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ANNEX I

to the Commission Implementing Decision on the financing of the multiannual action plan of the thematic programme Civil Society Organisations for years 2025 - 2027

Action Document for Support to Civil Society at the Global Level

MULTIANNUAL ACTION PLAN 2025-2027

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	Support to Civil Society at the Global Level OPSYS number: ACT-62801 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	Global/Worldwide
4. Programming document	Multiannual Indicative Programme: Civil Society Organisations Thematic Programme 2021-2027
5. Link with relevant MIP(s) objectives / expected results	<i>“PRIORITY 1: An inclusive, participatory, empowered, and independent civil society and democratic space in partner countries; and an inclusive and open dialogue with and between Civil Society Organisations.”, Specific Objective 1.1: “Support civil society Organisations (CSOs) as actors of governance and development: Strengthen global partnerships”, Expected result 1.1: The capacity and effectiveness of civil society advocacy, and their participation in or contribution to policymaking, is strengthened</i>
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Governance, Peace and Security, Human Development (DAC: 151 Government & Civil Society-general)
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 Other significant SDGs (up to 9) and where appropriate, targets: 16
8 a) DAC code(s)	15150: Democratic participation and civil society: 100%
8 b) Main Delivery	20000: Non-Governmental Organisations (NGOs) and Civil Society

Channel				
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input 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 checked="" type="checkbox"/>	<input 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		<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>		
Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	/	
energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

	health 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	<p>Budget line(s): 14.020220 Civil Society Organisations</p> <p>The contribution is for an amount of EUR 9.300.000 from the general budget of the European Union</p> <p>2025 for an amount of EUR 4.200.000 from the general budget of the European Union</p> <p>2026 for an amount of EUR 3.900.000 from the general budget of the European Union</p> <p>2027 for an amount of EUR 1.200.000 from the general budget of the European Union</p> <p>subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p>
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MANAGEMENT AND IMPLEMENTATION

13. Type of financing	Direct management through: Grants and Procurement
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1.2 Summary of the Action

The Action aims to promote an *inclusive, participatory, empowered, and independent civil society and democratic space in partner countries; and an inclusive and open dialogue with and between Civil Society Organisations*. It intends in particular to support and strengthen the *capacity and effectiveness of civil society advocacy, and their participation in or contribution to policymaking* [expected result 1.2, CSO Thematic Programme 2021-2027]. The Action will support structured dialogue and consultations with CSOs, including global and regional umbrella organisation, and associations of local authorities. It will therefore focus on actions of a global and trans-regional nature that cannot be effectively financed at country level.

The Action will entail 3 Components:

Component 1: Policy Forum on Development (PFD). The PFD is the European Commission's Flagship for consultation with civil society (CSOs) and associations of local authorities (LAs) on the global and regional levels. The PFD has been meeting regularly since 2014 and has evolved as the EU main dialogue forum with CSOs and LAs on development issues. Activities in the context of the PFD will consist of global and regional in situ meetings that will be organised in Brussels and EU partner countries respectively on a rotational basis. Further working modalities of the PFD will include a virtual platform for continuous exchanges with and between PFD members as well as moderated online and hybrid discussions and consultations, including consultations on the implementation of regional multiannual indicative programmes (RMIPs). The Action supports permanent exchange, dialogue and consultations between the EU and the PFD members and the facilitation of multi stakeholder meetings focusing on the implementation of the 2030 Agenda, the European Consensus on Development and EU external assistance, as well as topics on the international development agenda. With the establishment of the Global Gateway Civil Society and Local Authorities Advisory Platform as a working group of the PFD, one of the main priorities for 2025 - 2027 will be its contribution to ensuring transparency and accountability of the Global Gateway Strategy as

well as enhancing knowledge and understanding of the strategy amongst its stakeholders.

Component 2: CONCORD is the European confederation of relief and development NGOs. It advocates for sustainable economic, social and human development, addressing the root causes of poverty, and based on human rights, gender equality, justice and democracy. It is a key interlocutor of the European Union as it conveys the voice of more than 2600 organisations across Europe and beyond and is as such a fundamental partner of the EU with regards to our overarching dialogue and support for civil society in Europe and beyond. Its added value also resides in particular in its capacity to shape common positions and share knowledge and competence in dealing with major issues linked to European development policy. This Action supports CONCORD annually as a key interlocutor of the EU institutions on development issues.

Component 3: International Budget Partnership (IBP) is a unique CSO platform working with civil society partners in over 120 countries, offering training to local CSOs on how to read and monitor national budgets. The EU refers significantly to the "Open Budget Survey" and, in particular, the Open Budget Index (OIB) elaborated by IBP. Indeed, the index is indicated in European Commission Budget Support guidelines as a key source of information for assessing budget support eligibility criteria on transparency. In addition, it is used in the development of the Risk management framework and the budget support annual report highlights it as a key reference. Moreover, the Staff Working Document "Collect More Spend Better – Achieving Development in an Inclusive and Sustainable way" foresees it as a key element of the "Improving transparency, accountability and oversight in domestic finance: support international and regional initiatives strengthening the capacities of civil society organisations in their work on domestic revenues, expenditures and illicit financial flows" agenda. Continued support for IBP will contribute to improving transparency, accountability and oversight in domestic finance through supporting international and regional initiatives strengthening the capacities of civil society organisations in their work on domestic revenues, expenditures and illicit financial flows.

1.3 Zone benefitting from the Action.

The **component 1 “Policy Forum on Development (PFD)”** of the Action shall be carried out through global (in Brussels) and regional (Sub-Saharan Africa, Asia and the Pacific, Americas and the Caribbean) in situ meetings on a rotational basis. In order to ensure its continued relevance as a platform for mutually beneficial exchanges on EU policies and programmes, global and regional meetings will be complemented by a virtual space for continuous, moderated discussions and online-consultations. It will bring together global and regional networks of civil society organisations and associations of local authorities (Sub-Saharan Africa, Asia and the Pacific, Americas and the Caribbean, and Europe) and EU institutions and bodies.

