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ANNEX 7

of the COMMISSION IMPLEMENTING DECISION on the financing of the Multi-Annual Action Plan for Global Challenges – Partnerships for 2022-2023

Action Document for “Strengthened Local Authorities and their associations”

MULTI ANNUAL PLAN 2022-2023

This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans 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	Strengthen Local Authorities and their associations at national regional and global level OPSYS number: ACT-61032 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)/
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in EU and partner countries.
4. Programming document	Multiannual Indicative Programme for ‘Global Challenges’ Thematic Programme 2021-2027 Multi Annual Action Programme 2022-2023 for Partnerships Multi Annual Indicative Programme Regional Sub Saharian Africa NDICI 2021-2027
5. Link with relevant MIP(s) objectives / expected results	‘Global challenges’ annual indicative programme (2021-2027) and Multi annual Indicative Programme Regional Sub Saharian Africa NDICI 2021-2027 ‘Partnerships’ pillar, specific objective 3: Strengthened local authorities at global level Expected results: Institutional and financial sustainability of associations of local authorities is increased; their capacities and those of their members are strengthened; policy dialogue between them and with EU Delegations is enhanced;
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Decentralisation, local governance, local development, public administration

7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 Other significant SDGs (up to 9) and where appropriate, targets: 1, 2, 3, 4, 5, 6, 7, 8, 16			
8 a) DAC code(s)	15112 – Decentralisation – local development (100%)			
8 b) Main Delivery Channel	10000 – Public sector institutions 32000 – Network			
9. Targets	<input checked="" type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity		<input type="checkbox"/>	<input type="checkbox"/>	
digital governance		<input type="checkbox"/>	<input type="checkbox"/>	
digital entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>		
digital skills/literacy	<input type="checkbox"/>	<input type="checkbox"/>		
	digital services	<input type="checkbox"/>	<input type="checkbox"/>	

	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <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	Total estimated cost for 2022: EUR 16 500 000 Total EU contribution for 2022: EUR 16 500 000 BUDGET LINE 14.020243 Partnerships: EUR 10 900 000 BUDGET LINE 14.020120 West Africa: EUR 2 240 000 BUDGET LINE 14.020121 East and Central Africa EUR 2 184 000 BUDGET LINE 14.020122 Southern Africa EUR 1 176 000			
MANAGEMENT AND IMPLEMENTATION				
	Direct management through grants and procurements.			

1.2 Summary of the Action

The proposed Action intends to contribute to the MIP Global Challenges – priority area 4: partnership: local authorities, SO3: Strengthened local authorities at global level. As policy-making and implementing actors of development, the EU will seek to increase the institutional and operational capacity of local authorities' associations and their members to enable them to play their role in favour of enhanced governance and more effective development outcomes at the local level SDG 11 and 17 and, indirectly, most of all the other SDGs given the scope of the mandate of LAs (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 10, 13, and 16).

In particular, this action will permit to continue the long-term and strategic partnership between the Commission and three associations of local authorities (UCLG, UCLG-A and CEMR/Platforma) initiated in 2015 with the objective of improving local governance and the quality of life of local communities in EU partner countries. We will also continue to support the EUDELs through a TALD facility and helpdesk for promoting a territorial approach in line with the Communication adopted in May 2013 “empowering Local Authorities in partner countries for enhanced governance and more effective development outcomes”. Finally, through the organization of the Forum of cities and regions, we will keep promoting stronger partnership, exchange and mutual understanding between European and partner countries' Local Authorities and their organizations.

The action will also contribute to and develop synergies with Team Europe Initiatives focusing on decentralisation and urban development (including sustainable cities) as well as those falling into the realm where local authorities

have key competences, e.g. water and sanitation, education, health, climate change, migration, and local economic development.

The Action is aligned with the 2013 Communication of the Commission “*Empowering Local Authorities in Partner countries for enhanced governance and more effective development outcomes*”, with the 2017 European Consensus on development (cf. para 86), with the 2018 Staff Working Document “*European Union cooperation with cities and local authorities in third countries*” and with the New Urban Agenda. The external dimension of the European Green Deal will also be applied throughout the action, promoting the principles of climate neutrality and environmental sustainability.

