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ANNEX 9

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of
Sub-Saharan Africa 2024-2025

Action Document for Strengthening African-European museum partnerships

MULTIANNUAL PLAN

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Strengthening African-European museum partnerships OPSYS number: ACT-62354 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Sub-Saharan Africa.
4. Programming document	Multi-annual Indicative Programme (MIP) for Sub-Saharan Africa 2021-2027
5. Link with relevant MIP(s) objectives / expected results	Priority Area 2: Governance, Peace and Security, Culture Specific objective 3: Enhance cultural co-creation and intercultural dialogue between the EU and Africa and among African countries and facilitate greater cooperation to protect and promote cultural heritage. Result 3.1: EU-Africa and intra-Africa cultural cooperation is strengthened, and intercultural dialogue and the cultural diversity are promoted across the continent. Result 3.2: African cultural heritage is protected and promoted, becoming a vector for social cohesion, stability, cultural tourism, jobs and sustainable growth.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	160 Other Social Infrastructure & Services
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): SDG 17 International partnerships for development Other significant SDGs (up to 9) and where appropriate, targets: SDG 4 Quality education, SDG 5 Gender equality,

	SDG 8 Decent employment, SDG 10 Reduction of inequalities, SDG 11 Sustainable cities and communities, SDG 16 Peace and justice.				
8 a) DAC code(s)	16061 Culture and recreation – 70 % 16015 Social services (including youth development and women + children) - 30%				
8 b) Main Delivery Channel	Consortium EU Member State Agencies - 11004				
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance				
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective	
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	RIO Convention markers	Not targeted	Significant objective	Principal objective	
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	11. Internal markers and Tags	Policy objectives	Not targeted	Significant objective	Principal objective
		Digitalisation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
digital connectivity		YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	/	
digital governance		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
digital entrepreneurship	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>			

	digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Connectivity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES	NO	
	energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	health	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	education and research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): <ul style="list-style-type: none"> 14.020120: EUR 5 250 000 14.020121: EUR 5 250 000 14.020122: EUR 4 500 000 Total estimated cost: EUR 19 900 000 Total amount of EU budget contribution: EUR 19 900 000 The Commission will be entrusted with the responsibility of managing the contribution for an amount of EUR 4 900 000 transferred by Belgium (EUR 400 000), France (EUR 2 000 000), Germany (EUR 2 000 000) and The Netherlands (EUR 500 000) after the signature of the corresponding transfer agreement, in accordance with the procedures applicable to the EU budget. ¹			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct Management through: <ul style="list-style-type: none"> procurement Indirect management with Expertise France and Goethe Institut.			

1.2 Summary of the Action

Culture plays an important role in strengthening the partnership between Africa and the European Union and promoting values and practices like mutual learning, dialogue, and respect, and provides multi-faceted opportunities as a strategic component of the relations between the two continents. Furthermore, it has a positive effect as enabler and driver of socio-economic development and community engagement. Empowering the cultural and creative industries contributes to bring the two continents closer together. The sector generates an estimated EUR 4 billion in revenue across Africa and has a growth rate that outpaces other sectors on the continent. Worldwide, it is the sector that creates jobs for the largest number of young people under the age of 30 and in return promotes the emergence of national and regional value chains.²

Africa-EU relations in this field are affected, among other factors, by the colonial past and the impacts it has until today. This becomes visible in the current debate on restitution of cultural goods. The historical context in which museum collections were built both in Europe and in Africa requires full transparency and inclusive access, a

¹ Of which EUR 4 650 000 000 will be made available for the project and EUR 250 000 will be for administrative fees

pressing demand especially from younger generations. While museums have an important role to play as promoters of intercultural dialogue, respect, equality and tolerance, enhancing mutual understanding, promoting cultural diversity, human rights, and peaceful societies, African and European museums are in this context highly influential, symbolic and visible actors in the debates about the past and future relations between the two continents.

Strengthening partnerships, building trust and joint initiatives among African and European museums is therefore important. It also is a field of innovation through the development of new models of cooperation and new narratives between the two continents. Strong partnerships allow to jointly face shared challenges, such as climate change, and harness opportunities, such as digital technology for the preservation and promotion of cultural heritage. Museums as spaces of societal reflexion and projection can provide the opportunity for engagement in intercultural dialogue, specifically around cultural objects and museum collections. Increased cooperation also provides opportunities for larger inclusivity in access to cultural heritage. Therefore, specific areas of attention are activities to promote the inclusion and participation of young people in all their diversity, as well as women² and people with disabilities. In this respect, culture is a powerful lever for achieving gender equality and building more sustainable and inclusive societies. Rebalancing gender inequalities in cultural life has the power to tip the scales in favour of a more sustainable future for all.³

In this context, the recent large-scale meeting of African and European museum directors in Dakar 2023 shows that there are promising new bottom-up dynamics and co-ownership of stakeholders to set-up a sustainable partnership between African and European museums, as important spaces for dialogue and learning, equality, and drivers of urban socio-economic development. This Action is designed as the contribution by the European Union, together with Member States, to a promising dynamic created by museum professionals from the two continents in a Team Europe approach building on shared priorities.

Working on the strengthening of African-European museum partnerships has the potential to transform relations in at least the following dimensions:

- The action will enhance exchange of knowledge and ideas and build a platform for mutual understanding and joint learning about the current challenges of the museum world like accessibility, inclusiveness, diversity and sustainability.⁴ It will provide opportunities to closer connect tangible and intangible heritage to shape new museum concepts on both continents and will help build more diversified, inclusive, sustainable and resilient economies.
- The action will strengthen the partnership between Africa and Europe in protecting and promoting cultural heritage and cultural diversity, e.g. through the development of common practices and standards for conservation, digitization and circulation of artefacts for the benefit of citizens on both continents. This action will foster a sense of interconnected cultural identity, entangled heritage, shared values, and ethics among a broader public and contribute to new Africa-EU narratives, positively transforming fundamental aspects of EU-Africa relations.
- Museums, in their role as public spaces of promotion of cultural heritage as well as cultural centres for the general public, act as drivers of socio-economic development, e.g. urban/regional development and tourism, in Africa and in Europe. The action will be the stepping stone to scale the potential of value chains in the cultural and creative industries, such as cultural tourism; it will strengthen links between public and private sector as well as philanthropy that is playing a large role in the sector, but not yet in Africa-EU cooperation; it will connect with EU financial instruments (including CreatiFI) to embed the action in the Global Gateway context, e.g. through complementary infrastructure, digital and urban rehabilitation actions.