The **component 2 “CONCORD”** of the Action is of regional nature as it aims to support the European confederation of relief and development NGOs, based in Brussels, as a key interlocutor of EU institutions. CONCORD is the only European-wide network of relief and development NGOs bringing together national platforms of all EU Member States + UK..

The **component 3 “International Budget Partnership (IBP)”** of the Action shall be carried out in countries included in the list of ODA recipients published by the OECD Development Assistance Committee. The specific target countries will however be defined during the contractualisation phase with the implementing partner, in consultation with relevant services.

2 RATIONALE

2.1 Context

Civil Society Organisations (CSOs)¹ are key actors in **protecting and promoting democracy, rule of law and human rights**, which are fundamental values of the European Union. They are key partners in **devising and implementing policies and programs that meet people's needs, reduce inequalities, and fulfil the central commitment of the 2030 Agenda to leave no one behind**. The EU is a longstanding global champion for civil society as development actors in their own right and supports their engagement to contribute to democratic processes and to achieve better development outcomes. The need for and strengths of working in partnership are promoted in the 2030 Agenda on Sustainable Development and the European Consensus on Development, and civil society organisations are recognized as essential development actors and equal partners in order to achieve shared development aims.

Under this Action, **Component 1, the Policy Forum on Development (PFD)**, demonstrates EU's continuous commitment to ensure CSOs meaningful participation in EU's policy-making in order to benefit from its expertise and designing policies that leave no one behind. Indeed, following "the Structured Dialogue for an efficient partnership in development" that took place from March 2010 to May 2011, the EU set up in 2012 a formal space for regular policy dialogue with CSOs on development policy, the Policy Forum on Development (PFD). The PFD therefore plays an essential role in contributing to CSOs participation in the design of European policies and programs. The partnership currently brings together 79 networks including NGOs platforms, trade unions, cooperatives associations, business and employers' organisations, women organisations, people with disabilities, foundations, diaspora organisations and associations of local authorities. It has developed into a well-established multi-stakeholder process gathering a wide spectrum of civil society and associations of local authorities.

In 2020, consultations and info sessions started for instance to be held on the Commission's programming priorities, then on **regional multi-annual indicative programmes** (Sub-Saharan Africa, Asia and the Pacific, Americas and the Caribbean) and thematic programmes (Global Challenges and CSO), alongside key policy initiatives (Global Gateway, EU voluntary review on SDGs, EU-Africa partnership, Youth Action Plan, GAP III, Communication on Multilateralism). While during 2020 – 2022 all meetings were conducted online due to the Covid-19 pandemic, in-person and hybrid meetings started again to be held in 2023, for example, a meeting between PFD members and Commissioner Urpilainen on EU's Voluntary Review of SDG implementation. Moreover, the Forum celebrated its 10-year anniversary in September 2023 at its first in presence global event since 2019. In October 2023, the **Global Gateway Civil Society and Local Authorities Advisory Platform** was established as a working group of the PFD with the aim to ensure that the Global Gateway Strategy meets the "key principles" for investment set out in the Joint Communication on Global Gateway, particularly to ensure that a "**fully inclusive**" approach is taken. The Platform will be a key priority for the PFD in the coming years, contributing to Global Gateway's overall effectiveness, inclusiveness and visibility.

Under the **component 2**, the Commission will continue engaging with the European confederation of relief and development NGOs (CONCORD), a key interlocutor representing hundreds of CSOs it has been supporting since 2003. CONCORD is indeed the only European-wide network of relief and development NGOs bringing together national platforms of all EU Member States as well as the United Kingdom. It advocates for

¹ Definition as per NDICI-GLOBAL Europe: Civil society organisations embrace a wide range of actors with multiple roles and mandates which includes all non-State, not-for-profit independent and non-violent structures, through which people organise the pursuit of shared objectives and ideals, whether political, cultural, religious, environmental, social or economic. Operating from local, national, regional and international levels, they comprise urban and rural, formal and informal organisations.

sustainable economic, social and human development, addressing the root causes of poverty, and based on human rights, gender equality, justice and democracy. Its conducted principally via eight workstreams, all of which contribute to reducing inequalities and achieving sustainable development: Inequalities and Building a Sustainable Economy; Funding and Financing for Sustainable Development; Regional Alliances; Civil Society Power; Gender Equality; Policy Coherence for Sustainable Development; Global Citizenship Education; and Digitalisation.

Support to CONCORD is also based on common policy objectives shared with the EU within a four-year Financial Framework Partnership Agreement (FFPA) signed by both parties in 2022. These common objectives are the following:

- Reduction of inequalities and poverty
- Enhancing democracy
- Building a strong civil society
- Strengthening human development
- Achieving the SDGs

Under the **component 3**, this Action will maintain its collaboration with **the International Budget Partnership**, a unique CSO platform working with civil society partners in over 120 countries, offering training to local CSOs on how to read and monitor national budgets. Indeed, a **first three-years partnership** started in 2020 in 23 countries, in particular countries where the EU provides budget support, to foster high standards of transparency and accountability, by advocating for improved access to information and strengthening the ability of civil society to actively participate in budget processes. The project focused on establishing three initial conditions: public access to sufficient levels of budget information, formal opportunities for public participation in budget processes, and civil society groups with the skills to analyse and influence budgets. Despite severe interruptions caused by the global pandemic, IBP made great strides, albeit from a low base, in laying the groundwork for civil society organizations to actively engage in budget analysis and advocacy to reform budget processes and influence budget decision-making. It demonstrated for instance that even in the most challenging settings, civil society's capacity to engage in budget work can be strengthened through thoughtfully designed, targeted capacity-building.