2 RATIONALE

2.1 Context

Being closer to citizens than other public institutions, Local Authorities (LAs) have a responsibility to listen to local communities and act on their opinions while acting as catalysts for change. At sub-national level, LAs (including branches of government or municipal and district authorities) play an important role in addressing global challenges.

Support to LAs and their participation in the pursuit of internationally agreed goals is acknowledged as a core factor in EU policy-making. LAs play an essential role in strengthening democratic governance, promoting local ownership of development policies and processes, and contributing to inclusive and sustainable growth. In humanitarian crisis contexts, LAs can also be important players in addressing the needs of those living in the most vulnerable situations and in promoting resilient communities and cities. Their role as development actors in their own right has been gradually recognised by the international community and enshrined in the New European Consensus on Development (paragraph 69).

Under the NDICI – Global Europe a new approach of geographisation has been adopted and consequently the thematic budget line specifically dedicated to local authorities has disappeared. Nevertheless, the support foreseen to local authorities under the geographic programmes should amount indicatively to at least EUR 500 000 000. In this view, INTPA continues to support the capacity and participation of Local Authorities and their associations in all policy decision-making processes and in policy implementation in partner countries, with specific attention to the process of localisation of the SDGs.

The EU's growing commitment and engagement with LAs in the past decade are framed by:

- The 2013 Communication “Empowering LAs in partner countries for enhanced governance and more effective development outcomes” promotes the role of Local and Regional Governments (LRGs) and their associations at global, regional and national levels as policy and decision-makers, in favour of transparent and accountable policymaking and service delivery at the local level,
- The 2013 Conclusions of the Council of the European Union welcome the Commission’s proposal of working at sub-national, national, regional and international level with associations of LRGs,
- The 2018 Commission Staff Working Document on Cooperation with Cities and Local Authorities in third countries discusses how EU external policy and cooperation contributes to the implementation of the Agenda 2030, the New Urban Agenda, the New European Consensus on Development and the EU approach to resilience in urban settings,
- The 2017 European Consensus for Development acknowledges the importance of LRGs to achieve the SDGs, to take part in the decision making processes, to foster transparency and inclusiveness as well as to mobilise national and local financial resources.
- The 2018 Council Conclusions on Cooperation with Cities and Local Authorities in third countries highlight how LRGs are essential for achieving SDG 11 "Make cities and human settlements inclusive, safe, resilient and sustainable",
- The 2021-27 Neighbourhood, Development and International Cooperation Instrument -Global Europe (NDICI-Global Europe) and its section on Global challenges emphasizes the multiple role played by LRGs for a territorial approach to development including decentralisation, inclusive policy, economic and social dialogue and the need to support LRGs to be able to implement their mandate.

2.2 Problem Analysis

Despite their increasing recognition as actors of development, LAs and their Associations of Local Authorities (ALAs) still face significant constraints in effectively contributing to good governance and inclusive development as well as to provide their members and their citizens respectively with adequate services.

Indeed, the absence of a clear delineation of competencies between the central government and the local and regional and the lack of multi-level governance dialogue is detrimental to the coherence and efficiency of public policies on the ground (COVID 19 showed this clearly in most of the countries affected). This is mainly related to the lack of adequate institutional and organisational capacities as well as human and financial resources. In addition, there is a lack of structured dialogue between the ALAs and their members and the EU institutions, as well as lack of involvement of LA and their associations in the policy making processes at national, regional and global levels hence misrepresenting their needs and interests.

Finally, under the NDICI – Global Europe a new approach of geographisation has been adopted and consequently the thematic budget line specifically dedicated to local authorities (which includes the funds for the adoption of territorial approach to local development and decentralization) has disappeared potentially making access to finance by LAs an additional challenge.

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

The Action aims at building partnerships through a multi-stakeholders approach involving the following partners:

- Local Authorities (LAs) (duty-bearer) which are public institutions with legal personality, component of the State structure, below the level of central government and accountable to citizens. They are the backbones of democratic systems of governance, and although their mandates vary from country to country, local authorities have historically been responsible for urban planning and service delivery.
- Global, Regional and National Association of Local Authorities (ALAs) (duty-bearer): umbrella organisations based on membership and representativeness at sub-national, national, sub-continental, continental and international level. ALAs should be organised as autonomous entities in accordance with the legislation in force in the country of registration. National ALAs may be composed of a representative body elected by its LA members and a permanent secretariat.
- Central government institutions (duty-bearer) have the responsibility to support local authorities in accomplishing their mandates and strengthen local service delivery.
- Civil Society Organisations are key partners given their complementary scope of action and the role they play in order to deliver responses adapted to citizens' needs.
- Private sector through local service providers benefit and contribute to the action. Fostered partnerships with the private sector could allow municipalities to develop local economic development strategies that combine local skills, resources and ideas to stimulate the local economy.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to increase the role of local authorities' associations and their members in favour of enhanced governance, decentralised cooperation and more effective development outcomes at the local level.

