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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 the United Republic of Tanzania for 2022

Action Document for Cooperation Facility (CF)

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, and measure within the meaning of Article 23(1) of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Cooperation Facility (CF) NDICI-Global Europe OPSYS number: ACT-60982 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	<input checked="" type="checkbox"/> Supporting (inter alia) TEIs on Green cities and Blue economy.
3. Zone benefiting from the action	United Republic of Tanzania The action shall be carried out at the following location: Tanzania, whole territory.
4. Programming document	2021-2027 Multiannual Indicative Programme (MIP) for Tanzania ¹
5. Link with relevant MIP(s) objectives / expected results	Possibly any of the MIP objectives
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	1. Green Deals 2. Human capital development and Employment 3. Governance
7. Sustainable Development Goals (SDGs)	Direct contribution to SDG 17 (Partnerships) and possibly any other SDG.
8 a) DAC code(s)	Multi-sector- 43010
8 b) Main Delivery Channel	Public Sector Institutions – 10000 Private Sector Institutions – 60000 Civil Society – 20000

¹ https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-9074-tanzania-annex_en.pdf

9. Involvement of multilateral partners	No			
10. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
11. 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input type="checkbox"/>	<input checked="" 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"/>
	12. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective
Digitalisation digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Connectivity transport people2people energy digital connectivity		<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

	Migration (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
13. Amounts concerned	Budget line(s) (article, item): BGUE-B2022-14.020121-C1-INTPA Total estimated cost: EUR 6 000 000 Total amount of EU contribution: EUR 6 000 000			
MANAGEMENT AND IMPLEMENTATION				
14. Type of financing	Direct management: Procurement (Service Contracts) Grant			
15. Type of measure	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society			

1.2 Summary of the Action

The proposed Cooperation Facility (CF) action intends to contribute to possibly any of the priority areas of the MIP and its Team Europe Initiatives. The contracts under the CF will support the EU top initiative of “Green and Blue Jobs” in Tanzania and focus in particular on its flagships (Green Cities and Blue Economy, both Team Europe Initiatives) and Enablers (Access to Finance, Gender and Digitalisation).

EU investments will thus be fostered and respond to Tanzania priorities (e.g. foreign direct investment, major infrastructures, blue economy) identified in its main development strategic frameworks such as its Vision 2025 and Five Year Development Plan III (2021-2025). The action will also contribute to EU priorities as outlined in the New European Consensus on Development and “Towards a comprehensive strategy with Africa”. It may contribute to any of the 17 SDGs of the 2030 Agenda for Sustainable Development.

Funds will be used to support (i) programming, identification and formulation of projects/ programmes carried out under the MIP, (ii) Ministry of Finance and Planning as the coordination body with Government of Tanzania and the entity in charge of Monitoring, Reporting and Verifying implementation of the EU – Tanzania cooperation and (iii) Strategic Communication and Public Diplomacy, in line with the pitch developed in the multi-annual plans and Government priorities.

2 RATIONALE

2.1 Context

Political and Financial outlook

The changes in the political context since 2021 have led to a gradual opening, e.g. in the areas of freedom of expression and association, business environment and multilateralism. Overall, the macroeconomic situation remains stable despite the COVID-19 pandemic. Public debt is sustainable in spite of an increase in the risk of debt distress to “moderate”. The economy is gradually recovering, but strong growth with sustained poverty reduction will be achievable only if the Government succeeds in promoting private sector development, diversification and foreign direct investments. Among positive signals are the ratification of the African Continental Free Trade Area Agreement and a more open attitude in Tanzania’s economic policy. Management of the COVID-19 pandemic has also improved, as shown by the enforcement of some sanitary measures, the roll-out of a vaccination campaign and weekly updates of key data. Formal structured EU-Tanzania Political Dialogue took place on 29 October 2021 in a constructive atmosphere, after a gap of several years. Contacts with the public administration have become easier and, in particular, programming, identification and formulation of Global Europe actions have advanced smoothly. Another positive development is the return of the European Investment Bank to Tanzania, after 5 years of difficult relations with the Government and suspended operations.

