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

**ANNEX 3**

to the Commission Implementing Decision on the financing of the multi-annual action plan for Global Challenges (Partnerships) for 2023-2024

**Action Document for Institutional capacity building through Technical Assistance and Information Exchange Instrument (TAIEX)**

**MULTI-ANNUAL PLAN**

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

**1 SYNOPSIS**

**1.1 Action Summary Table**

<p><b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b></p>	<p>Institutional capacity building through Technical Assistance and Information Exchange Instrument (TAIEX). OPSYS/CRIS number: ACT-62099 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation</p>
<p><b>2. Team Europe Initiative</b></p>	<p>No, however the action may support capacity building needs in the context of various Team Europe Initiatives</p>
<p><b>3. Zone benefiting from the action</b></p>	<p>The action shall be carried out globally.</p>
<p><b>4. Programming document</b></p>	<p>NDICI-Global Europe Multiannual Indicative Programme (MIP) for Global Challenges Thematic Programme 2021 – 2027</p>
<p><b>5. Link with relevant MIP(s) objectives / expected results</b></p>	<p>Partnerships pillar; Specific objective 2: Stronger economic governance and inclusive societies.  This action will reinforce partner countries’ administrative capacity through provision of EU public sector expertise and knowledge transfer, in particular through the well-established peer-to-peer instrument, organised globally (result 3).</p>
<p><b>PRIORITY AREAS AND SECTOR INFORMATION</b></p>	
<p><b>6. Priority Area(s), sectors</b></p>	<p>Priority area 4: Partnerships. Sector: 430 – Other Multisector</p>
<p><b>7. Sustainable Development Goals (SDGs)</b></p>	<p>Main SDG: SDG 17 on partnership for the goals Other significant SDGs (up to 9) and where appropriate, targets: all other SDGs</p>
<p><b>8 a) DAC code(s)</b></p>	<p>43010 – Multisector aid</p>

<b>8 b) Main Delivery Channel</b>	European Commission – Development share of budget – 42001			
<b>9. Targets</b>	<input checked="" type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input 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 type="checkbox"/>	<input checked="" 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"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input type="checkbox"/>	<input checked="" 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"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital connectivity	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	/

	energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	/
	transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	education and research			
	Migration	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item): 14 02 02 43. Total estimated cost for 2023: EUR 3 300 000 Total amount of EU budget contribution for 2023: EUR 3 300 000			
<b>13. Type of financing</b>	Project modality: Direct management through Procurement			

## 1.2 Summary of the Action

The overall aim of TAIEX as part of the institution building instruments, is to provide peer-to-peer technical assistance and capacity building to support partner countries in the harmonisation of their regulatory frameworks and sustainable policy reform and to share best practices in EU policy related fields, according to the justified demands and priorities of beneficiaries from partner countries and the strategic priorities of the EU, also in line with EU values (e.g. promotion of human and fundamental rights, including gender equality). As a result, the instrument contributes to strengthening inclusive societies and good governance in partner countries.

TAIEX is a key institutional capacity-building enabler for Global Gateway priority sectors (digital, climate and energy, transport, health, education) in partner countries, and can facilitate improvements in their regulatory environment and help increase their attractiveness for private investments. It provides short and medium-term, needs-driven and strategically oriented assistance. It is complementary to and works alongside other programmes to help partner countries in reinforcing their institutions and supporting sustainable policy reforms. As such, TAIEX brings enhanced capacity for the partner countries' institutions in policy development, in a Team Europe approach, fostering partnerships and improving know-how and information on the priority sectors of Global Gateway (see above).

TAIEX has a longstanding and successful track record deploying public expertise since 1996, in particular in the Enlargement and Neighbourhood context. Since 2020 it is available also for other third countries. The assistance is provided mainly by EU public sector experts, who share their knowledge and experience with beneficiaries through workshops, expert missions, study visits and work from home. The purpose of these activities is to share with partners experience, know-how and information on EU policies, EU legislation and its application in order to assist beneficiary institutions strengthening good governance and to introduce required changes in line with the priorities and commitments set between the partner countries and the EU.