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

1. Increase institutional, organisational and financial sustainability of associations of local authorities and their members;
2. Increase recognition of LA as State actors.

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

- 1.1 Strengthened capacities of associations of local authorities and those of their members;
- 1.2 Enhanced coordination between associations of local authorities and amongst their members;
- 2.1 Enhanced policy dialogue on TALD between associations of local authorities and their members and EU delegations;
- 2.2 Raise acknowledgement of the role of LA as State actors.

A specific emphasis will aim at strengthening networks of elected young and women representatives. Their inclusion in local, national and global decision-making processes will contribute to convey their expectations and needs in all relevant fora. Policy dialogue to promote the Territorial Approach to Local Development will enhance participation, inclusiveness and accountability thus building democracy at local, national and global levels. The Forum of cities and regions will bring together representatives from all EU and partner countries and create opportunities for exchange of experience, networking, and enhanced dialogue amongst governance, decentralised cooperation and sustainable development stakeholders.

Synergies at country and HQ levels will be sought with the stakeholders involved in the implementation of the Team Europe Initiatives focusing on decentralisation and urban development (including sustainable cities).

3.2 Indicative Activities

Activities related to outputs 1.1 and 1.2 will be implemented through grants contracts to three global associations of local authorities.

Activities related to Onput 1.1:

- Trainings to build the institutional, organisational and operational capacities of ALAs to ensure the execution of their functions vis-à-vis their members;
- Capacity-building for local and regional governments as development policy actors;
- Technical support to improve current practice in TALD and decentralised cooperation;
- Peer to peer learning mechanisms for ALAs and their members.
- Sensitization and capacity building for greening project operations and office management

Activities related to Output 1.2:

- Organising regional and global debates linked to local realities and communities;
- Supporting initiatives (workshops, events, etc.) of regional and/or global ALAs to formulate policies;
- Boosting synergies and adding value as ALA and LA networks;
- Supporting advocacy initiatives of ALAs and their members to jointly act as strategic partners and key policy makers;
- Strengthening the voice of local and regional governments and their associations in EU development policy and global agendas;

- Contribution of ALAs and their members in key global and EU policy formulation;
- Supporting design and implementation of networking communication strategies by ALAs and local authorities in view to better connect amongst ALAs and their members;
- Supporting design and implementation of gender sensitive communication strategies to sensitize local authorities on gender equality

Activities related to outputs 2.1 and 2.2 will be implemented through a TALD facility and the organization of a Forum.

Activities related to Output 2.1:

- Organisation and delivery of seminars with a view to foster a shared understanding among EU delegations on how best to engage with local authorities as developmental actors;
- Design EU Roadmap for engagement with Local Authorities as a tool to strategize support to the local level, structure a dialogue with the national Associations of Local Authorities and to increase cooperation with the EU MS and their actions on the ground;
- Use of a Territorial Approach to Local Development for identification, formulation, implementation, monitoring and evaluation of EU programs in support to local authorities.

Activities related to Output 2.2:

- Facilitating awareness raising campaigns targeted to national, regional and global stakeholders about decentralisation reform, local and urban development;
- Facilitating experience and knowledge sharing within and among ALAs, particularly with the view to enhance their members' capacities including in terms of women empowerment;
- Increasing dialogue between local and regional authorities of the EU and its partner countries on key priorities;
- Sharing the experience gained through on-going and past interventions projects financed with the calls Local Authorities: Partnerships for sustainable cities, TALD approach, SDG localisation, previous grants;
- Engage with stakeholders to increase impact of decentralised cooperation;
- Collect Associations of LA and LAs' recommendations;
- Exchange on the opportunities opened by the "geographised" approach and the facilitating role of EU Delegations in dialogue with local authorities.

