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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 1

of the Commission Implementing Decision on the financing of the Annual Action Plan 2021 in favour of the Republic of South Africa

Action Document for NDICI Technical Cooperation Facility (NDICI TCF)

ANNUAL PLAN

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

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	NDICI Technical Cooperation Facility (NDICI TCF) CRIS number: NDICI AFRICA/2021/043-164 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in South Africa
4. Programming document	Multi-annual Indicative Programme 2021 - 2027
5. Link with relevant MIP(s) objectives/expected results	The horizontal and transversal nature of the action means that it contributes to all objectives outlined in the MIP 2021-2027
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	SA 2021-2027 MIP Priority Areas: (1) Sustainable, resilient, transformative and inclusive growth; (2) Reducing inequalities; and (3) Partnerships. The NDICI TCF is horizontal by nature and will support the implementation of the MIP
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 Other significant SDGs (up to 9) and where appropriate, targets: 5, 13, 14, 15, 16
8 a) DAC code(s)	15110 - Economic and Development Policy
8 b) Main Delivery Channel @	42000 – European Union 12000 – Recipient Government
9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender

	<input checked="" type="checkbox"/> Biodiversity <input 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 checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girls' empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective
Digitalisation @ Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services		<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Connectivity @ Tags: transport people2people energy digital connectivity		<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Migration @ (methodology for tagging under development)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of Inequalities (methodology for marker and tagging under development)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): 14.020122 Total estimated cost: EUR 5 000 000 Total amount of EU budget contribution EUR 5 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing¹	Direct management through: <ul style="list-style-type: none"> - Procurement - Grants - Prizes. 			

¹ Art. 27 NDICI.

1.2. Summary of the Action

As described in the Multi-annual indicative programme (MIP) 2021-2027, the NDICI Technical Cooperation Facility (NDICI TCF) will accompany and help improve the quality of programming, implementation, monitoring, auditing and evaluation of previous, on-going and planned actions. As typical at the start of a new programming cycle, the Facility will lay the ground for future actions, such as a range of studies and formulation missions, with a substantial focus on visibility including that of Team Europe Initiatives that will strengthen the EU's and Member States' position as partners of reference for South Africa.

The Facility will also help improve and monitor the adequate inclusion of cross-cutting issues in the entire portfolio, in a dynamic and flexible way. The cross-cutting issues of human rights and gender will be applied in line with the Human Rights Based Approach (HRBA)² and the gender equality strategy (A Union of Equality: Gender Equality Strategy 2020-2025³) and the Gender Action Plan (GAP) III⁴. In addition, the Facility, will focus on solving specific bottlenecks and implementation problems that may hinder South African and EU cooperation activities and allow the Delegation to respond swiftly and with flexibility to ad hoc requirements recurrent in the evolving context of cooperation with South Africa.

Finally, the NDICI TCF will be used to support comprehensive awareness-raising, strategic communications and visibility, public diplomacy initiatives and donor coordination activities that will enhance visibility.

The objectives of the NDICI TCF are to:

- (i) Support the identification, formulation, implementation, audit and evaluation of actions under the Multi-annual Indicative Programme (MIP) or under other financial instruments implemented by the EU Delegation in South Africa; as well as to assist government, civil society, and the Delegation in the implementation of on-going EU funded interventions;
- (ii) Improve the targeting and mainstreaming of cross-cutting issues in EU's international cooperation and policies;
- (iii) Increase the contribution to and improve capacity for EU-South Africa partnerships, through logistical, training support, conference and seminars, capacity development, consultations, strategic communication and public diplomacy activities aimed at increasing the awareness, understanding and approval of the EU, including participation in local, regional and international workshops on those matters and facilitate EU diplomacy in all its dimensions.

The NDICI TCF should play a role in facilitating the shift in our relationship with South Africa from more traditional development cooperation to a more modern partnership (following the modalities of the Most Advanced Developing Countries).

The NDICI TCF will provide a platform to recruit Technical Assistance (TA) or expertise to engage in capacity building, policy related evidence building, consultations, strategic communication and public diplomacy activities, including the roll-out of a national major public campaign aimed at ordinary citizens, public and economic diplomacy initiatives, local, regional or international, in the framework of EU-South Africa cooperation or strategic partnership.