In specific circumstances, when expertise from beneficiaries in a partner country is of particular significance to other partner countries and it provides an added value, experts from a relevant partner country can take part in the activities to provide expertise in sustainable policy reforms and standards, in line with the EU's Global Gateway strategy. This participation comes as an effective complement to the knowledge provided by EU Member States' experts, which remains the core of the activities of TAIEX, while developing a multi-stakeholder approach enriching the instrument with other forms of peer learning (trilateral or "South-South" cooperation).

TAIEX enhances a Team Europe approach to technical cooperation by providing a mechanism to quickly mobilise public expertise from all Member States, including those that may not have significant development cooperation structures, Official Development Assistance (ODA) or presence in partner countries.

By providing technical assistance through the public sector, TAIEX promotes European standards, norms and policy models. As such, the instrument enhances EU policy strategies (including the Gender Equality Strategy 2020-2025) and supports the EU Global Gateway Strategy through capacity building and enhancing reforms as well as the promotion of an enabling environment in critical EU priority sectors. TAIEX is also aligned with the promotion of the Global Gateway principles such as democratic values and high standards; good governance and transparency; equal partnerships; green and clean; and catalysing private sector investment, in line with the mainstreaming of cross-cutting issues (see also section 3.3).

## 2 RATIONALE

### 2.1 Context

The Global Challenges Programme of NDICI-Global Europe aims at strengthening the EU as a global actor as well as delivering the UN 2030 Agenda and the Paris Agreement to help eradicate poverty, reduce inequalities (including gender inequalities) and achieve sustainable development. The Global Challenges Programme reflects the key intertwined themes of the 2030 Agenda that shape the SDGs: People, Planet, Prosperity, and Partnership.

The Annual Action Programme under the Partnership pillar of the Global Challenges Programme aims at strengthening the global engagement of the EU in promoting more efficient and inclusive global and multilateral networks, dialogues, and shared responsibility.

Global partnerships also contribute to the Global Gateway objectives of sustainable and trusted connections that work for people and the planet.

The action TAIEX especially contributes to strengthening partnerships and dialogue with partner country institutions in EU policy priority areas and support partner countries in building back better and implementing policy reforms underpinning sustainable development. TAIEX can indirectly contribute to all targets set out in NDICI-Global Europe.

TAIEX can provide the capacity component and is complementary with other implementation tools to support impact, such as Twinning, budget support, procurement for infrastructure, grants or guarantees. It is flexible and builds on complementary peer learning methods involving, in specific circumstances and when most suitable, experts from beneficiary countries to encourage triangulation and fostering a multi-stakeholder approach.

TAIEX supports partner country entities with demand-driven activities and strategically oriented initiatives and facilitates the delivery of appropriate tailor-made public sector expertise to address issues at short notice, including in the Global Gateway strategy priority sectors (digital, climate and energy, transport, health, and education) and beyond

Technical assistance through the TAIEX instrument comes in different formats and across all areas of EU policies. Partner administrations can benefit from TAIEX's flexibility to help meet wider training needs in EU legislation, standards, policies, and best practices through the organisation of workshops and seminars (face-to-face, online or hybrid), which can reach a significant number of officials. Narrower, more specialised needs can be met through the expert mission format. The share of female experts mobilized by TAIEX rose from 34% in 2016 to 44% in 2020<sup>1</sup>. Study visits to EU Member States are a complementary institution-building tool, which allows beneficiaries to see first-hand best-practice models of EU legislation and standards

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<sup>1</sup> Annual Activity Report 2021, in [https://neighbourhood-enlargement.ec.europa.eu/taieux-and-twinning-activity-report-2021\\_en](https://neighbourhood-enlargement.ec.europa.eu/taieux-and-twinning-activity-report-2021_en)

implementation. More in depth requests can be treated by written input of TAIEX experts in the form of work from home. Moreover, if needed, this action will support raising awareness about the institution building instruments through procurement of services which contribute to increasing the visibility of specific TAIEX and Twinning activities. In all cases, well justified needs can lead to a series of TAIEX events in order to ensure sustainability and impact of discussed reforms.

The outburst of the COVID-19 pandemic in March 2020 forced TAIEX activities to adapt and look for innovative solutions in order to continue the implementation of the instrument. By now, TAIEX has successfully undertaken a digital leap which includes new ways of working and implementing activities. Even now that pandemic restrictions have mostly been lifted, a digital component (e.g. fully online or hybrid events) continues to enrich the instrument, organising activities with the same high-quality features which will complement the in-person activities.

