EN

THIS ACTION IS FUNDED BY THE EUROPEAN UNION
ANNEX 1

of the Commission Implementing Decision on the financing of the annual action plan in favour of the Federal Republic of Somalia for 2022

Action Document for "Strengthening Inclusive Governance in Somalia (SIGS)"

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title **CRIS/OPSYS** **business reference** **Basic Act**	Strengthening Inclusive Governance in Somalia (SIGS) CRIS number: 2021/043-237 OPSYS number: ACT-60614 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	Yes: indicative TEI on Governance, peace and security – Reconciling Somalia
3. Zone benefiting from the action	The action shall be carried out in Somalia.
4. Programming document	Somalia Multi-annual indicative programme 2021-2027
5. Link with relevant MIP(s) objectives / expected results	The action will contribute to MIP specific objectives 1 and 2 of Priority Area 1, and specifically the following expected results: (i) Political settlements are fostered and agreements institutionalised; (ii) Inclusive political participation is increased; (iii) The accountability and legitimacy of state institutions is strengthened; (iv) Increased peaceful resolution of conflicts.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	MIP Priority Area 1: Governance and Peacebuilding Sectors 1.1. "Inclusive Governance" and 1.2. "Reconciliation and Justice" (DAC codes 151 and 152).
7. Sustainable Development Goals (SDGs)	Main SDG: 16 – Peace, justice and strong institutions Other significant SDGs: 5 – Gender equality and women's empowerment

8 a) DAC code(s)	151 – Government and Civil Society – General (90%) 152 – Conflict, Peace and Security (10%)			
8 b) Main Delivery Channel	21000 & 23000 – Non Governmental Organisations & Civil Society 410000 – Multilateral Organisations – United Nations 600000 – Private sector institution			
9. Involvement of multilateral partners	Yes Possibly the UN – no implementing partners identified in this stage.			
10. Targets	☐ Migration ☐ Climate ☒ Social inclusion and Human Development ☒ Gender ☐ Biodiversity ☐ Education ☒ Human Rights, Democracy and Governance			

11. Markers (from DAC form)	**General policy objective @**	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☐	☐	☒
	Aid to environment @	☒	☐	☐
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☒	☐	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☒	☐	☐
	Inclusion of persons with Disabilities @	☐	☒	☐
	Nutrition @	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity @	☒	☐	☐
	Combat desertification @	☒	☐	☐
	Climate change mitigation @	☒	☐	☐
	Climate change adaptation @	☒	☐	☐

12. Internal markers and tags:	**Policy objectives**	**Not targeted**	**Significant objective**	**Principal objective**
	Digitalisation @	☒	☐	☐
	digital connectivity		☐	☐
	digital governance		☐	☐
	digital entrepreneurship		☐	☐
	digital skills/literacy		☐	☐
	digital services		☐	☐

	Connectivity @	☒	☐	☐
	transport		☐	☐
	people2people		☐	☐
	energy		☐	☐
	digital connectivity		☐	☐
	Migration @ (methodology for tagging under development)	☒	☐	☐
	Reduction of Inequalities (methodology for marker and tagging under development)	☒	☐	☐
	Covid-19	☒	☐	☐

<table>
<tr><td colspan="2" align="center">BUDGET INFORMATION</td></tr>
<tr>
<td>13. Amounts concerned</td>
<td>

Budget line(s) (article, item): BGUE-B2022-14.020121-C1-INTPA

Total estimated cost: EUR 24 000 000

Total amount of EU budget contribution: EUR 24 000 000

Indicative Team Europe Initiative on *Governance, Peace and Security – Reconciling Somalia*: key Member States involved likely to include Denmark, Germany, the Netherlands, Sweden – amounts to be determined.

</td>
</tr>
<tr><td colspan="2" align="center">MANAGEMENT AND IMPLEMENTATION</td></tr>
<tr>
<td>14. Type of financing[1]</td>
<td>

Direct management through:

- Grants

- Procurement

Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.4

</td>
</tr>
</table>

1.2 Summary of the Action

Despite notable gains in both state-building and emerging economic recovery over the past decade, Somalia remains a fragile state prone to chronic political and humanitarian crises. Recent progress on political settlements and reconciliation around federalisation and democratisation has been limited and there is prevalence of short-term or ad hoc political agreements. This action represents a concerted EU approach, embraced by other key donors and the UN in Somalia, that will pursue balanced approach to support federal, regional and local authorities and offer opportunities for functional cooperation on political processes that build trust and promote dialogue. The action seeks to support to processes that bring in wider groups of stakeholders, especially women and marginalized groups, including returnees and IDPs, into political and social reconciliation, electoral processes, and local governance formation and decision-making.

The result areas in the programme reflect an understanding that reconciliation is not only an output, but more commonly an outcome of processes that are embedded in fundamental principles of inclusion, transparency, and mutual accountability; increased political participation and representation of women and other marginalized groups, including returnees and IDPs; strengthen bottom-up democratisation; inclusive subnational polities that are seen as legitimate and reflective of its citizens can engage constructively in both state-building processes and enhancing security; and capacitated civil society can play a critical role in linking/translating key government policies and initiatives to the general public to facilitate two-way conversations and strengthen accountability.

