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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 in favour of the Republic of Zambia for 2022 part 1

Action Document for Enabling Access to Justice, Civil Society Participation, and Transparency (EnACT)

ANNUAL PLAN

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Enabling Access to justice, Civil society participation, and Transparency (EnACT) CRIS number: NDICI AFRICA/2022/043-307 OPSYS ref.: ACT-60735 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 Zambia.
4. Programming document	Multi-Annual Indicative Programme (MIP) 2021-2027 between the Republic of Zambia and the European Union.
5. Link with relevant MIP(s) objectives / expected results	Priority Area 3: <ul style="list-style-type: none"> • SO 3.1: Promoting human rights and improve the democratic space for citizens in Zambia – R3.2: Rule of law and respect of human rights are promoted. • SO 3.2: Supporting public sector reform for improved delivery of public services and domestic accountability – R3.3: Efficiency, accountability and transparency of the public administration, enabling quality public service delivery are improved.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	151: Government & civil society – General
7. Sustainable Development Goals (SDGs)	Main SDG: 16 (peace, justice and strong institutions) Other significant SDGs: <ul style="list-style-type: none"> • SDG 5 (gender equality) • SDG 10 (reduce inequality within and among countries)
8 a) DAC code(s)	DAC code 15310: legal and judicial development – 45%

	DAC code 15150: democratic participation and civil society – 20% DAC code 15160: human rights – 25% DAC code 15113: Anti-corruption organisations and institutions – 10%			
8 b) Main Delivery Channel	1000- Public sector instructions			
9. Involvement of multilateral partners	No			
10. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
11. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<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 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 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"/>
12. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @ digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

	Connectivity @ transport people2people energy digital connectivity	<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"/> <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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
13. Amounts concerned	Budget line(s) (article, item): 14.020122 Total estimated cost: EUR 21 400 000 Total amount of EU budget contribution: EUR 12 900 000 This action is co-financed in joint co-financing by: Federal Republic of Germany (BMZ) for an amount of EUR 8 500 000.			
MANAGEMENT AND IMPLEMENTATION				
14. Type of financing	Indirect management with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)			

1.2 Summary of the Action

After the 2021 general elections in Zambia, a new administration was voted to power. The “new dawn” government has expressed strong commitment to fighting corruption and upholding rule of law. The practical implementation of this will be seen in the coming months and years.

Due to an increase of authoritarianism in the past, weak legislation was often abused and poorly implemented. In terms of corruption, Zambia’s ranking worsened, sitting at 117 out of 180 countries in 2021 on the Corruption Perception Index, compared to 113 in 2019. Corruption in Zambia severely hinders good governance and citizen’s access to services. In addition, the justice sector is highly politicised and punitive in nature, with even minor offences frequently attracting a custodial sentence (imprisonment). This contributes to the severe overpopulation of detention facilities and discriminates particularly against people living in poverty who are usually unaware of their rights and cannot afford legal services. The overall objective of the action is to contribute to the rule of law, accountability and human rights for all. The specific objectives (outcomes) are as follows: 1) improve legal framework for democratic governance and justice 2) enhance transparency and accountability of state institutions 3) enhance access to justice for people living in Zambia, women and men in all their diversity (please refer to section 3.1 for definition of results). This action will mainstream human rights, democracy and gender equality as crosscutting issues. It will engage with state and non-state actors. A particular focus will be on empowering civil society to enhance their role in democratic governance and participation as they play an important linkage between the citizenry and the state.

The proposed action intends to contribute to MIP priority area 3 to build a more fair, inclusive and peaceful society in Zambia and ensure collaboration between government authorities and non-state actors. Particular focus will be on specific objective (SO) 3.1- Promoting human rights and improve the democratic space for citizens in Zambia under the result related to the promotion of rule of law and respect of human rights. The action also contributes to SO 3.2 - Supporting public sector reform for improved delivery of public services and domestic accountability

under the result to improve the efficiency, accountability and transparency of the public administration, enabling quality public service delivery. It contributes to the 2030 Agenda and Sustainable Development Goals (16, 5 and 10), the Addis Ababa Action Agenda, the new European Consensus on Development as well as the EU Action Plan on Human Rights and Democracy, the EU-Zambia CSO Roadmap and the Gender Action Plan III.

This action is the first truly joint programme in Zambia. In a Team Europe approach, it has been designed in close collaboration with, and co-funding from, Germany and with GIZ as implementing partner. The action builds upon successful programmes on access to justice, accountability and civil society participation, funded by the EU Member States under the 11th EDF and Germany. As a result, this action will accommodate both the broad commitment of Germany as well as the EU current support on public sector accountability and transparency, and the more focussed EU engagement on access to justice. The EU is cooperating with other Member States, including Sweden and Ireland, to ensure complementarity and continuously explore opportunities to include other Member States into joint programming in order to increase outreach and impact of this Action.

2 RATIONALE

2.1 Context

Over the last decade Zambia has witnessed a growing trend of authoritarianism, with state actors (especially the executive) increasingly unwilling to follow the rule of law, be transparent and accountable, or to engage in constructive dialogue with its citizens. However, on the 12 August 2021 Zambians embraced their democratic right to vote and went to the polls in high numbers, voting in a new President. There are high hopes that with the new government, Zambia will experience improved democratic governance, and see a turnaround of the many challenges the country currently faces. However, these changes will only be confirmed in the coming months and years.