The action will bring added value by creating a set-up that goes beyond traditional actors, networks and bilateral exchanges. The recent large-scale meeting of African and European museum directors in Dakar 2023 as well as

² The relationships between gender equality and heritage still suffers from a lack of visibility and understanding among new heritage policy makers. Source: GENDER PERSPECTIVES ON CULTURAL HERITAGE AND MUSEUM

³ Source: UNESCO Tracker n°18 | Cutting Edge | Re-balancing the scales: gender equality in cultural life

other initiatives of EU member states and intra-African cooperation show the potential of new bottom-up dynamics and co-ownership of stakeholders to set-up a sustainable partnership in the field of museum cooperation. The initiative will build on these positive dynamics and further enhance partnerships. Moreover, it will launch opportunities from museums' hinge position for harnessing the full economic and social value of heritage.

1.3 Zone benefitting from the Action

The Action shall be carried out in Sub-Saharan countries, all included in the list of ODA recipients.

2 RATIONALE

2.1 Context

At the 6th EU-African Union Summit in February 2022, leaders underlined the need to “facilitate cultural exchanges and the movement of artists and artworks between our two continents and encourage mutual undertaking for the restitution of cultural assets and promote access to and protection of cultural heritage.”⁴ The AU declaration “Agenda 2063: The Africa We Want” ascertains the fact that culture can be a source of pride and inspiration for young people, and a driver of jobs and growth, as also reflected by the declaration of 2021 as the AU Year of the Arts, Culture and Heritage. Moreover, the Action seeks to respond to the growing interest of African and European citizens for cultural exchanges and reflections about memory and history. It will also consider possible synergies with Flagship Projects of the AU’s Agenda 2063 such as the Great African Museum.

From the EU perspective, the Action contributes to the geopolitical priority of a Stronger Europe in the World, notably by strengthening the partnership between Africa and Europe via a cultural relations approach, in line with the Joint Vision for 2030⁵ agreed at the Sixth EU-African Union Summit, the goals of the Joint Communication “Towards an EU strategy for international cultural relations”⁶, the European Consensus for Development⁷, the New European Agenda for Culture⁸ and the EU work plan for Culture (2023-2026)⁹. By increasing connections and stepping-up EU-Africa cultural exchange as well as by building links with complementary actions on infrastructure (e.g. urban development) and tourism value chains, the Action will contribute to strengthening the people-to-people connections between Europe and its partners as stated in the Global Gateway joint communication (2021). Through its focus on gender equality and youth participation and empowerment, the Action will also bring its contribution to the implementation of the EU Gender and Youth Action Plans. Moreover, work on cultural heritage is in line with the 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions and the priorities set out in the 2022 UNESCO Mondiacult Conference. More concretely, the programme will be implemented in line with the EU Approach to Cultural Heritage in conflicts and crises¹⁰ as well as the EU action plan against trafficking in cultural goods.¹¹ It will create links with actions and initiatives under the above-mentioned policy strands, for example projects such as the Common European Dataspace for Cultural Heritage, Europeana, the Cultural Heritage Cloud, projects under Creative Europe and other relevant initiatives of the EU and Member States. It is also aligned with the ‘EU Action Plan on Human Rights and Democracy 2020-2024’ ‘New Technologies: harnessing opportunities and addressing challenges’.

⁴ https://www.consilium.europa.eu/media/54412/final_declaration-en.pdf, p.3

⁵ [Sixth European Union - African Union Summit: A Joint Vision for 2030](#), 2022

⁶ Joint [Communication](#) to the European Parliament and the Council “Towards a EU strategy for international cultural relations” (2016). This documents proposes in particular 3 main work streams to advance international cultural relations with partner countries: 1) supporting culture an engine for sustainable social and economic development; 2) promoting culture and intercultural dialogue for peaceful intercommunity relations; 3) reinforcing cooperation on cultural heritage.

⁷ [The European Consensus for Development](#). Paragraph 35 (p.14) acknowledges that “Culture is both an enabler and an important component of development and may facilitate social inclusion, freedom of expression, identity building, civil empowerment and conflict prevention while strengthening economic growth”. On this basis, the European Consensus advocates that the EU and its Member States will “promote intercultural dialogue and cooperation and cultural diversity, and will protect cultural heritage, boost the cultural and creative industries and will support cultural policies where these would help achieve sustainable development, while taking local circumstances into account”.

⁸ A New European Agenda for Culture - SWD(2018) 267 final

⁹ Council Resolution on the EU Work Plan for Culture 2023–2026 2022/C 466/01

¹⁰ Council Conclusions on EU Approach to Cultural Heritage in conflicts and crises, 9837/21

¹¹ EU Action Plan against Trafficking in Cultural Goods, COM/2022/800 final

The Action will contribute to the realization of the EU Gender Action Plan 2021-2025 GAP III, in particular to its thematic area of engagement “Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation”, “promoting economic and social rights and empowering girls and women” and “promoting equal participation and leadership”.

Strengthened cultural relations with Africa provide the EU with a unique comparative advantage for promoting and defending universal rules and values, opening the space for civil society and local stakeholders and supporting democratisation, good governance and more peaceful societies. As acknowledged by the EU’s proposal towards a Comprehensive Strategy with Africa, “Stronger political, economic and cultural ties between Europe and Africa are crucial in a multipolar world”, noting that “stepping up cooperation in the cultural sector holds great potential for job creation and closer people-to-people contacts.”¹²

Within the field of cultural diplomacy and cooperation, African cultural heritage has received increasing attention in past years. Several African and European countries initiated bilateral dialogue and prepared legislation to facilitate access and return cultural heritage to the countries of origin. The Dakar Declaration, for example, outlines the common priorities of stakeholders, centred on the role of the museum in the 21st century CE, its form in the digital age, and its relevance to young generations as shared priorities among African and European partners.

Museums meeting in Berlin decided to organize a meeting of African and European museum directors in Dakar in 2023 with the view to set up a sustainable network that would implement an ambitious long-term multilateral partnership program among museums. A three-day workshop was held in Dakar (April 2023) to foster interaction between 60 museum directors, from 28 African and 12 European countries. The Senegalese Museum of Black Civilizations hosted the workshop, with funding from Netherlands, Germany and France.