The Facility will contribute to SDGS 5, 13, 14, 15, 16 and 17 as well as the priority areas outlined in the MIP 2021 – 2027. It is complementary to and has synergies with the entire portfolio, in as far as it will contribute to programming, implementation and evaluation as appropriate.

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

2. RATIONALE

2.1. Context

The EU and South Africa enjoy good political and economic relations with one another as distilled in the only Strategic Partnership the EU has with a country in Africa. South Africa is the economic hub in Southern Africa with a diversified portfolio of industries which has positioned the country as a key actor, partner and ally for the EU's strategic, political, economic and security interests at regional, continental and global levels. The EU remains SA's largest trade and investment partner, accounting for 22 % of total trade in 2020.

South Africa is a middle-income country which has achieved many successes, notably its largely peaceful transition to democracy in 1994. However, complex political and economic challenges have limited the country's socio-economic development potential. The triple burden of unemployment, inequality and poverty brought on by a deep legacy of segregationist policies and systems have ultimately culminated in the creation of one of the most unequal societies in the world. Despite strong and ambitious policies to address these legacies, implementation gaps and weakened governance practices have also contributed to widening inequality.

The Covid-19 pandemic has exacerbated many of these pre-existing challenges, and while President Ramaphosa's response package is the most notable in the region (10 % of gross domestic product (GDP)), its impact is limited by the country's already sluggish economy and growing budget deficit which is predicted to expand to 12 % of GDP in the 2020/2021 financial year. The country's youth, women and historically disadvantaged population are the most affected by these challenges and recent unrest in KwaZulu Natal and Gauteng provinces have exacerbated some of South Africa's economic fragilities. The dire socio-economic needs resulting from the Covid-19 pandemic adds pressure on the government to divert from a low-carbon and resource efficient path.

South Africa's GDP growth was expected to rebound by 3.8 % in 2021 and 2.5 % in 2022, below the global GDP average by emerging economies (4.6% in 2021), before being hit by social unrest, mass looting and destruction of property in KwaZulu-Natal and Gauteng which, President Cyril Ramaphosa admitted, has been fuelled by anger over weakening socio-economic conditions. Growth was expected to be driven by an increase in domestic consumption and exports as the country opens up to its commercial activities again. However, South Africa was already widely not seen getting back to pre-pandemic levels of output before 2023. On the back of contractions in manufacturing and services and consumption, as well as lowered confidence and rising uncertainty, the unrest is expected to set the desperately needed economic growth back even further. The 2021-2027 MIP is built on this assessment, and provides substantial resources under three priority areas: a) a sustainable, resilient, transformative and inclusive growth, b) reducing inequalities, and c) partnerships.

The NDICI TCF, thanks to its broad coverage and areas of engagement, will provide an impactful EU contribution to South African development and socio-economic recovery, in line with the EU strategic interests and the South Africa National Development Plan (NDP) 2030. The Facility will lay the ground for future actions, ensure that cross-cutting priorities are effectively mainstreamed in interventions and enable the Delegation to reinforce public and economic diplomacy work and increase the visibility of the EU and Member States in South Africa.

The NDICI TCF will support the collaboration with the Government, civil society and the private sector to achieve the objectives outlined in the NDP in general and, in particular, the EU-South Africa MIP 2021-2027 and other financial instruments implemented by the EU Delegation in South Africa.

The NDICI TCF will also play a crucial role in raising awareness of the EU's partnership with South Africa. This will contribute towards the promotion of democracy and human rights, EU values and culture, social inclusion, human and economic development, gender equality and the strengthening of institutions.

² https://ec.europa.eu/international-partnerships/system/files/swd-2021-human-right-based-approach_en.pdf.

³ COM(2020)152 of 5.03.2020.

⁴ JOIN(2020)17 of 25.11.2020.

2.2. Problem Analysis

The NDICI TCF will build on the ethos and success of its predecessor, which aimed to shift the donor-recipient relationship between the EU and South Africa towards a more collaborative and added-value approach, by building on the ways in which best practice, innovation, risk-taking, pilot programmes, systems development and capacity building have been approached with South Africa. Special attention will be placed on improving awareness around the EU's contributions to the South African society while also spotlighting the wider impact of the Team Europe approach.

The NDICI TCF will allow the Delegation to act with more agility and flexibility. This approach will also expand and deepen the range of EU's partners and stakeholders in South Africa and strengthening participation, especially with groups living in vulnerable situations, including women and girls, young people, persons with disabilities, etc., therefore furthering its reach and improving the effectiveness and quality of programming, implementation, monitoring, auditing and evaluation of previous, on-going and planned actions.