3.3 Mainstreaming

Environmental Protection & Climate Change

This Action will promote the role LAs play in facing the challenges posed by environmental degradation and climate change and in building resilience to the increasing occurrence of climate extreme events. ALAs LA will be supported to play their advocacy role on climate change and environmental issues in global and regional debates, including, for instance, UNFCCC Conference of Parties (CoP), Covenant of Mayors. ALAs will seek to strengthen capacities of their members, especially cities to address specific environmental challenges such as urban mobility, energy efficiency and environmental sustainability of cities. For these reasons, local authorities in cities will be both sensitized to be active and integrate in their local development plans environmental issues in urban areas, to identify and avoid carbon-locking decisions infrastructure, to launch and exchange on stakeholder dialogues integrating climate and environmental issues, to support transition processes to a low-carbon, climate resilient, green and circular economy and to foresee the creation of green and blue infrastructure.

Gender equality and empowerment of youth

The Action will promote women's and youth representation and role in decision-making processes where ALAs are involved and within LAs and their Associations. Building on the past experiences and practices the ALAs will integrate youth and women's rights in policies, programmes, in their advocacy activities, in conferences and debates on development issues. Attention will be given to the youth and gender fora established by the ALAs such as the United Cities and Local Government (UCLG) Standing Committee on Gender Equality, the UCLG Africa Network of African elected women -REseau des Femmes Elues Locales d'Afrique (REFELA). It will strengthen gender equality and youth empowerment and will support processes designed to remove obstructions in achieving equality dynamics based on norms providing equal access to urban local decision making, local governance and implementation, assets, benefits, service delivery and employment and related salaries. Overall, the institutional, organisational and operational capacities will systematically include youth and gender aspects.

Human Rights and Democracy

Due to their role and mandate, local authorities and their associations intrinsically contribute to the promotion of human rights and democracy. They are the State actors closest to the citizens and thus stand in a unique position to understand the needs, challenges and opportunities of their populations. They are important players in enhancing local democracy based on representation and accountability. They are also guarantors of the respect for human rights at local level. The strengthening of capacities will dedicate a strong emphasis on human rights-based principles (respect to all rights, non-discrimination, accountability, transparency and participation). LAs can also voice the constraints their constituencies and themselves face and provide an irreplaceable contribution to design and to implement relevant development policies at the local, national and global levels. Ultimately, LAs contribute to addressing the most pressing challenges that characterise today's world, be it climate change, inequalities including gender inequality.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High Medium/ Low)	Impact (High/ Medium / Low)	Mitigating measures
External environment	Risk 1: Weak enabling environment (at administrative, legal and financial level) at national level in partner countries preventing ALAs to work with local authorities	M	M	EU Delegations to engage on enabling environment through policy dialogue at all levels. Commission and Global and Regional ALAs to tailor interventions on the basis of proper assessments at country level.
People and the organisation	Risk 2: Weak capacities of ALAs	L	H	The capitalisation of experience thanks to the 1 st generation of Framework Partnership Agreements with ALAs has

				improved the environment and strengthened the capacities of ALAs. This needs to be further consolidated.
Planning, processes and systems	Risk 3: Mismatch between the objectives set by the European Commission and the global and regional ALAs	L	M	Strengthened consultation and cooperation between EU and global and regional ALAs through established forum such as the Policy Forum for development and the Forum of Cities and Regions for development cooperation.
Planning, processes and systems	Risk 4: Possible overlap and complementarity with other hubs, facility or TA support programmes that could be created at geographic level	L	L	Appropriate coordination at country and HQ level, among the ALAs, TALD, DELs and actors involved in the implementation of the TEI and the relevant MIPs/ADs.
Planning, processes and systems	Risk 5: Contractor (TALD): Administrative challenges in managing the complex tasks Challenges in meeting quality requirements of ad-hoc assignments	L	M	Appropriate project management resources, adequate backstopping provisions, are included in the proposal Appropriate attention to team coordination Availability of team leader and experts for short notice discussions and tasks including in Brussels
Planning, processes and systems	Risk 6: EC: Difficulty to timely plan assignments in advance. Scarce availability of INTPA services for feedback to Contractor	L	M	Periodic status meetings will be held and adequate personnel resources for contract management will be envisaged, namely a project manager and his back up
People and the organisation	Risk 7: Possible divergences of opinion with the European Committee of Regions	L	M	The Commission officials involved will keep very close and collaborative relations with ECoR staff and hierarchy.