---

[1] Art. 27 NDICI

The programme's objectives are in line with the indicative Team Europe Initiative on *Governance, Peace and Security – Reconciling Somalia*, which seeks to maximise the synergies between the various interventions by the EU and the Member States, to both address the root causes of conflict and promote pathways towards a shared vision for the organisation of the state and its mode(s) of governance. The focus areas of this action document align with the pillars of the Team Europe Initiative, specifically pillar 1 (reconciliation) and pillar 2 (state-building and federalism). Through a holistic and integrated approach, the initiative will ensure interventions are conflict-sensitive and build on the insights of conflict analyses carried out in the recent past, also taking due account of the Women, Peace and Security agenda. The programme is aligned with SDG 5 (Gender Equality), SDG 10 (Reduced Inequality) and SDG 16 (Peace, Justice and Strong Institutions).

2 RATIONALE

2.1 Context

The Federal Government of Somalia (FGS) emerged in 2012 through the adoption of a provisional constitution that situated federalism as the key organizing principle for the government. Over the past decade, the adoption of a provisional constitution and the relatively peaceful indirect electoral processes at both the federal and state levels have signaled a shift away from the use of violence as the primary means of negotiations. While there are tangible signs of progress in Somalia, many challenges persist, including insecurity, limited state capacity, chronic humanitarian crises, and low social, health and education indicators. Internal conflicts at the core of the fragile state lie within the undetermined nature of federalism, the role of clan in political spheres, and a deep well of mistrust amongst all stakeholders. At the local level, conflicts over land are exacerbated by land degradation, also constituting a key driver of conflict. The presence of Al Shabaab, a violent extremist group operating out of Somalia, adds another layer of pressure as the group skillfully exploits existing grievances at the local level to disrupt the state-building process. The ability of Somalia to address these complex and inter-linked challenges rests on strengthening broad-based political reconciliation and settlements at the local and state levels in order to create the necessary stability and legitimacy for state-building. As of the end of 2020, Somalia had 2,967,000 IDPs and 814,551 refugees in the region or beyond, many of them in a situation of protracted displacement with no access to durable solutions and representing about 20% of the Somali population. New humanitarian challenges and in particular the severe drought since the end of 2021 have further increased population displacement throughout the country.

During the tenure of President Mohamed Abdullahi Mohamed 'Farmajo', the FGS saw an increase in international investments in the security sector as well as access to significant resources through grants and loans from multilateral institutions. However, there was very little progress on the key tasks of attaining agreement on the roles of the various units of government in a federal system, the finalization of the constitution, and the transition from clan-based to direct popular elections. The lack of movement on these issues is connected to the fractious relationship between the FGS and a number of Federal Member States (FMS), exacerbated by the 15-month delayed presidential election.

A mix of internal and external pressures contributed to the de-escalation of this intensifying crisis, leading to the eventual agreement on an electoral process to be led by Prime Minister Mohamed Hussein Roble. As part of the May 27, 2021 political agreement, the FGS and FMS also recommitted to finalizing the constitution, implementation of a one-person one-vote electoral system in the future, and support for reconciliation at all levels. Should the May 27th agreement be fully implemented, Somalia can begin to loosen the role that elite bargaining plays in ensuring that economic and political spoils circulate amongst a small set of privileged actors.

At FMS level, the electoral processes have followed similar indirect clan-based models for state parliaments and presidents. The lack of broad-based inclusion on both the electoral processes and the underlying political settlements that formed the FMS has resulted in marginalized communities often turning to tactical alliances with either Al Shabaab, or the FGS, or both, against the FMS authority. A recent positive example of a democratization process at FMS level are the direct local elections in Puntland in three districts in October 2021.

In Somaliland, local and parliamentary elections held in May 2021 were peaceful and orderly, with large women and youth participation which shows the momentum and possibility for a stable and universal democratic process in a Somali context and the region. However, no women were elected to parliament and only three female candidates were

successful in the local council elections (out of a total of 220 elected councilors). These dismal results illustrate the need to develop new strategies at increasing female representation in Somali politics.

While there has been progress in the setting up of local district administrations in Somalia, these institutions are often poorly resourced and, in some instances, lacking broad-based legitimacy from the community. The strengthening of local administrations – a crucial means to establish a social contract between citizens and the state – therefore will need to be accompanied by greater citizen participation in the affairs of the community, including through elections in less fragile districts.

Considering the weakness of the state, Somali civil society, especially the private sector and non-governmental organizations, continue to play a critical role in the provision of social services and livelihoods. Yet their capacity to directly engage with government to articulate citizens' demands for inclusion and accountability remain limited. Strengthened civil society can play a critical role in linking/translating key government policies and initiatives to the general public to facilitate two-way conversations.

This Action is aligned with a number of EU priorities including EU Africa Strategy objectives on governance and democracy, the European Consensus and the Gender Action Plan III. In line with the Communication "Towards a Comprehensive Strategy with Africa" (2020) it will propose a continued focus on supporting credible, inclusive and transparent electoral and democratic processes, and also enhance the support to strengthening the accountability and transparency of public institutions.

The proposed action will contribute to the achievement of the Gender Action Plan III, particularly to its objective on ensuring women and girls' equal participation in leadership positions and in public life more generally. The proposed action has gender equality as a significant objective of the programme and in line with GAP III it aims to increase the level of women participation, representation and leadership in politics and governance at all levels. On the European Consensus the action aligns with the priorities on "People" and "Peace" as it will promote accountable and transparent institutions, including national parliaments, and foster participatory decision-making and public access to information.

