



**EN**

**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 2**

to the Commission Implementing Decision amending Commission Implementing Decision C(2022) 9783 of 16.12.2022 on the financing of the multiannual action plan in favour of Sub-Saharan Africa for 2022 - 2026 Part 2

constituting ANNEX 32 of the Commission Implementing Decision C(2022) 9783

**Action Document for Support Measures for “Regional and Multi-Country Programmes in Sub-Saharan Africa”**

**MULTIANNUAL PLAN**

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

# 1 SYNOPSIS

## 1.1 Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Support Measures for Regional and Multi-Country Programmes in Sub-Saharan Africa OPSYS number(s): ACT-61270 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )
<b>2. Team Europe Initiative</b>	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Sub-Saharan Africa
<b>4. Programming document</b>	Regional Multi-Annual Indicative Plan for Sub-Saharan Africa
<b>5. Link with relevant MIP(s) objectives / expected results</b>	The action contributes to the Support Measures for the MIP (Section 3.2 of the MIP)
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Support measures – sectors not specified 99810
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only): 17 (partnerships for the goals)
<b>8 a) DAC code(s)</b>	99810 – Sectors not specified 100 %
<b>8 b) Main Delivery Channel</b>	Multilateral Organisations, Service contracts

<b>9. Involvement of multilateral partners</b>	YES OECD, OACPS, ILO			
<b>10. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" 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			
<b>11. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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"/>
	<b>12. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>
Digitalisation @ digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		<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"/>

			<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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>13. Amounts concerned</b>	Budget line(s) (article, item):  BGUE-B2022-14.020120-C1-INTPA EUR 22 045 000 BGUE-B2022-14.020121-C1-INTPA EUR 15 645 000 BGUE-B2022-14.020122-C1-INTPA EUR 12 310 000 BGUE-B2022-14.020141-C1-INTPA EUR 382 000 BGUE-B2022-14.020132-C1-INTPA EUR 382 000 BGUE-B2023-14.020120-C7-INTPA: EUR 194 660,42 BGUE-B2023-14.020121-C7-INTPA: EUR 1 515 487,58 BGUE-B2023-14.020122-C7-INTPA: EUR 328 262  Total estimated cost: EUR 52 802 410 Total amount of EU budget contribution EUR 52 802 410			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>14. Type of financing</b>	<b>Direct management</b> through: Grants Procurement  <b>Indirect management</b> with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.3 and with Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas ( <b>FIIAPP</b> ), Organization for Economic Co-Operation and Development ( <b>OECD</b> ), Southern African Development Community ( <b>SADC</b> ), EU MS Agency(ies). <b>ILO</b> can be considered on a case by-case-basis.			
<b>15. Type of measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input checked="" type="checkbox"/> Measures in favour of Civil Society			

## 1.2 Summary of the Action

The Action will implement support measures as foreseen in the Regional MIP through four components:

### **Technical Assistance**

Technical Assistance is needed to translate through appropriate programme identification, formulation and implementation the political and strategic priorities formulated in the Regional MIP into concrete activities achieving the intended impact. This component will make available to Commission services at headquarters and in regionalised Delegations, as well as key EU partners, the expertise required to achieve these objectives.

Activities will be implemented through the procurement of services and through the award of grants. They will be managed by the Commission, with the involvement of the EUD to the African Union (AU) and the EUD Tanzania. Beneficiary organizations will include the African Union, the Eastern African Community (EAC), the Africa-Europe Foundation (AEF), the Organization for Economic Co-Operation and Development (OECD) and the Secretariat of the Coalition for the Sahel.

Additionally, a GAR-SI Sahel (Groupes d'Action Rapide – Surveillance et Intervention au Sahel) coordination support measure will be funded under the T/A component. This action aims to support and complement the new national GAR-SI projects. The main implementing partner will be the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (**FIIAPP**).

### **Capacity building**

The EU aims to forge stronger partnerships with multilateral and regional organisations including by supporting capacity building for these actors. The Economic Community of West African States (ECOWAS), the ECOWAS Bank for Investment and Development (EBID), the Union Economique et Monétaire Ouest-Africaine (UEMOA), the Banque Ouest Africaine de Développement (BOAD), the Intergovernmental Authority on Development (IGAD) and the Southern African Development Community (SADC) are strategic partners of the European Union. In light of the institutional weaknesses that these Regional Economic Communities (RECs) and regional institutions still face, but mostly because of their overall positive contribution to the Africa's continental development, the European Commission (EC) views support to these organizations as pivotal to reach common objectives of the renewed AU-EU Partnership, defined in the declarations of the EU-African Union (AU) Summit on 17-18 February 2022.<sup>1</sup> At the Summit, AU and EU leaders agreed to strengthen solidarity, promote international cooperation, and improve delivery on “global public goods” in line with the 2030 Agenda for Sustainable Development and AU Agenda 2063.

Generally, the challenges affecting the RECs and regional institutions abovementioned are mostly found in areas such as results-based budgeting; financial, administrative and project management; strategic planning, monitoring and evaluation; and internal audit. Moreover, as many of these organizations are currently undergoing modernization processes, programs under this component will also be implemented in the areas of strategic planning, mobilisation of resources, institutional engineering, professionalization of staff, information technology tools, and participatory processes.

The regionalised EU Delegations (EUDs) in charge of delivering on this component will be EUD Nigeria, EUD Burkina Faso, EUD Djibouti and EUD Botswana.

### **OACPS-EU Partnership's Institutional Framework Support**

The new Partnership Agreement between the European Union and the Members of the Organisation of African, Caribbean and Pacific States includes as an attachment the EU Declaration on means of cooperation and implementation. With the Declaration, the EU reaffirms its commitment to contribute (i) to the costs associated with the organisation of meetings of OACPS-EU joint institutions and (ii) to the operating costs of the OACPS Secretariat with regard to the implementation of the new Partnership Agreement, including its protocols.

<sup>1</sup> Joint official EU-AU Final Declaration on the Summit “6<sup>th</sup> European Union-African Union Summit: A joint Vision for 2030” available at: [final\\_declaration-en.pdf \(europa.eu\)](https://ec.europa.eu/afp/docs/final_declaration-en.pdf)

The objectives of the programme “OACPS-EU Partnership’s Institutional Framework” are (1) to **support the OACPS Secretariat** to fulfil its role as administrative and executive body of the OACPS Group in the implementation of the OACPS-EU Partnership Agreement; and (2) to ensure that effective dialogue is maintained at the level of **OACPS-EU Joint Parliamentary Institutions** including with cooperation with external stakeholders.

### **Strategic Communication and Public Diplomacy**

In accordance with the Regional MIP, Strategic Communication and Public Diplomacy activities will be implemented in order to roll out Global Gateway branding and campaigning to increase awareness, understanding and support to the EU and its action in the region. Strategic Communication and Public Diplomacy activities will serve to demonstrate Europe’s partnership with the region and position the EU as a trusted and reliable partner for Africa, including through Global Gateway flagships and regional Team Europe initiatives.