Zambia's central development objectives are set out in its Vision 2030, which incorporates the objectives of the African Union's Agenda 2063 and the United Nations' Agenda 2030. Promotion of good governance is embedded in the Seventh National Development Plan (7NDP) as a prerequisite for inclusive economic development (pillar 5), with a focus on improving national anti-corruption guidelines, policy on legal aid and the statutory framework for non-governmental organisations (NGOs). This includes improving transparency and accountability. In line with SDG 5, pillar 3, the 7NDP also aims to reduce gender inequality. Stakeholder consultations on the development of the Eight National Development Plan (8NDP) were initiated before the elections in August 2021. The new government is in the process of reviewing and consolidating it. They have announced that the 8NDP shall be structured around four pillars: 1- Economic transformation and job creation; 2- Human and social development; 3- Environmental sustainability; and 4- Good governance. Timelines as well as plans for further stakeholder engagements are unclear, but it is expected that the 8NDP should be in place towards mid-2022.

A significant obstacle to achieving these development objectives has been the limited fiscal space, as increasing public debt servicing costs have crowded out all other priority expenditures. Public debt increased markedly over recent years because of a lack of transparency in large public investment decisions, public procurement, misuse of resources and personal enrichment by public officials. The shortage of resources is likely to become more acute as a result of the COVID-19 pandemic, which has been seriously jeopardising the provision of basic public services. As a consequence to the pandemic, Zambia had officially defaulted on its sovereign debt in November 2020 as the first country in Africa. The new government is currently negotiating with the International Monetary Fund (IMF) to agree an ECF (Enlarged Credit Facility) programme in early 2022. The government and the IMF reached a staff level agreement for a programme on 18th November 2021.

The old administration responded to these challenges with increasingly restrictive policies and restrictions on basic civil rights, such as the right of assembly and the right to freedom of expression. Government ministries were limiting the scope for civil society to be involved in law and policy making processes. The adoption of legislation on cybercrime in February 2021 also gave rise to concern, as it gave the government sweeping powers to prosecute users voicing critical opinions online. Poor citizens, women, children and young people, especially those living in rural areas, have few, if any, opportunities for political participation and are particularly affected by inadequate provision of public services. Civil society organisations campaigning for citizens' rights and media professionals faced arbitrary searches and legal proceedings. The ruling party's manifesto commits itself to promoting civil society participation, transparency and to intensify the fight against corruption. In order to open up the civic space

again, the new administration has announced to reform the Public Order Act which has been an instrument to curtail civil rights in the past as well as to replace and repeal the restrictive NGO Act.

Many civil society organisations are largely dependent on external financing. Financial insecurity leads to civil society organisations competing with each other. The civil society landscape has also become increasingly polarised in political terms. On the Bertelsmann Transformation Index's 'Governance' indicator, Zambia ranked 84th of 137 countries in 2020, down from 64th in 2018. Despite this, Zambia has a diverse civil society that continues to draw attention to human rights violations, to campaign for civil liberties and to give a voice to marginalised groups, such as women, young people and persons with disabilities. Civil society organisations also make use of digital opportunities for networking and communication, something that is increasingly important.

Corruption is a major obstacle to development and is rife in government, in the judiciary and in everyday life. Zambia ranks 117th out of 180 countries on the Corruption Perceptions Index 2021. Corruption is endemic and affects people's access to essential public services. Women and girls are particularly likely to be affected by corruption when seeking access to public services or employment. Corruption in Zambia is also a major obstacle for conducting business in the country. The Anti-Corruption Commission (ACC) and the Office of the Public Protector Zambia (OPPZ) are mandated to investigate and prosecute cases of corruption in the use of public funds or award of state contracts, and in relation to poor service delivery that lacks transparency. The country's anti-corruption strategy is being reviewed. There is further potential for promoting anti-corruption measures in the debt relief package the Government of Zambia is currently negotiating with the International Monetary Fund. This would require the government to be more transparent, particularly in the area of budgetary policy but also in the provision of basic state services.

Despite improvements in recent years, groups living in the most vulnerable situations still suffer significant disadvantages in access to justice. The justice system as a whole is highly punitive in nature, with even minor offences frequently attracting a custodial sentence. This discriminates particularly against poor people who are usually unaware of their rights and cannot afford to pay for legal aid. Children and young people are also seriously affected and are often given custodial sentences for minor offences. Individuals have limited access to legal aid in rural areas, in prisons and at police stations. In the area of justice, a pending review of criminal legislation should improve the situation, especially for young people. The paralegals trained under the previous access to justice project, who provide legal aid ranging from simple information to representation in court, are helping to facilitate fair trials, particularly for groups in vulnerable situations. There is further potential to strengthen and expand legal aid and dispute resolution mechanisms at local levels and to increase access to justice for women in particular. The new administration has announced its commitment to improve justice delivery for all, reduce backlog and delays in the justice system and to address the overcrowding of prisons.

