning visibility of EU action in Angola, despite recent efforts to improve work on visibility and significant amounts of aid and investment since the EU Delegation opened its doors in the late 1980s, the image of the EU continues to suffer from low recognition or appreciation, and there is little public understanding of what the EU does or why it is present in Angola.

The Cooperation Facility will strengthen the EU communication and public diplomacy strategy in the country and focus on raising awareness about EU’s external policies and development assistance. It will address the prevalent lack of understanding of EU’s external action in Angola amongst key target audiences and partners (e.g. civil servants, youth, students, academics, think tanks, CSOs, private sector, business organisations, women’s associations, etc.) by promoting, among others, nation wide campaigns and strengthening networks and long-term interaction with the said groups. This will entail, among others, concentration of all funds devoted to communication and visibility in one single contract that will cover all cooperation projects with a strategic approach.

The key stakeholders of the action will be the various Angolan Ministerial departments, services and provincial authorities; the EU, and its Member States that are involved in TEIs and political cooperation activities, as well as civil society and private sector representatives and associations. Civil society organisations and women’s organisations will be identified at the beginning of each action (stakeholders mapping and capacity-building analysis) to make sure that rights-holders, including representatives of vulnerable groups, participate in the process as well as duty-bearers. The EU will engage regularly with national authorities, at both political and technical level, to ensure effective design, implementation and monitoring of the action. The EU will regularly associate civil society to the implementation of the action, by organising consultations, supporting the creation of thematic groups and supporting CSO’s institutional capacity to participate in structured dialogues with local and central authorities and other stakeholders.

3. DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective** of this action is to improve the essential conditions for the proper implementation of EU cooperation programmes and ‘Joint Way Forward’ objectives and to foster visibility and strategic communication of EU’s action in Angola.

The **Specific Objectives** of this action are:

- 1 National capacity - aimed at facilitating the implementation of EU cooperation including in the context of the TEI, strengthening aid coordination mechanisms and gender mainstreaming – reinforced;
- 2 Dialogue between Angola and the EU under the JWF framework and ‘Team Europe’ approach promoted and reinforced;
- 3 EU’s strategic communication and visibility reinforced, in order to strengthen EU-Angola partnership and the EU perception in the country.

The **Outputs** to be delivered by this action contributing to the corresponding Specific Objectives are:

1. Outputs contributing to Specific Objective 1:

- R1. Mechanisms for strategic dialogue and coordination of EU cooperation (following the suppressed role of the NAO) defined and operationalised;
- R2. National institutional capacity to identify, formulate and implement EU cooperation programmes, including in the context of the TEI strengthened;
- R3. EU interventions delineated and sectoral knowledge deepened on gender and other areas relevant to the EU-Angola cooperation;
- R4. Technical support during identification, formulation and implementation of EU programmes, respecting gender equality and the human rights based approach, including in the context of the TEI, provided.
- 2. Outputs contributing to Specific Objective 2:
 - R5. Mechanisms for strategic political and policy dialogue and coordination under the JWF framework and the Team Europe approach defined and operationalised;
 - R6. National institutional capacity to identify, formulate and implement policy dialogue under the JWF framework strengthened.
- 3. Outputs contributing to Specific Objective 3:
 - R7. Visibility of the EU-Angola cooperation and greater inclusive awareness and understanding adapted for women and men in all their diversity and also among key actors in the private, social partners, and civil society sectors, as well as in the general public, on issues of EU's cooperation, public diplomacy and external assistance increased.

3.2 Indicative Activities

Activities relating to Output 1:

- Support capacity development and institution building, including through technical assistance and exchange of public expertise;
- Conduct feasibility studies, surveys, assessments related to EU's cooperation, including in the context of the TEI, and political priorities in the partner country respecting gender equality and the human rights based approach;
- Short/medium term technical assistance to support the Government and EU Delegation with the identification and formulation of programmes including in the context of the TEI;
- Support the organisation of inclusive and gender sensitive conferences, training, missions, exchange platforms, etc.

