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ANNEX

of the Commission Implementing Decision amending Commission Implementing Decision C(2024)756 of 1.2.2024 on the financing of a support measure in favour of the Republic of Zimbabwe for 2024

Action Document for Cooperation Facility for Zimbabwe

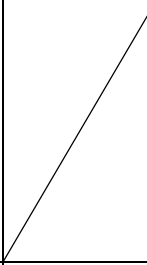
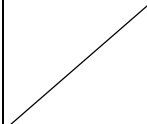
SUPPORT MEASURE

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Cooperation Facility for Zimbabwe ACT-62023 - Technical Cooperation Facility – NDICI 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. This action supports both Team Europe Initiatives (TEI) on Gender Equality and Women’s Empowerment and the one on Greener and Climate Smart Agriculture.
3. Zone benefiting from the action	Republic of Zimbabwe
4. Programming document	Multiannual Indicative Programme (MIP) for Zimbabwe (2021-2027).
5. Link with relevant MIP(s) objectives / expected results	3. Support measures 3.2 Cooperation Facility
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	430 Other Multisector
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 (partnerships for the goals) Other significant SDGs (up to 9) and where appropriate, targets: 5,7,10,13,15,16.
8 a) DAC code(s)	43010 - Multisector aid 99820 - Promotion of development awareness (non-sector allocable)
8 b) Main Delivery Channel	60000 – Private sector 20000 - Non-Governmental organisations(NGOs) and civil society

9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input 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"/>
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and Tags	Policy objectives	Not targeted	Significant objective
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 type="checkbox"/>	<input checked="" type="checkbox"/>	
transport people2people		YES <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	

	energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital connectivity	<input checked="" type="checkbox"/>	<input 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"/>
BUDGET INFORMATION				
12. Amounts concerned	<p>Budget line(s) (article, item): 14.020122</p> <p>Total estimated cost: EUR 5 000 000</p> <p>Total amount of EU budget contribution: EUR 5 000 000</p> <p>Team Europe Initiative:</p> <p>This action supports both Team Europe Initiatives (TEI) on Gender Equality and Women's Empowerment and the one on Greener and Climate Smart Agriculture.</p> <p>The former focuses on promoting women's social, political and economic empowerment, with a total estimated amount of EUR 251 million. The EU contributes with EUR 108.4 million. Contributions from Member States are as follows: France: EUR 1.4 million; Ireland: EUR 21.6 million; Germany: EUR 16.5 million; Sweden: EUR 81.7 million; the Netherlands: EUR 4.5 million and Switzerland: EUR 17 million.</p> <p>The latter will support identified climate smart solutions for Zimbabwe's agricultural sector, with a total indicative budget of EUR 212 million. The EU contributes with EUR 134.2 million. Contributions from Member States are as follows: Sweden: EUR 21.8 million; France: EUR 17.5 million; the Netherlands: EUR 0.7 million and Italy: EUR 3.8 million. Switzerland contributes EUR 34 million.</p>			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	<p>Direct management through:</p> <p>- Procurement</p>			
14. Type of measure	<p><input checked="" type="checkbox"/> Cooperation facility</p> <p><input type="checkbox"/> Measures in favour of Civil Society</p>			

1.2 Summary of the Action

After years of lack of engagement with Western countries, Zimbabwe had started a re-engagement policy, in particular with the EU during 2022. This supported increased dialogue between the EU and the Zimbabwean government and the operational agenda was adopted accordingly. However, the recent elections fell short of international standards and the electoral process and the post-election environment have been marked by a defamation and disinformation campaign against the EU. The EU is therefore following very closely the developments within Zimbabwe and the situation has triggered a reflection on the EU's strategy toward Zimbabwe.

The high-level Dialogue on Arrears Clearance and Debt Resolution which began in November 2022 could provide an opportunity to factor in the developments while supporting dialogue through this Action. Although the elections fell short of national, regional and international standards, the government has already announced its continued commitment to the re-engagement agenda and they also need to initiate discussions with international partners on the future of the dialogue.