This action will seek to address these challenges based on the experience gained and lessons learned from previous programmes, primarily the Civil Society Participation Programme (CSPP) funded by BMZ and implemented by GIZ. Under the 11th EDF, the EU Member States funded the successful access to justice component of CSPP. The current project works to scale up this intervention. It will also complement the ongoing EFFECT programme (funded also under 11th EDF) that seeks to support effective and transparent management of public resources. It is strongly aligned with the EU's continued commitment to support civil society in Zambia and complements the objectives of the Human Rights and Development Strategy. A number of objectives under the Gender Action Plan III are reflected in this Action, particularly around ensuring women and girls have improved access to safeguard their civil and political rights. The objectives for EU engagement with CSOs under the EU-Zambia CSO Roadmap aim at enhancing a conducive environment for civil society to operate and enhance their voice in public sector governance and development.

The EU and Germany^[1] have been the main donors active in the justice sector over the last ten years. Other countries including SE, US, UK and IE were involved in complementary human rights and democratic governance initiatives. SE is currently partnering with the multi-donor funded U4 Resource Centre in implementing an Anti-corruption Partnership Pilot (APP) programme that aims at improving how anti-corruption is addressed in ODA programmes and the public sector in Zambia. EnACT is foreseen to support and complement this pilot. Under its future strategic cooperation framework with Zambia, IE has also committed to develop interventions to improve public sector accountability. New initiatives in public financial management, democratic governance and strengthening civic space will be developed in future AAPs under the MIP, as well as other NDICI financing streams on CSO's to complement and possibly be integrated into this action. This will build upon the EU's current

^[1] Danida also co-funded Access to Justice from 2006 -2012 but are no longer present in Zambia.

engagement with the National Parliament of Zambia, the Office of the Auditor General, the Anti-Corruption Commission, civil society and other democratic actors.

2.2 Problem Analysis

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The problem, this action seeks to address, is inadequate access to accountable institutions, to justice and to transparent state decision-making processes in Zambia.

Laws and policy: Legislative and policy-making processes generally lack transparency. Participation by civil society in these processes is often limited, making it difficult for them to fulfil their role as an intermediary between the government and its citizens. In addition, implementation of legislation and policy is inadequate. State actors lack institutional capacity to coordinate and manage participatory law and policymaking processes, to consult and to include civil society expertise into decision-making and monitoring in an adequate and timely manner. Civil society organisations often lack the capacity and financial resources to shape their contribution to legislative and policy-making processes and to monitor implementation effectively and based on evidence (including gender perspective). Also, they have yet to harness the potential of digitalisation. These issues will be addressed by supporting the formulation and implementation as well as monitoring of laws and policies that are participatory, gender sensitive and evidence based.

Accountability and transparency: Civil society organisations are, to date, largely uninvolved in the systematic reporting of incidents of corruption and advocacy for vulnerable population groups. State points of contact for complaints and reporting of incidents of corruption (the ACC and the OPPZ) lack the capacity required to process and document these cases. Institutions are not consistently independent, and there is inadequate coordination between the relevant actors (the ACC, the OPPZ, the Human Rights Commission, and the National Prosecutions' Authority). These will be overcome by capacitating organisations to improve the understanding of human rights, women rights, accountability and transparency. Accountability mechanisms, including civil society engagement will be strengthened.

Access to Justice: Access to justice is impeded due to limited access to transparent processes resulting from the cumulative effect of a general lack of knowledge of the law, poor governance structures in the justice system, as well as a severe lack of legal aid services and the lack of cooperation between the actors involved. This leads to very slow management of cases, extreme congestion in correction facilities and regular human rights abuse especially for people in conflict with the law. This action will tackle this by developing and strengthening the cooperation mechanisms that already exist between justice actors. It will also support the expansion of legal aid services and the use of digital instruments to improve the delivery of justice.

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

Ministry of Justice: The lead executing agency of this action will be the Ministry of Justice (MoJ). The Ministry is mandated to promote the principles of good governance, including access to justice. It is responsible for legislative drafting, implementing the system of legal aid provision and coordination initiatives in the justice sector. There is limited capacity in areas including coordination and cooperation between actors, ensuring adequate consultation processes in the development of laws and policies as well as implementation of the same, e.g. the Legal Aid Act, Zambia's Anti-Corruption Policy, its Penal Code, legislation on Access to Information as well as the NGO policy/Act.

Civil Society Organisations (CSOs) and Non-State Actors: CSOs and non-state actors are key partners and take on a threefold role in the envisioned action: They are target groups of the action and will benefit from capacity building activities; they will play an intermediary role between citizens and state institutions; and they will provide legal services. More specifically, in terms of law and policy formulation and implementation, civil society will provide meaningful contributions to decision-making as well as planning and monitoring processes. In order to increase the demand for state accountability mechanisms, CSOs and non-state actors will play an intermediary role between citizens and state institutions. They will actively sensitize citizens about their rights to accountability and public resource transparency. In addition, they will also promote the use of available complaint mechanisms in order to provide feedback to the responsible institutions about their functioning and possible ways of making them more effective, trust-invoking and gender-sensitive. In their role as service providers, CSOs play an especially

prominent role enhancing access to justice as they are the key partners to provide legal aid services at community level but also at subordinate courts, police stations and in correctional facilities.