## **2 RATIONALE**

### **2.1 Context**

The support measures included in this action will contribute to the achievement of the objectives of the Regional MIP ensuring that actions implementing the MIP have a clear regional added value and coherence with national programmes and overall alignment with EU priorities. The rationale for the four components of the action is the following:

The **Technical Assistance Component** is needed to translate the political and strategic priorities formulated in the Regional MIP into concrete activities achieving the intended impact starting from gap analysis (and/or studies identifying challenges and opportunities per policy area) through appropriate programme identification, formulation and implementation. In addition, the EU has an interest to:

1. **Target specific initiatives which contribute to developing the framework of the Partnership**, such as the African Governance Architecture (AGA), the African free Continental Free Trade Area (AfCFTA), the Policy and Regulation Initiative for Digital Africa and the GAR-SI Sahel coordination to contribute to the security of the population and the stabilisation of the countries involved (i.e. Mauritania, Senegal, Niger, Mali and Burkina Faso) in the Sahel region. Particular attention will be devoted to contributing to the roll out of Global Gateway, flagships and the Team Europe Initiatives (TEIs);
2. **Strengthen its relations with the AU and RECs on horizontal issues**, such as cultural cooperation at EU-AU level, or contributing to the pre-identification and formulation of EU regional cooperation projects and programs in the field of education, skills development, social dialogue (among employers, trade unions and governments), and actions to promote occupational safety and health as a new fundamental right in EU partner countries in Sub-Saharan Africa (SSA); this will take into account both cooperation interests of RECs and less formalised regional groupings (e.g. ESA-5 countries with who a deepened trade agreement with stronger sustainability dimensions is currently being negotiated).
3. **Establish measures in favour of civil society**. An example is the facilitation of dialogues among civil society actors, led by AEF and its networks, on a number of priorities of the Partnership such as health, climate change, agri-food systems, women leadership;
4. **Support evidence-based policymaking in Africa towards achieving Agenda 2063 and the Sustainable Development Goals**, by contributing to policy analysis and policy dialogue, such as supporting the OECD and the African Union Commission (AUC)’s flagship report “Africa’s Development Dynamics”. In the context of the financial support to OECD and AUC, it is relevant to clarify that the targeted financial support dedicated to the report is multiannual in nature and will cover a total duration of three years.

**The Capacity Building Component** will strengthen the capacities of ECOWAS and EBID, UEMOA and BOAD, as well as IGAD and SADC in the following ways:

1. The programs supporting **ECOWAS and EBID** will fall under three main areas: 1. Support to the ECOWAS Commission’s systems and procedures reform process; 2. Support EBID in the process of achieving

compliance with the EU pillar assessment, through strengthening internal control systems, human resources management, procurement and grants frameworks, financial instruments, and data protection systems in accordance with pillar assessment requirements. 3. Support the institutional capacities of the ECOWAS Commission in the efficient and effective planning, preparation, implementation, monitoring and evaluation of EU-funded programmes.

2. The main objective of the proposed Action to support **UEMOA** and **BOAD** is to strengthen the organizations' capacity to achieve its mission, namely to build a harmonized and integrated economic area in West Africa, and more precisely across the eight coastal and Sahelian states, linked by the use of a common currency, the CFA Franc, and benefiting from common cultural traditions: Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo. The support measures included in this action will contribute in particular to close cooperation with the UEMOA Commission and BOAD, wherever there is alignment with EU priorities.
3. The overall objective of the Action supporting **IGAD** is to help the organization to strengthen its institutional capacity to implement its own core functions efficiently and effectively. The Action will tackle four main areas: 1. Enhanced capacities within IGAD Secretariat and the Member States on the policy cycle at regional and national level; 2. Reinforced regional and national multi-stakeholder policy dialogues and coordination mechanisms; 3. Increased staff performance and productivity; 4. Fostered digitalised services for internal management.
4. Lastly, the Action in support of **SADC** aims to help its Secretariat to strengthen its crosscutting institutional capacities in key areas, such as such as project initiation, management and implementation, including enhanced monitoring and evaluation systems; resource mobilization; enhanced research and statistics capacity; and engagement with Non-state actors in the implementation of the Regional Integration Agenda.

#### **The OACPS-EU Partnership's Institutional Framework Support Component**

The proposed action for OACPS-EU Partnership's Institutional Framework is aligned with the priorities of the Partnership Agreement between the European Union and Members of the OACPS. An "EU Declaration on means of cooperation and implementation" is attached to the new Partnership Agreement between the European Union and the Members of the Organisation of African, Caribbean and Pacific States. With the Declaration, the EU reaffirms its commitment to contribute (i) to the costs associated with the organisation of meetings of OACPS-EU joint institutions and (ii) to the operating costs of the OACPS Secretariat with regard to the implementation of the Partnership Agreement.

#### **The Strategic Communication and Public Diplomacy Component**

The Strategic Communication and Public Diplomacy component of the Cooperation Facility will increase awareness, understanding and perception of the EU in the region. The support will allow for a more impactful communication of the EU's international partnerships objectives and external policies.

## **2.2 Problem Analysis**

### **Component 1: Technical Assistance**

The technical assistance included in this component will allow the EU to address several challenges that affect public awareness about EU's partnership with Africa both at continental and at regional level through the contracting of the required technical expertise. These challenges include an increased number of international partners in the African continental and regional scenario, with sometimes diverging strategies and priorities.

The EU is committed to reinforce cooperation with African civil society. At continental/regional level the effectiveness of such cooperation is hampered by an incomplete identification of key civil society stakeholders and by their insufficient participation in policy and programme formulation. The EU is also committed to scaling up its engagement with Gender Equality and Women Empowerment (GEWE) through the Gender Action Plan III<sup>2</sup>. Technical assistance will support the strengthening of the efforts on GEWE and the Human Rights and

<sup>2</sup> JOIN(2020)17 final of 25.11.2020; SWD(2020)284 final of 25.11.2020.

Democracy Action Plan 2020-2024 through the adoption of a Human-Rights Based Approach (HRBA). More effective implementation of other human rights (including fundamental labour rights) will also be supported.

### **Component 2: Capacity Building**

The strengthening of the capacities of ECOWAS/EBID, UEMOA/BOAD, IGAD and SADC will aim at tackling the following problems:

- **ECOWAS/EBID:** Material weaknesses or deficiencies in systems, controls, rules and procedures to entrust budget implementation tasks under indirect management;
- **UEMOA/BOAD:** i) Weaknesses in the implementation of regional projects, programs and reforms at the level of Member States need to be strengthened to allow for effective monitoring and evaluations; ii) Weaknesses in results-based budgeting; (iii) Weaknesses in financial management, accounting, procurement, auditing and administration procedures; (iv) Limited capacity within the internal audit function; (v) Lack of transparency in grantmaking;
- **IGAD:** (i) Policy analysis, development, coordination and implementation, (ii) Relations with IGAD member states; (iii) Human resources strategy, staff competence and professionalisation; (iv) Digitalisation;
- **SADC:** (i) Burdensome procurement processes and serious delays in awarding of service contracts. (ii) Grant design and award processes support structures are missing; (iii) SADC's Secretariat Project Management Support Unit's need robust systems to guarantee programme quality; (iv) Diversification of funding resources to support regional integration needs strengthening; (v) Low involvement and collaboration of NSAs in SADC's regional integration agenda; (vi) the Secretariat's overdependence on external consultants (e.g. program design, production of policy documents)

### **Component 3: OACPS-EU Partnership's Institutional Framework Support**

This programme OACPS-EU Partnership's institutional framework will address the need for financial means to cover the costs associated with the organisation of meetings of joint Institutions - in particular to support the parliamentary dimension - and the operating costs of the OACPS Secretariat with regard to the implementation of the OACPS-EU Partnership Agreement. This will provide **concrete means of cooperation and implementation**, helping **scaling up the EU-OACPS cooperation** into a strong political partnership.