The priority under this Action is to develop constructive relations, building reciprocal confidence on all (political and technical) issues of common interest and on priorities of the EU and Member States in a Team Europe approach with

a focus on the Zimbabwean population as beneficiary and civil society as intermediary. It avoids any direct financing of government institutions while maintaining alignment with the National Development Strategy (NDS) 1 (2021-2025)¹ according to the aid effectiveness agenda. This aims at repositioning Team Europe in the Zimbabwean landscape as a determinant approach, able to promote EU values and interests and in particular those related with gender and green economy, fundamental objectives of the Team Europe Initiatives (TEI) in the country. The action goes beyond the priority areas of the MIP to extend to substantial communication activities, public diplomacy or cultural exchanges. It fits under the Support Measures foreseen under the Multiannual Indicative Program (MIP) 2021-2027 for Zimbabwe.

The overall objective of this action is to support objectives outlined in Zimbabwe's NDS 1, the implementation of the EU-Zimbabwe Multiannual Indicative Programme 2021-2027² and other EU priorities in the country. This action will support the identification, formulation, implementation, audit and evaluation of actions under the MIP or under other financial instruments implemented by the EU Delegation in Zimbabwe, as well as the awareness of the EU in Zimbabwe and the EU-Zimbabwe partnership through strategic communication and public diplomacy activities.

2 RATIONALE

2.1 Context

Despite its considerable natural resources, Zimbabwe faces a myriad of challenges, such as recurring droughts and a free-falling economy since the early 2000s. While there are glimmers of relative stability, the country needs sound economic policies and meaningful investments to improve its developmental trajectory.

The harmonised elections held in Zimbabwe in August 2023 were a test on government's commitment to democracy and re-engagement with the international community. Unfortunately, the elections fell short of national, regional and international standards as concluded by all EOMs including the EU EOM and the SADC EOM. The main opposition rejected the results, refused to acknowledge the new administration and launched a regional diplomatic offensive calling for fresh elections. Government dismissed reports of the EOMs and started a dis-information and defamation campaign against the EU and SADC EOMs. The legacy of contested elections, legitimacy challenges and a divided nation thus continue to plague Zimbabwe for the next five years although the environment remains fluid and difficult to predict. Government is increasing its pressure and control over civil society and the opposition, overall dissatisfaction amongst the population is growing, and there are real risks of deep polarisation, shrinking of civic space, and social unrest. In this context, the EU requires a coherent, sustained and effective strategic communication and visibility to counter disinformation, communicate EU values and interests as well as the positive results of past and ongoing EU cooperation. Ongoing monitoring and periodic evaluation of the context and its impact on EU cooperation specifically and broadly EU relations with Zimbabwe is also of utmost importance in order to ensure that actions are contextually relevant and adaptable.

The GDP growth rate reached 3.5% in 2022 and is forecasted to remain at that level in 2023, thanks to the increasing mining production and high mineral prices. The government's policies are largely interventionist and politically oriented. Though several macroeconomic criteria – such as limited fiscal deficit, positive balance of payments, and net inflows of US dollars – are positive, continued monetary mismanagement causes a steep drop in the exchange rate of the Zimbabwean dollar (ZWL).

The country is highly indebted and in arrears with almost all creditors. Hardly any new sovereign lending is being conceded. However, since 2022, the Government is engaged in negotiations with creditors in a high-level Dialogue on Arrears Clearance and Debt Resolution supported by the African Development Bank (AfDB). Governance and economic reforms are under discussion, as well as the compensation of farmers evicted under the fast-track land reform of early 2000. While the Government hopes for quick progress and an IMF staff-monitored program, the implementation of reforms may face political and financial challenges and requires both short and long-term approaches.

¹ National Development Strategy 1 „Towards a Prosperous & Empowered Upper Middle Income Society by 2030”, Ministry of Finance and Economic Development, 16 November 2020.

² C(2021) 9056 final.

Due to a history of western restrictive measures and a longstanding partnership with China, the political dialogue between the European Union and the Zimbabwean government has been complicated, and sector policy dialogues have been limited until 2022. The National Development Strategy (NDS-1 2021-2025) serves as a policy document for dialogue, and while it comprehensively addresses the challenges, it fails to address constraints in terms of accessing financing and investments.

It is highly relevant to support increased dialogues with the Zimbabwean government and to communicate the global agenda and values of the European Union, jointly with its Member States, and to fight against recurrent disinformation.