Lessons Learnt

In reviewing the implementation of the Development Cooperation Instrument programme in support to LAs, the intermediary and final evaluation covering the period 2014-2020 identified strategic achievements (e.g. Framework Partnership Agreements, and substantial contribution of LAs to the elaboration of the Agenda 2030 and the New Urban Agenda) which helped boost the role of LAs as development and political actors. The Civil Society Organisations-Local Authorities Thematic Programme offered useful channels to attain hard-to-reach groups and to deliver responses

adapted to local needs. It created a stronger leverage of bilateral cooperation through its complementarity with geographic programmes as well as with other EU financing instruments.

This was confirmed by the dedicated Framework Partnership Agreement Monitoring and Evaluation Mechanism (FPA MEM) final evaluation concluded in 2021 which highlighted that:

- The partnership architecture (institutional, operational and financial arrangements) has provided adequate conditions to empower Associations of Local Authorities, and in particular, their capacity to deliver their mandate (representation, advocacy, service provision to members);
- FPAs and the corresponding Strategic Grant Agreements (SGAs) are instrumental to implement the strategic partnership. They act at two complementary levels: (1) the SGA provides additional funds to ALAs; and (2) the FPA, with its six-year timeframe, provides, beyond its political dimension, for enough time to implement complex activities, and consolidate outputs and results. There are strong leverage effects and interactions between both instruments.

The strategic partnership has boosted and developed ALAs' advocacy strategies at the global, the regional and the national level. As a result, during the evaluation period, ALAs have gained and secured influence in key global debates on world' challenges as well as in key EU policy-making mechanisms.

In view of the above, the following MEM's recommendations have been reflected in this Action Document:

- Increase ALAs' capacity to provide services to strengthen Local Authorities to deliver their mandate, boosting their access to learning, knowledge, sharing, peer-to-peer, and decentralised cooperation modalities through specific grants.
- Create tools and launch practices able to induce synergies among Local Authorities and Associations of Local Authorities within one same network, beyond the great diversity and propensity to dispersion through specific grants.
- Provide technical support to ALAs and their members to help them promote, actively engage in and influence multilevel, multi-stakeholder dialogue mechanisms in national, regional and global spheres through specific grants.
- Provide technical support to EUDEL to engage in structured policy dialogue with Associations of LA and their members at national level through the TALD facility
- Create and develop advocacy mechanisms able to ensure that the diverse and dispersed ALAs and LAs make their positions heard, with one strong voice as the LA constituency, at the right moment, to the right interlocutors, through the organization of the LA Forum.

3.5 The Intervention Logic

The underlying intervention logic for this action is the following:

LAs are progressively acknowledged as key actors to state building and rule of law, deepening local democratic governance, building trust between citizens and public authorities, as well as responding to citizens' demands for improved access to basic services and better living conditions.

EU policy documents recognise LAs are instrumental in the formulation and implementation of policies and agreements connected to the international development agenda bringing forward local concerns and priorities, as well as in supporting implementation of actions through knowledge sharing and peer to peer learning.

However, despite their increasing recognition as actors of development, LAs face significant constraints to their effective contribution to good governance and inclusive development and ALAs sometimes face challenges to provide their members with adequate services. This is in part related to the lack of recognition of LAs as State development actors, inadequate level of institutional and organisational capacities as well as fragile human and financial resources of ALAs and LAs.

To be in a position to improve people's living conditions, LAs and ALAs must be able to contribute to national, regional and global decisions and policies that affect their populations.

This requires LAs and their associations to be credible interlocutors in local, national and global fora, e.g. LAs and ALAs need to be able to articulate their interests, needs and challenges. They must be in a position to voice the demands of their constituencies for enhanced governance, increased decision making at the level of the people concerned and better living conditions overall. However, to influence the choices that affect them, LAs should become proficient in the technicalities and the financials in the domains under their mandate. Hence, reinforced ALAs are expected to provide training and knowledge to LAs in order to reinforce these capacities. In addition, influence is increased if LAs and ALAs coordinate their political positioning and speak with one voice. This requires close collaboration and intensive exchanges on their views and positions.