Key questions of the two meetings were the following:

- What types of museums are needed in Africa and Europe?
- What kind of heritage and how to preserve it for the future?
- How to engage with stakeholders and develop new audiences?
- How to encourage young people and local communities to engage ?
- How to link heritage with contemporary art?

2.2 Problem Analysis

Surveys and consultations in the museums sector have highlighted the challenges and needs of African museums, such as a widespread lack of essential operational resources, inadequate infrastructure and a shortage of well-trained staff. Some of the latter are shared challenges also affecting European museums. Other common problems identified include limited engagement with audiences, especially youth in our digital age; inadequate capacity to preserve, conserve and promote cultural heritage; insufficient digitisation of cultural assets; limited exchange of exhibitions and cooperation on touring exhibitions; lack of progress in developing shared narratives between Africa and Europe; and scarce resources for intra-African cooperation and Africa-Europe cooperation. Addressing these challenges is crucial for the development and enrichment of the museum experience and cultural preservation on both continents. There is a strong emphasis on the need for collaborative learning between African and European actors, as well as a crucial dialogue on the evolving social, educational and political functions of museums. This is particularly pertinent given the significant changes that have taken place in these areas in recent decades, with an increased emphasis on accessibility, diversity, sustainability and enhanced community engagement playing a crucial role in shaping innovative museum approaches in Africa and in Europe.

In this respect, the Action aims to enhance the exchange of knowledge, ideas and good practices, and to provide a platform for mutual understanding, professional cooperation and joint learning on current challenges facing museums, such as preserving and exhibiting collections, encouraging contemporary creation, ensuring accessibility, fostering inclusivity, embracing diversity and upholding sustainability. It will provide opportunities to link tangible and intangible heritage more closely in order to shape new museum concepts in Africa and in Europe. By doing so, it will strengthen the role of the EU as reliable partner in the protection and promotion of

¹²[Joint Communication to the European Parliament and the Council “Towards a comprehensive Strategy with Africa”](#) (2020), p.2

cultural heritage and cultural diversity for the benefit of citizens on both continents. The action will foster a sense of interconnected cultural identity, entangled heritage, shared values and ethics both among culture practitioners and a wider public and contribute to new Africa-EU narratives, thereby positively transforming fundamental aspects of EU-Africa relations. Furthermore, in their role as public spaces of promotion of cultural heritage as well as cultural centres for the general public, museums act as drivers of socio-economic development through, among others, urban/regional development and tourism. The action will thus be a stepping stone for scaling up the potential of value chains in the cultural and creative industries.

Stakeholders at the Dakar Conference 2023 noted that there are limited platforms for African museum directors to cooperate among themselves and with European museums. Broader connections and knowledge and resource sharing to mutualise efforts are missing between regions. There is therefore a need to encourage and empower partnerships within and across both continents and language barriers with a human-centred approach. The Dakar workshop identified the following priorities: to conduct collaborative research on collections, to facilitate access to African heritage kept both inside and outside the African continent and to support new conservation practices and facilities' development. Although not explicitly on the agenda, restitution was in the background of exchanges among participants as it has furthered the need to exchange and share expertise and explore new ways of cooperation between African and European museums, to strengthen network opportunities, and to develop regional projects and networks among African museum professionals.

A specific stakeholder analysis conducted in the context of the Dakar workshop on the participating museums' expertise, needs, collections, facilities and existing partnerships, underlined the following: European museums stressed the need for African museum curators and for researchers to collaborate for documenting collections in European museums, conduct collaborative provenance research and renew knowledge on collections. They expressed their strong interest in more dialogue and joint learning with African colleagues. African museums indicated that the core of the initiative ought to be African collaboration. They signalled a general lack of operational means, poor infrastructure, inadequate facilities and trained staff. On the latter, they stressed that joint learning should take place in Africa. They also expressed the need to discuss the social, educational and political roles of museums which have profoundly changed in the last decades since aspects such as accessibility, diversity and sustainability as well as a better involvement of local communities, particularly in the promotion of fundamental values and improving gender equality, is key towards new museum concepts on both continents.

The most important challenges of museums in the African continent relate to the acute lack of operational means, both in terms of staff and infrastructure human resources. On the side of the European partners, there is a noticeable shortage of expertise from source communities and African expertise to conduct provenance research and insufficient resources to develop adequate partnerships with African institutions. Enhanced partnerships will thus be mutually beneficial.

Identified problems include:

- Limited engagement with audiences, notably youth in the digital age
- Limited capacities for preservation, conservation and promotion of cultural heritage
- Limited digitalisation of cultural heritage
- Limited exchanges of exhibitions and work on joint travelling exhibitions
- Limited work on shared new narratives between Africa and Europe
- Limited resources to engage in cooperation inside Africa and between Africa and Europe

To react to the problem analysis, the following needs to strengthen cooperation between African and European museums were identified:

- Establishing an inclusive sustainable museum network aiming at empowerment in training, exchange of expertise and multilateral collaboration between peers beyond regions and beyond language barriers.
- Cooperation and joint learning on both sides, African and European, needs to address museum professionals, communities and the wider public as well as specific groups like customs officers.
- Training is necessary to pool resources and, to do this, to identify places and expertise on both continents that can develop training courses (including gender sensitive training) and networks. The latter needs to be adapted to local realities and resources rather than trying to follow abstract standards. Training workshops on collections, in situ, are proven to be the most beneficial.
- Engaging with society, with both audiences and stakeholders. This entails:

- Rethinking and redefining the role of museums so that they are relevant to the challenges faced especially by youth in Africa and in Europe as well as by African diasporas in Europe and source communities in Africa;
- Changing narratives both in Africa and Europe;
- Increasing the role of contemporary arts and design, including performances and music as intangible elements of cultural heritage and contemporary creativity.

Preserving and rethinking the use of collections:

- Developing new conservation standards sustainable in terms of finance and environment, building on the cultural knowledge of communities concerned;
- Developing storage infrastructure and facilities;
- Sustaining acquisition policies for contemporary art to open spaces of symbolic interaction between past, present and future (“tomorrow’s heritage is what we create today”);
- Defining research strategies from an African perspective, conducting research in Africa and securing funding for research.