Following this successful first collaboration, a **second three-year partnership** was concluded in 2023 under the CSO MAAP 21-24. Under this second phase implemented in 15 countries, IBP builds on the results and lessons learnt from the first phase that consisted in three components Open Budget Survey (explained below), advocacy, and capacity building. Specifically, in ten countries that were part of the first phase, IBP will seek to further engage and deepen the capacity of CSOs (through more sophisticated trainings) to collectively advocate for government reforms in order to achieve sustainable changes in policy and practice. In addition, the project will be implemented in five new countries with the goal of working with, and building connections between, a diverse set of civil society organizations to equip them with a basic understanding of budget processes and analysis and helping them to identify gaps in open and accountable budgeting practices and advocate for improvements. IBP will also provide additional financial resources to CSOs trained to support the development and implementation of advocacy campaigns. The Action at hand consists in a **third phase** that will lie in maintaining support to the Open Budget survey as well as, for instance, expanding the activities to new target countries where there is a need to strengthen CSOs competences in budget analysis, or deepening trainings given to CSOs beneficiaries during previous phase, to ensure a more complex understanding of budget processes and a sustainable pool of knowledgeable local CSOs.

2.2 Problem Analysis

Component 1:

The EU is committed to a dedicated focus on supporting Civil Society around the world, to ensure that they have a far greater role in designing and implementing European policies, programmes and projects whilst recognizing that as the experts on the ground, they often lead the way on sustainable development.² This commitment requires a **meaningful civil society participation** in dialogue on core priorities of the European Commission, at country as well as on regional and global levels. The Action at hand addresses this challenge specifically through Component 1, the PFD, that is a key space for structured regional and global dialogue with civil society. As a multi-stakeholder platform that includes not only civil society but also local authorities, professional and business associations as well as representatives of EU institutions and Member States as its members, it **provides a unique space for open and transparent exchange**, sharing of best practices and learning from each other.

In 2021, the **Joint Communication on Global Gateway** announced that a dialogue with civil society shall be established as part of **Global Gateway's governance and communication** arrangements in order to ensure that a fully inclusive approach is taken. Indeed, Civil Society has a vital role to play when it comes to the **implementation of Global Gateway** to shape projects in full respect of fundamental values and to the benefit of local communities, in line with the **Strategy's values-based approach**. At country level, it is crucial that those affected by potential projects can have their say through regular and strategic consultations and dialogue, including with relevant CSOs. Involving regional and global networks of civil society offers numerous benefits in addressing potential challenges in the roll-out of the Global Gateway Strategy. It includes facilitating local participation, mitigating environmental and social impacts, addressing governance challenges, promoting inclusivity and equity, ensuring cultural sensitivity and respect for human rights, and enhancing sustainability and long-term impact. With the proven track record of the PFD to provide a fruitful space for dialogue to improve the effectiveness of EU development cooperation, it is the natural space to include Global Gateway as a focus area of the Forum. This Action therefore contributes to **mitigate the challenges posed by the Global Gateway Strategy** by engaging civil society via its working group on Global Gateway and ultimately increases the effectiveness, accountability, and legitimacy of the Strategy's development efforts.

Component 2:

While CSOs are key partners in achieving the 2030 Agenda and informing the design of European Commission policies, the wide number of organisations in Europe at multiple levels hinders an efficient communication. It requires an interlocutor capable of speaking on behalf of and aggregating many stakeholders' positions. The Action at hands addresses this challenge through Component 2, as **CONCORD** conveys the voice of more than 2600 organisations across Europe which makes it a key partner in pursuing EU's objectives.

Component 3:

The mobilisation and effective use of **domestic public finance** provides by far the largest and most stable source available for financing sustainable development. The 2030 agenda acknowledges for instance the vital role of domestic public finance in **providing essential public goods and services** and in catalysing other sources of

² https://ec.europa.eu/commission/commissioners/sites/comm-cwt2019/files/commissioner_mission_letters/mission-letter-urpilainen-2019-2024_en.pdf

finance. **Good public expenditure management** – improving the efficiency, transparency and accountability of public expenditure – therefore increases fiscal space in the same way as receiving additional resources: government can provide more and better public goods and services with the same amount of financial resources if it uses its resources more effectively.

To address sustainable development challenges, ensure efficient public expenditures and leave no one behind, it is of high importance to involve civil society that plays a **key role in promoting transparency and holding authorities accountable**. It means therefore building its **technical capacity to analyse complex budgets**, but also to engage in advocacy in favour of reforms that meet public interests. Besides, a wide body of evidence shows that public participation in budgeting can set off a virtuous cycle in good governance. When citizens feel they have a voice in how their government spends public resources, they are for instance **willing to pay more taxes**, allowing governments to collect more revenue to fund the public services citizens need. These studies complement previous research which shows how **openness in budget decision-making** is associated with improved macro-economic management, lower borrowing costs, more efficient resource allocation, and improvements in service delivery outcomes. The Action at hand addresses this problem by supporting the International Budget Partnership in continuing **strengthening CSOs capacity to analyse public budget decision-making and expenditures**, in particular since enabling CSOs to exert real influence in budget processes takes time and requires sustained engagement.

This Action will also contribute to **addressing opaque budgeting process** by supporting the **Open Budget Survey**. Conducted in 120 countries, it is the **only independent and comparative examination of fiscal transparency**, oversight, and public participation at the national level that are essential aspects of governance and accountability.³ The Survey documents and benchmarks the **state of open budgeting worldwide**. It helps identify gaps in a country's budget transparency and public participation practices and is a powerful tool that can be used to inform budget analysis and advocacy efforts carried out by civil society groups. The Survey enables civil society to access information about public budgets and is an important tool that supports civil society efforts to make their voices heard in public debates around budget formulation and implementation. It is even an important tool of the EU as **the index is indicated in European Commission Budget Support guidelines** as a key source of information for assessing budget support eligibility criteria on transparency. In addition, it is used in the development of the Risk management framework and the budget support annual report highlights it as a key reference.