Activities relating to Output 2:

- Support capacity development and institution building, including through long-term technical assistance and exchange of public expertise;
- Foster Angola's public administration capacity to engage and participate in policy dialogue with the EU in areas of mutual interest as outlined in the JWF;
- Support joint EU-Member States actions to promote the Team Europe approach in Angola.

Activities relating to Output 3:

- Development of a communication plan on EU's strategic objectives and action in Angola, including JWF and 'Team Europe' approach;
- Design and roll out at national level of (an) inclusive and gender sensitive major public campaign(s) aimed at ordinary citizens, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the country. All such campaigns will be data-driven, rigorously tracking hard KPIs that will allow content to be constantly adjusted in line with evidence of the material and approaches that resonate most successfully with the audience.
- Promote understanding and awareness of the Union's values, interests and specific policies, including the Global Gateway and Team Europe approach
- Strengthen networks and long-term relationships with key target audiences and partners (e.g. youth, students, academics, think tanks, social partners, CSOs, business, creative industries), including leveraging existing EU programmes, in order to facilitate future cooperation across policy areas.

The commitment of the EU's contribution to the Team Europe Initiative (TEI) 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

Climate change and environmental protection remains an important aspect of MIP 2021-2027, which this action will support. Furthermore, the Cooperation Facility presents potential opportunities related to the environment and climate change as, under the JWF strategic partnership, climate remains an important political objective. It is expected that the action will facilitate policy dialogues (sectoral and general) between Angola and the EU and MS related to the mainstreaming of environment and climate change.

Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that all the actions carried out within the framework of the Cooperation Facility will take into account the question of gender by carrying out the necessary sectoral gender analysis, support for the collection of data disaggregated at least by sex, the capacity building with regard to gender mainstreaming and through the organisation of a dialogue on gender equality. 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. Moreover, in line with the new Gender Action Plan III, this Facility funding will be used to reinforce gender knowledge and expertise across sectors, to support consultation with national stakeholders, develop communication strategies on gender equality objectives and results at country level, etc. The EU will also encourage pooling resources and knowledge sharing with EU MS and international organisations.

Human Rights

Regarding human rights, the Cooperation Facility will promote the application of the human rights-based approach and the respect of five operational principles: applying all human rights for all; meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by disaggregated data. To complement the Human Rights and Democracy Programme thematic line, on the basis of the political dialogue and the conclusions resulting from Joint Way Forward ministerial meetings, the Cooperation Facility will be used to support the Government, local authorities, MS and other bodies to promote freedom of expression and assembly, fundamental labour rights such as freedom of association, women rights, children rights, minorities rights, people with disabilities rights among other strategic areas.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that all actions carried out under this Facility will take into account the issue of disability (for example: accessibility to meetings and events and sensitivity in programs in general). Analyses, and studies will include specific analysis on power relations between persons with or without disabilities. Policies and actions plans will be inclusive according with general framework and the Convention on the Rights of Persons with Disabilities ratified in 2014.

Democracy

The Cooperation Facility will be used to support accountable and transparent institutions and inclusive, transparent and credible elections.

Conflict sensitivity, peace and resilience

The Cooperation Facility will be used, in line with the JWF strategic objectives, to promote regional peace and security as well as human rights and good governance.

Disaster Risk Reduction

In support of the 2021-2027 Angola MIP.