### **Component 4: Strategic Communication and Public Diplomacy**

The action will contribute in raising the profile of the EU in the region, as well as promoting EU policies. Baseline surveys realised in 2021 demonstrated that the perception of the EU in the region is not commensurate with the scale of our actions and level of investment. The implementation of the activities described below, namely the roll out of the Global Gateway and awareness raising campaigns, will enable us to communicate with more focus, impact and scale and shift the perception of the EU in the targeted countries.

Stakeholders will include, but will not be limited to:

- **Component 1 - Technical Assistance:** African Union and its Institutions, African RECs in SSA, AEF, ESA-5 group of countries (especially regarding trade and sustainable development along its economic, social and environmental dimensions); civil society organizations active in the region, OECD, and a pillar-assessed entity (FIAPP);
- **Component 2 – Capacity Building:** ECOWAS/EBID, UEMOA/BOAD, IGAD, SADC. All of RECs Secretariats and Member States National Structures;
- **Component 3 - OACPS-EU Partnership's Institutional Framework Support:** (i) OACPS Secretariat; (ii) OACPS Head of States and Governments; (iii) Council of Ministers; (iv) Committee of Ambassadors; (v) OACPS Parliamentary Assembly; (vi) members of the OACPS – EU Joint Parliamentary Assembly (JPA) and three Regional Parliamentary Assemblies (RPAs); (vii) Youth, Women's organisations, regional entities, CSOs; (viii) Citizens of OACPS countries;

- **Component 4: Strategic Communication and Public Diplomacy:** (i) Wider audiences, comprising ordinary citizens, especially in the 18-35 age bracket, who are not involved in policy, advocacy or international relations, and who may hardly be aware of the EU; (ii) Key specialised audiences, made up of political and diplomatic counterparts, opinion leaders, activists and other multipliers who already have a stake in the sphere of policy, advocacy and international relations.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The **Overall Objective (Impact)** of this action is to contribute to the following support measures listed in the MIP: (1) Support and facilitate the preparation, implementation, strategic communication, audit and evaluation of EU cooperation under the regional MIP and related MIP priorities; (2) Provide institutional support to the African Union, African regional organisations and ad hoc groups of partner countries (e.g. ESA-5), including to strengthen their vertical and horizontal coordination structures; (3) Support the running of the OACPS-EU Partnership Agreement Institutional Framework; (4) Reinforce the EU's strategic communication and public diplomacy activities to engage with new audiences through campaigns on the EU's values and political priorities while also building sustainable networks with existing stakeholders.

##### **Component 1: Technical Assistance**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

1. EU's contribution to, and work on, Regional MIP priorities, EU-Africa Partnership, TEIs, Global Gateway and flagships tackling cross-cutting issues such as environmental and biodiversity protection, cultural cooperation, gender equality, fundamental labour rights, civic space strengthening, youth support is improved through the use of, among other means, evidence-based research, policy dialogue and negotiations;
2. The capacity of, and collaborations with, AU, its Organs and continent-wide initiatives is strengthened and expanded. the capacity of, and collaborations with, RECs and ad hoc regional groupings (e.g. ESA-5 countries) is strengthened and expanded.

##### **Component 2: Capacity Building**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

3. Partner RECs (ECOWAS/IBID, UEMOA/BOAD, IGAD, SADC) institutional capacities are supported by the provision of equipment and training/specialised advice necessary to upgrade their administrative (accounting, procurement, financial, audit) and operational (project management, monitoring and evaluation) systems, as well as its strategic functions (resource mobilisation, engagement with external stakeholders and research and statistics).

##### **Component 3: OACPS-EU Partnership's institutional framework Support**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:

4. The OACPS Secretariat's operationalisation, in the implementation of the OACPS-EU Partnership Agreement, is fostered.
5. The active dialogue at OACPS-EU Joint parliamentary institutions level, including the cooperation with external stakeholders, is strengthened.

##### **Component 4: Strategic Communication and Public Diplomacy**

The **Specific(s) Objective(s) (Outcomes)** of this component are to:



6. The EU and its external Global Gateway brand are recognised in the countries of the region

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

**Contributing to Outcome 1 (or Specific Objective 1):**

- 1.1. Actions implementing the Regional MIP priorities, EU-Africa Partnership, TEIs, Global Gateway and flagships are identified, formulated, implemented and monitored making use of appropriate technical expertise;
- 1.2. Increased visibility of the Partnership across both continents and in the international arena including at key multilateral fora and regional meetings;

**Contributing to Outcome 2 (or Specific Objective 2):**

- 2.1 The EU is able to renew appropriate support to AU-led reforms in key continental initiatives (e.g. AGA, APSA, AUSP)
- 2.2 The EU is identifying the needs for a support at Continental level on Trade facilitation, Competition and Digital Trade issues and is formulating in complementarity to support delivered at regional and national level a program at continental level on Trade facilitation, Competition and Digital Trade in the AfCFTA context; joint studies, actions and events to promote dialogue arising from the TSD chapter of the deeper ESA-EPA are conducted and are promoting closer relations, mutual understanding and trust-building.
- 2.3 To identify what has been achieved under PRIDA and to redefine, refocus key priorities and key activities of the programme and to build a straightforward intervention logical framework.
- 2.4 Support ESTI capacity to manage EU funds for science and research and liaise with MS and monitoring and analysis of the implementation of the Innovation Agenda in African Countries;
- 2.5 The 'Africa's Development Dynamics' report is available as input into high-level policy dialogues within the AU and in AU-EU dialogue.
- 2.6 Substantial EU assistance to the engagement of panAfrican civil society on matters relevant to the EU-AU Partnership, including studies on the African media sector and emerging online civic initiatives, as well as key stakeholder engagement across Europe, North Africa and sub-Saharan Africa is available to inform formulation of dedicated EU support programmes on a broad number of areas (1. Health, Pandemic Preparedness and Digital Transformation; 2. Climate change, Energy, Agri-food systems and Transport/Connectivity; 3. Youth and Women Leadership, 4. Social dialogue among employer organisations, trade unions and governments).
- 2.7 EAC Youth to participate in the Annual EAC Students' Debate and the EAC Youth Leadership Fellowship – Emerging Leaders through which new EAC Youth Ambassadors are selected and duly oriented and appointed thus allowing youth in the region to interact with key policy makers, other stakeholders and advocate for youth friendly policies and program interventions on youth participation in economic and political life, and youth employment through the annual YouLead Summit

**Contributing to Outcome 3 (or Specific Objective 3):**

- 3.1 **ECOWAS'** compliance with pillar 1 of the pillar assessment is enhanced through the strengthening of the internal control processes and the streamlining of an ECOWAS integrity program.
- 3.2 The **ECOWAS** Commission's capacities for strategic workforce management, IT, internal control, formulation, implementation, monitoring and evaluation, cross-cutting inter-institutional capacities are strengthened
- 3.3 **EBID'**s compliance with nine pillars is enhanced through the implementation of digitalisation of internal control processes through a Core Banking Application (CBA); the establishment of an effective Records Management System, Human Resources as well as support to the drafting and operationalisation of instruments/tools and financial proposals management
- 3.4 Strategic planning, monitoring and evaluation, results-based functioning, financial management, legal and regulatory frameworks of grant awarding systems, accounting, procurement, internal/external audit, policy coordination and administrative procedures of **UEMOA** Commission are strengthened and meet standard norms, functions within the **UEMOA** Commission are strengthened;

3.5 The capacities of **BOAD** teams in charge of new key sectors, namely, the environment, climate finance, biodiversity, CSR, health, education and the digital economy, are strengthened together with the implementation of the roadmap resulting from the audit of the **BOAD**'s pillars;

3.6 **IGAD** Standard Policy Cycle Management toolkit developed and rolled out to all staff, national focal points and relevant ministries.

