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ANNEX 2

of the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Mozambique for 2023 – Part 1

Action Document for Support Measure – Cooperation Facility for Mozambique

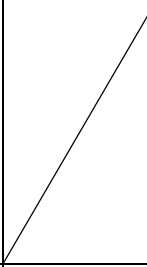
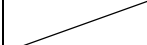
ANNUAL PLAN

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans/measures in the sense of Article 24 of NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Support Measure – Cooperation Facility for Mozambique OPSYS number: ACT-61798 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation
2. Team Europe Initiative	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
3. Zone benefiting from the action	The action shall be carried out in Mozambique
4. Programming document	Multiannual Indicative Programme for Mozambique 2021-2027
5. Link with relevant MIP(s) objectives / expected results	Support Measure – Cooperation Facility
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Not applicable
7. Sustainable Development Goals (SDGs)	Main SDG: 17 - partnerships for the goals Other significant SDGs: SDG 5 - gender equality; SDG 1 – no poverty; SDG 10 – reduced inequalities
8 a) DAC code(s)	43010 Multi-sector 100%
8 b) Main Delivery Channel	42001 European Commission - Development Share of Budget 12000 Recipient Government 20000 Non-governmental organisations and civil society

9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input 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
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
Connectivity @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		YES	NO	

	transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	/
	people2people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital connectivity	<input type="checkbox"/>	<input checked="" 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: 14.020122 Total estimated cost: EUR 4 500 000 Total amount of EU budget contribution EUR 4 500 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through: - Procurement - Grants			
14. Type of measure	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society			

1.2 Summary of the Action

The Support Measure - Cooperation Facility is a flexible instrument to contribute to the achievement of the objectives and results identified in the overall framework of the EU cooperation in Mozambique. It seeks to ‘enhance the effectiveness, efficiency and impact of the EU-Mozambique partnership’ (*the overall objective*) and therefore increase the EU role to support national policy reforms.

The instrument will act transversally through three main components to ensure an effective and impactful implementation of the MIP 2021-2027, TEIs and other actions implemented under the overall framework of EU cooperation in Mozambique (*specific objective 1*); to promote policy dialogues, including gender equality and women empowerment (GEWE), and joint coordination with Government and other relevant key stakeholders (*specific objective 2*); and to enhance an inclusive EU’s strategic communication and public diplomacy (*specific objective 3*).

Overall, this Cooperation Facility will contribute mainly to SDG 17 - Partnerships for the Goals; and significantly to SDG 5 - Gender Equality; SDG 1 – No Poverty; SDG 10 – Reduced Inequalities. It will contribute to the realization of the EU Gender Action Plan 2021-2025 GAP III, particularly to its Institutional and Strategic Objectives (2. Strategic engagement at country level).

2 RATIONALE

2.1 Context

Mozambique is a rich country in terms of natural resources (arable land, water, energy, mineral resources, wildlife, fisheries and newly discovered natural offshore gas). It has a strategic location with a long Indian Ocean coastline of 2,500 kilometres and three deep seaports. It is therefore of high value for the stability and growth of the southern Africa as a whole. Mozambique has a very young population (average age is 17.1)¹ and a rapid population growth

¹ National Statistics Institute: Statistical Yearbook 2021. 2022

(32 million in 2021, estimated for 35 million in 2026, and expected to reach over 50 million in 2040), which will impact future social and economic development of the country and bordering neighbours.

The economy is expected to accelerate in the medium term, driven largely by the liquefied natural gas (LNG) production and the resumption of large LNG projects, expected to stimulate and impact other sectors as well (extractive sector, demand for services, boost exports, while the agricultural output growth is expected to remain significant). The agricultural sector employs the vast majority of women's labour force in the country. 79.9% of employed women are involved in agriculture compared to 60.1% of men². The International Monetary Fund (IMF) projects a real GDP growth from 3.8 in 2022 to 5.0 for 2023 and 5.1 for 2025³. Mozambique is expected to start a crucial socio-economic transformation in the next decade, with good trade and investments opportunities. The country is a key partner for the EU in Southern Africa, as indicated in the Council Conclusions of April 2020, also due to its proximity to European Union territories in the Indian Ocean. European investment in the country is significant, the EU is Mozambique's second largest trade and first investment partner (EU SADC EPA).