A new area of partnership around digitalisation in the public, private and civil society domains will aim to mainstream digital solutions in the EU Delegation's actions to ensure that activities meet new developmental innovation standards. The NDICI TCF will remain as an instrument for ensuring that cross-cutting issues, including human rights and gender, are included and adequately considered across the Delegation's entire portfolio of planned actions and to minimise the risk that the socio-economic relief measures and growth policies are funded at the expense of investments in a more sustainable future.

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

The stakeholder analysis for the NDICI TCF will be appropriately addressed in each and every different action that the Facility will finance. In general terms, collaboration with the Government of South Africa and civil society and development partner coordination is strong in South Africa and it mainly relies upon a joint shared analysis and on the recognition that the South African NDP 2030 provides a very solid basis for action. The participation of stakeholders representing a broad range of groups and interests will be promoted.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The **Overall Objective** of this action is to work with South African partners, including the Government of South Africa, civil society and the private sector to support objectives outlined in the country's National Development Plan (NDP) and the implementation of the EU-South Africa MIP 2021-2027 and other EU priorities in South Africa.

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

- Support the identification, formulation, implementation, audit and evaluation of actions under the MIP or under other financial instruments implemented by the EU Delegation in South Africa; as well as assist Government, civil society, and the Delegation in the implementation of EU funded interventions;
- Ensure that cross-cutting issues in EU's international cooperation and policies, namely gender equality and women's empowerment, human rights and democracy, culture, environment and climate change, good governance, regional or continental integration, among others, are adequately addressed;
- Facilitate EU contribution to and improve capacity for EU-South Africa partnership, through logistical training support, conferences and seminars, capacity-development, consultations, strategic communication and public diplomacy activities aimed at increasing the awareness, understanding and approval of the EU; including participation to local, regional and international workshops on those matters and facilitate EU diplomacy in all its dimensions.

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

- **EO1:** Successful project cycle management of interventions that contribute to the quality of the EU cooperation and partnership with South Africa;
- **EO2:** Improved targeting and mainstreaming of cross-cutting issues in EU's international cooperation and policies;

- **EO3:** Increased contribution to and improved capacities for EU-SA Partnership in a broad range of interventions throughout Government, civil society organisations (CSOs), and the private sector, as well as the general public.

3.2. Indicative Activities

To achieve the outputs above, main **activities** of the NDICI TCF are as follow:

EO1 - Successful project cycle management of interventions that contributes to the quality of the EU cooperation and partnership with South Africa

Activities under this EO could include specific expertise and assistance to be provided on a short or medium-term basis to ensure the success and quality of ongoing and future programmes supported by the EU and other instruments. For instance:

- Technical assistance for the successful identification, stakeholders' analysis, formulation, preparation, implementation and audit and evaluation of programmes in South Africa;
- Technical assistance for the successful implementation of Team Europe Initiatives;
- Support for Team Europe approach;
- Training, conferences and seminars (including logistical support to participation);
- Awareness raising, promoting access to information, strategic communication & visibility campaigns.

EO2 - Improved targeting and mainstreaming of cross-cutting issues in EU's international cooperation and policies

Activities under this EO could include specific expertise and assistance to ensure the effective and adequate streamlining among all stakeholders of cross-cutting issues, EU priorities and strategic objectives, such as gender equality, and women's empowerment, human rights (in line with the HRBA) and democracy, culture, environment and climate change, regional or continental integration, digitalisation, disability or good governance, among others:

- Technical assistance/cooperation, peer-to-peer exchanges or TAIEX;
- Training, conferences and seminars (including logistical support to participation);
- Awareness raising, strategic communication & visibility campaigns or public diplomacy;
- Economic diplomacy, including in support of Economic Partnership Agreement (EPA) implementation, review, monitoring and evaluation – including studies and research needed to carry out EU's priorities in these frameworks;
- Exchange of lessons learnt and best practices;
- Studies – including Strategic Environmental Assessment (SEA), Environment Impact Assessment (EIA) and Climate Risk Assessment (CRA), gender and human rights analysis that might be needed -research or publications - including dissemination;
- Design and roll out at national level of (a) major public campaign(s) aimed at ordinary citizens, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the country. All such campaigns will be data-driven, rigorously tracking hard key performance indicators (KPIs) that will allow content to be constantly adjusted in line with evidence of the material and approaches that resonate most successfully with the audience;
- Promote understanding and awareness of the Union's values, interests and specific policies, including human rights, foreign and security policy, science and research, gender equality, visibility of the Team Europe approach, fight against disinformation, as well its multilateral agenda;
- Strengthen networks and long-term relationships with key target audiences and partners (e.g. youth, students, academics, think tanks, CSOs, business, creative industries), including leveraging existing EU programmes, in order to facilitate future cooperation across policy areas.