Ministry of Community Development and Social Services (MCDSS): The MCDSS is responsible for registering civil society organisations and cooperating closely with the Council of NGOs. It also has a mandate to protect vulnerable groups within the justice system.

Anti-Corruption Commission (ACC): The ACC is mandated to prevent, investigate and prosecute corruption cases. The ACC has been facing challenges to its independence and impartiality with regular political interference.

Office of the Public Protector Zambia (OPPZ): The role of the OPPZ is to address malpractice in state administration and the state's provision of public services. It is largely unknown in Zambia and is not decentralised.

Legal Aid Board (LAB): The LAB is responsible for ensuring legal aid services to the most vulnerable groups. As a semi-autonomous institution, it reports directly to the MoJ. Under the expanded mandate of the newly adopted Legal Aid Act, the organisation faces severe capacity constraints.

Human Rights Commission (HRC): The HRC has the important mandate to promote and protect human rights for all people in Zambia, but equally faces capacity challenges.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to promote the rule of law, human rights and accountability for all.

The Specific Objectives (Outcomes) of this action are to

1. Improve legal framework for democratic governance and justice
2. Enhance transparency and accountability of state institutions
3. Enhance access to justice for people living in Zambia, women and men in all their diversity

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

Contributing to Outcome 1 (or Specific Objective 1)

- 1.1 Enhanced capacity of State institutions to formulate laws and policies in a transparent and inclusive manner
- 1.2 Enhanced capacity of State institutions to implement laws and policies in a transparent and inclusive manner

Contributing to Outcome 2 (or Specific Objective 2)

- 2.1 Improved accountability mechanisms of state actors
- 2.2 Increased citizens' demand of state accountability mechanisms

Contributing to Outcome 3 (or Specific Objective 3)

- 3.1 Improved capacity of justice institutions to provide fair and transparent services
- 3.2 Increased access to legal aid, especially for people living in the most vulnerable situations including women
- 3.3 Improved coordination of justice actors

3.2 Indicative Activities

Activities related to Output 1.1:

- Support the government in the participatory and evidence based formulation/revision of key legislation, such as the Anti-Corruption Act, Human Rights Commission Act, Public Order Act, Penal Code and Criminal Procedure Code

- Support the government to strengthen accountability systems to increase civil society participation including women's organisations in law and policy making
- Build capacity of civil society organisations and networks to give expert input into the design of legislation that is gender sensitive and respecting the principle of 'leave no one behind'
- Build capacity of state actors regarding the inclusion of women, people living with disabilities, young people and other groups living in the most vulnerable situations and to ensure their needs are reflected in law reforms

Activities related to Output 1.2

- Support the enactment/implementation of key legislation including the Anti-Corruption Policy, Planning and Budgeting Act; Zambia Correction Service Act; National Legal Aid Policy and Legal Aid Act; NGO Policy and Act (after its repeal), and Access to Information Act
- Support the Ministry of Justice to draft the Governance pillar in the context of the 8NDP process
- Revise Commissioner General regulations to include rehabilitation and re-integration measures for inmates
- Develop guidelines for the granting of Bond and Bail

Activities related to Output 2.1:

- Develop corruption vulnerability assessments, corruption prevention strategies, case management of corruption cases and inter-institutional cooperation on corruption cases
- Provide institutional support to state institutions on strengthening complaints mechanisms - HRC, OPPZ, ACC
- Support outreach initiative at community level and capacity building of CBOs on complaints' mechanisms
- Support the HRC in the data collection and publication of the Annual State of Human Rights Report
- Strengthen coordination and networking between national level CSOs and local level CBOs, to include data on basic service delivery at local level into policy monitoring and formulation

Activities related to Output 2.2:

- Support capacity building trainings of local level CSOs, particularly youth and women's organizations, in transparency and accountability to enable them to hold state institutions accountable, e.g. via implementing social audits
- Support CSOs' advocacy capacity on the impact of systemic corruption, specifically on groups living in the most vulnerable situations (gender-based corruption, access barriers for people with disabilities, etc.), including citizen's awareness and dialogue with state institutions
- Build capacity of CSOs in documenting and reporting corruption to ensure transparent public service delivery in the social sectors
- Promote safe spaces for participation of women and girls, youth, and people with disabilities in local and sub-national institutions

Activities related to Output 3.1

- Train law enforcement officers (police, correctional service, drug enforcement officers) on human rights, including women's rights
- Develop guidelines and manuals to ensure that service delivery in the justice sector is fair and transparent, e.g. on judiciary/court procedures, police bond and conduct awareness raising activities
- Organise awareness raising activities on legal aid, e.g. with regards to granting of legal aid process at Legal Aid Board

Activities related to Output 3.2

- Support the establishment of gender balanced paralegal desks at community level, police stations, correctional facilities and legal service units
- Support capacity development measures for the LAB as well as CSOs providing legal aid
- Strengthen LAB Community outreach/engagement in order to reach more women and youth and people living with disabilities
- Support the rehabilitation of buildings and construction of additional paralegal desks