Despite the promising outlook of the country, substantial downside risks remain, especially the ongoing armed violence in Cabo Delgado that continues to affect and destabilise the Northern region with a negative impact on the LNG sector, and may affect Mozambique's aspirations to become a middle-income by 2030. The country is also one of the most vulnerable countries to climate change and weather-related disasters in the world. Global development indicators are not favourable, as Mozambique is among the 10 least developed countries in the world, ranked 185 out of 191 on the Human Development Index⁴ (HDI Report 2021/2022). In a country with a population of approximately 52% women⁵, gender disparities are high⁶. Despite Mozambique's progressive legislative framework with regards to gender equality, lack of implementation is a key challenge. Most social and economic indicators are worse for women and girls. Early marriages and pregnancies and sexual and gender-based violence continue to be major challenges. Inequalities persist in general and approximately 66% of the population are living in rural areas. The last country official data counts for 46.1% of the population living below the national poverty line (50.1% in rural areas)⁷.

The EU has been a strategic partner supporting the Government's efforts to achieve its development goals. This support is now translated in the Multi-annual Indicative Programme (MIP) 2021-2027 that aims at supporting Mozambique's transformation through economic, social and political inclusion based on a set of proposed actions with focus on three priority areas: 1) Growing Green, 2) Growing Youth and 3) Governance, Peace, and Just Society. The MIP also aims at supporting the harmonisation of the EU's and the Member States' activities in Mozambique based on a common EU vision, following a "Team Europe" approach with focus on two initiatives: the Green Deal TEI, to engage in the transformational change necessary to contribute to the global fight against climate change and guarantee long term sustainability, supporting access to renewable energy in particular; and an E-Youth TEI aiming at unleashing the full potential of youth through Education, Employment and Empowerment. The financial envelope of 428 MEUR for 2021-24, the relevance of sectors and the common vision encompassed in the MIP will make the EU one of the largest contributors of development aid in Mozambique. Mozambique is a major partner within Interreg VI-D programmes "Indian ocean" and "Mozambique Channel" managed by the outermost regions of La Reunion and Mayotte.

In order to better define its position in Mozambique and accompany the country's transition for the next decade, the EU will have to be flexible enough to complement the usual cooperation by transversal strategic tools and interventions able to influence and promote EU policies, values (e.g. gender equality and women's rights) and interests, and to enhance the visibility of the EU agenda in Mozambique. To unlock and reach all the potential of the MIP and guarantee the success of its common vision, a smarter and flexible instrument needs to be put in place to support and accompany the overall EU intervention in a transversal manner and be able to react quickly on ad hoc basis when necessary, thus making a link and contributing to all priority areas, objectives and expected results.

² <https://unstats.un.org/UNSDWebsite/Publications/StatisticalYearbook/syb65.pdf>

³ IMF: First Review under the Three-Year Arrangement under the Extended Credit Facility. 2022.

⁴ Mozambique's HDI value for 2021 is 0.446, which put the country in the Low human development category.

⁵ National Statistics Institute: Statistical Yearbook 2021. 2022.

⁶ Mozambique has a Gender Inequality Index value of 0.537, ranking it 136 out of 170 countries in 2021. The 2021 female HDI value for Mozambique is 0.428 in contrast with 0.464 for males.

⁷ Government of Mozambique: Poverty and Well-Being in Mozambique - Fourth National Poverty Assessment (IOF 2014/15), Ministry of Economy and Finance. 2016.

2.2 Problem Analysis

In the past years, the implementation of the National Indicative Programmes in Mozambique have been supported by Technical Cooperation Facilities (TCFs) aimed to provide some flexibility and quick response mainly to:

- The insufficient capacity of the key government institutions (including sector ministries and other public institutions), local authorities and other key partners to implement and intervene in EU funding instruments more strategically and efficiently;
- The insufficient integration, coordination and interlinkages across EU interventions and between the EU and other key partners;
- The low level of public awareness and perception of the EU activities and objectives in Mozambique, its values and interests.

These challenges continue and need to be addressed for an adequate implementation of the MIP 2021-2027.

Furthermore, the new framework laid out by the NDICI-Global Europe instrument entails additional challenges, in particular regarding:

- TEIs coordination;
- The EU Global Gateway strategic communication and effective public diplomacy in all dimensions. A new strategic communication contract has just started implementation. The action will ensure that sufficient funding is available for the continuation of strategic communication activities once the current contract is over in February 2027.
- The definition and operationalization of new coordination mechanisms across sectors for the implementation of the EU actions. Due the elimination of the National Authorising Officer (NAO) structure, its coordination role and functions will be transferred to the specific sectors targeted by the EU support in order to guarantee a smooth implementation of the EU programmes and interventions.