Making collections publicly accessible through digitization:

- Completing inventories, considering the serious problems existing today with many geographical misattributions, inexactness provenance location, etc in both Europe and Africa;
- Revisiting interpretation through provenance research including collaborative field research and work with the communities concerned;
- Standardizing photography and digitization;
- Development of a database system: mutualize efforts & resources for global accessibility;
- Developing digital inclusive communication, outreach and educational programs of joint learning. This is essential to reach the youth and young museum professionals in order to play an increasing role in society and to work on the museum of the future.

The needs’ analysis above suggests a people-to-people approach, based on a solid network. The work on new narratives fostering dialogue among museums and young people (including women in all their diversity and people with disabilities), but also for cooperation between the neighbouring African and European continents will be at the heart of the endeavour.

Engaging better with society also suggests tapping into museums’ unique position to drive attention and contribute to opportunities of cultural entrepreneurship, access to new and fair income sources by their stakeholder communities. These opportunities are in motion by democratization of technology and connectivity, increased demand from peripheries for cultural goods and services by urban displaced consumers or digital nomads (including disability-inclusive infrastructure and materials to improve learning outcomes for students with disabilities). Museums should adapt their programmes to their communities’ future needs (e.g. by including in programmes workshops or scholarships on management of heritage-driven businesses with innovative digital technologies, NFTs for fair trade of heritage, tailor-made art objects and performative arts fit for streaming, Virtual Reality/ Augmented Reality).

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

Beneficiaries will include:

- **Schools:** To fulfil museums’ social and educational role, schools are an important target of outreach programs. In some cases, they represent the biggest visitor group (e.g. National Museum of Tanzania, 77%). Partner museums have a rich array of examples to share with their peers in terms of engagement with pupils: performing arts, film screenings, fashion shows, storytelling sessions, gender sensitive training, workshops with artists, etc., and also “mobile museums” where the museum goes to schools and neighbourhoods, including in areas outside the capital and with the involvement of the communities, including the older generation and with special attention to women and people living in vulnerable conditions groups like children, indigenous communities, migrants, or persons with disabilities.
- **Youth:** Beyond the school programs, special attention will be given to youth in a broader sense. Youth participation and empowerment activities in line with the spirit of the Youth Action Plan in EU External Action will be included in the action. This requests a deep understanding of their perspectives and practices, a

determination to increase their voices and leadership and an eagerness to facilitate the network and exchanges amongst peers in the continent and in Europe. The younger generations will be targeted in order to meet contemporary challenges and to share with future generations a spirit of mutual trust and respect, to heighten their voice and leadership, to develop a deeper understanding of diverse perspectives and practices and to foster opportunities for them to network and exchange with their peers in Africa and Europe. Museums should become places of dynamic inspiration and creativity, providing young people with the skills and tools they need to thrive. The digital tools significantly broaden the potential to connect youth from both continents.

- **Audiences:** The work on narratives will be audience centred. It includes questioning the role of museums today, ethnography, the balance between national and ethnicities' contexts, archaeological and indigenous narratives inclusion, interdisciplinary approaches, etc. Noting the complexity of diverse audiences, a joint analysis will guide audience development along the lines of shifting narratives. Exhibitions (travelling and digital) will aim at empowering visitors and diverse audience segments by adopting inclusive approaches, including dialogue, co-curation, outreach, educational programs etc., in which the visitors' fields of knowledge and expertise are acknowledged and as far as possible included in the narrative.
- **Collection's source communities and diaspora** will benefit from the action at societal level, beyond those directly targeted by certain activities.
- **Overall population/society:** with special attention to women and people living in vulnerable conditions groups like children, youth, indigenous communities, migrants, or persons with disabilities. The nature of the partners – cultural and heritage institutions – make them intrinsically rooted in their respective countries while contributing to a regional ecosystem that involves both audience and markets. As far as the societal value is concerned, museums are places that promote intercultural understanding and motivate interpretation of the world and of contemporary challenges such as global warming or urban development. Cultural heritage transgresses national boundaries, connecting communities and people, ultimately contributing to improving social cohesion and dialogue. As far as the market value is concerned, the present initiative can generate economies of scale along the value chain (from production to distribution) and thus fulfil their jobs and sustainable growth potential. The digital transformation reinforces this dynamic by changing dissemination and consumption patterns and offering new opportunities.

Apart from the African and European museums present at the Dakar conference – as an emerging network open to enlargement from interested museum actors that were not yet engaged in the process – the following stakeholders can be identified:

- **Ministries of Culture, Education, Tourism, Foreign Affairs, Customs**
Dialogue with political actors is key to facilitate understanding and informed decision making, ensure support, steer commitment, acquire funding and institutional autonomy and facilitate administrative processes. Contemporary debates like the one on restitution are political and bilateral. They reveal in any case the importance to exchange expertise between African and European museums, and the need to strengthen network opportunities and to develop regional projects among African museum professionals.
- **African Union and sub-regional entities**
The impulse set by the establishment of the network may create a momentum and steer interest and support from regional and sub regional institutions. The AU has made culture one of its Agenda 2063 priorities. Some sub regional groups like ECOWAS are active in the field of heritage and may be interested in getting involved in the creation of regional hubs and laboratories.
- **UNESCO**
UNESCO is a key international player with a global mandate on culture, setting international standards and legislation relevant to the action. It is also active at national and regional levels. UNESCO could thus be a valuable partner providing expertise and experience on the technical level for certain activities. Its network, expertise and political support could strengthen the network establishment and operations and provide lessons, experience and synergies, e.g. on museums and collections in danger.
- **International Council of Museums (ICOM)**

Created in 1946 is the largest international network of museums and museum professionals. Their expertise could be mobilized to implement the current project. ICOM has 22 National Committees in Africa, grouped within the ICOM Regional Alliance of Africa Countries. Most museums members of the Network are also members of ICOM. This will facilitate the complementarity of the actions.

- **International Council of African Museums (AFRICOM)**

AFRICOM is a non-governmental, autonomous and pan-African organization of museums (NGO) created in 1999 in Lusaka, Zambia. It seeks to contribute to the positive development of African societies by encouraging the role of museums as generators of culture and as agents of cultural cohesion. AFRICOM promotes the development of museums and museum-related institutions in Africa in the context of global development, while strengthening collaboration and cooperation among museums and museum professionals in Africa about training, highlighting the heritage and fighting against the illicit traffic of African heritage.