In sum, this component is in line with the **Staff Working Document** “Collect More, Spend better” that recommends improving transparency, accountability and oversight in domestic public finance by **supporting international and regional initiatives to foster good governance in public finance**, such as the Open Budget Survey and supporting the participation of civil society organisations and the general public in the budget process.

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

Component 1:

³ Specifically, it aims to reply to the following questions:

- ✓ Participation: are there formal and meaningful opportunities for the public – including the most disadvantaged – to engage in the national budget process?
- ✓ Oversight: are oversight institutions – the legislature, the national audit office, independent fiscal institution(s) – in place and enabled to function properly?
- ✓ Transparency: is comprehensive budget information from the central government available to the public in a useful time frame?

The Policy Forum on Development is a place for structured and continuous dialogue that currently brings together 79 networks including CSO platforms, trade unions, cooperatives associations, business and employers' organisations, women organisations, people with disabilities, foundations, diaspora organisations and associations of local authorities. The Members' constituencies, networks, alliances and platforms cover Sub-Saharan Africa, Asia and the Pacific, Americas and the Caribbean, the European Neighbourhood Region, and the European Union. Forum participants also include representatives of EU Member States, representatives of the European Commission, European Parliament, European External Action Service, European Economic and Social Committee, European Committee of the Regions, and the European Investment Bank.⁴ The members debate development issues and how the EU is responding to them. As a permanent space for dialogue of equal partners, the PFD recognises and benefits from the knowledge of all of its members in upholding the principles of aid and development effectiveness, ensuring accountability and strengthening EU development policy.

Component 2:

CONCORD is the **European confederation of relief and development NGOs**. It advocates for sustainable economic, social and human development, addressing the root causes of poverty, and based on human rights, gender equality, justice and democracy. It conveys the voice of more than 2600 organisations across Europe and beyond (26 National Platforms of sustainable development NGOs (25 in EUMS, plus the UK), 25 European networks in which NGOs are grouped by affinity (families) and thematically, and seven Associate Members). **Member organisations are multi-disciplinary CSOs** which are not only active in international and development cooperation, but also in other policy domains such as climate change and the environment, humanitarian aid, peace-building and security, governance and democracy, social policy etc. CONCORD's members have operations around the world, including many with country offices which offer a wealth of knowledge and experience for the Confederation to draw on and an understanding of the reality of the situation in EU partner countries. This provides CONCORD with a unique ability to enrich its positions and recommendations with evidence from the ground, which can feed into policy processes at EU level.

Component 3:

The International Budget Partnership the **world's leading nonprofit organization** promoting more **responsible, effective, and equitable management of public money**. IBP works to ensure that government budgets are more **transparent and accountable** to the public and thereby more responsive to the needs of vulnerable populations, as opening budget processes to CSO engagement is vital for democratic and equitable development. IBP also aims to strengthen CSOs capacity to understand and analyse public budget as well as its advocacy skills by providing in-depth and tailored training. Such a work is key in increasing public expenditures transparency, especial since civil society has traditionally not been active on budgets oversight due to its complexity. Partner countries local CSOs are therefore key stakeholders that will benefit from IBP capacity strengthening activities. In fine, citizens are the final beneficiaries of the Action as more transparent public budget should contribute to more accountability and better services.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

⁴ List of members in available at the following link:

https://capacity4dev.europa.eu/system/files/documents/brochure_mars_2020-en-v7.pdf

The Thematic Programme for Civil Society Organisations (CSOs) is the only thematic programme with a clear actor-based mandate under the proposed Neighbourhood, Development and International Cooperation Instrument (NDICI-GLOBAL EUROPE). This Action will contribute to the overarching priority “An inclusive, participatory, empowered and independent civil society and democratic space in partner countries; and an inclusive and open dialogue with and between civil society” (Priority 1, CSO Thematic Programme 2021-2027)

The Overall Objective (Impact) of this action is to *strengthen CSOs as independent actors of good governance and development in their own right*.

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

- 1) A **meaningful and structured participation** and contribution of CSOs in EU programming cycle and policy-making;
- 2) **Increased budget transparency** in the target countries as per Open budget survey.

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

- 1.1 Contributing to Outcome 1 (or Specific Objective 1); a **space for dialogue** between civil society and EU institutions on EU’s international partnership /sustainable development policies is **available**;
- 1.2 Contributing to Outcome 1 (or Specific Objective 1); the PFD members produce **recommendations** for EU’s consideration;
- 1.3 Contributing to Outcome 1 (or Specific Objective 1); the CONCORD secretariat, by remaining operational, provides information and **recommendations** to the EU.
- 2.1 Contributing to Outcome 2 (or Specific Objective 2); **Publication** of Open Budget Survey reports;
- 2.2 Contributing to Outcome 2 (or Specific Objective 2); **CSO capacities** to analyse budget and advocate reforms is strengthened.

3.2 Indicative Activities

- **Activities related to Output 1.1 and Output 1.2**

Activities in the context of the PFD will consist in **global and regional in situ meetings** that will be organised in **Brussels and EU partner countries regions** respectively on a rotational basis. Further working modalities of the PFD will include a **virtual platform** for continuous exchanges with and between PFD members as well as moderated online and hybrid discussions and consultations. The Action supports permanent exchange, dialogue and consultations between the EU and the PFD members and the **facilitation of multi stakeholder meetings** as foreseen in section 3.1, focusing on the implementation of the 2030 Agenda, the European Consensus on Development and EU external assistance, as well as topics on the international development agenda.

Main activities:

- Two global PFD meetings successfully organised (one in 2025 and one in 2027).
- One regional PFD meeting successfully carried out (in 2026, region tbc).
- Annual Global Gateway Civil Society and Local Authorities Advisory Platform meetings successfully organised (at least three in-person and up to three additional meetings online over 2025 - 2027)
- At least five annual virtual and/or hybrid dialogues and consultations on EU policies and programmes as well as topics pertaining to Agenda 2030 successfully carried out.