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

The main stakeholders include all the entities involved in the formulation and implementation of the EU-Mozambique partnership, including cooperation programmes, and political and policy dialogue. These include:

- Key governmental institutions (including sector ministries and other public institutions) and local authorities that will contribute significantly to ensure coherence between the EU actions and the country's policies as well their lead of policy/sector dialogue;
- Civil society organisations (including foundations, women organizations, human rights defenders, academy, private sector and think-tank organisations) and other EU's partners such as development agencies, that will directly benefit from the EU actions but also contribute to increase the impact and visibility of EU actions;
- The EU Delegation and EU Member States under Team Europe actions, that will also receive support for the implementation of various cooperation programmes in the country and for better coordination, coherence and visibility.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective** of this action is to enhance the effectiveness, efficiency and impact of the EU-Mozambique partnership.

The **Specific Objectives** of this action are to:

1. Ensure an effective and impactful implementation of the MIP 2021-2027, TEIs and other actions implemented under the overall framework of EU cooperation in Mozambique;
2. Promote policy dialogues and joint coordination with Government and other relevant key stakeholders for the EU cooperation in Mozambique;
3. Increase perception, awareness and understanding of the EU through inclusive EU's strategic communication and public diplomacy activities.

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

Contributing to Outcome 1 (or Specific Objective 1):

- 1.1 Enhanced identification, formulation, implementation, monitoring, audit and evaluation of EU programmes, TEIs and other EU funded programmes and actions in Mozambique;
- 1.2 Improved skills and capacities of the key stakeholders (as specified in 2.2) for programming and implementation of national and regional EU resources.

Contributing to Outcome 2 (or Specific Objective 2):

- 2.1 Enhanced engagement in EU interventions in Mozambique with a more coherent, inclusive and integrated approach.

Contributing to Outcome 3 (or Specific Objective 3):

- 3.1 Increased perception and awareness of the EU and the shared values underpinning EU-Mozambique partnership, including through the Global Gateway in a Team Europe approach.

3.2 Indicative Activities

Activities related to Output 1.1:

- Technical support activities to assist the entire project cycle management of EU interventions in Mozambique, including EU priorities and the TEIs. This may include feasibility and formulation studies, gender analyses, impact assessments, as well as assistance with tender procedures, audit, evaluation and monitoring;
- Specialised support to include cross-cutting issues in cooperation, including human-rights, gender, rights of persons with disabilities, and environmental and climate-change mainstreaming.

Activities related to Output 1.2:

- Support to training, capacity development and institutional development activities to improve capacities and skills of the key stakeholders (as specified in 2.2) when relevant for the EU cooperation framework. This may include TAIEX, twinning, and human-rights, gender, environmental and climate-change/disaster risk-reduction mainstreaming support;
- Support to country lead coordination mechanisms;
- Activities and field visits aiming at ensuring satisfactory monitoring and evaluation of EU programmes and projects.

Activities related to Output 2.1:

- Exchange dialogue platforms and networking activities on issues relevant to the EU cooperation in Mozambique, including joint programming and TEIs coordination;
- Studies, events, conferences, workshops and seminars on topics related to EU cooperation (national and regional programmes), and support the participation to these;
- Activities and events to promote dialogue with the key stakeholders (as specified in 2.2) around public strategies and policies and to promote EU strategies and priorities;
- Support political and policy dialogue on areas such as human rights, gender equality and women empowerment, culture, environmental and climate change, governance or trade.

Activities related to Output 3.1:

- Activities aiming at increasing awareness of the EU through the Global Gateway and in the Team Europe approach (amongst others: awareness raising campaigns and political communication around summits);
- Development of tools and mechanisms, or other activities, for working and sharing information (including exchange of lessons learnt and best practices), as well as for monitoring, evaluating and communicating the EU's joint action with its Member States;
- Financing communication including strategic communication and the EU global agenda;
- EU public diplomacy to promote understanding and awareness of the EU's values, interests and specific policies, including human rights, foreign and security policy, trade and investment (especially promote the awareness of the EU – SADC EPA among business operators), autonomous measures (such as CBAM), science and research, gender equality, visibility of the Team Europe approach, as well its multilateral agenda in Mozambique.