On another aspect, EUDEL are not systematically familiar with LAs and ALAs as interlocutors. EUDEL often need to strengthen their knowledge on LAs mandates, the constituencies they represent, the key stakes and challenges they face. Building a structured policy dialogue between EUDEL, LAs and ALAs will greatly support LAs and ALAs in their endeavours. In parallel, LAs and ALAs in partner countries as well as in the EU will benefit from political and technical exchanges of experiences and tools to work further and better together.

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To increase the role of local authorities' associations and their members in favour of enhanced governance, decentralised cooperation and more effective development outcomes at the local level.	1 Number of development policies and agreements taking into account ALA and LA's contribution at global level 2 Number of development policies taking into account ALA and LA's contribution at national level	1 Communication issued by the EC in May 2013 (COM(2013) 280 final)	1 At least 5 development policies and agreements taking into account ALA and LA's contribution at global level (by 2024) 2 At least 1 development policy taking into account ALA and LA's contribution in each targeted country (by 2024)	ALAs analysis and reporting	Not applicable
Outcome 1	1. Institutional, organisational and financial sustainability of associations of local authorities and their members have increased	1.1 Percentage of membership that express confidence in ALA's ability to support and represent them effectively	1.1 Membership perception survey	1.1 Depending on the baseline value (increase in %) (by 2024)	1.1 Interim and final reports by ALAs	

Outcome 2	2. Recognition of LA as State actors has increased	2.1 Number EUDEL conducting structured dialogue with ALAs and LAs	2.1 TALD mapping report	2.1 .1 Depending on the baseline value (increase in %) (by 2024)	2.1 Interim and final reports by TALD facility	
Output 1 relating to Outcome 1	1.1 Capacities of associations of local authorities and those of their members have been strengthened	1.1.2 Number of membership able to build a participatory gender and youth sensitive budget	1.1.1 Membership perception survey	1.1.1 Depending on the baseline value (% increase) (by 2024)	1.1.1 Interim and final reports by ALAs	
Output 2 relating to Outcome 1	1.2 Coordination between associations of local authorities and amongst their members has been enhanced	1.2.1 Number of joint actions implemented by membership of ALAs	1.2.1 Membership perception survey	1.2.1 Depending on the baseline value (% increase) (by 2024)	1.2.1 1 Interim and final reports by ALAs	
Output 1 relating to Outcome 2	2.1 Policy dialogue between associations of local authorities and their members and EU delegations has been enhanced	2.1.1 Numbers of meetings organized between associations of local authorities and their members and EU delegations	2.1.1 Reports from previous periods	2.1.1 Depending on the baseline value (% increase) (by 2024)	2.1.1 1 Interim and final reports by TALD	
Output 2 relating to Outcome 2	2.2 Acknowledgement of the role of LA as State actors has been raised	2.2.1 Number of Associations of Local Authorities drafting policy recommendations and participating in negotiations around development issues at national and global levels	2.2.1 Forum survey and follow-up reports	2.2.1 Depending on the baseline value (% increase) (by 2024)	2.2.1 Forum for cities and regions and follow-up-actions to include a dedicated survey	

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

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

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of adoption by the Commission of this Financing Decision.

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

4.3 Implementation 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.

4.3.1 Direct Management (Grants)

(a) Purpose of the grant(s)

The main objective is the continuation of the engagement with the ALAs signatory of Framework Partnership Agreements with the EU as to contribute to the implementation of the EU policy on the empowerment of local actors. The support contributes to strengthen the effectiveness of their work as development actors in their own rights, to contribute to their empowerment to both be able to exercise their main functions as well as to improve the capacities of their LA members, to improve their advocacy capacity, to voice the needs of local communities in regional and international dialogues mainly related to international development agenda/commitments.

Grants Agreements will be awarded to each of the global and regional ALAs considered as strategic partners which have signed framework partnership agreements in 2022:

- (i) United Cities and Local Governments – International Secretariat (UCLG).
- (ii) United Cities and Local Governments of Africa (UCLG-A).
- (iii) Platforma.

Each Financial Framework Partnership Agreement (FFPAs, which the new form of FPAs) is covered by a PAP which applies to the grants linked to the FFPAs.