- **The Network of European Museum Organisations (NEMO)**

Founded in 1992 as an independent network of national museum organisations representing the museum community of the member states of the Council of Europe, it became the EU's main interlocutor on museum-related matters both at policy and programme levels. It has been supported through the Creative Europe programme. NEMO's members speak for more than 30,000 museums in 40 countries across Europe. NEMO is a pool of resources and practice for Europe's community of professionals promoting and advocating for the sector, sharing information, networking, training and collaborating on joint projects.

- **International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)**

ICCROM is an intergovernmental organization working in service to its Member States to promote the conservation of all forms of cultural heritage in every region of the world. ICCROM develops innovative training programmes, research and information activities, international, interregional and interdisciplinary cooperation programmes in all fields of tangible and intangible cultural heritage, including museums.

- **Private funders**

Fundraising and the development of public-private partnerships is one of the challenges museums face to ensure financial stability and sustainability, in both continents. Private funders' dynamism in the cultural and heritage sector is shown by the presence in multiple projects. Companies and Foundations, from the telecoms and internet sector to the agricultural and automotive industries are active in both continents and could be approached to ensure additional funding and complementarity with ongoing initiatives.

- **European Union National Institutes for Culture (EUNIC)**

The network has 38 members from EU Member States and associated countries and is a strategic partner of the EU in its cultural relations strategy¹³. EUNIC clusters are active on the African continent. In certain countries, they implement EU funded projects, in collaboration with EU Delegations, in some cases also with topics relevant to museums and heritage. EUNIC could be facilitating certain activities where they have a presence paired with expertise and experience.

- **African training centres**

Institutions like the École du Patrimoine Africain in Porto-Novo as well as some national training institutions are resourceful at professional, research and training levels on the African continent. They could be involved in the preparation and implementation of the training workshops and workcamps in the different regions in Africa with participants from all regions, including partners from Europe. They could also complement the implementation of the staff exchange programme between museums. The establishment of regional restoration centres and laboratories centres is to be complementary to already established centres and network programs and create synergies with them. The African-European MuseumsLab, hosted by Germany, is also an important actor in the field of joint learning.

- **Universities and research centres both in Africa and Europe**

Universities have an essential role to play providing training and learning in specific areas related with museology, conservation and restoration of cultural heritage, for instance. To create synergies and partnerships between different universities and research centres as well as joint courses could also be a possibility.

¹³ "Towards an EU strategy for international cultural relations" (2016), Council Conclusions on an "EU strategic approach to international cultural relations" (2019).

- International Development Finance Club (IDFC)

At the Dakar conference, the Chief Executive Officer of the Agence Française de Développement and Chairman of the IDFC proposed to take the need for financing of museum infrastructure to the level of regional and national development banks. These should interact bilaterally with countries formulating infrastructure needs in their museum sectors.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to strengthen cultural and socio-economic relations between Africa and Europe.

The Specific Objectives of this action are to:

1. Enhance cooperation and exchange among Africa and Europe to protect, promote and provide access to cultural heritage and its relation to contemporary arts within a framework of more financially secure and audience-focussed cultural institutions
2. Enhance intercultural dialogue, contributing to new Africa-EU narratives positively transforming fundamental aspects of EU-Africa relations, especially with regard to mutual understanding among museum actors and audiences in Africa and Europe.

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

- 1.1 contributing to Outcome 1 (or Specific Objective 1): Cooperation and exchange on protection, promotion and socio-economic potential of cultural heritage and arts among African and European actors is strengthened.
- 1.2 contributing to Outcome 1 (or Specific Objective 1): Sustainable partnerships among diverse stakeholders are in place to leverage the impact of the action.
- 2.1 contributing to Outcome 2 (or Specific Objective 2): Access to and valorisation of African and European heritage and arts to a broader, diverse audience, in particular young persons, is enhanced.

3.2 Indicative Activities

Activities relating to Output 1.1

- Indicative activities: joint exhibitions in various formats (incl. travelling exhibitions, digital exhibitions), establishment and update of inventories and databases on cultural heritage, knowledge sharing e.g. through joint learning, staff exchanges; cooperation on the green and digital twin transition, including disaster risk reduction, conservation, protection and safeguarding in crisis and fragile situations, gender equality, democratization of technology and connectivity, opportunities for cultural entrepreneurship and access to new income sources by their stakeholder communities.

Activities relating to Output 1.2

- Indicative activities: create an enabling environment to scale-up museum partnerships based on common norms and principles through peer-learning, exchange and policy dialogue activities, notably by (1) fostering the creation of solid, inclusive networks among African and European museum professionals, integrating gender-sensitive response (2) facilitating new partnerships with development banks, private sector and with philanthropy; (3) nurturing partnerships with civil society, youth organisations and cultural organisations from diverse backgrounds.

Activities relating to Output 2.1:

- Indicative activities: audience development with specific focus on audience segments considered to be the most distant from cultural places and cultural content; educational and outreach activities, including with schools, women, girls and youth to promote access to cultural heritage; development of youth participation mechanisms; exchange and intercultural dialogue activities linked to heritage; strengthen partnerships with educational institutions and ministries of education.

Activities will pay attention to safeguarding gender balanced participation of citizens of all ages, thus ensuring that perspectives and experiences of women and men, as well as girls and boys are included.¹⁴

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 (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 the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that special attention will be given to gender equality in participation. It will be considered in terms of target groups, gender representation in all working groups, regional networks, joint exhibition teams, professionals participating in training, researchers' grants, etc. Women and girls and people with disabilities will be given particular attention when undertaking audience analysis and audience engagement, with a critical position in the change of narratives and mindsets. Secondly, gender equality may be portrayed in different ways as the thematic focus of certain exhibitions, like, for example, the role of women in independence movements.

Attention will be given to mainstreaming the gender perspective during the execution of the Calls for CSO proposals and their evaluations, and when establishing project and monitoring teams. Specific attention will be placed on ensuring a gender balance participation at output level, ensuring women's and men's equal participation to events, forums, structured dialogues etc. Gender data will be collected in order to track progress and identify potential hubs for unconscious gender bias.

Human Rights

Human rights-based approach principles apply to the whole intervention: meaningful and inclusive participation and access to decision-making (e.g. role of source communities); non-discrimination and equality (e.g. Network members, professionals and audience); accountability and rule of law for all (e.g. role of museums); and transparency and access to information supported by disaggregated data (e.g. audience analysis and engagement). The present action is guided by the Human Rights Council Resolution on the Cultural rights and the protection of cultural heritage¹⁵ (2016).