TAIEX can support the design and the implementation of Team Europe Initiatives and Global Gateway actions, by supporting dialogue and exchange with partners on European models and standards and by bridging short term financing and knowledge gaps through the quick mobilisation of public expertise. For example, TAIEX events have already contributed to regional TEIs on Green transition and digitalisation in Latin America and Caribbean as well as to a Global Gateway action on green bonds in Tanzania. It is expected that TAIEX will foster the EU as a trusted partner, influential actor and a credible interlocutor globally, in line with the Global Gateway principles and standards. The use of public sector expertise contributes to implementing a shift from traditional financial cooperation to policy-based cooperation enhancing EU policy objectives.

## 2.2 Problem Analysis

Short problem analysis:

Sustainable development results require that partner countries take ownership of development objectives and show transparency and accountability to their stakeholders. To this end, capacity building and public institutional partnerships have proven to be key contributors.

TAIEX, as public peer-to-peer capacity building tool, is best placed to meet these needs. In order to ensure the full support and ownership, TAIEX works mainly on demand of the beneficiary organisation in the partner country.

In addition, there is a need for the EU to promote globally and proactively European policy objectives and models as well as expertise. Strategic TAIEX events, requested by EU bodies, can best serve this purpose as communication flows effectively through institutional partnerships between EU Member States and partner country public organisations.

The instrument's flexibility means that assistance can be adapted and tailored to a beneficiary's specific needs – whether they require one-off expertise on a very precise policy area, or a series of assistance events in order to support them to achieve a broader and longer-term goal. Given TAIEX's assistance model, support actions can be put in place very swiftly in response to a specific and urgent beneficiary need.

In order to achieve meaningful improvements, as well as for wider public administration reforms, mobilisation of added value public sector expertise has to allow beneficiaries to also exchange among themselves. Therefore, in exceptional circumstances and when relevant, participation of experts from beneficiaries will complement the core of TAIEX activities implemented by EU public sector experts, fostering regional cooperation and contributing to a more effective assistance. New forms of peer exchange will build on a multi-stakeholder approach and provide meaningful experience in tackling similar challenges and/or implementing similar type of agreements.

The priorities and objectives targeted by TAIEX have a strong international dimension and take part in overarching EU key priorities with strategic repercussions, building resilient, sustainable and inclusive

economies and influencing post-pandemic policies.<sup>2</sup> In all of them, a proper and efficient functioning of strong and reliable public institutions is critical and the public expertise brought by TAIEX activities, essential.

The digital leap undertaken by TAIEX needs to be supported by increased on-line capacities and digital ways of working which require constant adaptation.

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

TAIEX targets national, regional and local public administrations of all EU partner countries under NDICI-Global Europe Regulation. In addition, it also foresees support to strategic EU initiatives to pursue EU policy priorities with the same partners.

TAIEX assistance is provided mainly by EU public sector experts who share their knowledge and experience with beneficiaries through workshops, expert missions, study visits and work from home. These activities target national administrations, the judiciary, parliaments, regional and local administrations, public and semi-public entities. When needed and in specific cases, experts from beneficiaries will take part in TAIEX activities, contributing to a multi-stakeholder approach in the peer sharing and providing added value in relation to the implementation of certain agreements and adaptation to particular policies.

TAIEX instrument interventions are closely coordinated with EU Delegations and Commission Headquarters and the European External Action Service. Each incoming TAIEX request is assessed whether it supports national and regional strategies and policy priorities. Therefore, all priorities targeted in the NDICI-Global Europe Regulation are supported, including good governance, environment, stability and partnership.

To ensure high quality expertise, a network of National contact points in EU Member States and partner countries assists in the implementation and takes part in the institutional building community to practically and politically guide the implementation of TAIEX.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of TAIEX is to contribute to strengthening inclusive societies and good governance in partner countries.