The Action will seek to maximize synergies with interventions supported by the main international partners working to promote inclusive governance and reconciliation in Somalia. This will be done i.a. by channeling support through multi-partner funds implemented by the United Nations or other actors whenever appropriate as well as coordinating closely our approach and messaging with like-minded actors operating in this space. EU Member States such as Denmark, Finland, Germany, Netherlands and Sweden are actively involved in the sector and this Action will continue to promote close alignment between the different interventions supported, particularly in the framework of the Team Europe approach and financing of joint projects. By contributing to multi-donor programmes such as the Somalia Stability Fund close alignment with international partners shall also continue to be fostered, including with the United Kingdom, United States, Norway and Switzerland.

2.2 Problem Analysis

Short problem analysis:
This Action represents a balancing of EU investments to ensure sufficient support to both technical state-building processes that are concentrated at the federal level and subnational political and reconciliation processes. The increased focus on strengthening inclusive political settlements is a recognition that at the heart of the recurrent political and security crises in Somalia is the profound trust deficit and lack of accountability that has plagued the country since the 1991. The investments in building functional capacities of the federal and state level governments have been critical to developing initial structures and processes. Yet these efforts can only be effective if there is a broader political settlement beyond narrow elite bargains, which are unresponsive to ordinary citizens.

Reconciliation processes have often been short-term and disconnected from macro-level drivers of political and economic marginalization. As a result, the root causes of chronic conflicts and forced displacement are left unaddressed and continue to sabotage the state-building process and prevent durable solutions for forcibly displaced persons. The result areas in the programme reflect an understanding that reconciliation is not only an output, but more commonly an outcome of processes that are embedded in fundamental principles of inclusion/participation, non-discrimination, transparency, and mutual accountability.

The lack of inclusive and credible elections both strengthen elite power networks and weaken the social contract between citizens and the state. The division of spoils circulates with a small network and exacerbates grievances that contribute to insecurity. The areas where Al Shabaab still exercise territorial and administrative control are also areas where local authority is contested or deemed exclusive. The ability of local political and security actors to address conflict is hampered because of perceived illegitimacy. Without a concerted effort to deepen democratization through durable political settlements and widen enfranchisement, the risk of popular fatigue and disillusionment is high.

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

Key stakeholders include civil society actors, local authorities, women and youth, elders, marginalized groups (including returnees and IDPs, people with disabilities and minorities), political parties, relevant line ministries, parliament and state assemblies as well as media and cultural organizations. The state actors will play a facilitative role in supporting reconciliation, expanding popular political participation, and holding local and federal electoral processes.

Capacitated civil society will be critical in linking/translating key government policies and initiatives to the general public to facilitate two-way conversations and generate enhanced accountability. Women and marginalized communities will see their participation in political life boosted.

Accountable and legitimate state institutions, improved inclusive political participation and an expanded civic sphere will contribute to the overall stability of Somalia and therefore also help address the root causes of forced displacement.

Link to climate change adaptation will be made via support to local administrations to enhance their capacities, which will enable them to build sustainable responses and local strategies to respond to the challenges of climate change, including disaster and climate related displacement (1,037,000 persons were newly displaced by disasters in 2020).

2.3   Additional Areas of Assessment – NA (no budget support included)

3   DESCRIPTION OF THE ACTION

3.1   Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to promote reconciliation and strengthen inclusive governance across Somalia, allowing for the active participation of citizens while enhancing state legitimacy with an aim to contribute to a more peaceful and stable Somalia with a strengthened social contract between the state and the citizens.

The Specific Objectives (Outcomes) of this action are to
   1. Advance reconciliation across Somalia through durable settlements on key societal and political matters
   2. Increase inclusive political participation at all levels and strengthen bottom-up democratisation
   3. Strengthen accountability and legitimacy of state institutions.

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

   1.1 reconciliation processes are expanded, taking due account of the National Reconciliation Framework
   1.2 strengthened political dialogue mechanisms at national and sub-national level and institutionalisation of consensual decision-making processes

   2.1 inclusive and credible elections at local and federal level are supported
   2.2 strengthened participation of women, youth and marginalised/minority groups in political processes and increased representation in elected office
   2.3 issue-based politics is promoted

2.4 enhanced capacities of civil society organisations to promote inclusive political participation and social accountability

3.1 establishment of inclusive local councils and strengthened capacities to deliver services to citizens
3.2 enhanced legal and technical capacities of the federal and federal member state parliaments, electoral commissions and line ministries responsible for democratisation

The proposed Action Document is in line with the outputs under the *indicative Team Europe Initiative "Governance, peace and security – Reconciling Somalia"*, particularly as regards pillar 1 (reconciliation) and pillar 2 (state-building and federalism). Relevant expected outputs under the TEI (pillars 1 and 2) include:
- Improved reconciliation processes
- Strengthened political dialogue mechanisms
- Inclusive and credible elections at local and federal level supported
- Strengthened participation of women, women organisations and marginalised communities in political processes
- Establishment of inclusive local councils.

3.2   Indicative Activities

Activities related to Output 1.1
Support reconciliation processes across Somalia to better address grievances of communities and prevent violent extremism, taking due account of the National Reconciliation Framework. Promote the inclusion of women, youth and groups of people living in marginalised and vulnerable situations (including returnees and IDPs) in reconciliation processes and community dialogues.

Activities related to Output 1.2
Support key political dialogue processes and state-building reforms to promote the emergence and consolidation of long-term political settlements, including on constitutional review, via flexible mechanisms that allow for quick mobilisation of support to take advantage of political openings. Targeted and flexible support to technical level cooperation in areas of state-building where technical-level work could lead towards progress on higher-level political agreements. Support research to identify opportunities to work towards political settlements and provide technical expertise to foster consensus around outstanding state-building questions, including public perception surveys on upcoming electoral processes, research on key political reforms (such as Guurti reform in Somaliland) and campaign financing.