In the long-term, the action contributes to removing barriers to and creating better enabling environment to advance rights-based systems across the rights-holders. Human rights, democracy and the rule of law, as well as a gender responsive approach, will remain at the heart of the EU's response. The action will be taken into account the

¹⁴ Source: SUB-SAHARAN AFRICA MULTI-ANNUAL INDICATIVE PROGRAMME 2021-2027 MIP

¹⁵ <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G16/227/55/PDF/G1622755.pdf?OpenElement>

principles of non-discrimination, meaningful participation, transparency, accountability and respect to all human rights.

In today's rapidly advancing technological landscape, it is critical that human rights considerations are at the forefront of technological development. Women's involvement in technology can help to ensure that these considerations are taken into account, leading to more equitable and just outcomes for all. Therefore, it is not just a matter of gender diversity, but a matter of human rights to encourage and support women's participation in technology development.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that disability might be addressed during project implementation but does not constitute a significant objective of the Action. Article 4 of the Convention on the Rights of Persons with Disabilities (CRPD) requires governments to include persons with disabilities and their representative organisations in policy planning. The Action will be in line with the EU Strategy for the Rights of Persons with Disabilities 2021-2030, and the EU Guidance Note Disability inclusion in EU external action.

Digital innovation and technology should be incorporated in new education priorities to build innovative teaching and learning approaches that expand access to online learning resources to all children, including the most disadvantaged and vulnerable. Where possible, the intervention logic should ensure that, as rights holders, persons with disabilities are considered across all levels of results chain (impact, outcomes, outputs, and activities) and in the specific context.

Reduction of inequalities

As a continental project with limited budget, this Action has to be labelled I-0, even if certain aspects play a role in reducing inequalities on a global level. For example, indigenous peoples' rights are of particular importance to the Action and its focus on change of narratives. Indeed, they are the core of the provenance research process. The research protocols and ethics to be developed will be based on the perspectives of the local and indigenous community engagement in research that relate to them and their story and objects. Additionally, conservation knowledge of indigenous communities is to become part of professional practices. Finally, these communities are one of the particular target groups for the audience analysis and development axis.

Democracy

Participation is fundamental for democracy. By reaching out to new audiences, this Action sets out to strengthen museums as spaces for societal reflection and projection, particularly for young people.

Conflict sensitivity, peace and resilience

Cultural heritage in conflict and crisis situations is an important international topic, in which the EU is actively engaged. This Action will include the issue of CH in CC in its activities and strengthen the EU's efforts to mitigate the destructive effects of loss of heritage on societies and humanity.

Disaster Risk Reduction

Activities related to protection of cultural heritage contain a disaster risk reduction component. In this Action, it is the case, for instance, by establishing and/or digitalizing inventories.

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
Governance (people and organisation)	Dilution of capacity building efforts among a large number of countries and individual beneficiaries, without sustainable impact.	Medium	Medium	The iterative and inclusive process of creating an African-European Museums' Network was induced by museum professionals themselves. It is as such already an attempt to overcome this risk by pooling efforts and resources. Regional networks would be, together with the travelling exhibition projects and teams, the pillars of the Network. Collaborations will set up workshops, workcamps, staff exchanges and thematic working groups as spaces of joint learning. The selection of professionals benefitting will be based on a required and specific skillset in the different areas of expertise. The Steering Committee ensures the overall management and coordination with the support of a project team. The development of proximity, agile and thrustable internal communication channels is key in ensuring the solidity and efficiency of the Network. A specific focus on women, people living in remote areas, disadvantaged and marginalized communities, including refugees, disabled people and unemployed people, is encouraged through a dialogue that involves these targeted groups.
Policy and legal	Political interference by the restitution debate.	Medium	Low	The debate on the restitution of cultural goods mostly is of a bilateral nature and not directly a part of this Action. The promotion of multilateral and flexible partnerships aims to enlarge cooperation and co-creation that can inform debates on and

				enhance conditions for restitution. The establishment of networks of professionals and the engagement with audiences precisely strengthens informed and meaningful debates about cultural heritage.
Operations	Administrative barriers.	Medium	High	The circulation of people and of objects/ collections within the African continent and with Europe is experiencing legal and administrative barriers. The circulation of collections which is heavily restricted by global and respective national standards and legislations. Exchanges between professionals from relevant institutions at the national level will help for advocacy with one voice at regional and global levels. Early involvement of authorities (national, embassies, etc.) will be key in mitigating this risk.
Operations	Unbalanced financial means of participating institutions could negatively impact cooperation.	Medium	Low	Substantial differences exist amongst museum partners in terms of financial stability and operationality. These differences can be mitigated by additional funding from other sources, notably through philanthropy, public-private partnerships, but also the Network itself, to contribute to a more levelled field of partnership.

Lessons Learnt:

This Action is setting out to build an innovative and equal partnership between African and European museums. As such it is not based on evaluations of former Actions. However, while its main priorities are built on the recent work carried out at the conference of African and European museum directors held in Dakar, it also draws on lessons learned from a series of projects and collaborative experiments carried out in Europe and Africa in recent years, which can provide useful examples of joint cooperation initiatives. International and multilateral actions between European and African stakeholders, funded by the EU or national agencies, such as “Afrique: musées et patrimoines pour quels publics” (2005-2006) and “Musées au Service du Développement” (2007-2011), sparked dialogue and experience-sharing regarding the definition of cultural heritage and the contemporary role of African museums. Their primary goal was to forge effective educational collaborations between European and African museums, aiming to boost community involvement in museum activities and make cultural heritage benefits more accessible and relevant for local communities. Furthermore, these projects – together with a number of other more recent bilateral cooperation ventures between European and African museums - underscored the necessity of capacity building within museum institutions, with a particular focus on enhancing the skills and knowledge of museum staff to manage collections, curate engaging exhibitions, and develop joint educational programs. The “Invisible Inventories Programme” (started in 2018), “Digital Benin” (2020-2022), “Afrisurge” (2020-2025) or “MuseumFutures Africa” (2019-2022) rely on digital technologies to address the issue of inventorying African collections around the world in order to facilitate restitution and repatriation strategies, but also to propose new formats of African museology and foster museum-driven innovation. Additionally, several large scale projects funded by the European Union from 2008 to 2023 such as the “International Network of Ethnography Museums –

RIME (2008-2013), “Sharing a World of Inclusion, Creativity and Heritage – SWICH” (2014-2018) and “Taking Care – Ethnographic and World Cultures Museums as Spaces of Care” (2019-2023), have facilitated ongoing collaboration among ethnographic museums in Europe, addressing crucial issues such as their function in fostering intercultural dialogue, promoting a decolonized perspective in their interactions with collections, engaging with African diasporic communities to enable heritage reappropriation, and utilizing co-creation and artistic expression as tools to celebrate and promote cultural diversity, all highly relevant issues in the context of increased cultural cooperation between African and European museums.