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

3.3 Mainstreaming

Environmental Protection & Climate Change

Mozambique is among the most vulnerable countries to climate change and weather-related disasters. These have a devastating impact across sectors and on the provision of key services for human capital development. Therefore, the impacts of environmental protection, climate change and disaster risk reduction remain central to the 2021-2027 MIP for Mozambique, which this action will support, and the relative challenges will be specifically and systematically addressed within each activity.

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 all actions carried out under this Facility will take gender into account, including the collection of gender-disaggregated data, the qualitative monitoring of action design and implementation arrangements, and the assessment of the impact of actions on women and men. The action may also finance specific gender studies during identification and formulation of actions. The action will also address specific needs to support the implementation of the EU Gender Action Plan III (GAP III, 2021-2025).

Human Rights

This Action ensures meaningful and inclusive participation, non-discrimination and equality as well by ensuring that the rights of persons with disabilities are promoted.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as **D0**. This implies that due to its nature, inclusion of persons with disabilities is not considered relevant. However, the Action will ensure that EU supported programmes and initiatives (including the TEIs and the strategic communication) are inclusive of and accessible to persons with disabilities (accessible documents, sign language, captioning, etc.).

Reduction of inequalities

In support of the MIP 2021-2027 for Mozambique.

Democracy

In support of the MIP 2021-2027 for Mozambique.

Conflict sensitivity, peace and resilience

In support of the MIP 2021-2027 for Mozambique.

Disaster Risk Reduction

In support of the MIP 2021-2027 for Mozambique.

Other considerations if relevant

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
3	Weak stakeholders involvement to engage fully in policy dialogue (including human rights, gender equality, environmental and climate change, etc.) and regular staff turnover at technical and political level in line ministries/ sectors	H	M	Strengthening coordination and dialogue platforms with key government entities, and support institutional and individual development and capacities.
3	Low Government commitment on the assistance provided by the Facility –in the absence of programme estimates - and for establishing clear coordination mechanisms for EU cooperation under the NDICI – Global Europe	H	M	Inclusive dialogue to ensure good understanding, transparency, participation, and ownership; establishment of a progressive exit strategy from the previous framework and preparation of effective alternative coordination mechanisms.
2	Low quality and delays in procurement of technical assistance, studies, etc.	L	M	Upfront discussions with institutional and relevant stakeholders concerned in preparation of relevant documents.
2	Low quality of outputs from contracted technical assistance.	L	M	Ensure clear and quality Terms of Reference; close scrutiny of offers during evaluation to ensure best candidates are selected; and regular review of progress on assignments.

Lessons Learnt:

This action builds on the experience and lessons learnt from the previous Technical Cooperation Facilities (TCFs) which proved to be a valuable instrument in supporting the implementation of the entire EU cooperation framework. The introduction of the NDICI-Global Europe requires a reorientation and improvement of the TCF instrument. The elimination of the role of the NAO could provide more flexibility due to the use of direct management, but at the same time will require the set-up of new coordination mechanisms and institutional and capacity development actions targeting specific public institutions. Moreover, the joint coordination of actions with the Member States and the Team Europe Initiatives will constitute a new work stream. Finally, the new vision on strategic communication and public diplomacy dimension demand specific actions for a greater impact of the EU image and position in the country.

3.5 The Intervention Logic

The underlying intervention logic for this action is to support the EU-Mozambique partnership. It will enable the EU to enhance the effectiveness, efficiency and impact of its presence in the country through delivering of three interrelated specific objectives: SO1: to support the interventions of the MIP, including the TEIs, by providing adequate support for technical assistance, institutional and capacity development; SO2: to promote policy dialogues and joint coordination with relevant key stakeholders for the EU cooperation in Mozambique, by facilitating exchange dialogue platforms and support relevant activities on EU interventions; and SO3: to reinforce EU's strategic communication and public diplomacy and strengthen the role of the EU as a strategic partner for Mozambique, by promoting EU policies and values as well as the visibility of EU agenda in Mozambique.

The desired results will be achieved through the implementation of a range of activities that will complement each other, as well as through a sound risk management, based on lessons learnt. Furthermore, as per the own nature of the Cooperation Facility, the Action will provide the means to ensure that all key cross-cutting issues are properly mainstreamed in EU's intervention and beyond, including the progress on specific SDGs. By supporting policy dialogue, it will also allow the EU, as the relevant key stakeholders identified, to engage in meaningful and inclusive SDG-related policy dialogues.

3.6 Logical Framework Matrix

Given the nature of this Action a Logical Framework Matrix is not required at Action level.