Activities related to Output 2.1
Support federal, regional and/or local elections whenever feasible, including strengthening the technical capacities of electoral commissions, support the formulation, analysis and revision of electoral laws and institutional frameworks for elections. Support the electoral cycle, including voter registration as well as other preparatory and operational activities of electoral processes; strengthen financially and institutionally sustainable voter registration systems, including exploring synergies/merging with civil registry systems and focusing on the compatibility between/harmonisation of federal and federal member state voter registration systems. As a cross-cutting issue include a particular focus on the inclusion of women, minorities, internally displaced people and people with disabilities, such as developing mechanisms in electoral laws to ensure women and minority participation, accessibility of polling stations for internally displaced people and people with disabilities and supporting the electoral commissions to develop gender and inclusion policies.

Activities related to Output 2.2
Support the participation of women, youth and minorities in political and decision-making processes and in political representation structures. Advocacy for expanding the space for women/youth political participation, including on supporting new and emerging women and youth activist networks and their cooperation with long-established and more traditional women and youth organisations; advocacy and awareness raising to build consensus among traditional elders and politicians on the value of including underrepresented groups in politics. Supporting women and youth activists and organisations in identifying and addressing root causes that prevent women and youth political participation, including campaign financing, candidate selection criteria, candidate fees and security of women candidates. Institutional capacity building for relevant government institutions to develop inclusion-focused and

relevant policies and frameworks. Advocacy, awareness raising and support to practical solutions on improving the political participation and representation of people with disabilities, internally displaced people and minority clans, including changes in legal and policy frameworks to ensure equal opportunity to participate as candidates and voters (currently for example Somaliland's legal framework includes a requirement for a candidate to be physically fit to run in the elections) and improving their access to voting, including awareness raising campaigns and accessible polling stations for people with disabilities and for internally displaced people. Promotion and protection of freedom of expression and media freedom during the electoral processes via support to journalists' and media associations for trainings and capacity development on election reporting, including on human rights issues and freedom of expression.

Activities related to Output 2.3
Support the promotion of issue-based politics through public engagement and debate; strengthen the capacities of political parties, including technical assistance on party structures, platform development, constitutions, regulations and campaign financing with a focus on inclusion, transparency and accountability. Enhance the capacities of the women and youth wings of political parties.

Activities related to Output 2.4
Strengthen the capacities of civil society organisations to do advocacy, research, development of relevant platforms and networks and improve the CSO coordination and cooperation with an aim to promote democratisation, inclusive governance, and inclusive participation with a focus on women, minorities, people with disabilities and human rights and media freedom. Advocacy and capacity building on strengthening the capabilities of the CSOs to develop their agendas, expand available space and negotiate and mediate with all the relevant other stakeholders, including government institutions and political parties.

Activities related to Output 3.1
Support the establishment of local and district councils, including the representation of women, and foster inclusive practices for wider community engagement at local level while strengthening the capacities of district councils to deliver local services.

Activities related to Output 3.2
Support the technical and legal capacity building of the federal and/or regional parliaments, electoral commissions and line ministries responsible for democratisation; support thematic legislative work with a focus on elections, inclusion and democratisation. Strengthen the capacities of women caucuses in federal parliament and in the state assemblies to promote gender-responsive legislative processes and budgeting.

Under the **indicative Team Europe Initiative "Governance, peace and security – Reconciling Somalia"**, relevant indicative activities of the Member States include the following:
- Support to reconciliation processes (Sweden, Denmark, Netherlands);
- Promote political dialogue, mediation and consensus building (Denmark);
- Support to federal elections and capacity building of the electoral commission (Denmark, Germany and Sweden);
- Support to local elections (Denmark, Sweden and the Netherlands)
- Advancing women's political participation and representation in Somaliland; support to issue-based politics (Denmark, Sweden);
- Improve capacities of women's rights activists and organisations to form inclusive coalitions and strengthen advocacy (the Netherlands);
- Support to district council formation (Denmark, Sweden, and the Netherlands).

The commitment of the EU's contribution to the Team Europe Initiative foreseen under this action plan will be complemented by other contributions from Team Europe partners. It is subject to the formal confirmation of each respective partners' 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 SEA screening (relevant for budget support and strategic-level interventions)
The Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project)
The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project)
The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls
As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that a gender perspective is integrated throughout the Action with a focus on increased participation, representation and leadership of women and girls in politics, governance, social reconciliation and electoral processes at all levels. The action includes special measures to promote women participation, including encouraging young women's civic engagement and supporting the emerging networks of young women activists; to strengthen women caucuses in parliament and to support women parliamentarians and local councillors to strengthen their capacities to promote gender-responsive legislative processes and budgeting; and to support political parties' youth and women wings to advance their participation in key decision-making processes of their respective political parties and associations.

Human Rights
The rights-based approach has been integrated throughout the Action, with a particular focus on promoting the inclusion and equality in political participation and representation at all levels in Somalia via support to women, youth, minority and people with disabilities activist groups and organisations. The Action will have a component on freedom of expression and media freedom to ensure the ability of journalists and media organisations to report on human rights issues during electoral and other state-building processes, including the aspect of safety of women journalists. Dedicated support will be provided to civil society organisations for their effective participation in public dialogue, policy formulation, advocacy, monitoring and reporting on gender and human rights issues as well as representing the voices of the people (right holders). The Action will ensure the following principles are applied during the implementation: respect to all human rights, participation, non-discrimination, transparency and accountability.