EO3 – Increased contribution to and improved capacities for EU-SA Partnership in a broad range of interventions throughout Government, CSOs, and the private sector.

Activities under this EO could include specific capacity building, awareness and visibility services to assist in the implementation of EU-South Africa cooperation and partnership, namely:

- Technical assistance/cooperation, peer-to-peer exchanges or TAIEX;
- Training, conferences and seminars (including logistical support to participation);
- Awareness raising, strategic communication and fight against disinformation;
- Public diplomacy and visibility of EU cooperation and partnership;
- Economic diplomacy, in particular addressing market access issues and investment impediments that may be linked to existing or upcoming local regulatory/legislative frameworks, including supporting the work of the EU Chamber and other European Business Organisations in South Africa to this end;
- Specific interventions to promote EU policies, values, culture as well as its multilateral agenda;
- South Africa participation in EU programmes and cooperation with EU Agencies, where relevant;
- Support to triangular cooperation.

The list above is not limited and, according to needs, further expertise and services could be identified at a later stage during the implementation period of the NDICI TCF.

3.3. Mainstreaming

The NDICI TCF will mainstream gender, climate change, environmental issues, human rights and democracy by ensuring that they are adequately addressed by all stakeholders and integrated in implementation; that its broad range of activities ensure, for instance, the equal participation of women and persons with disabilities, do not negatively affect the environment or apply low-carbon choices; but also, as per its specific objective 2, by ensuring that the targeting and mainstreaming of these issues are improved.

In that respect, the Facility may be used to perform specific Environmental Impact Assessments, Climate Risk Assessments and Gender Assessments as and when necessary. A Strategic Environmental Assessment for Priority Area 1 of the 2021-2027 MIP and a gender analysis in the green and digital sectors are underway. The recommendations will be integrated into the design of all the assignments to be undertaken under this NDICI TCF.

Environmental Protection & Climate Change

Outcomes of the SEA screening

The Strategic Environmental Assessment (SEA) screening concluded that no further action was required at this stage.

Outcomes of the EIA (Environmental Impact Assessment) screening

The EIA (Environment Impact Assessment) screening classified the action as Category B (not requiring an EIA, but for which environment aspects will be addressed during design).

Outcome of the CRA (Climate Risk Assessment) screening

The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment).

As per Organisation for Economic Co-operation and Development (OECD) DAC codes identified in section 1.1, this action is labelled as Rio Marker 1 for biological diversity, climate change adaptation and climate change mitigation. This implies that the NDICI TCF will support the mainstreaming of all three aspects, as well as facilitate the identification and implementation of specific interventions aiming at protecting biodiversity and supporting climate change mitigation and adaptation. As and when necessary, this may include TA for the production of SEA, EIA and CRA.

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 the NDICI TCF shall assist that gender equality and empowerment of women and girls are adequately addressed by all stakeholders and integrated at all stages of its implementation. The action will contribute towards the gender equality strategy (A Union of Equality: Gender Equality Strategy 2020-2025)⁵ and the GAP III⁶ priorities.

⁵ COM(2020) 152 of 5.03.2020.

⁶ JOIN(2020)17 of 25.11.2020.

Human Rights

The Facility shall assist and ensure the integration and realisation of human rights throughout its actions. The HRBA will be promoted as a working methodology, ensuring meaningful and inclusive participation, non-discrimination and equality as well as accountability and transparency.⁷

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action is not considered relevant for the inclusions of persons with disabilities but is cognisant of their inclusion at every opportunity.

Democracy

The Facility activities shall help assist and support the promotion of democracy and good governance; support stability and resilience as well as reinforce the relations between the EU and South Africa.

Conflict sensitivity, peace and resilience

As per the OECD Conflict, security, peace and resilience codes identified in section 1.1, this action is labelled as D0. However, its activities could help support stability and resilience.