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
Lack of commitment and ownership by the partner country	Risk 1	M	H	EU will promote inclusive dialogue (at political and technical level) to ensure good understanding and ownership of EU cooperation and strategic objectives in the country. The ‘Team Europe’ approach will be used to strengthen the leverage effect with the partner country.
Economic instability due to oil dependency and subsequent impact on the national financial capacity to allocate funds to the implementation of EU cooperation	Risk 2	M	M	EU will continue to support the country in the implementation of its economic reform agenda.
Lack of institutional capacity to implement EU cooperation and JWF’s strategic objectives	Risk 3	H	H	Training and technical assistance will be provided to foster acquisition of the relevant competencies.
Frequent rotation of trained staff in in-line ministries	Risk 4	H	H	Capacity building actions will target both political and technical level of state administration to counter, as much as possible, dissipation of acquired expertise.
Transition with a revised mechanism for implementing and monitoring EU cooperation (following revised role of NAO)	Risk 5	M	H	Implementation of a gradual disengagement strategy with NAO and adoption of revised coordination mechanisms with main in-line ministries.
Persistence of socio-cultural barriers to tackle human rights and gender equality as cross-cutting issues.	Risk 6	M	M	A gender sensitive analysis of civil society actors will help activities seeking to reduce inequalities and stimulate women’s participation in decision-making. Awareness-raising sessions and trainings will be systematically provided.

Lessons Learnt:

The proposed action builds on two projects financed under the 11th European Development Fund (EDF):

- (i) Technical Cooperation Facility and Support to the NAO (FED/2016/038-769), with an EU contribution of EUR 5 200 000, of which EUR 1 700 000 for the implementation of the JWF;
- (ii) EU-Angola Dialogue Facility (FED/2018/040-914), with an EU contribution of EUR 4 000 000 for the implementation of the JWF.

The ‘Technical Cooperation Facility and Support to the NAO’ (TCF IV), which provided technical support to the NAO support office, through one long-term international technical assistance, and training on EDF rules and procedures. The programme also provided funds for short-term expertise for project monitoring; funding for training and workshops; funding for the participation of Angola officials in international meetings and seminars; and, last but not least, funding for the implementation of JWF recommendations, through the facilitation of dialogue

in different areas of interest, the support to ministerial meetings, the support to the participation of Angolan officials in high level technical meetings, events, training, etc.).

The 'EU-Angola Dialogue Facility', which provides (until November 2023) support to the implementation of JWF recommendations, through one long-term international technical assistance; capacity building and visibility and awareness raising activities relating to EU's external assistance, trade policies and the JWF strategic partnership.

While the TCF IV proved its usefulness in the Angolan context, it also confirmed NAO's insufficient capacity to design, appraise and monitor programmes and projects; implement JWF objectives; and effectively coordinate in-line ministries to leverage sectoral policy dialogue with the EU. It stressed the need for continued capacity building of Angolan public administration and, given the highly centralised and bureaucratic nature of Angolan public administration, for a more dynamic and flexible instrument to implement JWF recommendations and promote strategic policy dialogue which, since November 2019, is being achieved through the 'EU-Angola Dialogue Facility' project.

The main lessons learnt from the implementation of TCF IV and of the ongoing EU-Angola Dialogue Facility are:

- (i) the Angolan public sector continues to suffer from a lack of human resources, both in number and in appropriate level of qualifications and expertise having, therefore, a continued need for staff to be trained and for ad hoc technical assistance services to be provided in order to ensure smooth planning, preparation and implementation of development projects and programmes;
- (ii) the need for an innovative approach to capacity building, since classical technical assistance has proved insufficient to reverse the longstanding lack of adequate skills to implement EU-funded action among Angolan public servants;
- (iii) the need for stronger coordination and inclusiveness in policy dialogue, to better anticipate and respond to the challenges of implementing EU cooperation;
- (iv) the need to reinforce the 'Team Europe' approach for greater transformational impact of EU action in the partner country;
- (v) the need to enhance EU's strategic communication and visibility in Angola.

3.5 The Intervention Logic

The MIP 2021-2027 establishes the need for accompanying measures such as a Cooperation Facility to support the Angolan Government in the implementation of EU-funded actions and in leveraging strategic policy dialogue with the EU and to enhance EU's action visibility and strategic communication in the country.