- **Activities related to Output 1.3**

This Action supports CONCORD annually as a key interlocutor of the EU institutions on development issues. The activities will include in particular: ensuring the **functioning of the secretariat** e.g. working with members on advocacy and communications towards the EU institutions and services and EU Member States, strengthening CONCORD community (both its membership and civil society more generally), reaching out to civil society both in Europe and in EU partner countries, internal communications, human resource and knowledge management, as well as financial management and administrative tasks; capacity-building activities such as peer learning, webinar, trainings, in thematic areas, fundraising and various skills; ensuring the coordination of CONCORD network; policy and advocacy activities by preparing and convening working meetings to undertake planning and coordination of work on policies and positions, supporting the organisation, facilitation, and follow-up of these processes in close liaison with members, leading on advocacy work prioritised by members, overseeing and managing the production of tools, resources and events; producing research paper, and recommendations on SDGs related thematic areas and EU's International Partnership policy, etc.

- **Activities related to Output 2.1 and Output 2.2**

Support to IBP will consist notably in the following activities: production of the **Open Budget Survey** (training, data collection, vetting, research, quality control, analysis dissemination, reports drafting, research, engagement with governments and CSOs); CSOs capacity building in public budget activities and advocacy skills e.g. on line and in situ courses, workshop, capacity-development plans, peer learning, technical assistance, financial assistance through financial support to third parties, horizontal exchanges of people; advocacy activities such as advocacy plans development, meetings with public officials, events, conferences, travel, production of materials, room rental and catering, etc.

3.3 Mainstreaming

Environmental Protection & Climate Change

Environmental Protection & Climate Change are part of the discussion held within the PFD that include **organisations specifically dedicated** or giving strong attention to these thematic areas. It is expected that particularly the global and regional meetings of the PFD will include discussions on those topics. In addition, the Global Gateway CSO and LA Advisory Platform will treat the topics in the margin of looking into **climate and energy as one of the key areas of partnership for the Global Gateway**. Several organisations within the Platform are specifically focused on environmental protection and climate change and may steer the discussions in this framework. Some **CONCORD** members are active in climate change and environmental protection. These members' perspectives are therefore at least taken into account in the overall advocacy work of CONCORD. **IBP** has a specific initiative on **climate finance** consisting in research and advocacy focused notably on ensuring climate financing is used to mitigate climate impacts on underserved people and communities. While this dimension has not been addressed much in previous collaboration with IBP, the Action at hand will ensure that climate finance receive a stronger attention in the future partnership.

The Strategic Environmental Assessment (SEA) screening concluded that no further action was required. The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment). 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

While gender equality is a topic that has been (and will continue being) discussed within the PFD as well as the Global Gateway CSO and LA Advisory Platform, both of which include women (rights) organisations and have dedicated working session on gender equality and empowerment of women and girls, while CONCORD has a specific work stream dedicated to gender equality, and while IBP includes **Gender responsive budgeting (GRB)** in its work, gender inequality is not specifically targeted as an objective of this Action.⁵ This Action will however explore the possibility to strengthen GRB dimension in Commission's next collaboration with IBP. As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G0.

Human Rights

Human Rights are the bedrock of this Action. Human Rights are indeed **key values of CONCORD** while the PFD is an important space for dialogue where CSOs from all over the world come together to discuss with EU institutions and member states about human rights, in particular the challenges they meet in their respective thematic areas and countries. The **Global Gateway CSO and LA Advisory Platform** aims to pay particular attention to ensure that Global Gateway projects respect human rights and adhere to a Human Rights-Based Approach. Besides, **IBP mission is to advance public budget systems that work for people** by generating data, advocating for reform, and building the skills and knowledge of people in budget analysis as a government's budget is the most important economic policy and planning document, and is an essential means by which to assess government's efforts for the realization of human rights. The action will adhere in full to the implementation of the Rights-Based Approach (RBA) to development as well as EU's commitment to promote and protect human rights and democracy as enshrined in the Joint Communication and EU Action Plan on Human Rights and Democracy for 2020-2024.

Disability

Civil society is a vital actor in promoting **and defending the rights of marginalized people living in vulnerable circumstances**, particularly in the case of persons with disabilities as, for many, it is the only opportunity to raise their issues. As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action will be of relevance for the inclusion of persons with disabilities as organizations specifically representing, and/or as part of their mandate targeting, the rights of people with disabilities are included under Component 1.

Reduction of inequalities

While inequality is an issue that has been (and will be) discussed within the PFD as well as the Global Gateway CSO and LA Advisory Platform, while CONCORD has a priority dedicated to "Inequalities and sustainable economy" (including in its Strategy 22-26) and whereas supporting CSOs in developing budget analysis competencies is important to help ensure no one is left behind, inequality reduction is not specifically targeted by the Action at hand. The various components are relevant or take into account this dimension, but they do not give priority to this issue as for instance inequality is one topic among others that are raised within the PFD. The Action at hand is therefore labelled as I-0.

Democracy

Democracy is a key aspect of this Action as it basically aims, on the one hand, to promote civil society

⁵ IBP published recently a paper aiming to share the experiences, perspectives, resources and methodologies that CSOs have used to hold their governments accountable. to GRB commitments. See O'Donnell, C., "Addressing Gender Responsive Budget Implementation: How civil society is holding governments accountable to gender promises in budget execution", *International Budget Partnership*, October 2023.

participation in dialogue, consultation and policy-making with the EU (component 1 and 2), and on the other hand, to support civil society in advocating for public expenditures transparency as well as its capacity to engage in public budget analysis in partner countries.

Conflict sensitivity, peace and resilience

Civil Society is a vital actor for conflict prevention, resilience and security in fragile contexts and are furthermore often the basis of resilience at community level, and vital partners in risk reduction as well as in response to crisis. Under this Action, peace and security will be discussed within the PFD that includes organisations working on these issues. However, a conflict analysis or a conflict sensitivity assessment has not been conducted as part of this Action as not relevant.