Disaster Risk Reduction

As per the OECD Disaster Risk Reduction codes identified in section 1.1, this action is labelled as D0. However, its activities could help support stability and resilience

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
3	Lack of commitment and ownership by the Government on the assistance provided by the Facility, as well as by other assistance.	low	low	Inclusive dialogue via this instrument as well as via other dedicated instrument will be encouraged throughout to ensure good understanding and ownership.
3	Capacity building support undermined due to the departure of trained staff.	low	medium	This risk is to be mitigated by involving concerned bodies at both institution and individual levels in the capacity building elements of project and by developing durable and streamlined systems.

Lessons Learnt:

The NDICI TCF builds on its predecessor TCF I. Improved implementation modality to allow for increased flexibility and improved control of the Facility by the Delegation should limit the above-mentioned risks and allow for increased agility in the provision of funds.

Moreover, as a complementary programme, the Facility mainly depends on the EU Delegation's portfolio to be effective and successful. This is a risk in itself, however a low and negligible one, that can be effectively mitigated by ensuring that the Delegation remains active in using the programme for its objectives.

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https://ec.europa.eu/international-partnerships/news/taking-forward-commitment-reducing-inequalities-human-rights-based-approach-toolbox-adopted_en.

3.5. The Intervention Logic

The NDICI TCF will be used to mobilise expertise, technical assistance (TA) or capacity building, awareness-raising, communication and visibility as well as training, conferences and seminars in support of the implementation of EU-South Africa cooperation and Strategic Partnership.

Technical Assistance and expertise will be provided with three discrete and complementary angles: (i) support the MIP implementation; (ii) support the integration and mainstreaming of cross-cutting issues in EU's international cooperation and policies in the cooperation and partnership with SA; and support other EU policies and priorities in SA, and promote EU values and culture.

Through logistical training support, conferences, seminars or peer to peer exchanges, the capacity on EU-South Africa partnership will be improved. The active participation of a broad range of stakeholders, especially those representing those living in vulnerable situations, will ensure their interests are heard and lead to more effective interventions. Through capacity building support throughout Government, CSOs, and the private sector, as well as awareness-raising and visibility campaigns, the targeting and mainstreaming of cross-cutting issues will be supported and improved. Strategic communication, fighting against disinformation, promoting access to information and participation and visibility activities will improve and consolidate the narrative on EU's cooperation and strategic partnership as well as increase the awareness of Team Europe Initiatives in South Africa.

The measures carried out by the Facility will complement the Government of South Africa's own activities in the MIP's priority areas.

3.6. Logical Framework Matrix

At action level, the indicative logframe should have a maximum of 10 expected results (Impact/Outcome(s)/Output(s)).

It 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.

Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To work with South African partners, in the Government of South Africa, civil society and the private sector to support the objectives outlined in the National Development Plan and/or the implementation of the EU-SA MIP 2021-2027 and the other EU priorities in South Africa.	Percentage of NDICI TCF funded interventions that successfully supported joint EU-SA objectives	0	80%	Mid Term Review and Final evaluation of TCF	<i>Not applicable</i>
Outcome 1	Identification, formulation, implementation, audit and evaluation of actions implemented by the EU Delegation in South Africa supported; and government, civil society and the Delegation assisted in the implementation of EU funded interventions;	1.1 Number of identification, formulations, audit and evaluations actions supported through technical assistance 1.2 Number of interventions successfully implemented through NDICI TCF technical assistance	1.1 TBD 1.2 TBD	1.1 (per year) 1.2 TBD	1.1 EAMR	
Outcome 2	Cross-cutting issues in EU's international cooperation and priorities, namely gender and women's empowerment, human rights and democracy, culture, environment and climate change, good governance, regional or continental integration, among others adequately addressed;	2.1 Number of mainstreaming initiatives supported (undertaken) with NDICI TCF support (per type of mainstreaming initiative)	2.1 TBD	2.1 (per year)	2.1 EAMR	
Outcome 3	Increased contribution to and improved capacity for EU-South Africa partnership, through logistical training Support, conferences and seminars, capacity-development, consultations, strategic communication and public	3.1 Number of technical cooperation and capacity-development initiatives supported with NDICI TCF support 3.2 EU awareness, brand recognition and approval rates among target public	3.1 TBD	3.1.1 TBD	EAMR	