Those types of instruments have been part of the EU's National Indicative Programmes for Angola since the 9th EDF. Due to their versatility, they have become strategic instruments in the EU-Angola partnership. They have proved to be a flexible instrument allowing the partner country and the EU Delegation to respond rapidly to the needs arising from the implementation of EU programmes in Angola, where public sector still lacks the necessary institutional capacity and expertise to implement EU aid and to engage in policy dialogue and where a deficit of understanding of EU's external action prevails amongst key target audiences and partners.

The present action aims to improve the essential conditions for an efficient implementation of EU cooperation programmes, including in the context of the TEI, and JWF objectives; to foster the "Team Europe" approach; to support the development of a more coherent and informed approach to policy dialogue, development cooperation, political cooperation, trade related issues and gender issues; and to foster understanding of EU's policies by the various actors involved in the implementation of EU cooperation and policy dialogues, civil society, private sector and the public in general.

Overall, the strategy is to reduce the risks that could threaten the proper implementation of cooperation in the country.

Among the main pitfalls is the weakness of national capacities at technical and ownership levels. Strengthening institutional capacity in terms of steering and coordination is essential to achieve EU objectives. The Cooperation Facility will deepen the technical knowledge needed to formulate, implement and monitor EU-funded actions (including gender aspects); develop the technical tools necessary for the promotion of the 'Team Europe' approach; and consolidate the EU's dialogue with the Government and other actors. Finally, through this Facility, the EU will develop a comprehensive communication programme according to the principles of public diplomacy, with a

view to supporting EU strategic communication and strengthening the support of authorities and populations to EU action in Angola.

Strategic communication and public diplomacy activities, including large-scale campaigns, will be implemented to measurably increase public awareness, understanding and support for the EU's partnership with the country. All strategic communication and public diplomacy activities will be based on a strategic plan drawn up at Delegation level. A package of EUR 5 000 000 will be allocated to communication and visibility, which will include both projects visibility but also other interventions such as political communication regarding the general dimension of the EU and its values, Global Gateway, the TEI to be disseminated through press releases, articles, TV spots, events, social networks. The objective will be to:

- provide the EU Delegation with greater visibility in the media, Government institutions, the business community and the general public;
- develop a continuous flow of communication content that brings the public initiatives of the EU in Angola closer to their final recipients, in their most varied fields: academic, scientific, humanitarian and political;
- contribute to humanizing the EU's presence in Angola through the creation of visibility materials that strengthen the activities carried out, increasing the degree of perception of the community in general of the contributions made and the final objectives of each one;
- strengthen the status of EU-Angola cooperation, by developing communication content that contributes to the formation of positive opinions about EU cooperation and to improve the knowledge and perception of the EU's cooperation among the Angolan public;
- In order to ensure synergies, create economies of scale and establish a strategic approach, all visibility and communication activities of all cooperation projects will be concentrated in one single contract.

Assuming the Government remains politically stable, ; the EU Delegation and Government of Angola remain committed to implementation of NDICI and JWF objectives and that these remain aligned with Government's Development Plan; that Government and the EU Delegation continue to ensure the effective planning of the projects aligned to the needs of the MIP's implementation; Government of Angola remains committed to transparent and accountable management of EU financial support; and action's stakeholders remain available to undertake dialogue, the intervention logic behind this action will allow the EU to address the needs identified in the problem analysis and to achieve the expected outcomes through the proposed activities, thus contributing to this action specific and overall objectives and, in fine, reinforcing EU's transformational impact on the specific context.

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 the partner country.

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 84 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 Implementation of the Budget Support Component

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 measures²².

4.4.1 Direct Management (grants)

(a) Purpose of the grants

The twinning grants will contribute to achieving the results of Specific Objective 2 (Dialogue between Angola and the EU under the JWF framework and ‘Team Europe’ approach promoted and reinforced).

(b) Type of applicants targeted

EU Member States’ administrations or their mandated bodies.