Disaster Risk Reduction

N/A

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
3: People and the organisation	Weak and/or uneven stakeholder engagement in policy dialogue through the PFD and its sub-groups (<i>Component 1</i>)	L	M	Ensuring relevance of dialogue to partners through participatory identification of dialogue areas and topics. Management of expectations by clarifying objectives, sharing information prior to discussions and consultations, and ensuring appropriate consideration of input received. If required, replace non-active members by others more motivated.
1: the external environment	Deterioration of the enabling environment for civil society organisations in non-Neighbourhood partner countries that prevent IBP CSOs partners in engaging in advocacy and capacity building	M	M	The EU System for Enabling Environment will contribute to reducing this risk. The protection and the promotion of an enabling environment for civil society will be the priority for the CSO MAAP Action Document 2 – support to CSO in partner countries.

	activities.			
	Risk #			

Lessons Learnt: ==

Evaluations of the previous CSO-LA Programme⁶ as well as consultations with CSO Partners⁷ in preparation for the CSO Thematic Programme have informed the Action. Lessons learned of particular relevance to the Action at hand include:

- **Component 1 (PFD):** Whilst the regular dialogue with a wide range of Civil Society actors through the PFD has been effective and appreciated, consultations have highlighted **the need for ensuring regular and timely consultations with the opportunity for feedback**, and to ensure continued commitment and engagement. Moreover, with the creation of the different **thematic and actor based working groups** and dialogue platforms within and around the PFD, it is important to **avoid fragmentation** and ensure the continued added value of the PFD membership. To this end, it will be important to continue to 1) empower and motivate civil society and local authority members to work together, share information and engage in joint efforts to influence EU policy; 2) **ensure relevance of dialogue to PFD members** through participatory identification of dialogue areas and topics; 3) monitor and give feedback on how PFD suggestions are taken on board and their inputs used; 4) raise awareness amongst policymakers and practitioners throughout EU institutions and the Member States. This will be considered and addressed under Component 1.
- **Component 3 (IBP):** In the first phase of this initiative (conducted from December 2019 through November 2022), CSOs were introduced to the budget process and provided with basic tools to understand and analyse their country's budgets through an introductory training which was consistently delivered across the target countries. As a lesson learnt for the second phase, it was decided to deliver a **more sophisticated and bespoke set of capacity building activities** to support in-country advocacy strategies. As part of the country assessment process, therefore, more attention was devoted to understanding the existing skill and interest base of the CSOs involved, in relation to the local advocacy opportunities identified. Feedback from the ground also showed that advocacy's impact was the greatest in countries **where partners developed more collective approaches**. In other words, while building the technical capacity of civil society groups to understand and analyse budgets is a necessary component, it is not sufficient. To conduct effective advocacy, civil society actors need to **work together and build relationships with a broader network** of civil society stakeholders. Connecting the open budgets agenda with CSOs' broader work on policy and service delivery is essential to demonstrating the value and relevance of budget analysis and advocacy to these groups. In addition to continue paying attention to these elements, the third phase of the Action will explore the possibility to give **stronger place to climate finance and gender responsive budgeting** that have not been sufficiently taken into account so far. Additional lessons learnt will be of course taken into account on the basis the second phase that is, as of writing, ongoing.

6 Multiannual Indicative Programme for the Thematic Programme "Civil Society Organisations and Local Authorities" for the period 2014-2020 C(2014) 4865 final.

7 In 2020 12 meetings and consultations took place under the Policy forum on Development of which 6 had a focus on the programming process at large and 1 specifically on the priorities of the CSO Thematic Programme.

3.5 The Intervention Logic

The underlying intervention logic for this action is that, through the specific activities 1.1.1, “Policy Forum on Development”, and 1.1.2 “CONCORD”, the Action intends to support civil society’s, in particular CONCORD, participation in consultations in the field of the Commission’s (DG INTPA) International Partnership polices, hence contributing to [Output 1.1, 1.2 and 1.3];

Through the specific activities 1.1.1, “Policy Forum on Development”, and 1.1.2 “CONCORD”, the Action intends to support civil society’s, in particular CONCORD, participation in consultations in the field of the Commission’s (DG INTPA) International Partnership polices, hence contributing to [Output 1.1, 1.2 and 1.3];

Through the specific activities 1.2.1 “International Budget Partnership”, the Action intends to support IBP in doing Open Budget research and strengthen the capacity of local CSOs in partner countries to engage in budget processes analysis and advocacy, contributing hence to [Output 2.1 and 2.2].

Core assumptions for the implementation of the activities and for the attainment of subsequent outputs is that: 1) PFD members, including CONCORD, have sufficient resources and / or interest to engage in discussion with the Commission (DG INTPA) on Commission’s priorities, including the Global Gateway Strategy, reduction of inequalities, human rights and democracy, climate change and biodiversity, social inclusion and human development, gender equality as well as issues of jobs and growth, etc, and 2) at least some CSOs in targeted partner countries have sufficient resources and interest in being capacitated in budget analysis and advocacy.

If these Outputs are delivered and the assumptions at the level of Outputs hold true, this will ensure the realization of the **specific objectives** that is a meaningful and structured participation and contribution of CSOs in EU programming cycle and policy-making and 2) an increased budget transparency in the target countries [Outcome 1 and 2].

Core assumptions for the attainment of these **Outcomes** is that 1) Commission services (DG INTPA) services are keen to discuss and act upon analysis and recommendations provided by CONCORD and PFD members, 2) the enabling environment for civil society is sufficiently open in partner countries to allow local CSOs trained by IBP to engage in budget processes analysis and advocacy with the authorities; 3) the partner countries authorities are **open to discuss and act** upon budget related analysis and recommendations from CSOs trained with the support of the Action.

If the Outcomes are achieved, this will in turn contribute to the **long-term objective of the Programme** to strengthen CSOs as independent actors of good governance and development in their own right [Overall Objective/Impact].