Rationale and Assessment

The MIP for Tanzania has defined three priority areas: (i) Green deals, (ii) Human Capital and employment and (iii) Governance. The current CF intends to contribute to all priority areas of the MIP and its formulated Team Europe Initiatives. In particular, it will support preparation of actions to be carried out under the MIP that have been formulated in the AAPs 2021 and 2022. It intends to contribute to all priority areas of the MIP and its Team Europe Initiatives. The contracts under the CF will support the EU top initiative of “Green and Blue Jobs” in Tanzania and focus in particular on its flagships (Green Cities and Blue Economy, both Team Europe Initiatives) and Enablers (Access to Finance, Gender and Digitalisation). EU investments will thus be fostered and respond to Tanzania priorities (e.g. foreign direct investment, major infrastructures, blue economy) identified in its main development strategic frameworks such as its Vision 2025 and Five Year Development Plan III (2021-2025). Such an approach is deemed coherent and able to provide the maximum impact of the MIP first phase (2021-2024).

2.2 Problem Analysis

As the MIP is being implemented and its Mid-Term Review is expected as early as 2024, financing of studies, research, technical assistance, conferences, seminars is seen as necessary to address any of the priority areas of the MIP.

The Ministry of Finance and Planning through the Coordination Unit of the EU funded programmes in Tanzania has an important role to play in the MIP implementation, in terms of coordination of the line Ministries, the private sector and the civil society, e.g. in the context of multiple EU-funded budget support operations with Ministries which are new to this financing instrument: President’s Office for Regional Administration and Local Governments (Green Cities), Ministry in charge of Gender (Gender “Breaking the Glass Ceiling”), Ministry of ICT (Digitalisation), Ministries involved in fisheries, forestry, natural resources, environment, tourism (Blue Economy), together with the Ministry of Finance and Planning itself (Finance for Growth). Additionally, Monitoring, Reporting and Verification is a responsibility of the latter (Division of Planning), critical to ensure the good implementation of, in particular, EU-funded actions and the monitoring of specific indicators such as EU “spending targets” on climate change, gender, human development and social inclusion, education and migration.

Eventually, despite EU being one of the major donors in Tanzania, its development cooperation does not receive the visibility that it would deserve. A Strategic Communication and Diplomacy Plan has been established and would need to be implemented with a strong focus on visibility and partnership on the MIP sectors, its interventions and results in specific areas.

Stakeholder Analysis

The key stakeholders expected to benefit from the proposed CF funding instrument include program partners and the end beneficiaries of EU funded contracts.

More specifically, Ministries, private sector, civil society and academia involved in the programming, implementation and monitoring of national development programmes and EU funded projects/programmes, will benefit through capacity building, availability of strategic studies, and support from programming and implementation of EU development aid. In addition these stakeholders have an active role and interest in upholding the aid effectiveness agenda, including through EU-funded projects and programmes. More generally, the beneficiaries of the projects and programmes supported by the availability of CF funds is the Tanzanian population at large, which should be the target, in particular, of EU Communication and Visibility activities.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

Overall objective, specific objective(s), expected outputs and indicative activities

The **overall objective** of the CF is to contribute to global Development commitments (e.g. 2030 Agenda, its Sustainable Development Goals and Paris Agreement) as well as EU-Tanzania cooperation goals as identified in the MIP.

The **specific objectives** of the Action are (a) the successful execution of the MIP and its Team Europe Initiatives, (b) the good coordination of EU-funded programmes and oversight of EU-Tanzania cooperation by the Ministry of Finance and Planning, on behalf of the Government of Tanzania and (c) increase in awareness and knowledge of EU as a major political and development partner of Tanzania.

To reach these specific objectives, expected outputs are:

Output 1: the MIP and its Team Europe initiatives are implemented in an inclusive way, based on solid studies and data

Output 2: EU-funded programmes (including Budget Support operations) and stakeholders are well coordinated and Monitoring, Reporting and Verification (MRV) of related actions is ensured

Output 3: Tanzania's awareness, understanding and support to the EU and our partnership is increased

3.2 Indicative Activities

Activities related to Output 1

Conduct studies, research, technical assistance, peer-to-peer exchanges, audits and evaluations of EU programmes.

Activities related to Output 2

(i) Coordinate cooperation activities of EU-Tanzania partnership, e.g. among actors involved in EU-funded projects, during Technical and Steering Committees, Budget Support meetings, policy dialogues, field visits, etc., (ii) manage administrative and logistical support for events (conferences, workshops, trainings, gatherings, etc.) to promote the partnership, (iii) facilitate administrative and logistical support for participation of Tanzanian officials/decision makers at national, regional and international event/capacity building events in sector specific and/or global issues and (iv) ensure MRV activities around EU-funded actions, in particular the measurement and monitoring of relevant indicators, including EU "spending targets" on climate change, gender, human development and social inclusion, education and migration.