Disability
As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action will support the political and civic participation and representation of people with disabilities. The activity of support to electoral commissions for their capacity building and electoral operations will include a component on ensuring equal access to vote, such as increasing the number of accessible polling stations (wheelchair ramps, sign language translation), civic education campaigns for people with disabilities and on promoting electoral laws that fully recognise people with disabilities' right to vote but also to run as a candidate. The Action will also support relevant civil society organisations to promote equal public participation of people with disabilities.

Democracy
Inclusive governance and participatory democratisation processes are the primary objective of the proposed Action, which aims to increase inclusive political participation and representation at all levels and strengthen bottom-up democratisation processes through supporting inclusive and credible elections, strengthening women and youth participation in political decision-making processes and increased representation in elected offices. The Action also aims to advance the accountability and legitimacy of state institutions by supporting the establishment of inclusive local councils and enhancing legal and technical capacities of legislative bodies.

Conflict sensitivity, peace and resilience
The Action directly addresses some of the underlying root causes of fragility in Somalia, particularly those linked to the prevalence of elite driven, non-inclusive and short-term political agreements that can exacerbate political

instability and conflict. This will be pursued by focusing on achieving long-term political settlements on key state-building issues and supporting locally led reconciliation processes and expanding civic and political participation to a broader and more inclusive cross-section of society.

Political and social reconciliation activities that are designed to include a wider group of stakeholders and focus on bottom-up democratisation processes will strengthen legitimacy and should help accelerate the stalled state-building processes, which will contribute to increased resilience of state and local institutions and to overall stability.

Disaster Risk Reduction

Through support to reconciliation processes and by building the capacities of local administrations, the Action aims to strengthen the capacities of communities and local governments to respond to climate related disasters and conflicts.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
Political	The complex political settlement challenges at the subnational level lend itself to interference from external actors, including federal government and elites.	M/H	M/H	The programmatic approaches will emphasize the inclusion of a broad sector of local stakeholders, link back to inclusive politics at the subnational and national levels, and be based on rolling contextual analysis and reconciliation support.
Security	Insecurity from violent community conflicts and the threat of Al Shabaab prevents or stalls implementation at the local level.	M	H	Together with international partners the EU will continue to support the FGS to expand and deepen areas of stability. Partners will develop clear criteria before commencing activities in an area. In addition, ensuring locally-led and consensus programming can mitigate against conflict impacting activities.
Societal	Lack of responsiveness and inability to provide services by the state constrains state legitimacy, allowing Al Shabaab to maintain broad influence.	H	M	To strengthen the responsiveness of the state, specifically by helping to establish local and district councils and by strengthening the capacities of legitimate local authorities to deliver services.
Societal	Strong cultural norms and existing power networks work against efforts to expand political participation of women and combat marginalization.	M	H	The programme will seek to sensitize key influencers (traditional and religious leaders, politicians) on the value and importance of more representative government at the local and state levels.

Programme	Lack of donor coordination and alignment results in fractured and disconnected programming.	L	M	The EU will strive to work jointly with like-minded donors and enhance synergies with MS through implementation of the Team Europe Initiative on Governance and Security.
	Due to volatilities in the political and security context the programme is unable to adjust adequately to new realities.	L	M	Flexible programme design and continuous political and security contextual analysis shall allow for adaptation and scaling up/down of activities in line with the evolving context.
	A balancing of the EU portfolio to increase investments in subnational political and reconciliation initiatives could elicit accusations that the programme could undermine confidence in the federal structures or create competition between different levels of government.	L	M	The programme will pursue a balanced approach to supporting federal, regional and local authorities and offer opportunities for functional cooperation on political processes that build trust and promote dialogue and norms that can strengthen federalist structures and mitigate conflicts among the FGS, FMS and local communities.

Lessons Learnt:

- A decade of investments in macro-level governance programmes in Somalia have not resulted in a deepening and broadening of political settlements.
- In a fragile state, the shifting from elite bargains requires a concerted effort to a sustainable political dynamic based on inclusion and reduction of grievances. These processes require an incremental, flexible and locally responsive approach to maximize chances for success.
- Successful reconciliation should have tailored approaches that reflect the unique circumstances of each location, the recognition that Somali religious and cultural traditions must be part of the design, and an enhanced role of government to play a facilitative role.
- The ability to meaningfully advance the political participation of women, youth and marginalized communities requires a strategy that seeks to co-opt elders and other political elite as partners in the cause. Without their buy-in, these powerful networks can prove to be barriers to the goal.
- The repercussions of rushed elections, often undertaken to address urgent crises, are long-lasting and often reduce public confidence in the democratization process.
- A comparative study of local governance support highlighted the importance of contextual analysis; flexibility; timely and long-term support; and robust coordination between governance structures.

3.5 The Intervention Logic

The underlying intervention logic for this action is that by supporting political processes that expand participation and are built on consensual agreements, programming under inclusive governance will lead to increased legitimacy, durability of local and state governance structures, and support the realization of multiple SDGs.

The change to be achieved through this investment is three-pronged:

(i) advancing reconciliation across Somalia through durable settlements on key societal and political matters; (ii) increasing inclusive political participation at all levels and strengthen bottom-up democratisation; and (iii) strengthening the accountability and legitimacy of state institutions.