- Provide Legal Tech¹ solutions and digital tools to actors working in access to justice and explore ways in which the tools can be accessible to all, including people living with disabilities

Activities under Output 3.3:

- Support to the establishment of additional CCCI² Chapters in the districts in target provinces
- Support to the sustainability of the CCCI through the signing of a CCCI MoU among justice actors
- CCCI chapter jointly address administrative/issues and or delayed cases
- Strengthen the role of CCCIs as an accountability mechanism

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the SEA screening (relevant for budget support and strategic-level interventions): The Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

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

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

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender is a significant objective and is mainstreamed throughout. In line with the GAP III Country Level Implementing Plan (CLIP) for Zambia, gender equality activities will focus on the GAP thematic area of engagement on participation and leadership. The specific objective to be contributed to will be *to ensure that women and girls, in all their diversity, have improved access to justice and awareness of human rights, to safeguard their civil and political rights*. This will be mainly through support to civil society in the provision of accessible legal aid to disadvantaged women and girls (as well as other vulnerable groups). The action will also support civil society organisations as well as government in considering the impact of policy and law reforms on women and girls as well as advocate and act towards the formulation of laws and policies that are gender sensitive. Activities will include the establishment and running of community desks at the level of the justice system most accessible to women and girls.

Human Rights

This action supports State institutions to be more compliant with Human Rights standards, accountability institutions (such as the Human Rights Commission) to fulfil their role in monitoring this compliance and civil society organisations to raise awareness among citizens about their rights. At the same time, civil society will be supported in its role to advise citizens on the legal options available to them to exercise their rights with regard to state institutions. Through initiatives such as the provision of legal aid, groups living in the most vulnerable situations will be better able to assert their rights and report cases of corruption and lack of transparency in service delivery.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action targets persons with disabilities, along with women and young people. People with disabilities will be integrated into the rights awareness initiatives and the provision of accessible legal aid.

Democracy

¹ The use of technology to improve access to justice

² Communication, Coordination and Collaboration Initiatives - “Triple CI”

The action aims to support democracy in Zambia by advancing the rule of law, accountability and state effectiveness through access to accountable institutions, justice and transparent government decision making.

Conflict sensitivity, peace and resilience

N/A

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	Uncertain policy environment due to a new government administration.	H	M	The action has been designed to be flexible in implementation, in order to respond to any changes in governance frameworks and a shift in political priorities.
3	The economic and social impact of the COVID-19 pandemic, combined with a high level of public debt, led to an increase in poverty and challenges for public services to deliver.	H	H	The programme is able to take preventive action and strengthen civil society organisations in calling for budget transparency and transparency in fund utilisation to improve the situation even if limited state resources become available.
3	The independence of the ACC and the OPPZ is not guaranteed, particularly in cases of corruption that involve government representatives or members of the governing party.	H	M	Strengthening of legal framework for independent action of state accountability institutions. Capacity development for the institutions which includes a holistic approach to investigations and case management (e.g. four-eye-principle, documentation of evidence etc.) and their cooperation mechanisms with other relevant actors, such as the State Prosecutor's Office.
3	The volatile financial situation of civil society organisations may lead to a decrease in the number of active organisations and may restrict their advocacy work.	M	M	The action has limited influence to address this; advice for civil society organisations on developing sustainable financing models is integrated into capacity development approach.

Lessons Learnt:

This proposed programme design has been heavily informed by experience of the successful Civil Society Participation Programme (CSPP) implemented by GIZ of which the EU and its Member States funded the component on Access to Justice called the Programme for Legal Enhancement and Justice Delivery (PLEED) under the 11th EDF

from 2015-2021. An appraisal of the CSPP programme, as well as a ROM and evaluation of the PLEED programme, finalised in the last year of implementation, have all provided the basis of the programme design and lessons learned.

Before CSPP, the EU and its Member States supported GIZ under 10th EDF funding on an access to justice programme that was a successor to a programme from 2006-2012 implemented by GIZ and supported by DANIDA.

3.5 The Intervention Logic

The underlying principle of EnACT, through its Team Europe approach, is a decisive improvement of rule of law, accountability and human rights for all through the action of state and non-state actors. The action has two streams of complementary interventions focused on accountability and access to justice, which are mutually supported by a third component on strengthened policy and legal frameworks. Evidence-based and gender sensitive laws and policies that have been formulated through meaningful and diverse public participation will result in better and more easily implementable decisions that reflect public interests. This will require public institutions to open their policy formulation and decision-making process to non-state actors' participation. In order for citizens to then hold state institutions accountable for the implementation of policies and the delivery of public services, public institutions need to develop mechanisms through which citizens in all their diversity can appeal on public decisions and report misuse of public resources. This requires that citizens are made aware of their rights and start to actively demand state accountability in the delivery of public services. At the same time specialized institutions, contributing to the national accountability system, strengthen their oversight function over the public sector, and ensure that rules and regulations are being complied with. For enhanced access to justice and improved justice delivery, it is essential to expand legal aid services; and improved coordination of justice actors is essential especially for those living in vulnerable situations including women and youth. Improving the legal and policy framework is necessary to reduce some of the most significant challenges in the sector including very poor case flow management and overcrowding in detention facilities. Strengthening justice actors including civil society organisations to offer legal advice and paralegal services in communities, local courts, prisons and police stations are critical and sustainable elements to improving access to justice and reducing human rights abuses. Strategic technical and operational support to all actors in the justice sector ensures a comprehensive approach to contribute towards a more efficient and effective justice system.