4.4.2 Direct Management (Procurement)

The Procurement (technical assistance, trainings, seminars, communication, etc.) will contribute to achieving the results of Specific Objectives:

Specific Objective 1. National capacity building - aimed at facilitating the implementation of EU cooperation, enhancing policy dialogue and strengthening aid coordination mechanisms and gender mainstreaming - enhanced;
Specific Objective 2. Dialogue between Angola and the EU under the JWF framework and ‘Team Europe’ approach promoted and reinforced;

Specific Objective 3. EU’s strategic communication and visibility reinforced, in order to strengthen EU-Angola partnership.

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 realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.6 Indicative Budget

Indicative Budget components ²³	EU contribution (amount in EUR)
Implementation modalities	
Objective/Output 1 - <i>National capacity building - aimed at facilitating the implementation of EU cooperation, enhancing policy dialogue and strengthening aid coordination mechanisms and gender mainstreaming – enhanced</i> composed of	2 000 000
Procurement (direct management) – cf. section 4.4.2	2 000 000

²² 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.

²³ 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.

Objective/Output 2 - <i>Dialogue between Angola and the EU under the JWF framework and 'Team Europe' approach promoted and reinforced</i> composed of	10 000 000
Procurement (direct management) – cf. section 4.4.2	5 500 000
Grants (twinning) (direct management) – cf. section 4.4.1	4 500 000
Objective/Output 3 - <i>EU's strategic communication and visibility reinforced, in order to strengthen EU-Angola partnership</i> composed of	5 000 000
Procurement (direct management) – cf. section 4.4.2	5 000 000
Grants – total envelope under section 4.4.1	4 500 000
Procurement – total envelope under section 4.4.2	12 500 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	300 000
Contingencies	200 000
Totals	17 500 000

4.7 Organisational Set-up and Responsibilities

The EU is the contracting authority for this action, responsible for its implementation. EU MS and Angolan public administration, particularly in-line ministries involved in implementation of EU cooperation and JWF policy dialogues, will be the key stakeholders of the action. The EU Delegation will encourage key stakeholders to appoint focal points who will be responsible for the daily interaction with the Delegation. The EU Delegation will ensure regular coordination with national authorities and EU MS to monitor the Action's implementation and performance. This regular coordination with the Action's key stakeholders will enhance allignment, compatilibility and effectiveness of activities' implementation in the three components.

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.

Indicators shall be disaggregated at least by sex. All monitoring and reporting shall assess how the action is taking into account the human rights based approach and gender equality.

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, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the conclusions and recommendations of the final evaluation will be the basis to decide on the follow-up action to be funded under the next multiannual indicative programme for Angola.

An additional assessment regarding the respect of human rights and gender equality can be commissioned, for which specific expertise will be allocated. The implementation of the five working principles of the human rights based approach (Applying all human rights for all; Meaningful and inclusive participation and access to decision-making; Non-discrimination and equality; Accountability and rule of law for all; Transparency and access to information supported by disaggregated data) will be assessed and evaluated.

The Commission shall inform the implementing partner at least 15 days 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 may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination²⁴. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

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, DG INTPA, DG NEAR and FPI, and will be reviewed, modified and extended as appropriate as part of the MTR process. These plans will cover the following:

1. the audiences targeted

²⁴ See best [practice of evaluation dissemination](#)

2. For each group targeted, the principal communication objective, couched in terms of measurable outcomes
3. The core narrative, formulated in terms not of what we do in the country concerned , but why we do it
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.

Appendix 1 REPORTING IN OPSYS

An Intervention²⁵ (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress.

Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

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

The present Action identifies as

Action level		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Procurement (Service Contract)
<input checked="" type="checkbox"/>	Single Contract 2	Twinning Grant 1
<input checked="" type="checkbox"/>	Single Contract 3	Twinning Grant 2
<input checked="" type="checkbox"/>	Single Contract 4	Twinning Grant 3
<input type="checkbox"/>	Group of contracts 1	

²⁵ [Ares\(2021\)4450449](#) - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including ‘action’ and ‘Intervention’ where an ‘action’ is the content (or part of the content) of a Commission Financing Decision and ‘Intervention’ is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).