A high-level Dialogue on Arrears Clearance and Debt Resolution was launched by President Mnangagwa in 2022. The EU co-chairs the governance stakeholders group, while the government is proposing three reform matrices to accelerate the process, including the use of international governance indexes, land compensation consolidation, the need for an IMF-Staff-monitored programme (SMP), and credible elections. The launch of this process has been positively received by stakeholders and could play an important part in the Zimbabwe's re-engagement agenda. Since the elections were deemed a significant milestone in the process, the entire process was paused during the electoral period. Both the Government, as well as the AfDB and the facilitator would have to consult with the International Community and decide whether and how to resume it. This process is the only multilateral and multi stakeholder high-level platform to discuss the most relevant political, economic and social issues the country is facing. If it continues, the EU will need to continue playing an active role and also as a way of ensuring the inclusivity of the process through meaningfully involving civil society and preventing further democratic regression in Zimbabwe.

One of the values that the EU has in common with Zimbabwe is gender equality, which provides an entry point for dialogue and reengagement. The Zimbabwean constitution recognises gender equality in all spheres of life and prohibits discrimination on various grounds, including gender and sex. The policy and legal framework is strong with a significant number of laws and policies that promote gender equality and women's empowerment. Despite all legal instruments to fight against gender inequalities, women face hindrances in the exercise of their rights due to negative patriarchal traditions and harmful cultural and religious beliefs and practices. One of the biggest challenges that Zimbabwe faces is that of implementing the positive policy and legislative provisions in order to transform women's lived realities.

These issues align with the priority areas of the Multiannual Indicative Programme (MIP), which are:

1. Good Governance and Citizens' Rights,
2. Green Economic Growth, and
3. Social Recovery and Human Development.

The EU Delegation, in coordination with the EU Member States, has signed the Country Level Implementation (CLIP) GAP III whose aim is to strengthen gender equality and women's empowerment in the social, economic and political spheres.

Two Team Europe initiatives have been identified as drivers of re-engagement with Zimbabwe: one on Gender Equality and Women Empowerment, and another on Greener & Climate-Smart Agriculture. These two areas are prioritized by NDS1, and would lead to real development opportunities based on a shared agenda of values and interests.

While communication on the Global Gateway Strategy is being developed, cultural exchanges and well-targeted public diplomacy will also need to contribute further to mutual enrichment and the promotion of European values as factors of development.

The Cooperation Facility (CF), owing to its broad coverage and potential areas of engagement, can provide an impactful EU contribution to engagement with Zimbabwe, in line with the EU strategic interests and the NDS1. The Facility can lay the ground for future actions including the support of the mid-term review of the MIP or the support to the design of Zimbabwe's new NDS, and to ensure that cross-cutting priorities are effectively mainstreamed in the overall EU interventions. The CF will enable the Delegation to reinforce public and economic diplomacy work, increasing the visibility of the EU and Member States in Zimbabwe.

2.2 Problem Analysis

This Action is in line with the Support Measures outlined in the MIP 2021-2027 for Zimbabwe. The aim is to position the Team Europe as a key approach in Zimbabwe, capable of promoting its values and goals, in particular those related with gender and green economy - areas of common interest.

While prioritizing the Team Europe approach's objectives and the implementation of the MIP, this Action will also support engagement efforts by building constructive relationships when opportunities arise, establishing mutual trust on political and technical issues of common interest. The Arrears Clearance and Debt Resolution's process provides an opportunity to support engagement and opens the possibility for further collaboration with the government on capacity building, transparency, and results-oriented efforts.

Additionally, this action shall support the implementation of the Global Gateway Strategy by promoting sustainable development, investments, and trade that support human development, transparency, democratic values, and high standards. Activities supporting mainstreaming gender, can be as well important drivers to enhance EU-Zimbabwe (ZW) dialogue through the TEI *Gender Equality and Women Empowerment*.

All of the above goes beyond the MIP's priority areas and includes substantial communication activities, public diplomacy, and cultural exchanges. To effectively engage with the population of Zimbabwe, it is necessary to prioritize communication of EU core values. Engagement efforts should also focus on promoting the historical role and contributions of Zimbabwe's cultural heritage, and its invaluable wildlife conservation achievements. Engaging with Zimbabwe means engaging with its population by building mutual trust and fostering cultural enrichment to reduce negative misperceptions.

To set the EU on the political scene and in the minds and hearts of the population and economic operators, funding for communication on the global agenda of the European Union and the opportunities it offers to the country is essential. The EU's global agenda may also address concerns that are not covered by priority areas or expected results, but that require specific expertise. To strengthen this approach the Delegation has also constituted a Youth Sounding Board aiming at getting insights in the youth population's challenges and aspirations, which deserve to be supported by the present Action. Similarly, the Delegation intends to develop a dialogue with the private sector through specific actions or events.