Outcome 1 focuses on creating a strengthened policy and legal framework that enhances democratic governance and justice in Zambia. It aims at ensuring that the formulation of legislation and policies is transparent and participatory. A particular focus will be on state capacity to actually implement laws and policies and do so in a transparent manner. Outcome 2 contributes to ensuring access to transparent and accountable state institutions, and in particular to strengthen selected mechanisms for ensuring the accountability of state institutions. At the same time, engagement of civil society to these mechanisms will be strengthened, thereby contributing to anti-corruption. Outcome 3 contributes to enhanced access to justice for the Zambian population in all their diversity. It aims to ensure greater transparency and fairness for citizens in justice delivery, with a focus on improving processes and procedures for equitable access to legal services. It is based on the assumption that increased provision of legal aid as well as improved quality of the services offered, enhances access to justice for the population. This will also require improved coordination of justice actors in the sector, thereby improving the administration of justice through enhanced efficiency and transparency in justice processes, in particular through Communication, Cooperation and Coordination Initiatives (CCCIIs).

Throughout the action, but particularly in outcome 3, will be the use of innovative digital tools and LegalTech (the use of technology to improve access to justice) to improve the access and quality of legal aid within the justice sector.

Geographical locations under the ongoing EnACT programme funded by BMZ are Southern, Lusaka, Copperbelt and Luapula provinces. These locations were agreed upon with Government of Republic of Zambia (GRZ) in previous programming. They provide optimal conditions for impact due to partner capacities as well as the potential of modelling approaches and reaching diverse target groups, from rural communities to urban and sub-urban settings. During the formulation of the Description of the Action, in coordination with donors BMZ and EU, the implementing partner will identify potential additional locations, based on a set of objective criteria for geographical targeting. The selection will also need to consider existing EU-MS engagement at local level and opportunities for building synergies across EU and EU-MS interventions.

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.

Results	Results chain (e): Main expected results (maximum 10)	Indicators (e): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To promote the rule of law, human rights and accountability for all	1. Country Ranking according to the Bertelsmann Transformation Index (BTI) (NDICI) on Governance 2. Ranking on the Corruption Perceptions Index	1. 4.48 (2020) 2. 33/100 (2021)	1. Improved by 1 point (5.48) 2. Improvement by 2 points (35)	1. Bertelsmann Transformation Index BTI) 2. Transparency Internationals Corruption Perception Index	<i>Not applicable</i>
Outcome 1	1.1 Improve the legal framework for democratic governance and justice	1.1 **GERF 2.29 Number of government and policies (this includes legislation) developed or revised with civil society organisation participation through EU support	1.1 0	1.1 To be established during the baseline study	1.1 Baseline, mid-term and final studies/evaluations	Government is making progress in terms of transparency, particularly with regard to its budget. CSO participation in annual budget planning. The government gives priority to the funding of social sectors for the purpose of poverty reduction. The ability of state and non-state actors to act is maintained during the

						COVID 19 pandemic.
Outcome 2	2.1 Enhance the transparency and accountability of state institutions.	2.1 Number of policies and laws which contribute to an enabling framework for access to justice and public sector accountability which state actors regularly report on.	2.1 0	2.1 To be established during the baseline study	2.1 Baseline, mid-term and final studies/evaluations	Accountability and transparency are key priorities for the Government. Accountability institutions are funded and free to act according to their mandate.
Outcome 3	3.1 Enhance access to justice for people living in Zambia, women and men in all their diversity.	3.1 Number of people who were able to access justice supported by the EU (disaggregated by sex, age, disability, as well as type of support provided)	3.1 To be established during the baseline study	3.1 To be established during the baseline study	3.1 Baseline, mid-term and final studies/evaluations	Justice institutions are funded and free to act according to their mandate.
Output 1 related to Outcome 1	1.1 Enhanced capacity of State institutions to formulate laws and policies in a transparent and inclusive manner	1.1.1 Number of laws and policies linked to democratic governance and the justice sector that have been developed in a participatory and evidence-based and gender sensitive manner	1.1.1 0	1.1.1 To be established during the baseline study	1.1.1 Text of laws and regulations Text of laws and regulations	The Government continues to offer consultation processes for the civil society in legislative processes.
Output 2 related to Outcome 1	1.2 Enhanced capacity of State institutions to implement laws and policies in a transparent and inclusive manner	1.2.1 Number of institutionalized mechanisms for greater engagement by political and civic actors 1.2.2 Number of CSOs which collect gender-sensitive data and/or	1.2.1 0 1.2.2 To be established during the baseline study	1.2.1 To be established during the baseline study 1.2.2 To be established during the baseline study	1.2.1 Progress reports for the EU-funded intervention and annual data compilation from partner records (state and non-state actors) 1.2.2 Progress reports for the EU-funded intervention	The Government is open to dialogue with civil society on its service delivery and gaps in policy implementation.