The results will contribute, for the ALAs to the two specific objectives aiming at improving Global and Regional ALAs' capacity to provide services to their members and to represent the voice of their members in international and regional fora so as to influence the development agenda.

(b) Type of applicants targeted

The applicants targeted are global and regional ALAs operating in partner countries and at the EU level.

(c) Justification of a direct grant

PRAG Art.6.4.2.c) Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to UCLG, UCLGA and Patforma-CEMR: these global and continental ALAs hold a position of de facto monopoly as well as exclusive competences in matter of support to Local Authorities. The "Monopoly study" carried out during the first part of 2021 concluded that they can demonstrate both a monopoly de jure and a strong monopoly de facto.

4.3.2 Direct Management (Procurement)

2 services contracts for the following components:

- (i) The Forum "Cities and regions for International Partnership";
- (ii) The TALD Facility (Facility for the Territorial Approach to Local Development).

Justification of the services contracts:

The service contracts will support the organization of the Forum "Cities and regions for International Partnership": which is a two-day conference organized jointly by DG INTPA and the Committee of the Regions every two years. It brings together cities and regions from the European Union and its partner countries in order to foster and activate international, decentralized cooperation. This includes strengthening and intensifying the policy dialogue by addressing current key challenges and by sharing good practices.

The service contract will have to:

- Identify the different services needed for a successful event (e.g. technical equipment, catering, graphic design etc.);
- Timeline (retro planning) of event preparation including key dates and deadlines;
- Establishing and working continuously on a scriptagenda for every day of the event ;
- Overall coordination of the project ;
- Defining and implementing a communication plan in coordination with 02;
- Participants' management ;
- Venue search and rental

As a means to accompany the TALD approach, a Mechanism to support the implementation of the LA thematic program was put in place in 2020 by the then existing Unit C5 (Cities, Local Authorities, Digitalisation and Infrastructure) of the EC's Directorate General for International Cooperation and Development (DG DEVCO). The aim of the TALD facility and Helpdesk, is to support and strengthen the integration of Local Authorities related issues in EC programs and projects managed by EU delegation and HQ. The contract with the TALD Facility and helpdesk will be renewed in June 2023 for the third time, for other 3 years.

Being a demand driven instrument, it will support the delegations willing to include decentralization, territorial approach to local development and other related topics in their programmes and projects. To do so, it will provide EUDELs with short term expertise, technical assistance and capacity building.

4.3.3 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).

4.4 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Grants (direct management) – cf. section 4.3.1	14 000 000
Direct Grant through Framework Partnership Agreement with United Cities and Local government (UCLG)	4 400 000
Direct Grant through Framework Partnership Agreement with United Cities and local government Africa (UCLG-A)	5 600 000
Direct Grant through Framework Partnership Agreement to CEMR/PLATFORMA	4 000 000
Procurement (direct management) – cf. section 4.3.2	2 500 000
TALD facility and Helpdesk (Support for EU Delegations in the promotion of a territorial approach to local development (TALD) -	2 000 000
FORUM “Cities and regions for International Partnership”	500 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	May be covered by another decision
Totals	16 500 000

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partners' responsibilities. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.2 Evaluation

Having regard to the nature of the action, mid-term and final evaluations will be carried out for this action or its components , via independent consultants contracted by the implementing partners. The mid-term evaluation is envisaged will be carried out for learning and purposes, in particular with respect to the improvement of capacities of ALAs members. 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 the action is the continuation of previous actions thus building on previous results and that the action is implemented in the framework of a Financial Framework Partnership Agreement.

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

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.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale. Regional and global strategic communication funds and activities will be managed in coordination with headquarters.

Appendix 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.

The present Action identifies as :

Option 1: Action level		
<input 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#): <Present action> <Other action>
Option 3: Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Direct Operating Grant with United Cities and Local Governments (UCLG)
<input checked="" type="checkbox"/>	Single Contract 2	Direct Operating Grant with United Cities and Local Governments of Africa (UCLG-A)
<input checked="" type="checkbox"/>	Single Contract 3	Direct Action Grant with Platforma - CEMR
<input checked="" type="checkbox"/>	Single Contract 4	Service contract with Territorial Approach to Local Development facility
<input checked="" type="checkbox"/>	Single Contract 5	Service contract with Territorial Approach for the organisation of the Forum 'Cities and regions for International Partnership'