The challenging environment and the required due diligence may require unforeseen monitoring, political economy analysis, perception surveys, verification or audits in addition to the usual work of the Delegation or to what is planned under the Action Documents and contracts. This Action remains flexible and stands ready to provide ad hoc technical support to address new or unexpected requests.

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

The stakeholder analysis for the Support Measures-Cooperation Facility will be appropriately addressed in each different activity it will finance. In general terms, collaboration with the Government of Zimbabwe, civil society in all its diversity and development partner coordination will be pursued.

The main target groups include the Government's coordinating structures, line ministries, and other government institutions, EU Member States, implementing partners of EU development assistance, the private sector, and civil society with whom the EU collaborates to deliver development assistance.

Local or international investors and European financing institutions managing EFSD+ guarantees may benefit from specific support to project preparation and/or business facilitation, in particular in the horticultural and in the renewable energy sectors.

More globally, the populations of both Zimbabwe and Europe are expected to benefit from better mutual knowledge, understanding and enrichment, but also to pursue common goals in light of common global challenges and by fighting misinformation. A special focus on women, youth and persons with disabilities will be applied.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to support objectives outlined in the country's National Development Strategy (2021-2025), the implementation of the EU-Zimbabwe MIP 2021-2027 and other EU priorities in the country.

The Specific Objective of this action is to support the identification, formulation, implementation, audit and evaluation with a gender and human rights-based approach of actions under the MIP or under other financial instruments implemented by the EU Delegation in Zimbabwe; as well as the awareness of the EU in Zimbabwe and the EU-Zimbabwe partnership.

The Output to be delivered by this action contributing to the corresponding Specific Objective (Outcome) is :

□ EO1: Successful project cycle management of interventions that contribute to the quality of the EU cooperation and partnership with Zimbabwe

3.2 Indicative Activities

To achieve the output above, the main activities of the Cooperation Facility may be as follows:

EO1: Successful project cycle management that improves the quality and enhances the results of the EU's cooperation and partnership with Zimbabwe:

- Technical assistance for identification, stakeholders' analysis, gender sectoral analysis, formulation, preparation, implementation, monitoring, results data collection, financial management, and gender and/or human rights sensitive evaluations of programmes in Zimbabwe;
- Commissioning studies / researches and analysis by think tanks on the environment for example, political economic analysis, snap surveys, scenario mapping, etc to inform projects design and implementation as well as inform political and policy dialogue
- Support to the Team Europe approach;
- Support to the CLIP – GAP III
- Technical assistance to contribute to implementation of the TEIs with the aim to achieve stronger coordination between development partners;
- Deepening knowledge of particular subject/themes – including outside the priority areas of the MIP – in order to support the action and the political presence of the EU in Zimbabwe;
- Activities to achieve stronger and better informed policy dialogue, coordinated with other partners and the EU MS in particular;
- Support to arrears clearance negotiation processes in Zimbabwe;
- developing management capacities of implementing partners (where needed) in the implementation of the programmes under the MIP, including partner Ministries under decentralised management;
- Training, conferences and seminars (including logistical support to participation);
- monitoring and verification of programmes through audits and evaluations, if these cannot be financed by the programmes under implementation;
- Support to environmental, biodiversity or climate studies related to EU actions in the country;

- Building capacity on climate or environmental and biodiversity action;
- Supporting the climate change, environmental and biodiversity national strategies and;
- Complementing ongoing or planned specific climate action or biodiversity programmes;
- Increasing mainstreaming of climate change or biodiversity issues in national (or local, urban) plans and/or budgets;
- Improved information on the current or potential investments by the private sector in Zimbabwe and more particularly in view of the use of the EFSD+ guaranties provision under the MIP;
- Activities that can contribute to an improved investment climate;
- Activities to achieve better knowledge/expertise by the Zimbabwean authorities in specific and limited areas outside the priority areas of the MIP but for which the EU avails of a recognised and specific expertise that contributes to shared interest between the EU and Zimbabwe;
- Strengthening the monitoring and evaluation with a gender and human rights-based approach framework of the government;
- Economic diplomacy, in particular addressing market access issues and investment impediments that may be linked to existing or upcoming local regulatory/legislative frameworks, including supporting the work of the EU Chamber and other European and African Business Organisations in Zimbabwe to this end;
- Specific interventions to promote EU policies, values, culture as well as its multilateral agenda;
- Support to actors in Zimbabwe who contribute to the strategic objectives of the EU in Zimbabwe but who do not fit in the priority areas of the MIP (e.g. youth sounding board);
- Zimbabwe participation in EU programmes and cooperation with EU Agencies, where relevant;
- Training, conferences and seminars on topics related with EU priorities in the country
- Consultation with civil society organisation in all its diversity (human rights defenders, women organisation, organisations representing the rights of people with disabilities, minority groups, etc)
- Large-scale, data-driven, public campaigns to raise awareness, understanding and support to the EU partnership with Zimbabwe and the Global Gateway.