		evidence on policy implementation with support of the EU-funded intervention.				
Output 1 related to Outcome 2	2.1 Improved accountability mechanisms of state actors	2.1.1 Number of initiatives implemented by state accountability institutions (ACC, OPPZ, HRC) with support of the EU-funded intervention aimed at improved service delivery in line with their mandate.	2.1.1 0	2.1.1 To be established during the baseline study	2.1.1 GRZ documents, ACC, OPPZ and HRC: internal memos, manuals, systems and processes (e.g. institutional risk assessments, CD development on prosecution etc.), strategies (HR, communication, outreach, cooperation with other actors and LEA),	Accountability institutions agree to implement initiatives aimed at enhanced service delivery.
Output 2 related to Outcome 2	2.2 Citizens' demand of state accountability mechanisms has increased	2.2.1 Number of advocacy strategies for civil society developed with the support of the EU-funded intervention 2.2.2 Number of citizens and members of CSOs trained by the EU-funded intervention with increased knowledge and/or skills on a gender and rights-based approach to accountability disaggregated by sex	2.2.1 0 2.2.2 0	2.2.1 To be established during the baseline study 2.2.2 To be established during the baseline study	2.2.1 Test of strategies and policy documents 2.2.2 Pre- and post-training test reports	Civil society takes on a role of intermediary between the State and citizens Citizens engage in rights-based trainings
Output 1 Related to Outcome 3	3.1.1 Improved capacity of justice institutions to provide justice service delivery, that is fair and	3.1.1 Number of measures to ensure that actors in the justice sector fulfil their mandate in a transparent manner and in compliance with human rights	3.1.1 0	3.1.1 To be established during the baseline study	3.1.1 Justice sector publications, internal institutional manuals or documentation of trainings (e.g. Approved Code of Conduct for paralegals, approved Guidelines for Bond and Bail, Judges Handbook, documentation of	Justice sector actors are open to capacity development and institutional change measures

	transparent services	developed or implemented with support of the EU-funded intervention			Human Rights Training for law enforcement officers)	
Output 2 Related to Outcome 3	3.2.1 Access to legal aid has increased, especially for groups living in the most vulnerable situations including women	3.2.1 ** GERF 2.25 Number of people directly benefiting from legal aid interventions supported by the EU (sex and age disaggregated) disaggregated by type of legal aid (GAP III)	3.2.1 To be established during the baseline study	3.2.1 To be established during the baseline study	3.2.1 Survey (05/2023 and 05/2025) among legal aid providers regarding the use of innovative digital tools.	Civil society organisations continue to offer legal aid services
Output 3 Related to Outcome 3	3.3.1 Improved coordination of justice actors	3.3.1 Number of mechanisms e.g. Memorandum of Understanding, periodical coordination meetings to improve coordination implemented with support of the EU-funded intervention	3.3.1 To be established during the baseline study	3.3.1 To be established during the baseline study	3.3.1 Annual data compilation from partner records	Buy-in from state actors into increased coordination

4. IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Republic of Zambia.

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 the entry into force of the financing agreement in view of the scope of foreseen activities.

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

4.3 Implementation of the Budget Support Component

N/A

4.4 Implementation Modalities

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

4.4.1 Indirect Management with a Member State Organisation

This action may be implemented through indirect management with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit). This implementation entails all objectives and outputs included in section 3.

The envisaged entity has been selected using the following criteria: i) Extensive experience working in Zambia with a strong understanding of the Zambian context; ii) Significant experience implementing programmes in rule of law/good governance, political participation by civil society, and good financial governance; iii) Successful implementation of programmes on access to justice in Zambia in the recent past iv) Demonstrated capacity to manage EU funds and v) Understanding and alignment with the EU's priorities in Zambia under the MIP 2021-2027 and the Team Europe Approach.

GIZ has been working in Zambia on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) since 1966 and is very familiar with the Zambian context. GIZ is pillar assessed and has successfully implemented – as evidenced by the ROM report and final evaluation - the EU-Germany funded Programme for Legal Empowerment and Enhanced Justice Delivery (PLEED)³ that ended in March 2021. The EU Delegation, the German Embassy and GIZ have closely cooperated to develop the scope of this action, including in the context of the formulation of the MIP 2021-27 following the Team Europe approach.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced, the decision to replace it needs to be justified.

Exception to the non-retroactivity of costs

The Commission authorises that the costs incurred may be recognised as eligible as of 1 August 2022 to align programme implementation with the current EnACT programme's implementation. This exception to non-retroactivity takes into account that the programme already started in August 2021 with BMZ funds. It will ensure the EU supported programme has an implementation period of three years and maximise impact. In addition, the programme will support Zambian partners in their ambitious reform agenda spelled out in the 8th National Development Plan which will require support from mid-2022 onwards.