3.5 The Intervention Logic

The overall objective of the Action is to strengthen cultural and socio-economic relations between Africa and Europe, by enhancing cooperation and exchange between African and European museums for the protection and promotion of cultural heritage and the support of contemporary creation, and to increase intercultural dialogue, awareness and mutual understanding among cultural professionals and audiences in both continents aligned with international gender and human rights standards. Stronger political, economic and cultural ties between Europe and Africa are indeed crucial in a multipolar world, and increased cooperation in the cultural sector holds great potential for job creation and closer people-to-people contacts.

The underlying intervention logic for this action is therefore that:

- If cooperation and exchange between African and European museum professionals are strengthened and sustainable partnerships are established to maximise the impact of the action, then cultural heritage will be better protected and promoted, contemporary creation fostered and African and European museums better equipped to face all the technical, scientific, and cultural challenges mentioned above, and also to act as drivers of economic development and social well-being.
- If access to and valorisation of African and European heritage and the arts for a wider and more diverse audience, especially young people, is improved, then there will be space for increased intercultural dialogue, better inclusivity, wider awareness and mutual understanding both between museum professionals and with wider audiences in Africa and Europe.

Thus, new partnerships and ways of working on shared and innovative approaches are created in a field that has been a difficult issue in African European relations in recent times. These new partnerships will then contribute to strengthen cultural and socio-economic relations between Africa and Europe.

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	To increase cultural and socio-economic relations between Africa and Europe and trigger sustainable economic growth associated with cultural tourism and cross-cultural cooperation	1. Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural heritage, by source of funding (linked to SDG 11.4.1) 2. Tourism direct GDP as a proportion of total GDP (SDG 8.9.1)	1. 2.	1. 2.	1. National statistics (or UN SDG database) 2. UN SDG database	<i>Not applicable</i>
Outcome 1	1. Cooperation and exchange among Africa and Europe to protect, promote and provide access to cultural heritage and its relation to contemporary arts is enhanced within a framework of more financially secure and audience-focussed cultural institutions	1.1 Number of visitors to cultural institutions, disaggregated by national or international origin, in person and online. 1.2 Number of people regularly accessing networking spaces for people-to-people exchange and co-creation. 1.3 Number of policies, laws and regulations establishing frameworks for intercultural cooperation approved, by country	1.1 TBD 1.2 0	1.1 TBD 1.2	1.1 Visitor data from cultural institutions 1.2 Data from networking spaces	
Outcome 2	2. Enhanced intercultural dialogue, contributing to new Africa-EU narratives positively transforming fundamental aspects of EU-Africa	2.1 Number of cultural cooperation initiatives planned or implemented by the stakeholders without the Action's support.	2.1	2.1		

	relations, especially with regard to mutual understanding among museum actors and audiences in Africa and Europe.	2.2 Number of participants reporting a better understanding of the other continent (or regions/countries)				
Output 1 relating to Outcome 1	1.1 Cooperation and exchange on protection, promotion and socio-economic potential of cultural heritage and arts among African and European actors is strengthened.	<p>1.1.1 Number of people, disaggregated by sex and country and disability (if possible) who have benefited from institution or workplace-based VET/skills development interventions supported by the EU (GERF 2.14a, TEI/MORE indicator and GAP III).</p> <p>1.1.2 Number of people, disaggregated by sex and country and disability (if possible) who have benefited from institution or workplace-based VET/skills development for digitalisation supported by the EU (GERF 2.14b, TEI/MORE indicator and GAPIII).</p> <p>1.1.3 Number of tangible and intangible cultural heritage assets protected and promoted, by type of asset.</p> <p>1.1.4 Number of people reached by (travelling, virtual) exhibitions</p> <p>1.1.5 Number of digitized inventories created and updated.</p>	<p>1.1.1 0</p> <p>1.1.2 0</p> <p>TBD. Baseline to be defined in the beginning/ first year of the programme.</p> <p>1.1.3 0</p> <p>1.1.4 0</p>	<p>1.1.1 Number of trained individuals on cultural protection and promotion in the region</p> <p>1.1.2 Increase in number of actors trained on cultural heritage protection and promotion</p> <p>1.1.3</p> <p>1.1.4</p>	<p>1.1.1 Reports from training and skills development activities</p> <p>1.1.2 Reports from training and skills development activities</p> <p>Baseline and endline. Reporting from technical committee meetings, reporting from trainings, visitor statistics, web site statistics, etc.</p> <p>1.1.3 Project records</p> <p>1.1.4 Visitor records in person and on-line</p>	
Output 2 relating to Outcome 1	1.2 Sustainable partnerships among diverse stakeholders are in place to leverage the impact of the action.	<p>1.2.1 Number of people regularly accessing networking spaces for people-to-people exchange and co-creation.</p> <p>1.2.1 Number of partnerships established through activities supported by the Action between museums, art</p>	1.2.1 0	1.2.1	<p>1.2.1 Data from networking spaces</p> <p>1.2.2 Project records and information from</p>	

		<p>initiatives, learning and education structures and CSOs in Africa and with Europe.</p> <p>1.2.2 Number of institutions involved in public-private cultural partnerships with the support of the Action.</p> <p>1.2.3 Number of financial intermediaries and actors supporting cultural partnerships as a result of the Action.</p>	1.2.2 0	1.2.2	<p>participating institutions</p> <p>1.2.3 Information from participating institutons</p> <p>Baseline and endline. Reports on activities implemented, reporting from technical committee meetings, visitor statistics, web site statistics, etc.</p>	
Output 1 relating to Outcome 2	2.1 Enhanced awareness and valorisation of African and European heritage and its relation to contemporary arts in a broad and diverse audience, in particular young persons.	<p>2.1.1 Number of participants in co-creation activities reporting a better understanding of the other continent (or regions/countries), disaggregated by sex and youth/adult</p> <p>2.1.2 Number of people reached by outreach programmes, education initiatives, interactive online tools etc. created, disaggregated by sex and youth/adult</p>	<p>2.1.1</p> <p>2.1.2 0</p>	<p>2.1.1</p> <p>2.1.2</p>	<p>2.1.1 Baseline and endline surveys of participants.</p> <p>2.1.2 Reports from each programme. Statistics from different levels (national, regional, continental, international). Reports and studies from governmental and non-governmental organizations.</p>	

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/ territory.