3.7 **IGAD** evidence-based analysis in support of the decision-making process, multi-stakeholder policy dialogue and coordination mechanism, staff management and human resources, information systems, automating finance, procurement, digital platforms, policy monitoring and evaluation systems are reinforced to focus on results-based (impact and outcomes) reporting on the alignment of national policies with the regional strategic framework and normative requirements including gender equity.

3.8 Strengthened **SADC** Secretariat operational capacity to initiate, manage, monitor and evaluate projects and programs, as well as its capacity to mobilize expertise through strategic partnerships to support implementation of the RISDP

3.9 Strengthened **SADC** capacity to mobilise resources as well as its research and statistics capacity to generate objective data-based findings and recommendations to inform regional policies

#### **Contributing to Outcome 4 (or Specific Objective 4):**

4.1 The capacities of the OACPS Secretariat to manage the procedural aspects of the OACPS-EU Partnership Agreement and to work on OACPS-EU alliance-building expansion and more convergent actions are strengthened.

4.2 The capacities of the OACPS Secretariat to support CSOS and multi-stakeholders engagement typologies in the new OACPS-EU Partnership Agreement, as well as to deliver high visibility activities linked to the OACPS-EU partnership are enhanced

#### **Contributing to Outcome 5 (or Specific Objective 5):**

5.1 The capacity of the OACPS Secretariat to organise efficiently Joint Parliamentary Assemblies (JPA) and Regional Parliamentary Assemblies (RPAs) meetings and related activities is strengthened;

5.2: Opportunities for dialogue and cooperation with external stakeholders, with particular attention given to youth and women, as well as to gender issues are created at Parliamentary level.

#### **Contributing to Outcome 6 (or Specific Objective 6):**

6.1: Public awareness, understanding and recognition of the EU in the region is commensurate with the scale, scope and ambition of our partnership, including through large-scale awareness raising campaigns and the Global Gateway branding

## 3.2 Indicative Activities

#### Activities related to Output 1.1:

- Activities closely related to the identification, formulation and implementation of Regional MIP priorities, EU-Africa Partnership, TEIs, Global Gateway and flagships are monitored making use of appropriate technical expertise;
- Specific activities under the GAR-SI Sahel Coordination component in order to complement, coordinate and support the national GAR-SI projects under development;

#### Activities related to Output 1.2:

- Regular reporting on how the partnership is materialising in practice and how political commitments are being upheld
- Outreach activities (including partnership in international fora, media/news production) targeting international partners, policymakers, public audiences, youth and marginalised communities, business, civil society organisations and policymakers at the highest political level

- Expansion of the AEF Partners Initiative to localise dialogue at diverse locations across the African continent and Europe
- Innovative and fresh-thinking research papers produced by Strategy Groups on topics central to partnership
- Analysis of trends and possible adaptation of policies and strategies in key areas of action in anticipation of change

#### Activities related to Output 2.1:

- Provision of technical assistance and consulting services for the identification, formulation and assessment of needs and institutional support to AGA and the USP program and the formulation of a new EU support programmes building on previous EU cooperation;

#### Activities related to Output 2.2:

- Prepare and organize meetings with the different beneficiaries and stakeholders to identify their needs and analyse the specific problems to be resolved at continental level

#### Activities related to Output 2.3:

- Formulate objectives, outputs and potential activities to be financed at continental level, evaluate the budget and the implementation modalities and prepare a draft Logical framework for the continental component.

#### Activities related to Output 2.4:

- Formulation of a baseline, initial document/data collection and definition of methods of analysis, and background analysis including interviews and in-depth document analysis (focused on the identification and formulation questions)
- Identification of information gaps, hypotheses and methodological design in preparation of the field phase

#### Activities related to Output 2.5:

- Production of three editions of the 'Africa's Development Dynamics' report on the basis of an annual topic of political relevance.
- Contribution to high-level policy dialogues on the basis of the policy analysis and recommendations formulated in the report.

#### Activities related to Output 2.6:

- Formulation of key activities and method of implementation, initial meetings with the stakeholders, gathering of primary evidence with the use of the most appropriate techniques, data collection and analysis;
- Mapping and needs assessment study of the media sector operating at regional and continental levels, with a focus on economic and capacity needs.
- Provision of technical assistance and consulting services for the identification and formulation of continental EU programme supporting the media in Africa
- Complementary mapping study of pan African CSOs focusing on labour union, private sector association, and innovative citizens' initiatives and provision of technical assistance and consulting services for the identification and formulation of a continental EU support programme to pan African civil society
- Members of AEF Strategy Groups, Women Leaders Network, Youth Dialogue Platforms
- Debates organised amongst key stakeholders including with members of the network at the highest political level (HoSG) and private sector contacts

#### Activities related to Output 2.7:

- Establishment of a EAC Youth Ambassadors Platform, driven and supported by the EAC Youth Ambassador, that will be networking closely with the PSOs, CSOs and other interest groups with a responsibility for the youth in the region.

#### Activities related to Output 3.1:

- The success of output 3.1 depends on the presence of a dedicated counterpart for the ethics and integrity topic at management level of the ECOWAS Commission;
- Accompanying the EDF projects in progress until December 2024;
- Providing technical and coordination support for NDICI programming, identification and formulation of actions under the Multi-Annual Indicative Programme and successive NDICI AAPs;
- Ensuring that the ECOWAS Member States are regularly updated on the implementation of regional programmes.
- Support a holistic coordination of current and potential partners under the Steering Committee of Vision 2050, including the development of the Resource Mobilization of Vision 2050
- Coordinating the integration of donor support/contribution to the ECOWAS programming, planning, and reporting cycle.

#### Activities related to Output 3.2:

- Support strategic HR Management with regards to the implementation of results from the ECOWAS Staff Skills Audit, strengthen staff capacities, develop a Strategic Workforce Planning Policy, a Career Planning & Staff Deployment Policy, a Succession Management Programme.
- Capacity building measures for the ECOWAS IT-Department Staff regarding their ability to plan and forecast what support they need to offer to other departments and to streamline their service delivery

#### Activities related to Output 3.3:

- Operationalisation of all the procedures and systems supported during ISE I above mentioned in relation with pillars 1, 4, 5, 6 and 9 through training, workshops and other activities aimed at operationalising processes and rafting of legislation and contractual documents related to pillars 4, 5 and 6;
- Support the setting up of a HR information system for EBID and development of a Strategic Workforce Planning Policy and Succession Management Programme,
- Support the establishment of the EBID Academy;
- Support the elaboration and roll out of an appropriate Capacity Building Plan.
- Design and deliver training activities related to the tools and instruments developed by ISE I and II.