³ EC Financing Decision FED/2015/037-428

4.5 Scope of geographical eligibility for procurement and grants

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

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

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Third-party contribution (amount in EUR)
Implementation modalities – cf. section 4.4		
Composed of:		
Indirect management with GIZ – cf. section 4.4.1	12 650 000	8 500 000
Evaluation – cf. section 5.2	250 000	N.A.
Audit – cf. section 5.3		
Contingencies	N.A.	N.A.
Totals	12 900 000	8 500 000

4.7 Organisational Set-up and Responsibilities

To ensure the successful delivery of the project across a large range of public institutions, the action will be overseen by a steering committee (SC), supported by technical committees (TC) and thematic sub-committees. Through a combination of a regular monitoring at technical level and effective coordination and steering at decision-making level, this governance structure will ensure buy-in and ownership from all relevant stakeholders, thereby maximising coordination in the targeted sectors as well as impact.

The SC will be responsible for the overall strategic guidance of the project. The SC resolves strategic and policy issues, review and endorse annual work-plans and progress reports, identify achievements and constraints and propose adjustments, if needed. The SC will meet at least once a year and will consist of representatives of the key government partner institutions such as Ministry of Justice, Judiciary, Legal Aid Board and Anti-Corruption Commission as well as selected civil society organisations.

The SC will be assisted by a TC. The main purpose of the TC is to improve information sharing and coordination, and monitor implementation, in order to improve the programme efficiency. The TC is not decision making body. It assists and advises members of the SC on all activities related to the project. The TC will work closely with the SC, providing timely and accurate feedback and information for strategic decision-making. The TC will be complemented by a coordination mechanism at technical level (e.g. sub-committees). The technical coordination will review progresses, identify constraints and propose corrective actions, provides recommendations to the SC on the annual work plans and progress reports. The TC will meet at least twice a year.

The TC will have representatives of the main state- and non-state partners, e.g. Ministry of Justice (Governance Department), Ministry for Community Development and Social Services (Registrar of NGOs), Legal Aid Board, Anti-Corruption Commission, Registrar of the Subordinate Courts, Human Rights Commission, Office of the Public Protector Zambia as well as selected CSO representatives who represent the different areas of work, e.g. a paralegal organisations, a human rights defence organisation, an organisation focused on public resource accountability/transparency and at least one representative each of an organisation for gender equality, youth and people with disabilities.

The organisational set up will be further elaborated during the formulation of the contractual agreement with GIZ, after further consultation with stakeholders. Terms of Reference for both groups will be developed.

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.

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 for financial reporting and annual for progress reporting at the Steering Committee meetings) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

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

Roles and responsibilities for data collection, analysis and monitoring:

The implementing partner will be responsible for data collection, analysis and monitoring. Whenever possible the project will harmonise its data collection with national partners systems. The implementing partner will set up a comprehensive results-based monitoring system which assigns clear responsibilities for data collection and reporting and ensures that all relevant data to report on the indicators in the log frame is collected on a regular basis. The project will consider both quantitative and qualitative data to measure achievement or to reflect the changes connected to stated outcomes. In addition, the implementing partner will be required to contribute to the regular and structured monitoring of the results achieved by EU-funded actions through OPSYS. This responsibility will include encoding of the log-frame and regularly update indicator values in OPSYS.

A baseline study will be conducted, using existing data, before the end of the inception period of the Action and will be implemented and funded by the implementing partner.

The project will adopt gender sensitive monitoring and evaluation system and processes, ensuring that in all data collection and analysis processes assess at how things impact people differently because of their gender (i.e. through gender disaggregated data, gender analysis, etc.).

5.2 Evaluation

Having regard to the importance of the action a baseline study will be carried out before implementation begins, as well as a joint mid-term and final evaluation for this action or its components. These evaluations will be either included in the contract with the implementing partner or contracted by the Commission.

The baseline study will be carried out as part of the inception phase of the Action. The implementing partner will provide a comprehensive baseline report with the aim to compile existing data, establish a joint understanding of baselines between all parties as well as create clarity on data collection methodology and sources to be used going forward. This report will accomplish the goal of assembling existing monitoring data (e.g. from already ongoing legal service activities, data collected during the evaluation of the predecessor project PLEED, during the appraisal mission , partner consultations etc.) - and complement this with new data gathering wherever needed. Based on this consolidated data set, the target values for the action can be defined and reported in the first progress report.

A mid-term evaluation will be carried out to assess progress and address challenges, in particular with respect to issues at end line. The mid-term evaluation will assess the relevance of the action in an evolving context. The mid-term evaluation will also take stock of overall progresses of the Government's reform agenda and the programme contribution to these efforts.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that reforms in the area of participation, anti-corruption, transparency and accountability as well as access to justice are a complex and lengthy process. The evaluation will

also assess the long-term impact of EnACT and provide recommendation on the sustainability of EU-funded interventions. Both evaluations will inform a potential follow on phase of this action.

The evaluations shall also 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. They will provide an overview of the action within the larger impact of the agreed Zambia joint programme. They will be prepared in cooperation with GIZ and Germany.

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

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination⁴. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

Evaluation services may be contracted under a framework contract.

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

5.3 Audit and Verifications

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

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States.

Additional resources will 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

The present Action identifies as;

⁴ See best [practice of evaluation dissemination](#)

Action level		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action