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 78 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

Not applicable

4.4 Implementation Modalities

The Commission will ensure that the EU 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.¹⁶

4.4.1 Direct Management (Procurement)

To complement indirect management with entrusted entities a procurement component for technical assistance, is envisaged to support coordination activities and provide technical support contributing to the whole action (Outcome 1 and 2). The technical assistance will notably ensure EU leadership in this Team Europe Approach by providing assistance to the EU Delegation to the African Union for organising the secretariat of the governance architecture of the Action, the latter's coherence, complementarity and visibility.

4.4.2 Indirect Management with an entrusted entity

This action may be implemented in indirect management with Expertise France and Goethe Institut. This implementation entails Outcome 1. Cooperation and exchange among Africa and Europe to protect, promote and provide access to cultural heritage and its relation to contemporary arts is enhanced within a framework of more financially secure and audience-focussed cultural institutions and Outcome 2. Enhanced intercultural dialogue, contributing to new Africa-EU narratives positively transforming fundamental aspects of EU-Africa relations, especially with regard to mutual understanding among museum actors and audiences in Africa and Europe.

The envisaged entities have been selected using the following criteria:

- Proven experience and capacities in cultural cooperation between the African and European continents.
- Capacity to provide the needed technical expertise.
- Have an anchorage and network on the African continent.
- Have experience in managing substantive EU funds.

¹⁶ 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.

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

Should the implementation through indirect management with entrusted entities reveal not to be possible due to circumstances outside of the Commission's control, the Commission will revert to an alternative option, a change from indirect to direct management via grants.

The purpose of the grant is to conduct the action's activities under all objectives. The type of applicants targeted is: Non-Governmental Organisation(s).

Should the implementation through direct management (procurement) not be possible due to circumstances outside of the Commission's control, the Commission will revert to an alternative option, a change from direct to indirect management via an entrusted entity(ies), using the following criteria:

- Proven experience and capacities in cultural cooperation between the African and European continents.
- Capacity to provide the needed technical expertise and coordinations support.
- Have an anchorage and network on the African continent.
- Have experience in managing substantive EU funds.

4.5 Scope of geographical eligibility for procurement and grants

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

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

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR) of which EUR 4 650 000 from The Netherlands, France, Germany and Belgium through a transfer agreement to be signed
Implementation modalities – cf. section 4.4	
<p>Outcome 1. Cooperation and exchange among Africa and Europe to protect, promote and provide acces to cultural heritage and its relation to contemporary arts is enhanced within a framework of more financially secure and audience-focussed cultural institutions.</p> <p>Outcome 2. Enhanced intercultural dialogue, contributing to new Africa-EU narratives positively transforming fundamental aspects of EU-Africa relations, especially with regard to mutual understanding among museum actors and audiences in Africa and Europe. composed of</p>	
Direct management (procurement) – cf. section 4.4.1	2 000 000
Indirect management with an entrusted entity – cf. section 4.4.2	17 650 000

Procurement – total envelope under section 4.4.1	2 000 000
Evaluation – cf. section 5.2 Audit cf. section 5.3	May be covered by another Decision
Totals	19 650 000

4.7 Organisational Set-up and Responsibilities

With regard to the nature and importance of this innovative action, the design of a fitting governance system is of utmost importance. One of the basic principles of this action is to establish new forms of partnerships, in which the co-creation approach involves innovative types of partnerships that require agile coordination. In order to do so, coordination is not a centralised top-down process, but will have to take place in a network of horizontal relationships, continuously assessed to ensure inclusivity as well as efficiency.

A Steering Committee will be set up to oversee, provide advice, monitor project implementation and validate the overall policy orientations of the Action. Finally, the Steering Committee will also monitor the coherence and synergies with actions implemented by other EU-funded projects. Technical assistance will notably ensure EU leadership in this Team Europe Approach by providing assistance to the EU Delegation to the African Union which will be responsible for the management of the action, organising the secretariat of the Action, its coherence, complementarity and visibility.

An effective governance structure will be set-up that includes a steering committee, potentially supported by an advisory committee or observers, that ensure effective steering, fosters a genuine Team Europe-Africa approach.

The final governance structure will be discussed in a series of exchanges notably within the the working group set up by the EU Delegation to the African Union to construct the Team Europe Approach of the Action and with the key African and European stakeholders to ensure ownership and buy-in.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission will participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the responsibilities of the technical assistance together with the implementing partners. 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:

As a pillar assessed entity the Implementing Partner a priori has relevant internal monitoring systems on which the project could rely on. In case of a consortium (only one contract), the lead-organisation will have the ultimate responsibility of assuring the adequate monitoring, reporting and evaluation tasks as joint work, with joint documents.

The IPs will have to provide the contractual reports, populate OPSYS with the relevant data (cf. LogFrame), and being able to provide (in reports and on ad hoc requests) additional useful data and reports related to Trade and Economic Integration in Africa (notably via collaborations with academia and think tanks).

Finally, IPs may have to support the key partners of the project for strengthening their own M&E capacities (systems and staff).

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 importance of the action, a mid-term and/or a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission or via an implementing partner. In case that a mid-term evaluation will be carried out, it will be for problem solving and learning purposes, in particular with respect to inform a better implementation of the remaining phase of the action.

In case a final evaluation will be carried out, it will concentrate on accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that this project is a pilot project, expected to develop new ways of doing museum cooperation between Africa and Europe. 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, apply the necessary adjustments.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

Evaluations shall 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 and disability inclusion.

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.

In line with the 2022 “[Communicating and Raising EU Visibility: Guidance for External Actions](#)”, 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 in principle 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.

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);

Action level (i.e. Budget Support, blending)		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): ACT62365
Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Contribution agreement with pillar-assessed entities.
<input checked="" type="checkbox"/>	Single Contract 2	Service contract
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)		
<input type="checkbox"/>	Group of contracts 1	