The Specific Objectives (Outcomes) of this action are to:

1. Create an environment conducive to policy reform and private sector investment in line with the Global Gateway principles, international standards and policy models
2. Enhance effectiveness of partnerships and cooperation between the EU, EU Member States and partner country administrations
3. Fostering the strategic priorities of the EU and EU values, in line with the Global Gateway strategy

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

1.1 Enhanced capacity of the partner countries' institutions in policy development and attracting private sector investment

1.2 Partner countries have improved access to know-how and information on EU-policies, legislation and public administration reform best practices

1.3 Long-lasting partnerships between the EU, EU Member States and partner country administrations

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<sup>2</sup> Taking into consideration the lessons learnt from the COVID pandemic, specific efforts will be made to support gender transformative policies. See notably <https://www.oecd-forum.org/posts/women-at-the-frontline-towards-a-gender-equitable-post-covid-recovery> or <https://www.unwomen.org/en/news-stories/feature-story/2022/06/un-women-and-undp-report-five-lessons-from-covid-19-for-centering-gender-in-crisis>

## 3.2 Indicative Activities

At the request of beneficiaries from partner countries, TAIEX mobilises sectoral experts, mainly from EU Member States administrations, and, if relevant, regional or local administrations, to give the beneficiaries' public officials the possibility to exchange with their peers. The experts mobilised belong to the public sector of EU Member States, and in specific circumstances of partner countries. In exceptional cases, when required specific expertise is not available from Member States public institutions, it can be mobilised from private sector. In addition to activities based on requests of beneficiaries, strategic TAIEX events can be requested to support strategic EU policy objectives.

TAIEX experts share their knowledge and experience through workshops, expert missions, study visits, and work from home; according to the needs of the beneficiary organisation and the scope and nature of the intervention. A series of events is also possible. Requests are approved on a demand-driven basis. These activities contribute to all three outputs.

In addition, TAIEX supports Output 1.3 by facilitating exchanges between the National Contact Points on TAIEX and Twinning in EU Member States and partner countries.

## 3.3 Mainstreaming

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

#### **Outcomes of the EIA (Environmental Impact Assessment) screening**

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment) as it is related to several sectors and includes only short-term interventions (up to 5 days).

#### **Outcome of the CRA (Climate Risk Assessment) screening**

The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment) as it is related to several sectors and includes only short-term interventions (up to 5 days).

#### **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 gender is not targeted directly as a principal objective, but TAIEX promotes the European public policy model and EU values including, inter alia good governance issues, promotion of human and fundamental rights, and the Gender Action Plan III.

The promotion of gender equality is at the core of EU values, is a fundamental right and key principle not only of the Gender Action Plan III,<sup>3</sup> but also the European Pillar of Social Rights<sup>4</sup>. Through a broad and robust normative frame for gender equality and women's empowerment (GEWE), the instrument encourages partners to attend gender transformative policies in all external action by building alliances to achieve SDG 5.

On the basis of the recommendations of a gender analysis performed in 2021, TAIEX will contribute to **improving gender mainstreaming by systematic review of relevant gender mainstreaming for approval of its actions**. Furthermore, gender issues remain high in TAIEX activities' agenda. TAIEX will continue to

<sup>3</sup> Communication from de Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of the Regions. A Union of Equality: Gender Equality Strategy 2020-2025. COM (2020) 152 final

<sup>4</sup>[https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/economy-works-people/jobs-growth-and-investment/european-pillar-social-rights\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/economy-works-people/jobs-growth-and-investment/european-pillar-social-rights_en)

effectively promote equality, inclusion and combat discrimination as well as to take measures to achieve gender equal opportunities in all aspects of its activities.

### **Human Rights**

TAIEX promotes the European public policy model which is human rights based. TAIEX builds the capacities of state actors, which are the duty-bearers of human rights. This can include judiciary and law enforcement authorities.

### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that disability is not a directly targeted issue although the organization of all TAIEX activities takes due regard to accessibility and the inclusion of participants and experts as needed. In addition, the content of the activities, when relevant for the partner countries, supports the beneficiary institutions by sharing good practices and knowledge in this area.

### **Reduction of inequalities**

Within country income inequality has been on the rise over the past decades, in particular in Sub-Saharan Africa and Latin America. By strengthening public sector capacity, TAIEX can contribute to better service delivery, particularly for more vulnerable groups.

### **Democracy**

As TAIEX focuses on strengthening the public sector, it enhances democracy by increasing accountability and transparency of public sector institutions.

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

TAIEX can be an added value in countries in conflict, by providing short-term solutions where long-term programmes are no longer possible. TAIEX can intervene in different dimensions of fragility, including societal, political, economic, environmental and security-related. In particular, TAIEX can help to build the resilience of the state in various areas.