#### Activities related to Output 3.4:

- Support for the development of monitoring and dissemination tools for the UEMOA Commission's strategic plan;
- Support for the establishment of mechanisms to evaluate policies, programs and reforms, monitoring and evaluation mechanisms, integrated and optimised financial, accounting and budget management system, financial resource mobilization, governance mechanisms, and tools for UEMOA Commission programs and projects;
- Strengthening of the institutional and operational framework for implementing the program budget, including capacity building of stakeholders and of actors in charge of financial management, accounting, procurement and administrative procedures of the Commission, and support to the operationalization of management control, risk management and internal control, audit functions, legal and regulatory frameworks for the grant-making and grant-awarding procedures, statistical capacities, quality management systems;
- Support for policy convergence between UEMOA and ECOWAS, including support for the revitalization of the UEMOA-ECOWAS-EU-Member States dialogue and for the review of UEMOA sectoral policies;

#### Activities related to Output 3.5:

- Support to BOAD, following the audit of the 9 pillars, in the implementation of the roadmap that will result from this first audit, the results of which are expected by the end of the first half of 2022.
- Support for the holistic integration of the fight against climate change (mitigation/adaptation) in BOAD's policies in order to evolve institutional arrangements, in a logic of continuous progress to bring about a paradigm shift while also strengthening its capacity to implement policies and measures to combat climate change through institutional strengthening, promotion of education, integration of adaptation, mitigation and innovation, and support for research and technological development
- Training on the themes under development at the Bank, notably biodiversity, CSR and sustainable finance

Activities related to Output 3.6:

- Develop IGAD Standard Policy Cycle Management, including a tool kit and technical workshops for relevant IGAD staff to operationalise the effective usage of policy cycle, including analysis and knowledge management (focus on outcomes and impact).

Activities related to Output 3.7:

- Review, update and operationalise the monitoring and evaluation system and communication of results at corporate and policy;
- Prepare pilot high-level thematic researches and studies for evidence-based policy dialogue and decision making at regional and national levels.
- Design, develop and test a pilot regional database (in selected areas) to collect data, study findings, lessons learnt and other information.
- Develop guidelines to reinforce regional and national multi-stakeholder policy dialogue and coordination mechanisms in each member state and develop, implement and follow up on country based meetings (at least twice a year) across relevant IGAD staff, relevant ministries and other stakeholders (universities/ think tanks, CSOs, business representatives / drivers of regionalisation).
- Develop, produce and provide training and mentoring for the national focal points and relevant ministries on procedures of regionalisation, policy design, monitoring and assessment (incl. impact assessment) of the domestication of harmonised policies;
- Update and implement IGAD Training and Staff Development Policy and Plan to address IGAD staff working needs, while also integrating gender, inclusion and disability mainstreaming in the IGAD Human Resource Management System, including a functional IGAD code on ethics and non-discrimination.
- Conceptualise and implement an appropriate system to automate key IGAD's business processes.
- Develop capacity IT personnel to guide the use digital technologies and information flow both within and outside the organisation and to manage and support the digital environment in a durable way.

Activities related to Output 3.8:

- Develop and roll out digital tools for monitoring and knowledge management, including capacity building of MS national structures
- Integrate project output monitoring and reporting into SADC Monitoring and Evaluation system and improve project management processes to enhance automation of collaboration and reporting
- Train and build capacity of staff and member states in M& E system and grant management
- Strengthen the design and functioning of procurement and grant functions and reporting lines in SADC as well as central programme management support unit
- Partner with non-state actors in promoting awareness on and the benefits of regional integration, operationalize implementation of the Civil Society engagement mechanism and the SADC Think Tank Network
- Implement Policy dialogues and peer to peer exchanges with relevant regional and European partner organisations

Activities related to Output 3.9:

- Develop SADC Resource Mobilization and Partnerships Strategy and review and update of Resource Mobilization Framework
- Support the implementation of the approved revised roadmap towards the full operationalization of the SADC Regional Development Fund, at regional and national levels
- Collaborate with Member states in resource mobilization efforts, including capacity building of MS national structures
- Creation of a platform that tracks and consolidates the SADC partner portfolio
- Establish a SADC e-library/portal to enhance research and publication on regional integration
- Build capacity in research and statistics within the Secretariat to promote creation of knowledge and evidence-based decision making and establish the necessary links and capacity building actions with MS national structures regarding data collection and statistics
- Implement Policy dialogues and peer to peer exchanges with regional and European partner organisations

Activities related to Output 4.1:

- Implementation of the annual work programme (AWP) through contribution to the budget of the OACPS Secretariat and completion of the OACPS's secretariat institutional reform to achieve a Secretariat "fit for purpose" and cost-efficient, including making use of digitalisation services and outsourcing when appropriate.
- Organisation of alliance-building activities and coordinated actions on the multilateral scene – international cooperation related activities.
- Support to and engagement with the Organisation for Economic Co-Operation and Development (OECD) in the analysis and mapping of the possible CSOs interactions in the OACPS-EU agreement

#### Activities related to Output 4.2:

- Implementation of operational activities such as studies, research, events on the OACPS-EU political partnership, visibility activities on websites, social media, events on the OACPS-EU political partnership.
- Organisation of capacity building activities for staff to improve their skills and knowledge

#### Activities related to Output 5.1:

- The OACPS Secretariat implements tasks as co-Secretariat of the Joint Parliamentary Assembly (JPA) and the Regional Parliamentary Assemblies (RPAs).
- Provide economic and logistic support to OACPS parliamentarians and OACPS States to actively participate in JPAs, RPAs, and OACPS-EU Partnership Dialogue.

#### Activities related to Output 5.2:

- Organise and implement consultation meetings of OACPS-EU stakeholders, youth and women's organizations, CSOs, other non-governmental actors.

#### Activities related to Output 6.1:

- To design and roll out at (sub) regional level of (a) Global Gateway major public campaign(s) and regional programs around Africa Investment Package and that are closely linked with Global Gateway flagships and regional Team Europe initiatives which are aimed at ordinary citizens, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the selected countries of the region

### 3.3 Mainstreaming

#### **Environmental Protection & Climate Change**

**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**

This action is labelled as G1.

The action will promote that there is gender parity in the recruitment of staff of Institutions supported, and that there is gender balance at managerial level. As far as possible, data for project beneficiaries will be disaggregated by sex and age. In addition, the programme will develop gender sensitive actions, reaching and involving women and girls, including the most vulnerable ones, using when necessary ad hoc approaches to increase reach. Balanced participation of women and men will be ensured in all the activities. In the production of visibility material focus will be given to use an adequate language as well as to showcase example of positive equal opportunities and participation.

**Human Rights**

The action will not have a direct impact on Human Rights, as it contains support measures for the implementation of the Regional MIP, not actions contributing directly to the MIP objectives.

However, activities related to the promotion of the EU-AU partnership will disseminate information about the partnership efforts to strengthen the respect of Human Rights (including fundamental labour rights) and International Humanitarian Law. A rights-based approach will also be applied to all the actions when specific awareness activities will also be identified if needed.

**Disability**

The action will not have a direct impact on Disability issues, but it will ensure that the accessibility for people with disabilities is included in all organised events and it will include consultations with organisation representing their interests. Therefore, the action can be considered as a D1.

**Democracy**

This action will not have a direct impact on Democracy issues. However, the action will communicate about how the EU partnership with the EU and with African Regional Organisations contributes to the consolidation of democracy in Sub-Saharan Africa.

**Conflict sensitivity, peace and resilience**

Through its Institutional Capacity building component, the Action will strengthen African Regional Organisations which have a peace and security mandate.

**Disaster Risk Reduction**

The action does not contain activities related to disaster risk reduction.

**Other considerations if relevant**

The action does not contain activities related to disaster risk reduction.