The products and activities carried out under EO1 will be complemented by a comprehensive package of communication, visibility and Public Diplomacy products/8s activities, as per section 6 of this document: “Strategic Communication and Public Diplomacy” (for more information see section 6 of this document)

The commitment of the EU’s contribution to the Team Europe Initiative to which this action refers will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member’s meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise, the EU action may continue outside a TEI framework.

3.3 Mainstreaming

Environmental Protection & Climate Change

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

The EIA (Environment Impact Assessment) screening classified the action as Category B (not requiring an EIA, but for which environment aspects will be addressed during design).

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).

As per Organisation for Economic Co-operation and Development (OECD) DAC codes identified in section 1.1, this action is labelled as Rio Marker 1 for biological diversity, climate change adaptation and climate change mitigation. This implies that the NDICI TCF will support the mainstreaming of all three aspects, as well as facilitate the identification and implementation of specific interventions aiming at protecting biodiversity and supporting climate change mitigation and adaptation. As and when necessary, this may include TA for the production of SEA, EIA and CRA.

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 NDICI CF shall assist that gender equality and empowerment of women and girls are adequately addressed by all stakeholders and integrated during its implementation (identification, formulation of new programmes, implementation, evaluation of existing programmes, public diplomacy). The Facility will ensure that the EU action in Zimbabwe contributes to the realisation of the Gender Action Plan III commitments.

Human Rights

The Facility shall assist and ensure the integration and realisation of human rights throughout its actions. The Human Rights Based Approach will be promoted as a working methodology, ensuring meaningful and inclusive participation, non-discrimination and equality as well as accountability and transparency

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action is not considered relevant for the inclusions of persons with disabilities but is cognisant of their inclusion at every opportunity.

Reduction of inequalities

N.A.

Democracy

The Facility activities shall help assist and support the promotion of democracy and good governance; support stability and resilience as well as reinforce the relations between the EU and Zimbabwe.

Conflict sensitivity, peace and resilience

As per the OECD Conflict, security, peace and resilience codes identified in section 1.1, this action is labelled as D0. However, its activities could help support stability and resilience.

Disaster Risk Reduction

As per the OECD Disaster Risk Reduction codes identified in section 1.1, this action is labelled as D0. However, its activities could help support stability and resilience

Other considerations if relevant

NA

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
The risk (category) can be related 1-to the external environment; 2-to planning, processes and systems; 3-to people and the organisation; 4-to legality and regularity aspects; 5-to communication and information.				
1	Instability induced by elections	Medium	Medium	The Facility is not intended to fund costly long-term activities. Suspension or cancellation of contracts should therefore have limited impact. Management of the Cooperation Facility will be centralised.
1	Limited policy dialogue after the 2023 election process leading to less opportunities for technical assistance to Government institutions	Medium	Low	Central management of the Facility allows to provide assistance to other partners such as economic operators, research institutions or non-government organisations.
1	Deteriorating political and economic situation and investment climate, reducing substantially opportunities to support EFSD+ implementation or reinforcement of EU-ZW business environment	High	Medium	Conditions are currently not conducive to EFSD+ implementation, but possibilities exist in off-grid renewable energy and in export horticulture already developing under the EPA. Support could therefore be concentrated on these two sectors for which a EFSD+ provision exists under the MIP.
5	Limited interest or logistical constraints for cultural exchanges, twinning activities or other similar exchanges	Medium	Low	The budget of the Facility remains flexible to adapt to upcoming needs and opportunities.