Activities related to Output 3

(i) Design and roll out at national level of major public campaign(s) aimed at ordinary citizens, with the objective of measurably increasing the profile, awareness, understanding and approval of 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 and (ii) promote understanding and awareness of the Union's values, interests and specific policies, including the Global Gateway.

3.3 Mainstreaming

The proposed programme could support mainstreaming of cross cutting development objectives such as gender equality and women empowerment, human rights including children rights and rights of people living with disabilities/HIV, environmental protection and climate change and good governance.

The flexibility of the CF will allow to address and support crosscutting issues through specialised focused small scale interventions such as research, studies that will support and complement ongoing projects in priority areas of EU intervention, thereby contributing to the sustainability of EU funded development cooperation.

Environmental Protection & Climate Change

Outcomes of the EIA (Environmental Impact Assessment) screening: N/A

Outcome of the CRA (Climate Risk Assessment) screening: N/A

Gender equality and empowerment of women and girls

Complementarity with Gender programme and support sectors specific studies in the MIP sectors and other to support a strong and effective gender mainstream. The CF could finance studies, research or other forms of support in the area of gender equality.

Human Rights

Tanzania is a party to the most important international conventions on human rights and has a national legislation providing for the protection of human rights. Despite some restrictions in the last years, since President Samia Suluhu Hassan arrived, the situation in terms of respect of human rights has improved; some clear signals of opening and dialogue with civil society and media on freedom of expression, media freedom, assembly, justice access and gender equality among others. As for the way this action will contribute to consolidating human rights see also the paragraph below on Democracy.

Disability

Depending on the action to be funded, this action could be relevant to improve the rights of people with disability.

Democracy

The Constitution of Tanzania affirms the principle of democracy and all the institutions of a democratic system are in place. The challenges faced by the country in the last years, which contributed to criticism of different international partners, appeared more evident during the elections, highlighting the absence of a rigorous separation of powers providing for the independence of certain bodies like the judiciary and key agencies such as the electoral commissions. Accordingly, the Head of State has very extended powers and the good functioning of the democratic system relies on her policy decisions. In this context, inclusion and consultation of the citizens, public and private actors, NSAs in the policy decisions is all very important. Recently, a positive direction has been initiated by the Government through establishment of an inclusive task force to address the challenges mentioned above.

Conflict sensitivity, peace and resilience

Given its attention to research and evidence, this action could finance actions on peace, security and resilience.

Disaster Risk Reduction

Given its attention to research and evidence, this action could inform and contribute to better prevention and management and mitigation of risks and shocks, including disaster displacement.

Other considerations if relevant: N/ A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (H/M/L)	Impact (H/M/L)	Mitigating measures
1	Limited ownership of the studies by partners	M	H	Involvement in procurement process and regular dialogue with partners and other stakeholders on the studies and their integration in our programmes.
2	Expected outputs not to be delivered to the desired level of quality	M	M	Monitoring and evaluation of activities to ensure projects/programs implemented per required quality
1	Persistence of socio-cultural barriers to tackle human rights	M	M	Awareness-raising sessions and training will be systematically provided. The 'do-no-harm' and 'no-one-left-behind' principles will be implemented and those

	and gender equality as cross-cutting issues.			principles will also be transmitted to the staff and other stakeholders
5	Communication not to produce its objectives	M	M	Focus on strategic communication and information sharing about the EU action by reaching out to targeted interlocutors.

Lessons Learnt:

Under Global Europe, EU-Tanzania cooperation will be coordinated by Ministry of Finance and Planning (MOFP), on behalf of Government of Tanzania. It is worth highlighting that coordination by MoFP of line Ministries, private sector and civil society will still benefit from the experience of the NAO in that matter.

Eventually, the conclusions of the global survey on the EU visibility that highlighted on the limited knowledge of EU presence and financing in third countries directly apply to Tanzania, and thus specific attention will be given to increase EU visibility.

3.5 The Intervention Logic

Actions under the MIP have been developed to support the EU top initiative of “Green and Blue Jobs” in Tanzania. To reach that goal, they focus on two flagships, Green Cities and Blue Economy, which are both Team Europe Initiatives, and they make use of “Enablers”, which are programmes aimed at creating the best conditions for the flagships to have a transformational impact. These Enablers will address constraints in the fields of Access to Finance, Gender and Digitalisation.

This coherent puzzle will be complemented by a financial support of a smaller size, yet with a potential to unlock investments faster. This is the ambition of the CF, which will finance, e.g. studies, workshops, coordination, Monitoring, Reporting and Verification, etc. to create to conditions for a quick, better-owned implementation of the programmes of the MIP.