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood	Impact	Mitigating measures
External	Technical assistance is not sufficiently adapted and fails to strengthen partner organizations management and administrative systems.	Low	Medium	Detailed assessment and background checks of companies and experts experience and previous performance. Participatory Capacity assessment of beneficiary organisations (partner institutions).
External	Lack of enough political and economic support of partner Institutions by their Member States	Medium	Medium	Enhancing Regional Organisations' budgeting and resource management capacity to ensure that funds are allocated to priority areas and are efficiently utilized. Regular sensitisation during policy organs meeting on financial and political support by member states
External	COVID 19 related travel restrictions might still prevent stakeholders from	Low	Low	Conduct trainings and consultations in a hybrid set up.

	participating in planned activities			
External	Insufficient donor coordination	<b>Low</b>	<b>Medium</b>	Structured donor coordination and regular exchanges between development partners to be organised
Internal	Delays in the implementation by partner Institutions related to internal procedures	<b>Medium</b>	<b>Medium</b>	Support internal reform processes, including efficient staff and resources allocation among Departments

### **Lessons Learnt:**

#### **Component 1 - Technical Assistance:**

- Stakeholders' engagement should be enlarged to various actors with an increasing involvement of African think tanks, media, CSOs, youth and women's rights organisations as well as human rights organisations and defenders.
- Available information about pan-African civil society and EU-AU avenues for engaging with a diversity of such actors remains limited or deserves to be further consolidated at continental level which calls for further studies by addressing Non State Actors at large to feed into future programme and projects identification and formulation work.
- The scope of studies previously supported by the EU, such as the 'Africa's Development Dynamics' produced in partnership between the OECD and AUC should be maintained, or expanded, in order to contribute to the strengthening of evidence-based policy making in Africa

#### **Component 2 – Capacity Building:**

- **ECOWAS/EBID:**
  - Two specific objectives of the predecessor Action ISE Phase I were implemented by a Member State Organisation (GIZ) through a contribution agreement and additional funding provided by the German Government. Planning processes for the German intervention (Support to the ECOWAS Commission on Organisational Development) and the EU Action were conducted separately which led to challenges in the harmonisation of support approaches.
  - Key challenge for the implementation of the Action will be the low absorption capacity of the ECOWAS Commission due the overburden of the few available professional staff. This impression has been confirmed through the completed ECOWAS Staff Skills Audit. Among others, the recruitment freeze that has been persisting for the last 10 years has had a significant impact on the staff composition
  - One of the coping approaches to address the non-availability of key counterparts will be to align activities as much as possible to already existing priorities of the ECOWAS Commission and not to introduce additional work streams.
- **UEMOA/BOAD:**
  - While previous phases of capacity building in UEMOA have had positive results, political commitment within the UEMOA Commission will be required to implement the recommendations of the diagnostic studies and evaluations conducted under previous support programs. In addition, the buy-in of member states will be essential for the effective implementation of reform measures by the two regional organizations.
  - The EU capacity building support provided the UEOMA with an opportunity to familiarize itself with EU procedures, which were unfamiliar at the beginning of the project and are now better understood and implemented with satisfactory fluidity. The support has enabled BOAD to make a qualitative leap towards certification.



- **IGAD**

- Lessons learned from recent EU funded programmes and other partners' programme will be taken into considerations, such as need for IGAD ownership and sustainability of the results; IGAD engagement in all steps of the project and joint follow up for early reaction when some issue appears; maximum transparency and involvement of member states during all the phases of the programme cycle.

- **SADC**

- Actions targeting SADC Secretariat and those targeting MS should be implemented in a coordinated manner and address challenges in the same area in order to enhance progress.
- Enough preparation time should be given to procurement and grant procedures and procurement should be rationalised. Breaking the implementation of the programme in several service contracts did not prove to be effective as a great amount of project implementation time was consumed in tender procedures and dealing with various contractors.

**Component 3: OACPS-EU Partnership's Institutional Framework Support:**

- The OACPS Secretariat should plan ahead EU funding requested to finance the action (yearly operating grant) and make sure they are included in the annual budget of the organisation and submitted timely to the approval of the OACPS Council of Ministers. Moreover, the budget for the yearly operating grant and other relevant documents should be shared with the European Commission in a timely manner. Lessons learnt from previous actions demonstrate that the lack of the above can negatively impact the grant.
- The OACPS organs support and contribute to the institutional and operational re-organisation of the Secretariat. Lessons learnt demonstrate that lack of modernisation can impact negatively the OACPS-EU cooperation on a daily basis, as well as the efficiency of the OACPS Secretariat

**Component 4: Strategic Communication and Public Diplomacy:**

- Campaigns should be aimed at ordinary citizens, including young people, going beyond the usual stakeholder outreach.

### 3.5 The Intervention Logic

#### Component 1 - Technical Assistance:

If there is sufficient expertise available for formulation, identification and implementation, **then Actions will be more effective in achieving their intended impact to reinforce EU shared values.** If the EU partnership with Africa is promoted; existing non state actors are mapped; and their participation, including of youth and women; in research, policy dialogue and the cooperation between EU and African Organizations is facilitated, then the **engagement of non-state actors and youth in the EU partnership with Africa will be strengthened and good practices of civic engagement can take increasingly ground also in AU and Regional Economic Communities (RECs) work.**

If actions implementing the MIP are more effective in achieving the intended impact and participation of non-state actors and youth as well as Gender Equality and Women Empowerment is strengthened, then **this actions will contribute to the attainment of the priorities identified in the regional MIP.**

#### Component 2 – Capacity Building:

If adequate training, equipment and mentoring is provided to Regional Organizations (ECOWAS/IBID, UEMOA/BOAD, IGAD, SADC), **then their administrative (accounting, procurement, financial, audit) and operational (project management, monitoring and evaluation) systems, as well as strategic functions will be strengthened.** If their systems are strengthened **the Regional Organizations will have greater institutional capacities to implement their mandate and become stronger partners to the EU.** This will in turn contribute to the attainment of the priorities identified in the Regional MIP.

#### Component 3: OACPS-EU Partnership's Institutional Framework Support:

If the costs associated with the organisation of meetings of joint institutions and the operating costs of the OACPS Secretariat are financed, then **the action will strengthen the OACPS-EU partnership.**

If the partnership is strengthened, it will be more effective in increasing the **effectiveness of the EU-OACPS joint action in priority areas** such as: human rights, democracy and governance, peace and security, human development which encompasses health, education, gender equality and women empowerment, as well as environmental sustainability, climate change, sustainable development and growth, and migration and mobility.

#### Component 4: Strategic Communication and Public Diplomacy:

If the large-scale and professionally designed and managed campaigns model is correctly implemented, strategic communication and public diplomacy activities will reach broader audiences and generate more positive results than ad-hoc communication activities.

If strategic communication and public diplomacy are strengthened, regional campaigns will be better positioned to build brand recognition of Global Gateway and help raise awareness of the EU.

If regional campaigns are well positioned, campaigns follow-ups at country level **will increase their effectiveness and will be able to engage with wider audiences.**

If the above is achieved then, **the professional production of material** (footage/images/video production/animation/design etc.) **will ensure a strong presence of the Global Gateway brand through political gatherings, summits, as well as day-to-day communication.**

### 3.6 Logical Framework Matrix

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

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with IGAD for the activities related to Output 3.6 and 3.7.

In order to implement the other activities of this action, it is not envisaged to conclude a financing agreement.

### 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 the entry into force of the financing agreement for the outputs 3.6 and 3.7. and from the date of the adoption by the Commission of this Financing decision for the other outputs.

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

### 4.3 Budget Support – NOT APPLICABLE

### 4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>3</sup>.

#### 4.4.1 Direct Management (Grants)

##### 4.4.1.1 Technical Assistance Component

###### (a) Purpose of the grant(s)

The grants will contribute to meet priorities under **Outputs 1.1 to 1.2, 2.6** of this Action and will generally contribute to: (i) facilitating dialogue between key stakeholders from Europe, North Africa and Sub-Saharan Africa on health, climate change and environment, transport, youth and women leadership; (ii) increasing visibility of the Partnership; (iii) enabling key stakeholders to provide fresh thinking to drive policymaking around the Partnership; (iv) providing feedback on how the Partnership's commitments contribute to fulfilling the objectives of both continents.