The Action posits that institutions that are broadly legitimate can serve to redress grievances and arbitrate conflicts; and reconciliation activities that are strategically tied to political settlements, including as regards electoral processes or local governance formation, are able to illustrate immediate benefits to communities; and women and marginalized communities will see their participation in political life boosted, thereby reducing opportunities for violent non-state actors such as Al Shabaab to exploit tensions to maintain influence.

All of the interventions proposed are based on evidences from evaluations of previous EU and other donor funded projects as well as the National Reconciliation Framework prepared by the Federal Ministry of Interior, Federalism and Reconciliation. The proposed strategies respond to the needs identified and have proven to be effective in Somalia. The logical framework matrix integrates input, outcome, impact indicators and corresponding assumptions which provide ideas on how to set, monitor and evaluate objectives. Cross-cutting issues are mainstreamed into the relevant indicators, including disaggregation of data by gender and displacement status (whenever possible).

Assumptions:
- Federal elections take place in 2021 that are broadly seen as legitimate and create the space for the FGS and FMS to move forward on critical state-building processes such as the further articulation of federalism, the finalisation of the Provisional Constitution and moving towards inclusive universal elections.
- The FGS with support from AMISOM and other international partners will be able to safeguard areas from any further Al Shabaab encroachment.
- The multilateral financial institutions will resume engagement with the FGS allowing for return to programming that builds revenue and PFM capacities.
- Donors are able to align approaches and principles in the inclusive governance sector.

3.6   Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.
- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Somalia is a more peaceful and stable country with a strengthened social contract between the state and the citizens.	1.Number of key state-building processes supported by the EU that result in durable political settlements (increased number of local district councils, increased political participation, articulation of federalism, fiscal federalism, resource sharing, responsibilities for security, allocation of powers, justice and corrections model, inclusive and fair universal elections) 2. Fragile States Index (FSI) 3. Mo Ibrahim Index (MII) on African Governance 4. Transparency International Corruption Perception Index (TII) 5. Global Peace Index (GPI) 6. Freedom House	1. 0 (2021) 2. FSI: (2021), Rank 2/179 3. MII: (2021), Rank 54/54 4. TII: (2020), Rank 179/180 5. GPI: (2021) Rank: 158/163 6. Freedom House: (2021), Rank: 7/1/6	1. 4 (2025) 2-6 Overall improvement on all indicators by the end of 2025	1. UN Security Council reports; UN Country Result reports 2. FSI: www.fundforpeace.org 3. MII: www.moibrahimfoundation.org/iiag 4. TII: www.transparency.org/research/cpi/overview 5. GPI: www.visionofhumanity.org/#/page/indexes/global-peace-index 6. Freedom House: https://rsf.org/en/ranking	*Not applicable*
Outcome 1	1. Reconciliation is advanced in targeted communities across Somalia through durable settlements on key	1.1 Number of processes supported that result in agreements that address outstanding political or social reconciliation conflicts	1.1 0 (2021)	1.1 3 (2025) 1.2 5000 (2025)	1.1; 1.2 Programme/project reports	The locations where reconciliation activities are needed are accessible to

	societal and political matters.	1.2 Number of individuals directly benefitting from EU supported interventions that specifically aim to support civilian post-conflict peace-building and/or conflict prevention (disaggregated by sex, age and if feasible migratory status)	1.2 0 (2021)			implementing partners.
Outcome 2	2. Inclusive political participation is increased at all levels and bottom-up democratization is strengthened.	2.1 Proportion of seats held by women in the federal parliament as a result of EU support 2.2 Proportion of seats held by women in the FMS parliaments as a result of EU support 2.3 Proportion of seats held by women in local governments as a result of EU support 2.4 Number of specific actions taken (such as quota systems or other similar measures) to address discriminatory practices and improve women's representation in parliament and government institutions and decision-making positions, at regional, national and local level (GAP III) 2.5 Number of government policies or legislation developed or revised with civil society organisation participation through EU support (EURF/GERF 2.28)	2.1 Federal 24% (both houses combined) 2.2 FMS assemblies (average) 9% (2021) 2.3 District level (TBD) 2.4 1 (2021) 2.5 0 (2021)	2.1 30% (2025) (both houses combined) 2.2 FMS assemblies (average) 20% 2.3 District level target to be determined 2.4 4 (2025) 2.5 5 (2025)	2.1-2.5 Programme/project reports; UN Security Council reports; UN Country Result reports	There is space for women and civil society to meaningfully engage in political processes.

Outcome 3	3. Accountability and legitimacy of state institutions are strengthened.	3.1 Percentage of citizens recognising an improvement of the capacity of the state to respond to the community's needs in areas benefiting from EU support (disaggregated by sex, age and migratory status)	3.1 0 (2021)	3.1 20% (2025)	3.1 Perception surveys	Capacity support will translate into improved capacity and accountability.
Output 1 related to Outcome 1	1.1 Reconciliation processes are expanded, taking due account of the National Reconciliation Framework.	1.1.1 Number of reconciliation processes supported that adhere to NRF principles	1.1.1 0 (2021)	1.1.1 7 (2025)	Programme/project reports	There will be a willingness by local actors to utilize the NRF approach.
Output 2 related to Outcome 1	1.2 Political dialogue mechanisms at national and sub-national level are strengthened to reach durable settlements and promote consensual decision-making processes.	1.2.1 Number of mechanisms that institutionalize or routinize consensual decision-making processes 1.2.2 Number of studies and analysis conducted 1.2.3 Number of technical experts deployed	1.2.1 - 0 (2021) 1.2.2 - 0 (2021) 1.2.3 - 0 (2021)	1.2.1 - 5 (2025) 1.2.2 - 5 (2025) 1.2.3 - 15 (2025)	Programme/project reports	The political and security context will allow for regular dialogue.
Output 1 related to Outcome 2	2.1 Inclusive and credible elections at local and federal level are supported.	2.1.1 Number of electoral processes supported 2.1.2. Number of electoral laws and other relevant regulations developed and revised	2.1.1 0 (2021) 2.1.2 0 (2021)	2.1.1 4 (2025) 2.1.2 3 (2025)	Programme/project reports	There will be direct elections in Puntland, Somaliland and a number of local districts.
Output 2 related to Outcome 2	2.2 The participation of women and youth in political processes and	2.2.1 Number of women and youth participating in political	2.2.1 0 (2021)	2.2.1 20% (2025)	Programme/project reports	Women and youth participation