Lessons Learnt:

The previous Technical Cooperation Facility (TCF) has proven to be a valuable tool for increasing the effectiveness and efficiency of EU programmes in Zimbabwe. It has aided in the design and implementation of Team Europe initiatives and programmes and has strengthened the monitoring and evaluation of EU aid in the country. Furthermore, it has been helpful in supporting the National Authorising Officer with the management of contractual and financial EU procedures and in the design of the Zimbabwean National Development Strategy based on key global policy approaches, such as the SDGs, supported by the EU.

The lessons learned from the previous TCF reinforce the need to design a Cooperation Facility as a flexible instrument that allows the Delegation to respond quickly to the technical support needs of the government or other stakeholders, in line with the EU's overall interests in Zimbabwe. However, the new Cooperation Facility will remain an important tool for the Delegation to be responsive to possible new demands and to provide sufficient expertise and capacity to fuel further dialogues.

The high-level Dialogue on Arrears Clearance and Debt Resolution, if resumed, offers an opportunity to support EU-Zimbabwe re-engagement and opens the possibility for further collaboration with the government on capacity building, transparency, and results-oriented monitoring. During the 10th-11th EDF, communication on EU cooperation was mostly fragmented, with implementing partners leading communication efforts only on project achievements. An increase in communication and public diplomacy activities will require specific expertise. Therefore, it is envisaged that a specialized communication agency will be contracted to carry out all communication activities based on the Delegation's guidelines, building on the lessons learned from the current communication contract under the 11th EDF TCF.

3.5 The Intervention Logic

The main goal of this action is to support the partnership between the EU and Zimbabwe.

The action aims to strengthen the EU cooperation strategy in the country, as defined in the respective Multiannual Indicative Programme and main global overall EU priorities.

The action aims to improve the preparation, implementation, and evaluation of EU cooperation based on the EU's global and multilateral objectives and with a gender and human rights based approach, as well as the Development cooperation objectives with Zimbabwe.

The activities will be diverse and identified as needed in the context of the country, taking into account new opportunities such as the negotiations on arrears clearance.

To achieve this in Zimbabwe, transversal activities in operations and communication will be necessary.

The partnership between Zimbabwe and the EU will be reinforced by better preparation and implementation, better coordination, and more visible activities and awareness of the EU values and priorities including cultural and public diplomacy activities.

Flexibility will be the main characteristic of the Action. This will allow for the recruitment of short to long-term experts, the execution of communication campaigns, and the provision of punctual support to stakeholders to achieve the expected results.

The Action will address specific topics, as well as transversal issues such as governance, human rights, gender, climate change, and environmental sustainability.

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 not envisaged to conclude a financing agreement with the Republic of Zimbabwe

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 48 months from the date of adoption by the Commission of this Financing Decision.

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

4.3 Budget Support

N.A.

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.

4.4.1 Direct Management (Procurement)

☐ EO1: Successful project cycle management of interventions that contribute to the quality of the EU cooperation and partnership with Zimbabwe

A number of contracts will be signed for technical assistance to support implementation of the programming cycle, coordination, and exchanges; training, conferences and seminars; awareness-raising; legal and policy analysis and advocacy; evidence-building studies, research incl. publications and dissemination thereof.

In particular contracts under direct management (procurement) under EO1 will focus on supporting TEI initiatives, Youth Sounding Board, European Chamber of Commerce.

4.5 Scope of geographical eligibility for procurement and grants

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

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) of the NDICI-Global Europe Regulation).

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
Output <input type="checkbox"/> EO1: Successful project cycle management of interventions that contribute to the quality of the EU cooperation and partnership with Zimbabwe	5 000 000
Procurement (direct management) – cf. section 4.4.1	5 000 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	n/a
Contingencies	n/a
Totals	5 000 000

4.7 Organisational Set-up and Responsibilities

This action will be managed and implemented by the EU Delegation to Zimbabwe. No activities will be implemented by, and no funds will be transferred to the partner country. A Financing Agreement will not be signed. Due to the very nature of this Cooperation Facility, the majority of the contracts will be procured from consultancy firms that will be responsible for the achievement of each contract's specific objectives.

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 and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

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).

Due to the nature of the Support measures-Cooperation Facility, its main performance indicator will be the levels of commitment and disbursement of EU development cooperation resources in Zimbabwe, especially focusing at the MIP 2021-2027. This will involve the successful identification, formulation, implementation and evaluation of financed actions.