###### (b) Type of applicants targeted

The grants may be awarded to legal entities, public bodies, international organisations, local authorities, civil society and NGOs selected through one or more of the following criteria: strong knowledge and experience of the Partnership and the main priorities, potential to contribute significantly to the Partnership through demonstrated expertise and targeted initiatives, potential to contribute to EU's strengthening of working and diplomatic relations with the AU and RECs, demonstrated track record of support to civil society in Africa, demonstrated support to evidence-based policymaking in Africa

###### (c) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, a grant may be awarded without a call for proposals to AEF.

<sup>3</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the action has specific characteristics that require a particular type of body on account of its technical competence and its high degree of specialisation with regard to Article 27(3) NDICI-Global Europe Regulation and Article 195(f) of the Financial Regulation applicable to the general budget of the Union. The AEF's extensive network of civil society, private sector and public sector stakeholders puts it in a unique position to set a conducive political environment for a mutually benefitting relationship, in doing so strengthening the Africa-Europe partnership and reframing 'Africa-Europe' on the global stage. Friends of Europe provides the strong convening and organisational capacities needed, it features an extensive network of leaders/thinkers across Europe and has stronger links with African leadership, notably through its leadership in the High Level Group on Africa-Europe relations set up with Mo Ibrahim Foundation and the ONE Campaign.

#### **4.4.1.2 Capacity Building Component**

##### **(a) Purpose of the grant(s)**

The operating grants will contribute to meet priorities under **Outputs 3.6 and 3.7** of this AD and will contribute to further strengthen IGAD's capacity building activities. Two operating grants, covering up to but not exceeding €750 000 of the total support to IGAD under this Action, will cover IGAD expenditures for two years and be managed in direct management by the EUD Djibouti. IGAD will benefit from the operating grants by strengthening the functions of its secretariat in key areas such as: (i) a leadership and organisational culture, (ii) digitalisation, (iii) internal procedures based on best international standards on sound management, and (iv) IGAD Standard Policy Cycle Management.

##### **(b) Type of applicants targeted**

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to IGAD and its institutions (i.e. related legal entities and public authorities).

##### **(c) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grants may be awarded without a call for proposals to IGAD which is a key partner of the EU, and the EU recognises that it offers value added in political dialogue and strategy coordination in core areas of its mandate and, on occasion, emerging challenges.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the action has specific characteristics that require a particular type of body on account of its technical competence and its high degree of specialisation with regard to Article 27(3) NDICI-Global Europe Regulation and Article 195(f) of the Financial Regulation applicable to the general budget of the Union.

#### **4.4.1.3 OACPS-EU Partnership's Institutional Framework Component**

##### **(a) Purpose of the grant(s)**

The grants will contribute to meet priorities under **Outputs 4.1, 4.2, 5.1, 5.2** of this AD and will contribute to strengthen EU support to OACPS functions and roles as stipulated by the OACPS-EU Partnership agreement. The grants, amounting to a total of 9 302 410 EUR, will include an operating grant as well as an action grant and be managed in direct management by the Commission. OACPS will benefit from the operating grant by strengthening the functions of its secretariat in key areas such as: (i) receiving technical and logistical support to complements tasks as co-Secretariat of the Joint Parliamentary Assembly (JPA) and the Regional Parliamentary Assemblies (RPAs); (ii) providing economic and logistic support to OACPS parliamentarians and OACPS States to actively participate in JPAs, RPAs, and OACPS-EU Partnership Dialogue. The action grant will enable the OACPS Secretariat to manage EU funds in a more efficient manner with the possibility to roll over unspent funds from one year to another.

##### **(b) Type of applicants targeted**

Under the responsibility of the Commission's authorising officer responsible, the operating grant may be awarded without a call for proposals to the OACPS Secretariat.

#### **(c) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the OACPS Secretariat and related legal entities and public authorities.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the action has specific characteristics requiring a specific type of beneficiary for its technical competence, specialisation or administrative power or nature of the action with regard to Article 27(3) NDICI-Global Europe Regulation and Article 195(f) of the Financial Regulation applicable to the general budget of the Union.. The OACPS Secretariat is a beneficiary which has a specific administrative power. According to the revised Georgetown Agreement, articles 22, 23, 24 and 30, the Secretariat of the OACPS is located in Brussels, Belgium and function as Headquarters of the OACPS. In accordance with the Agreement, the Secretariat of the OACPS has the power to (a) implement the decisions of all Organs of the OACPS; (b) implement, as appropriate, agreements concluded with development partners; (c) provide services to the Organs of the OACPS and, as appropriate, the joint institutions established with all external parties.

#### 4.4.2 Direct Management (Procurement)

##### **4.4.2.1 Technical Assistance Component.**

The technical assistance component will be implemented through the procurement of the relevant services under **Outputs 2.1 to 2.4 and 2.7** by the EUD Tanzania and EU AU for a total amount of EUR 2 200 000. The rest of the Technical Assistance envelope to be managed through Procurement will be allocated in full respect of the procedural and legal timelines set by the Financing Decision.

##### **4.4.2.2 Capacity Building Component**

The procurement of the relevant services under **Outputs 3.1, 3.4, 3.5, 3.6, 3.7** for a total amount of EUR 7 850 000 by EUD Burkina, EUD Djibouti and EUD Nigeria will support the implementation of the capacity building component.

##### **4.4.2.3 Strategic Communication and Public Diplomacy**

The procurement of the relevant services under **Output 6.1** (e.g. outsourcing production of media campaigns to specialised entities) for a total amount of EUR 6 000 000 will support the roll out of activities under strategic communication and public diplomacy

#### 4.4.3 Indirect Management with a pillar assessed entity

##### **4.4.3.1 Technical Assistance**

A part of this action may be implemented in indirect management with FIAPP and OECD. This implementation entails completing activities identified under **Output 1.1** and **Output 2.5**, respectively. The envisaged entities have been selected using the following criteria: i) an important policy and strategic interlocutor. Both FIAPP and the OECD have in fact been widely recognised international expertise in peace and security and economic statistics analysis, respectively

The support to FIAPP under output 1.1 will entail an allocation of 2 million euros to a "GAR-SI Sahel coordination" component that will complement, coordinate and support the national GAR-SI projects under development in Mauritania, Senegal, Niger, and Mali/Burkina Faso whenever pertinent. This component is a lighter continuation of a programme that was financed under the EU Trust Fund for Africa over the period 2016-2022, implemented by FIAPP, in a consortium with the Spanish Guardia Civil, the French Gendarmerie Nationale, the Italian Arma dei Carabinieri and the Portuguese Guarda Republicana.. This new support phase will be implemented by FIAPP through a contribution agreement

The delivery of output 2.5 of the action entails the production of the ‘Africa’s Development Dynamics’ report, which is produced by the OECD together with the AUC in the context of an established partnership. OECD’s unique contribution is based on its expertise in economic statistics, as well as the wide knowledge and experience acquired in Africa and other regions of the world.

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

If negotiations with the above-mentioned entity fail, that part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 4.4.2.

#### **4.4.3.2 Capacity Building Component**

A part of this action may be implemented in indirect management with an EU MS Agency. This implementation entails completing all activities identified under **Outputs 3.2 and 3.3** (follow up by EUD Nigeria). The envisaged entity will be selected using the following criteria: i) a key implementer for the delivery of the EU’s development assistance.