These actions would not have the impact in terms of visibility that one could expect, if a proper visibility of the EU and its Member-States is not guaranteed. The current CF aims therefore also to cater for this aspect of the MIP execution, which a specific provision for the implementation of the EU Strategic Communication and Public Diplomacy plan.

3.6 Logical Framework Matrix

Not Applicable at Action Level

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is foreseen 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 60 months from the date of entry into force of the financing agreement.

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

4.3 Budget Support – NOT APPLICABLE

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.

4.4.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The grant will contribute to the second specific objective, consisting in “the good leadership of Ministry of Finance and Planning, within Government of Tanzania, in overseeing EU-Tanzania cooperation” and the second output with the aim that “the coordination of the different actors is ensured and Monitoring, Reporting and Verification (MRV) is conducted on EU-funded actions”.

(b) Type of applicants targeted

Ministry of Finance and Planning

(c) Justification of a direct grant

Under the responsibility of the Commission’s authorising officer responsible, the grant may be awarded without a call for proposals to the Ministry of Finance and Planning. It may benefit from such a direct award considering its *legal* monopoly for financial coordination of public funds and MRV responsibilities in Government. Such justification is in line with Article 195 FR(c).

4.4.2 Direct Management (Procurement)

Procurement (direct management)

Subject	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure
Support to the implementation of the MIP and Team Europe Initiatives	Services	Over entire duration of implementation
Communication and Visibility (International Restricted)	Services	3rd quarter of 2022

The procurement for Communication and Visibility was launched on 16 August 2022 with a suspensive clause prior to the adoption of this decision. This is to ensure continuity of the EU communication, considering that the current Communication and Visibility contract will come to an end on 15 December 2022.

4.5 Scope of geographical eligibility for procurement and grants

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

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

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
<u>Output 1- MIP Implementation</u> composed of	1 800 000
Procurement (direct management - service contracts)- cf section 4.4.2	1 800 000
<u>Output 2- National Coordination</u> composed of	1 000 000

Grant to MoFP (direct management) - cf section 4.4.1	1 000 000
<u>Output 3- Strategic communication and public diplomacy</u> composed of	3 000 000
Procurement (direct management - service contracts)- cf section 4.4.2	3 000 000
Audit/ Evaluation -cf. section 5.2	100 000
Contingencies - cf. section 5.2	100 000
Total <i>Grants –total envelope under section 4.4.1: EUR 1 000 000</i> <i>Procurement –total envelope under section 4.4.3: EUR 4 800 000</i>	6 000 000

4.7 Organisational Set-up and Responsibilities

Steering Committee will be established with the Ministry of Finance and Planning, to meet on an annual basis. Ministry of Finance and Planning and the EU Delegation will co-chair the Committee. Other relevant ministries, private sector and civil society will attend on ad hoc basis to facilitate overall oversight of the CF funds and contracts.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced.

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

5.2 Evaluation

Having regard to the nature of the action, an evaluation is not foreseen. However, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner country. In that case, the evaluation reports shall be shared with the partner country and other key stakeholders and, as for monitoring reports, evaluations should contain a gender analysis. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary.

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 audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

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

The SCPD plan of the MIP will partly be funded through the present CF. The plan will promote EU policies and international values with a particular emphasis on new strategic packages such as the Global Gateway. In return facilitate the consolidation of EU's image as a stable and reliable partner of Tanzania. Specifically this will include:

- Communication Objective- Provide clear, timely information and ensure communication coordination and to both primary and secondary audiences on EU interventions in particular Team Europe Initiatives in Tanzania. This also includes ensuring a common visual identity and branding of the EU in all communication and visibility outputs in the country.
- Public Diplomacy Objective: Increase engagement and collaboration with key stakeholders to amplify awareness and understanding of EU partnership with Tanzania
- Target audiences: The SCPD activities will target different audiences, categorised in Primary and Secondary audience. The message and approach will be adapted for each category, adapting messages, language (English and Swahili) and instruments.
 - ❖ *Primary audience*- Key ministries and institutions, Parliamentarians as well as other relevant political figures, Youth and women, Social and professional groups, private sector actors, other non-state actors, Civil Society Organisations and Faith-based organisations and Cultural institutions and notable artists and performers
 - ❖ *Secondary audience*- EU Member States, Implementing partners, institutional and non-state actors, other Development Partners, Media & Communication stakeholders.