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 strengthen CSOs as independent actors of good governance and development in their own right	Number of partner countries where the political leadership recognize the value of, and enables, the participation of civil society in policy and legislative making processes.	1: TBD	1: 122	CSO Programme 21-27 Evaluation – EU SEE Index / Network - Survey for EUDELs	<i>Not applicable</i>
Outcome 1	1. A meaningful and structured participation and contribution of CSOs in EU programming cycle and policy-making	1.1 Share of the top 10 recommendations issued by the Global and Regional Policy Forum on Development that the Commission (DG INTPA) has a) provided feedback on and b) taken into account.	1.1: a) 62.5 % b) 84.7 % (2023)	1.1: a) 100 % b) 50%	1.1: Commission (DG INTPA) reporting + CSO Programme 21-27 Evaluation	Commission (DG INTPA) services are keen to discuss and act upon analysis and recommendations provided by CONCORD and PFD members

<p>Outcome 2</p>	<p>2. Increased budget transparency in the target countries as per Open Budget Survey.</p>	<p>2.1 Number of target countries with a higher ranking in the Open Budget Survey.</p>	<p>2.1: N/A</p>	<p>2.1 10-15</p>	<p>2.1 Open Budget Survey.</p>	<p>The enabling environment for civil society is sufficiently open in partner countries to allow local CSOs trained by IBP to engage in budget processes analysis and advocacy with the authorities.</p> <p>The partner countries authorities are open to discuss and act upon budget related analysis and recommendations from CSOs trained with the support of the Action</p>
<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>

Output 1 relating to Outcome 1	1.1 A space for dialogue between civil society and EU institutions on EU's international partnership /sustainable development policies is available.	1.1.1 Number of global PFD meetings successfully organised. 1.1.2 Number of regional PFD meeting successfully organised. 1.1.3 Number of Annual Global Gateway Civil Society and Local Authorities Advisory Platform meetings successfully organised. 1.1.4 Number of annual virtual and/or hybrid dialogues and consultations on EU policies and programmes as well as topics pertaining to Agenda 2030 successfully carried out.	1.1.1: N/A 1.1.2: N/A 1.1.3: N/A 1.1.4: N/A	1.1.1: 2 1.1.2: 1 1.1.3: 6 1.1.4: 5	1.1.1: INTPA reporting 1.1.2: INTPA reporting 1.1.3: INTPA reporting 1.1.4: INTPA reporting	PFD members, including CONCORD, have sufficient resources and / or interest to engage in discussion with the Commission (DG INTPA) on Commission's priorities
Output 2 relating to Outcome 1	1.2 Policy recommendations for EU's consideration are produced by the PFD and its sub-groups.	1.2.1 Number of policy recommendations produced by the PFD and its sub-groups	1.2.1: 100/year	1.2.1: 100/year	1.2.1: PFD and sub-group reports	
Output 1 relating to Outcome 2	2.1 Open Budget Survey reports are produced	2.1.1 Number of Open Budget Survey reports produced	2.1.1: 0	2.1.1: 1-2	2.1.1: Open Budget Survey reports	At least some CSOs in targeted partner countries

Output 2 relating to Outcome 2	2.2 CSO capacities to analyse budget and advocate reforms are strengthened.	2.2.1 Number of CSO representatives trained by the EU-funded intervention with increased knowledge and/or skill, disaggregated by sex.	2.2.1: 0	2.2.1: 200-250	2.2.1: IBP Narrative reports	have sufficient resources and interest in being capacitated in budget analysis and advocacy
		2.2.2 Number of capacity development activities (e.g. courses) organised.	2.2.2: 0	2.2.2: 30	2.2.2: IBP Narrative reports	
		2.2.3 Extent to which CSOs trained with the support of the Action have developed their capacity to analyse budget and advocate reforms.	2.2.3: 1 (to no extent)	2.2.3: 4 (to significant extent, on average)	2.2.3: IBP Narrative reports	
		2.2.4 Number of CSOs benefiting from FSTP to engage in budget processes advocacy	2.2.4: 0	2.2.4: 20-25	2.2.3: IBP Narrative reports	

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner country.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 84 months from the date of adoption by the Commission of this Financing Decision.⁸ Extensions of the implementation period may be agreed by the Commission's responsible authorising officer in duly justified cases.

4.3 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 measures⁹.

4.3.1 Direct Management (Grants)

Component 2: CONCORD

(a) Purpose of the grant(s): the grants aim to support CONCORD annually as a key interlocutor of the EU institutions on development policy through successive annual grants.

(b) Type of applicants targeted: CONCORD is the European confederation of relief and development NGOs. It is a not-for-profit association based in Brussels that comprises national NGO platforms from 27 EU Member States and the UK, 25 major international NGOs and NGO networks and 6 associate members, representing thousands of European NGOs.

(c) Justification of a direct grant: Under the responsibility of the European Commission's responsible authorising officer, the grant may be awarded without a call for proposals to CONCORD. The recourse to an award of a grant without a call for proposals is justified because CONCORD is in a situation of de facto monopoly in compliance with Article 198 (c) of Regulation (EU, Euratom) 2024/2509. This is based on the Confederation's wide thematic and geographical coverage, bringing together EU MS national NGO platforms as well as international NGO networks active in an extensive range of development areas. Through its actions and working structures the Confederation has consolidated its role and legitimacy vis-à-vis the EU institutions and vis-à-vis its members and has proven its usefulness and capacity to meaningfully contribute to the debate on development in Europe. Its added value also resides in its capacity to shape common positions and share knowledge and competence in dealing with major issues linked to European development policy.

⁸ The implementation period planned was estimated taking into account the date of contractualization of the grants, the estimated duration of the grants, and possible extensions.

⁹ 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.

Component 3: The International Budget Partnership

(a) **Purpose of the grant(s):** This Action supports IBP for its interventions in strengthening civil society's ability to analyze budgets, particularly in countries where the EU provides budget support, fostering high standards of transparency and accountability.