A part of this action may be implemented in indirect management with the SADC Secretariat. This implementation entails completing all activities identified under **Outputs 3.8 and 3.9** (follow up by EUD Botswana). The envisaged entity has been selected using the following criteria: i) a key implementer for the delivery of the EU’s development assistance; ii) a holder of important normative and standard setting mandates. The SADC Secretariat was selected to implement the activities under the abovementioned outputs because of the high-level of ownership enshrined in the nature of the action proposed, as well as the Secretariat’s high level management capacities and value added to operational cooperation between the EU, AU and RECs as exemplified by its successful completion of the pillar assessment. In case the envisaged entity would need to be replaced, the Commission’s services may select another replacement entity using the same criteria. If the entity is replaced, the decision to replace it needs to be justified. If negotiations with the above-mentioned entity fail, that part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 4.4.2.

#### **4.4.4 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)**

Should the implementation through direct management (procurement) reveal not be possible due to circumstances outside of the Commission’s control, the Commission will revert to indirect management with a pillar assessed entity, which will be selected by the Commission’s services using the following criteria:

- i) Experience working with Regional Economic Communities, and preferably those targeted by this action;
- ii) Particular expertise in providing institutional support to regional organisations;
- iii) Technical and operational capacities in the area targeted.

The implementation by these entities will entail the implementation and achievement of the specific objective 3 “Partner RECs (ECOWAS/IBID, UEMOA/BOAD, IGAD, SADC) institutional capacities are supported by the provision of equipment and training/specialized advice necessary to upgrade their administrative (accounting, procurement, financial, audit) and operational (project management, monitoring and evaluation) systems, as well as its strategic functions (resource mobilization, engagement with external stakeholders and research and statistics”.

#### **4.5 Scope of geographical eligibility for procurement and grants**

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

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

For this multi-country action, natural persons who are nationals of, and legal persons who are effectively established in the following countries and territories covered by this action, are also eligible: OACP states.

#### 4.6 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities</b> – cf. section 4.4	
<b>Component 1: Technical Assistance</b>	
<b>Outputs 1.1, 2.1 to 2.4, 2.7</b>	
Procurement (direct management) – cf. section 4.4.2.1	9 350 000
<b>Outputs 1.2, 2.6</b>	
Grants (direct management) – cf. section 4.4.1.1	6500 000
<b>Outputs 1.1, 2.5</b>	
Indirect management with FIAPP cf. section 4.4.3.1	2 000 000
Indirect management with OECD cf. section 4.4.3.1	2 000 000
<b>Component 2: Capacity Building</b>	
<b>Outputs 3.1, 3.4 to 3.7</b>	
Procurement (direct management) – cf. section 4.4.2.2	7 850 000
<b>Outputs 3.2 and 3.3, 3.8 and 3.9</b>	
Indirect management with EU MS Agency cf. section 4.4.3.2	6 000 000
Indirect management with SADC Secretariat cf. section 4.4.3.2	2 500 000
<b>Outputs 3.6 and 3.7</b> (i.e. only some specific activities)	
Grants (direct management) – cf. section 4.4.1.2	750 000
<b>Component 3: OACPS-EU Partnership's Institutional Framework</b>	
Outputs 4.1 and 4.2, 5.1 and 5.2	
<b>Grants</b> – total envelope under section 4.4.1.3	9 302 410
<b>Component 4: Strategic Communication and Public Diplomacy</b>	
Output 6.1	
Procurement (direct management) – cf. section 4.4.2.3	6 000 000
<b>Evaluation</b> – cf. section 5.2	400 000
<b>Audit</b> – cf. section 5.3	
<b>Total</b>	52 802 410

## 4.7 Organisational Set-up and Responsibilities

### **Component 1: Technical Assistance**

Outputs under this component will be managed by the Commission, with the involvement of EUDs to the AU and Tanzania, as well as by EU MS and International Pillar Assessed Entities

### **Component 2: Capacity Building**

Outputs under this component include support to four Regional Organizations and two regional financial institutions (i.e. ECOWAS/IBID, UEMOA/BOAD, IGAD, SADC). The implementation of activities under these Outputs will therefore be overseen by EUDs in the following manner:

- The support to ECOWAS/IBID will be managed in indirect management by an EU MS Agency and overseen by EUD Nigeria.
- The support to UEMOA/BOAD will be managed by EUD Burkina Faso. It will consist of the implementation of activities through the procurement of services.
- The support to IGAD will be managed by EUD Djibouti. It will consist of the implementation of activities through the procurement of services and grants.
- The support to SADC will be managed in indirect management by the SADC Secretariat (pillar assessed entity) and overseen by EUD Botswana.

### **Component 3: OACPS-EU Partnership's Institutional Framework Support**

This component will be managed by the Commission, which will sign an operating grant with the OACPS secretariat. A **Steering Committee** composed of the representatives of the OACPS Secretariat and the European Commission extended to other EU services if needed, and where relevant with the involvement of external technical assistants, will be established to monitor the implementation of the activities and results of the project. This committee will meet at least once a year.

### **Component 4: Strategic Communication and Public Diplomacy**

Output 6.1 will be managed by the Commission. The authorizing officer may decide to sub-delegate the management of specific technical assistance service contracts to third parties.

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.

## 5 PERFORMANCE MEASUREMENT

### 5.1 Monitoring and Reporting

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

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

### **Component 1: Technical Assistance**

- The EUD to AU, EUD TZN will ensure the monitoring of all activities implemented under the support allocated to them. Each of these TA will have a data collection and analysis part that might be the responsibility of the implementing partners according as per contractual agreement.



- Other TA contracts, such as AEF, GAR-SI and OECD, will be monitored by the Commission, involving regionalized Delegations as relevant.

### **Component 2: Capacity Building Support**

- Regarding the actions in support to UEMOA/BOAD and IGAD, as well as a portion of the support to ECOWAS, the EUD Burkina Faso, EUD Djibouti and EUD Nigeria will be in charge of allocating staff and resources to the monitoring and reporting on the implementation of the activities.
- Regarding the support to ECOWAS/IBID and SADC, the monitoring and reporting, including data collection and analysis, will be managed by the responsible EU MS Implementing Agency and a pillar assessed entity (i.e. SADC Secretariat) under the guidance and support of EUD Nigeria and EUD Botswana respectively.

### **Component 3: OACPS-EU Partnership's Institutional Framework Support**

- The **use of the logical framework matrix, to be annexed to each annual activities work-plan**, will in particular ensure monitoring of the implementation of the action, and indicate clear objectives, indicators, targets and means of monitoring. Annual activity work-plan shall also indicate clear deadlines (timeline) and milestones and use appropriate formats, easy to read and clear and transparent to the contracting authority, the European Commission (as suggested by ROM report on Decision 40774 – Institutional support under 11<sup>th</sup> EDF).
- **Flash reports, when requested**, shall provide an up-to-date situation of the implementation of the action, highlighting in particular past activities and upcoming ones, flagging key dates, and deadlines and milestones.
- The **final report (annual activity report), narrative and financial**, shall cover the entire period of the action implementation.

### **Component 4: Strategic Communication and Public Diplomacy**

- Activities will be monitored by the Commission. Each of these TA will have a data collection and analysis part that might be the responsibility of the implementing partners as per contractual agreement.

## **5.2 Evaluation**

Having regard to the nature of the action, final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission

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 and effectively 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 shall 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.

Evaluation services may be contracted under a framework contract

### 5.3 Audit and Verifications

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

## 6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 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 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