### **Disaster Risk Reduction**

TAIEX can support disaster risk reduction by sharing EU Member States public sector expertise in this area.

## 3.4 Risks and Lessons Learnt

<b>Category</b>	<b>Risks</b>	<b>Likelihood</b> <b>(High/ Medium/ Low)</b>	<b>Impact</b> <b>(High/ Medium/ Low)</b>	<b>Mitigating measures</b>
Financial	Risk 1  Oversubscription of TAIEX due to the flexibility of the instrument	<b>High</b>	<b>High</b>	Higher amount for financing decision than previous years to ensure continuation of support.  New application form that aims to select the events most closely aligned with EU and partner country priorities, finding better synergies with other programmes that can complement TAIEX
Strategic	Risk 2	<b>High</b>	<b>Medium</b>	New application form that aims to select the events most closely aligned with EU

	TAIEX applications are not targeting EU priorities			and partner country priorities, finding better synergies with other programmes that can complement TAIEX  Higher involvement of Commission thematic and geo staff and EU Delegations  Set-up of network of National Contact Points for TAIEX in the partner countries-
External environment	Risk 3  Experts in the existing TAIEX database do not match the required needs for assistance and/or have limited availability	<b>Low</b>	<b>Medium</b>	Outreach activities that target the National Contact Points for TAIEX in each EU Member State or institution of origin.
Planning, process and systems	Risk 4  Possible overlap and complementarity with other support programmes	<b>Low</b>	<b>Medium</b>	Appropriate coordination at country and headquarters level, line DGs, among EU Delegations, EU MS in country and actors involved.

**Lessons Learnt:**

Operating since 1996, TAIEX has a proven track-record in mobilising Member States expertise. Continuous efforts are made to adapt and improve the way TAIEX assistance is implemented. Improvements in the medium-term shall include, but not be limited to, increasing an environmentally-friendly approach to TAIEX assistance, wherever appropriate, and improved knowledge management.

In countries where the demand is generally low, measures can be envisaged, together with respective TAIEX National Contact Points and EU Delegations, in order to increase awareness of potential beneficiary institutions about the possibilities that TAIEX can offer.

In countries where the demand is particularly high, efforts have been done to work with the EU Delegations and NCPs to select the proposals that are most likely to have an impact. Those with more anticipated impact will get priority in terms of implementation. Synergies will be sought in organising multi-country events for beneficiaries with similar interest, often through opening up digital channels for participation.

Efforts have already been done and will continue to be done to seek synergies with other programmes with the aim to focus TAIEX on those cases where the instrument is most appropriate and the impact is greatest.

The network of NCPs will be systematically enhanced throughout the programme.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is that sharing European public sector expertise through TAIEX will further support partner countries to build their institutional administrative capacity and to undertake relevant public policy reform inspired by the European public policy model, thereby improving public policy and regulation in partner countries.

TAIEX events implement EU policy priorities, promoting EU values. They complement and are aligned with programmed country activities in partner countries; their capacity building element is used in synergy with other implementation tools.

A logical framework matrix is not applicable because TAIEX is technical assistance provided on demand.

### 3.6 Logical Framework Matrix

A logical framework matrix is not applicable because TAIEX is technical assistance provided on demand.

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. Financing Agreement

In order to implement this action, it is not 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 60 months from the date of the 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. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.<sup>5</sup>

#### 4.3.1. Direct Management (Procurement)

The TAIEX instrument will be implemented in direct management by the European Commission, from Directorate-General for Neighbourhood and Enlargement Negotiations headquarters which is the authorising officer.

The support services to roll out the instrument and provide all goods and services necessary are procured, while public officials appointed to deliver assistance are selected by the Commission and awarded a financial compensation for participation.

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

#### 4.4. 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).

Regarding procurements for TAIEX instrument (service contracts for the IT platform and for the logistics of the activities), the geographical eligibility is global.

TAIEX activities involve EU Member States public experts and potentially relevant regional, local experts if deemed necessary: they receive a financial compensation, a grant, for their participation to TAIEX activities. In this regard, the geographical eligibility for this compensation is the EU Member States. In exceptional cases, experts from relevant partner countries can be invited as well. They are compensated as EU experts. Private experts, when participating, are subject to compensation and selection based on procurement rules.