(b) **Type of applicants targeted:** CSOs active in public finance management

(c) **Justification of a direct grant:** Under the responsibility of the European Commission's responsible authorising officer, the grant may be awarded without a call for proposals to IBP. The recourse to an award of a grant without a call for proposals is justified because IBP is in a situation of de facto monopoly in compliance with Article 198 (c) of Regulation (EU, Euratom) 2024/2509. The Open Budget Survey is the only independent and comparative examination of fiscal transparency, oversight, and public participation at the national level that are essential aspects of governance and accountability. Besides, International Budget Partnership is a unique CSO platform offering training to local CSOs on how to read and monitor national budgets.

4.3.2 Direct Management (Procurement)

Component 1: Policy Forum on Development

The Action may be implemented through procurement.

It will support a structured dialogue between the EU and the PFD members, the technical and logistical support for the organisation of multi stakeholder meetings (in situ and online) and research initiatives related to the implementation of the 2030 Agenda, EU policies and programmes and other topics on the international development agenda.

4.4 Scope of geographical eligibility for procurement and grants

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

I. Member States, beneficiaries listed in the relevant Annex to the IPA III Regulation and contracting parties to the Agreement on the European Economic Area;

II. Neighbourhood partner countries and the Russian Federation when the relevant procedure takes place in the context of the programmes referred to in Annex I of the NDICI-Global Europe regulation in which it participates;

III. developing countries and territories, as included in the list of ODA recipients published by the OECD Development Assistance Committee, which are not members of the G-20 group, and overseas countries and territories;

IV. developing countries, as included in the list of ODA recipients, which are members of the G-20 group, and other countries and territories, when the relevant procedure takes place in the context of an action financed by the Union under the Instrument in which they participate;

V. Countries for which reciprocal access to external funding is established by the Commission; that access may be granted, for a limited period of at least one year, whenever a country grants eligibility on equal terms to entities from the Union and from countries eligible under the Instrument; the Commission shall decide on the reciprocal access and on its duration after consultation of the recipient country or countries concerned;

VI. Member countries of the OECD, in the case of contracts implemented in a LDC or a highly indebted poor country, as included in the list of ODA recipients.

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 realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution 2025 (amount in EUR)	EU contribution 2026 (amount in EUR)	EU contribution 2027 (amount in EUR)	Total EU contribution 2025-2027 (amount in EUR)
Implementation modalities – cf. section 4.3				
Objective 1/Output 1.1 and 1.2 (Component 1: Policy Forum for Development)				
Procurement (direct management) – cf. section 4.3.2		2.700.000		2.700.000
Objective 1/ Outputs 1.3 (Component 2: CONCORD) <i>Composed of:</i>				
Grants (direct management) – cf. Section 4.3.1	1.200.000	1.200.000	1.200.000	3.600.00
Objective 2/Output 2.1 and 2.2				

(Component 3: IBP) <i>Composed of:</i>				
Grants (direct management) – cf. section 4.3.1	3.000.000			3.000.000
Grants – total envelope under section 4.3.1	4.200.000	1.200.000	1.200.000	6.600.000
Procurement – total envelope under section 4.3.2		2.700.000		2.700.000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	May be covered by another decision			
Totals:	4.200.000	3.900.000	1.200.000	9.300.000

4.6 Organisational Set-up and Responsibilities

Component 1: The Policy Forum on Development

The European Commission (DG INTPA) is in charge of the overall organisation of the Forum and ensuring the smooth undertaking of activities, in close cooperation with all parties involved, through adequate joint agenda-setting and co-chairing mechanisms. As such, the Commission (DG INTPA) maintains overall responsibility for the technical and logistical support facility to assist in the implementation of the PFD work programme. Consultations within the Forum will be done in close collaboration with relevant Commission services (DG INTPA thematic and geographic units, DG NEAR, and other services), the EEAS, and the involvement of, EU institutions as well as EU Member States as appropriate. A PFD “Task Team” composed of CSOs and LAs members will maintain communication with PFD members between meetings, undertake preparatory work and meet regularly with staff from relevant Commission services (DG INTPA and other Commission services). The PFD is co-chaired by the Commission (DG INTPA) and two co-chairs representing CSOs and Local Authorities.

The Commission will co-chair PFD meetings and convene and chair PFD Task Team meetings. It will maintain overall responsibility for the technical and logistical support facility to assist in the preparation and implementation of activities of the PFD.

Component 2: CONCORD

The grant will be managed by the Commission (unit in charge of civil society organisations in DG INTPA Headquarters). No steering committee is planned for the component however the contracting authority and the implementing partner will closely collaborate during the whole action, including through exchange of information.

Component 3: The International Budget Partnership

The action grant will be managed by the Commission (unit in charge of civil society organisation in DG INTPA Headquarters). The definition of the target countries for CSOs capacity building activities will be done in close collaboration with relevant geographical units and EU delegations.

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.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix.

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

Roles and responsibilities for data collection, analysis and monitoring:

- The monitoring and reporting on indicators regarding the PFD component, including the collection of baselines and data collection, will be ensured annually by the Commission (INTPA G2), possibly with the support of the PFD facility to be contracted.
- The monitoring and reporting on indicators regarding IBP component, including the collection of baselines and data collection, will be ensured annually by the implementing partner.

5.2 Evaluation

Having regard to the nature of the action, a final evaluation may be carried out for this action or its components via independent consultants. The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination¹⁰. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the adjustments necessary.

The financing of the evaluation may be covered by other measures constituting a Financing Decision.

¹⁰ See best [practice of evaluation dissemination](#)

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 adopted 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 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#): <Present action> <Other action(s)>
Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Policy Forum on Development
<input checked="" type="checkbox"/>	Single Contract 2	CONCORD
<input checked="" type="checkbox"/>	Single Contract 3	IBP
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	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>