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is 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 where a financing agreement is concluded.

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

4.3 Budget Support

Not applicable

4.4 Implementation Modalities

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

4.4.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

Grants could be awarded to provide the necessary capacity for the achievement of the Output 1.2 (SO1): *Improved skills and capacities of the key stakeholders for programming and implementation of national and regional EU resources*, identified under section 3.

(b) Type of applicants targeted

Applicants for grant award could potentially include one or more public or government entities which fulfil technical, operational and political functions and responsibilities, and play as well a key coordinating, capacitating or monitoring role in the EU-Mozambique cooperation framework.

The part of the action under the budgetary envelope reserved for grants may, partially or totally and including where an entity is designated for receiving a grant without a call for proposals, be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Objectives and/ or activities/ mandates of the entity are aligned with the objectives of the MIP and of the EU Global Agenda;
- Operational capacity to implement the foreseen activities and deliver the specific objective and related output with transparency and sustainability of its operations.

4.4.2 Direct Management (Procurement)

Activities related to the three specific objectives detailed in section 3 and related outputs (1.1, 1.2, 2.1, and 3.1) will be achieved through procurement under Direct Management.

4.5 Scope of geographical eligibility for procurement and grants

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

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

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
Specific Objective 1: Ensure an effective and impactful implementation of the MIP 2021-2027, TEIs and other actions implemented under the framework of the EU cooperation in Mozambique, composed of	2 500 000
<i>Grants (direct management) – cf. section 4.4.1</i>	<i>(250 000)</i>
<i>Procurement (direct management) – cf. section 4.4.2</i>	<i>(2 250 000)</i>
Specific Objective 2: Promote policy dialogues and joint coordination with Government and other relevant key stakeholders for the EU cooperation in Mozambique, composed of	1 000 000
<i>Procurement (direct management) – cf. section 4.4.2</i>	<i>(1 000 000)</i>
Specific Objective 3: Increase perception, awareness and understanding of the EU through an inclusive EU's strategic communication and public diplomacy activities.	900 000
<i>Procurement (direct management) – cf. section 4.4.2</i>	<i>(900 000)</i>
Total for Specific Objectives (SO1, SO2, SO3) Composed of	4 400 000
<i>Grants – total envelope under section 4.4.1</i>	<i>250 000</i>

<i>Procurement – total envelope under section 4.4.2</i>	<i>4 150 000</i>
Evaluation – cf. section 5.2	50 000
Audit – cf. section 5.3	
Contingencies	50 000
Totals	4 500 000

4.7 Organisational Set-up and Responsibilities

This action will be managed and implemented in direct management by the EU Delegation to Mozambique, the contracting authority, fully responsible for identifying and selecting the envisaged initiatives. Standard procedures will apply and monitoring of the actions indicators and targets will be done directly by the EU Delegation.

The relevant stakeholders described in section 2.2 will be associated in the implementation of the activities undertaken. Specific implementation arrangements will be set up under each of the actions envisaged, when relevant.

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

4.8 Pre-conditions

Not Applicable.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

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

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

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

5.2 Evaluation

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

In case an evaluation is not planned, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

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 evaluation will assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

Evaluation services may be contracted under a framework contract.

5.3 Audit and Verifications

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

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The EU Delegation to Mozambique has developed a multiannual strategic communication and public diplomacy plan that reflect the objectives of the Delegation in this domain. This plan initially covers the period up to the Mid-Term Review (MTR) in 2024. The plan is already endorsed by the existent coordination mechanism in Headquarters and will be reviewed, modified and extended as appropriate as part of the MTR process.

The strategic plan:

Promotes the EU policies and values in Mozambique;

- Establishes and/or strengthen relationships with key identified target groups as our target audiences for public diplomacy through targeted actions;
- Builds on the Team Europe initiatives to showcase strong EU partnership and positions, as well its impact in the country;
- Raises awareness and ensure accessibility to EU campaigns and visibility.

The strategic plan covers:

1. The audiences targeted;
2. For each group targeted, the principal communication objective, couched in terms of measurable outcomes;
3. The core narrative, formulated in terms not of what we do in the country concerned , but why we do it;
4. Preliminary suggestions for content (messages, straplines, hashtags), partnerships (influencers) and channels;
5. Key administrative information: timeline, budget and the programme manager responsible for the implementation.

The implementation of this strategic plan and its update will be supported and complemented by this Cooperation Facility under the Specific Objective 3 and related outputs.