#### 4.5. Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR) 2023</b>
<b>Procurement (direct management)</b>	3 300 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	May be covered by another Decision
<b>Totals</b>	3 300 000

#### 4.6. Organisational Set-up and Responsibilities

The European Commission is the contracting authority. Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) is in charge of implementation of TAIEX – and responsible for both the analysis and assessment of requests and for the content of TAIEX short and medium-term assistance, including the identification of experts from EU Member States’ public administrations and other institutions willing to engage in this type of peer-to-peer assistance. Throughout the implementation of TAIEX assistance excellent cooperation and coordination with all actors involved is key to the success of the instrument.

Requests for TAIEX actions are generated by beneficiaries and/or driven by the EU involved stakeholders. Incoming requests are reviewed on a continuous basis and decided upon following consultation with relevant European Commission services and the European External Action Service, including EU Delegations, in order to ensure complementarity with national programmes and other technical assistance instruments. Relevance and potential impact of action is assessed at this stage.

Upon confirmation of the incoming requests, the Commission is in charge of identifying the relevant public experts from EU Member States or other institutions (if relevant) to address the requests. This is done through the existing database of public experts of TAIEX. When the pool of registered experts is not providing the appropriate expertise, the established network of National Contact Point (NCPs) in the EU Member States is mobilised to identify the appropriate experts.

For the provision of the logistical means needed for TAIEX events, the European Commission concludes a contract with an external service provider. This service provider organises all logistical arrangements - including travel, accommodation, conferences and meeting organisations – and also related payment services that are required for the implementation of the action. This implementation approach has proved to be efficient

and effective. In particular, it allows for a swift and effective response to incoming requests and evolving needs, whilst ensuring financial transparency, accountability and efficient management.

Commission services closely cooperate in the promotion and implementation of TAIEX to make sure TAIEX operates in line with Commission policies and priorities.

## 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, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

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).

Following each event participants and experts receive an automatic feedback questionnaire in order to assess their overall impression of the assistance provided and of the logistics of the event. Furthermore, following expert missions, EU Member State officials are requested to submit short mission reports summarising the objective of their intervention and formulate recommendations. The beneficiary institutions also receive an evaluation form six months after the end of the TAIEX activity to comment on the impact of the intervention.

Under direct management of this action, the collection of data and analysis is carried out by the European Commission. To this effect, the necessary technical arrangements are set in place to collect and aggregate data from participants of the beneficiary entities and the experts of the EU Member States as described above.

On an annual basis, the Directorate-General for Neighbourhood and Enlargement Negotiations is publishing a global annual report that is made public through its website and shares flash reports with statistics on a bi-annual basis to the network of National Contact Points for TAIEX in EU Member States.

All monitoring and reporting shall assess how the action is considering the principle of gender equality, human rights-based approach, and rights of persons with disabilities including inclusion and diversity. Indicators shall be disaggregated at least by sex.

### 5.2. Evaluation

Having regard to the nature of the action, an evaluation will not be carried out for this action or its components.

However, the European Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of a partner. The evaluations should be carried out following the guidelines of the Directorate-General for Neighbourhood and Enlargement Negotiations on linking planning/programming, monitoring and evaluation. The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. The evaluation will assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment, whenever it is deemed relevant with regards to the nature and topics covered by the evaluated action. Expertise on human rights and gender equality will be ensured in the evaluation teams.

When appropriate, the financing of the evaluation shall be covered by another measure constituting a Financing Decision.

Since its creation in 1996, the TAIEX instrument was evaluated in 2007, 2015 and in 2021. It will continue to be evaluated in the similar pace in the future, with a greater focus given to gender-related data.

### 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

All entities implementing EU funded external actions have the contractual obligation to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. To that end they must comply with the instructions given in the 2022 guidance document [Communicating and raising EU visibility: Guidance for external actions](#) (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and delegation agreements.

For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds. Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and concerned EU Delegation/Office fully informed of the planning and implementation of specific outreach and visibility activities before work starts. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and outreach actions as well as the results of the overall action to the relevant monitoring committees.

The European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations will ensure the visibility of TAIEX INTPA in communications related to TAIEX events where relevant.

## Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

<b>Action level (i.e. Budget Support, blending)</b>		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Group of actions level (i.e. top-up cases, different phases of a single programme)</b>		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
<b>Contract level</b>		
<input type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
	(...)	
<b>Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)</b>		
<input type="checkbox"/>	Group of contracts 1	