	diplomacy activities aimed at increasing awareness, understanding and approval of the EU, including participation to local, regional and international workshops on those matters					
Output 1 related to Outcome 1	Successful project cycle management of interventions that contribute to the quality of the EU development cooperation and partnership with South Africa.	1.1.1 Number of actions successfully implemented through support of NDICI TCF	1.1.1 TBD	1.1.1 TBD	EAMR	
Output 2 related to Outcome 2	Improved targeting and mainstreaming of cross-cutting issues in EU's international cooperation and policies	2.2.1 Number and % of new actions, including blending operations, that are gender responsive/targeted (G1+G2) supported by NDICI TCF 2.2.2 Number and % of new actions, including blending operations, that are environmental and climate change responsive/targeted (Rio Marker 1) supported by NDICI TCF 2.2.2 Number of sector specific analyses done or updated for cross-cutting issues undertaken through NDICI TCF Support	2.2.1 TBD 2.2.2 TBD	1.2.1 95% of all TCF supported programmed will have mainstreaming of at least 2 of the MIP identified cross-cutting issues 85% of actions are either G1 or G2. 1.2.2 TBD	EAMR	
Output 3 related to Outcome 3	Increased contribution and improved capacities for EU-SA Partnership in a broad range of interventions throughout government, CSOs, and the private sector. Strategic communication activities implemented, reaching new audiences	3.1.1 Number of consultations, trainings and workshops conducted through NDICI TCF Support 3.1.2 Reach 3.1.3 Engagement 3.1.4 Follower growth 3.1.5 Click through rate ⁸	3.1.1 TBD 3.1.2 TBD	3.1.1 (85% visibility on all NDICI TCF supported actions 3.1.2 10 (per year)	EAMR	

⁸ Detailed indicators, baselines and targets will be defined in the Strategic Communication and Public Diplomacy strategic plan, to be developed.

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 entry into force of the financing agreement.

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

4.3. Implementation of the Budget Support Component [For Budget Support only]

N.A.

4.4. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁹.

4.4.1. Direct Management (Grants)

(a) Purpose of the grant(s)

Grants will be awarded to provide financial assistance to support the capacity for the implementation of the third objective and associated results described in Section 3

(b) Type of applicants targeted

Legal entities, natural persons or groupings without legal personality, local authorities, public bodies, international organisations, NGOs, economic actors such as SMEs or business associations, profit or non-profit organisations, political analyst and think tanks.

4.4.2. Prize(s)

Related to Output/Objective 2 (Improved targeting and mainstreaming of cross-cutting issues)

(a) Purpose of the prize:

To recognize and reward actions or achievements by people, groups or organisation in targeting and/or mainstreaming cross-cutting issues

(b) The type of participants targeted:

Legal entities, natural persons or groupings without legal personality, local authorities, public bodies, international organisations, NGOs, economic actors such as Small and Medium Enterprises (SMEs) or business associations, profit or non-profit organisations or political analyst and think tanks.

(c) Specific reference to prizes with a unit value of EUR 1 million or more: none

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.

4.4.3. Direct Management (Procurement)

EO1 - Successful project cycle management of interventions that contributes to the quality of the EU cooperation and partnership with South Africa- cf. section 3:

- A number of service contracts for technical assistance, cooperation or support to implementation, coordination, and exchanges; training, conferences and seminars; awareness-raising, strategic communication and visibility campaigns

EO2 - Improved targeting and mainstreaming of cross-cutting issues in EU's international cooperation and policies - cf. section 3:

- A number of service contracts for technical assistance, cooperation or support to implementation, coordination, and exchanges; training, conferences and seminars; awareness-raising, strategic communication and visibility campaigns; evidence-building studies, research incl. publications and dissemination thereof.

EO3 – Increased contribution to and improved capacities for EU-SA Partnership in a broad range of interventions throughout Government, CSOs, and the private sector - cf. section 3:

- A number of service contract will be signed for technical assistance, cooperation or support to implementation, coordination, and exchanges; training, conferences and seminars; awareness-raising, strategic communication and visibility campaigns; legal and policy analysis and advocacy; evidence-building studies, research incl. publications and dissemination thereof.