An overall monitoring for Cooperation Facility will be conducted through regular reports on the implementation of the Support measures-Cooperation Facility with EU Delegation staff and the Zimbabwe coordinating body, and at least bi-annually.

As described above, specific and objectively verifiable indicators will be identified and measured, according to the expected results and activities specified in the terms of references of each specific contract.

5.2 Evaluation

Having regard to the nature of the action, no final evaluation may be carried out for this action or its components via independent consultants contracted by the Commission.

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 is adopting a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

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

At country level, action documents for specific sector programs are no longer required to include a provision for communication actions promoting the programs concerned. These resources will instead be consolidated by the

Cooperation Facilities established by support measure action documents, allowing the Delegation 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, the Delegation **has developed a strategic communication and public diplomacy (SCPD) strategy 2022-2024** that reflects the objectives of the Delegation as a whole in this domain, initially covering the period up to the Mid-Term Review (MTR).

Main Objectives of the Zimbabwe SCPD are:

- To promote the EU's values, policies and activities aiming for an enhanced and accurate knowledge of the EU, as well as for it being perceived as a reliable, constructive and long-term partner in Zimbabwe and increase perception and support to our partnership;
- To counter propaganda, disinformation and fake news with coherent, clear, regular and transparent communication;
- To promote the positive aspects of the EU-Zimbabwe partnership and our shared values, including through the Global Gateway investment package, as well as to enhance awareness of our various areas of interest and activity, demonstrated by tangible results in key areas (trade, health, agriculture and governance/institution building), and through cultural diplomacy and political communication;
- To promote the EU financial and technical instruments and provisions for support to private sector investment, in particular in renewable energy and agriculture, in view of the EU's priorities.

Type of activities foreseen are:

- Promote EU priorities messaging via high impact social media (Twitter, Facebook and Website) content and traditional media (radio programming for wider reach in the country and printed media coverage and op-eds publication)
- Design and roll-out public facing, multi-channel awareness raising campaign to boost EU visibility and promote EU's values and activities, including high impact web and social media content, publication production, and multi-channel awareness-raising campaign distributed in close collaboration with partners;
- Organisation of and participation in cultural events, workshops, field visits, etc.;
- Increase promotion of public diplomacy by way of cultural and art exhibitions as well as collaborative cultural/ education exchanges and fairs e.g. European Union Film Festival (EUFF), concerts, Erasmus info sessions etc.;
- Organise and support events in line with our priorities areas;
- Organise workshops for implementing partners, including those promoting gender equality, and local leaders to display their work and impact in various fields as well as share best practises and results;
- Social media events: participation in/ organization of Tweekbates with targeted audiences;
- Media targeted activities: press releases, organise media briefings, media orientations/field visits, media training. Rope in EU journalists where possible to increase exposure and reach of impactful collaborative projects in Zimbabwe;
- Production of audio-visual material (videos and photos): personal stories, short and documentary types to complement narratives on various social media channels. Opportunity to incorporate both female and male influencers in content for greater reach;

The different audiences to be targeted in Zimbabwe comprise:

- Youth across all activities, with a particular focus on urban young women and men (millennials and generation Z): people aged 15-35, with an average knowledge/interest in international affairs and with the view to engender a positive attitude and perception of the EU;
- Youth and women's civil society organizations;
- CSOs at large, including political stakeholders, religious leaders, notably the National Association of Non-Governmental organisations (NANGO), Women's Coalition, Crisis Coalition Zimbabwe, Leonard Cheshire Disability Zimbabwe, and the Zimbabwe Lawyers for Human Rights.
- Media (local, regional and international), as well as media associations.

- Private sector and investor representative bodies notably CZI, ZNCC, SME Association of Zimbabwe including bodies representing EU companies' interests present in the country such as the Zimbabwe Italy Friendship Association.
- Government ministries and agencies /administrations that work in the EU priority areas such as ministries of Justice, Foreign Affairs and International Trade, Women Affairs, Finance and Economic Development, Lands, Agriculture, Water, Climate and Rural Resettlement, Parliament of Zimbabwe, various commissions such as the ZAAC , ZEC , and the ZHRC.
- Academia and students, as well as think tanks, male and female influencers and opinion leaders with interests in how Zimbabwe engages the international community. Grassroots' beneficiaries of our development and humanitarian aid and rural population;
- International organisations working in development affairs based in the country with a special eye on European partners in order to achieve a synergy of communication efforts;
- General public.