	representation in elected office is enhanced and issue-based politics is promoted.	processes supported by the EU (disaggregated by sex and age)			in political processes has sufficient buy-in from power structures.
		2.2.2 Percentage of new officials elected that are women and youth in EU-supported elections (disaggregated by sex, age and displacement status)	2.2.2 0 (2021	2.2.2 20% (2025)	
		2.2.3 Number of women and youth wings of political parties and associations supported	2.2.3 0 (2021)	2.2.3 3 (2025)	
Output 3 related to Outcome 2	2.3 The capacities of civil society organisations are enhanced to promote inclusive political participation and social accountability.	2.3.1 Number of supported campaigns led by CSOs to promote inclusive political participation and social accountability	2.3.1 0 (2021)	2.3.1 10 (2025)	Project reports	There are existing CSOs in project locations interested and able to benefit from capacity support.
Output 1 related to Outcome 3	3.1 Inclusive local councils are established and strengthened to deliver services to citizens.	3.1.1 Number of local councils established with EU support.	3.1.1 0 (2021)	3.1.1 5 (2025)	Programme/project reports, Delegation monitoring	Local councils will have the ability to generate a minimum level of revenue to provide improved services.
Output 2 related to Outcome 3	3.2 The legal and technical capacities of the federal and federal member state parliaments, electoral	3.2.1 Number of legislative initiatives developed and revised with EU support	3.2.1 0 (2021)	3.2.1 4 (2025)	Programme/project reports	There is openness and willingness of political and state actors to

commissions and line ministries responsible for democratisation are enhanced.	3.2.2 Number of women caucuses supported in parliaments and state assemblies	3.2.2 0 (2021)	3.2.2 2 (2025)		take external technical advice and counsel into account when taking their decisions.
	3.2.3 Number of reforms and specific measures taken by the national parliament and parliamentary committees to implement existing gender equality and women's empowerment policy commitments on women's participation in decision-making (GAP III)	3.2.3 0 (2021)	3.2.3 4 (2025)		

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 72 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 Implementation of the Budget Support Component – 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[2].

4.4.1 Direct Management (Grants)

Grants: direct management

(a) Purpose of the grant(s)

The purpose of the intended grant(s) is to contribute to the expected results described in sections 3.1 and 3.2. Grant contracts are foreseen to cover selected activities under specific objectives/outcomes 1-3 and contribute to the following outputs: 1.1 advancing reconciliation; 2.1 supporting inclusive and credible elections; 2.2 advancing the participation of women and youth in political processes and representation in elected office; 2.3 promoting issue-based politics; 2.4 enhancing the capacities of civil society organisations to promote inclusive political participation and governance; 3.2 strengthening the capacities of the federal and federal member state parliaments, electoral commissions or relevant line ministries.

(b) Type of applicants targeted

NGOs or civil society consortia

4.4.2 Direct Management (Prize(s)) – N/A

4.4.3 Direct Management (Procurement)

The procurement for a service contract will be contributing to Specific Objective 1: Advance reconciliation across Somalia through durable settlements on key societal and political matters and Outcome 1.2: strengthened political dialogue mechanisms at national and sub-national level and institutionalisation of consensual decision-making processes as well as Specific Objective 2 and Outcome 2.1 on supporting inclusive elections.

Procurement under direct management is the preferred modality to pursue the above-mentioned objectives/outputs given the need to rely on a flexible and rapid mechanism to support political windows of opportunity and maintain the ability to scale up/down certain activities in order to react to an often-changing context.

---

[2] 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.

4.4.4.1 Indirect Management with an international organisation

A part of this action may be implemented in **indirect management with an international organisation**, which will be selected by the Commission's services using the following criteria: proven track-record in the area of election support in Somalia, operational capacity to operate in Somalia and proven ability to convene donors in this area. The implementation by this entity entails contributing to achieving Specific Objective 2 on increasing inclusive political participation and particularly Output 2.1: Supporting inclusive and credible elections at local and federal level.

4.4.4.2 Indirect Management with a third donor country

A part of this action may be implemented in **indirect management with a third donor country entity**, which will be selected by the Commission's services using the following criteria: proven track-record in implementing programmes in the area of reconciliation, democratisation and/or local governance in Somalia. The implementation by this entity entails contributing to achieving Specific Objective 1 and Output 1.1 on advancing reconciliation; Specific Objective 2 on increasing inclusive political participation and Output 2.1 on supporting local elections; Specific Objective 3 on strengthening accountability and legitimacy of state institutions and Output 3.1 on establishing inclusive local councils.