4.5. Scope of geographical eligibility for procurement and grants

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

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

4.6. Indicative Budget

Indicative Budget components¹⁰	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Output 1 - Successful project cycle management of interventions that contribute to the quality of the EU cooperation and partnership with South Africa composed of:	1 500 000
Procurement (direct management) – cf. section 4.4.3	1 500 000
Output 2 - Improved targeting and mainstreaming of cross-cutting issues composed of:	900 000
Procurement (direct management) – cf. section 4.4.3	800 000
Prize (direct management) – cf. section 4.4.2	100 000
Output 3 - Improved capacities for EU-SA Partnership, and improved programming, management and coordination in a broad range of interventions throughout government, CSOs, and the private sector composed of:	2 500 000
Procurement (direct management) – cf. section 4.4.3	2 350 000
Grants (direct management) – cf. section 4.4.1	150 000
Evaluation – cf. section 5.2 - Audit – cf. section 5.3	100 000
Total (Procurement – total envelope under section 4.4.3 EUR 4 150 000) (Grants - total envelope under section 4.4.1 EUR 150 000) (Prizes – total envelope under section 4.4.2 (EUR 100 000)	5 000 000

4.7. Organisational Set-up and Responsibilities

This action will be managed and implemented by the EU Delegation to South Africa. No activities will be implemented by, and no funds will be transferred to the partner country. A Financing Agreement will be signed. The partner country will be able to request support or assistance from the NDICI TCF to the EU Delegation.

Due to the very nature of the NDICI TCF, the majority of the contracts will be procured from consultancy firms and others. Each provider or grantee will be responsible for the attainment of each contract's specific objectives. Full responsibility for supervision, to assure ownership, will be requested to the beneficiaries and partners of each specific contract. As appropriate and in accordance with the partnership commitments of the Paris, Accra and Busan declarations the Technical Cooperation TCF will use existing structures without creating new parallel structures.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

4.8. Pre-conditions

None.

¹⁰ N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e. for the conclusion of audit contracts and payments.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

Due to the very nature of the NDICI TCF, its main performance indicator will be the levels of commitment and disbursement of EU development cooperation resources in South Africa, especially focusing at the MIP 2021-2027. This will involve the successful identification, formulation, implementation and evaluation of financed actions.

An overall monitoring for the TCF will be conducted through regular reports on the implementation of the NDICI TCF with EU Delegation staff and the SA National Treasury, and at least bi-annually.

As described above, specific and objectively verifiable indicators will be identified and measured, according to the expected results and activities specified in the Terms of References of each specific contract.

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

Indicators shall be disaggregated by sex, age and disability at a minimum. All monitoring and reporting shall assess how the action is taking into account the human rights based approach and gender equality.

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:

Baseline assessments, monitoring data and evaluation will be undertaken systematically during the project and at each level of intervention and will inform the approval of further activities by the Steering Committee. All activities will be closely monitored and evaluated to assess outputs, outcomes and possible up-scaling to other countries.

5.2. Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels.

Having regard to the nature of the action, other contracts for evaluation services to other actions shall be launched all long of the implementation period. But the evaluation budget line will solely be used to carry out the final evaluation of this action.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination¹¹. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

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

Evaluation services may be contracted under a framework contract.

¹¹ 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.

Having regard to the nature of the action, other contracts for audit and verifications services to other actions shall be launched all long of the implementation period. But the audit and verification budget line will solely be used to carry out the audits of this action.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

Regional and global strategic communication and public diplomacy funds will be managed from headquarters.

At country level, action documents for specific sector programmes are no longer required to include a provision for communication 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.

To that end, Delegations will first develop short strategic communication and public diplomacy plans that reflect the objectives of the Delegation as a whole in this domain, initially covering the period up to the Mid-Term Review (MTR). The plans will be endorsed by a coordination mechanism comprised of the EEAS, DG INTPA, DG NEAR and FPI, and will be reviewed, modified and extended as appropriate as part of the MTR process.

Please briefly summarise the key elements of the relevant strategic plan below. Where such a plan has, exceptionally, not yet been adopted, please provide succinct information about the following :

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 implementation.

It is envisaged that a contract for communication and visibility may be contracted (under a framework contract.)

APPENDIX 1 REPORTING IN OPSYS

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

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

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

The level of the Primary Intervention is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of 'Group of actions' level, add references to the present action and other action concerning the same Primary Intervention.

In the case of 'Contract level', add the reference to the corresponding budgetary items in point 4.5, Indicative Budget.

Option 1: Action level		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#)
Option 3: Contract level		
<input type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
<input type="checkbox"/>	Single Contract 3	
	(...)	
<input type="checkbox"/>	Group of contracts 1	