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

(a)   Changes from indirect to direct management mode

In case it is not possible to conclude an agreement with an international organisation or a third donor country entity as envisaged under sections 4.4.4.1 and 4.4.4.2, an alternative modality in direct management such as grants to non-governmental organisations to support the capacity building of state assemblies or to strengthen the focus on local democratisation processes will be considered.

(b)   Changes from direct to indirect management mode

The programme envisions direct management through procurement (4.4.3), service contracts being the preferred modality as under this particular output (political dialogue mechanisms and institutionalised decision-making processes) there is a need to have a flexible and rapid response mechanisms to respond to evolving political dynamics. In case the political and particularly security context would be such that private entities would not be able to effectively operate in the country, then an alternative modality to be considered would be indirect management with an international organisation, which will be selected by the Commission's services using the following criteria: proven track-record in the area of election support in Somalia, operational capacity to operate in Somalia and demonstrated ability to convene donors in this area.

4.5   Scope of geographical eligibility for procurement and grants

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

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

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
Specific Objective 1 – advance reconciliation through durable settlements on key societal and political matters	
Output 1.1: support to reconciliation composed of	**3 000 000**
Grants (direct management) – cf. section 4.4.1	*1 000 000*
Indirect management with third donor country agency - cf. section 4.4.4.2	*2 000 000*
Output 1.2: strengthened political dialogue mechanisms and institutionalisation of decision-making processes composed of	**3 000 000**
Procurement (direct management) – cf. section 4.4.3	*3 000 000*
Specific Objective 2 – Increase inclusive political participation at all levels and strengthen bottom-up democratisation	
Output 2.1: support to federal and local elections composed of	**8 000 000**
Indirect management with international organisation – cf. section 4.4.4.1	*4 000 000*
Indirect management with third donor country agency – cf. section 4.4.4.2	*3 000 000*
Procurement (direct management) – cf. section 4.4.3	*1 000 000*
Outputs 2.2: strengthened participation of women and youth in political processes; 2.3:increase of issue-based politics & 2.4: civil society capacity building	**4 000 000**
Grants (direct management) – cf. section 4.4.1	*4 000 000*
Specific Objective 3 – Strengthen accountability and legitimacy of state institutions	
Output 3.1. establishment of inclusive local councils composed of	**3 000 000**
Indirect management with third donor country agency – cf. section 4.4.4.2	*3 000 000*
Output 3.2: enhancing capacities of the parliament, state assemblies, electoral commissions and line ministries responsible for democratisation composed of	**3 000 000**
Grants (direct management) – cf. section 4.4.1	*3 000 000*
Grants – total envelope under section 4.4.1	***8 000 000***
Procurement – total envelope under section 4.4.3	***4 000 000***
Evaluation – cf. section 5.2 **Audit** – cf. section 5.3	will be covered by another Decision

Contingencies[3]	N.A.
Totals	**24 000 000**

4.7 Organisational Set-up and Responsibilities

Project-level steering committees will be constituted as a mechanism to monitor and review the progress of individual projects under this Action. Relevant stakeholders such as civil society organisations (incl. representatives from organisations representing women, youth and marginalised communities), local authorities, ministries, parliament and state assemblies as well as electoral commissions will be involved in the process. The Action will be implemented within the Mutual Accountability Framework established under the Inclusive Politics Working Group under the National Development Plan.

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.

4.8 Pre-conditions – N/A

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).

Roles and responsibilities for data collection, analysis and monitoring:

The projects resulting from this Action will incorporate baseline surveys to confirm/establish target values and interim surveys where deemed necessary/applicable. Support will be directed towards conducting perception surveys to establish baselines and targets and towards improving available data including on women representation at local council level (data currently not available).

The Commission may undertake additional project monitoring visits through its own staff, third party monitors or 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).

Studies will be carried out in the context of this action to inform implementation and aid evidence-based programming of EU funded inclusive politics interventions.

5.2 Evaluation

Having regard to the importance of the action, a mid-term and final evaluations will be carried out for this action or its components via independent consultants through a joint mission contracted by the Commission.

---

[3] Consider that contracts where no financing agreement is concluded, contingencies have to be covered by individual and legal commitments by 31 December of N+1.

A mid-term evaluation will be carried out for problem solving, learning purposes in particular respect to the objectives of the action.

A final evaluation will be carried out for accountability and learning purposes at various levels (including policy revision), taking into account in particular its contribution to the Somalia's Mutual Accountability Framework (MAF). Evaluations jointly with other contributing Member States in the framework of the TEI would be the preferred option and would be envisaged.

The Commission shall inform the implementing partner at least 14 days in advance of the dates envisaged for the evaluation missions. The implementing partners shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination[4]. 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 financing of the evaluation shall be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions 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. This obligation will continue to 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.

However, action documents for specific sector programmes are no longer required to include a provision for communication and visibility 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.

---

[4] See best practice of evaluation dissemination

Appendix 1 REPORTING IN OPSYS

An Intervention[5] (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

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

> *Please delete this box before submitting the document*
> 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 is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).
> - ➢ Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.
> - ➢ In the case of 'Group of actions' level, add references to the present action and other action concerning the same Primary Intervention.
> - ➢ In the case of 'Contract level', add the reference to the corresponding budgetary items in point 4.6, Indicative Budget.

The present Action identifies as <delete the options that are not applicable to the Action>;

Action level		
☐	Single action	Present action: all contracts in the present action
Group of actions level		
☐	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
Contract level		
☐	Single Contract 1	<foreseen individual legal commitment (or contract)>
☐	Single Contract 2	<foreseen individual legal commitment (or contract)>
	(…)	
☐	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>

---

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