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

**ANNEX 2**

to the Commission Implementing Decision on the financing of the individual measure in favour of West Africa for 2025

**Action Document for “Unleashing the potential of youth in West Africa”.**

**ANNUAL MEASURE**

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

## 1 SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	Unleashing the potential of youth in West Africa OPSYS number: ACT-62805 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	Yes. <ul style="list-style-type: none"> <li>- Team Europe Initiative (TEI) Investing in Young Businesses in Africa</li> <li>- Regional Team Europe Initiative Opportunity-driven Skills and Technical and Vocational Education and Training (TVET) in Africa.</li> </ul>
<b>3. Zone benefiting from the action</b>	The action shall be carried out in Western Africa
<b>4. Programming document</b>	Multi-Annual Indicative Programme for Sub-Sahara Africa 2021-2027
<b>5. Link with relevant MIP(s) objectives / expected results</b>	<p>Priority Area 1: Human Development – Education and Skills</p> <p><i>Specific Objective 2:</i> Enhance regional and continental (Intra-Africa) integration to improve the quality of education and skills development, and foster EU-Africa policy dialogue and cooperation in the fields of education, skills development, youth learning mobility, and teacher governance, leadership, training and professional development.</p> <p><i>Result 2.2:</i> Enhanced regional and continental (Intra-Africa) integration and EU-Africa policy development and coordination in the field of education and skills development.</p> <p>Priority area 2: Democratic Governance, Peace and Security, and Culture</p> <p><i>Specific objective 2:</i> Reduce the incidence, duration, and intensity of violent conflicts in Africa, and contribute to the effective prevention, protection against and response to transnational security threats, including organised crime, across the continent.</p> <p><i>Result 2.7:</i> Improved prevention and mitigation of the impact of local conflict in borderland areas.</p> <p>Priority Area 3: Green Transition</p>

	<p><i>Specific objective 3:</i> Support the transition towards more resilient and sustainable aquatic and agri-food systems (including for more affordable and healthier diets).</p> <p><i>Result 3.3:</i> More sustainable agri-food systems, including food conservation, processing, distribution and agri-food markets, are promoted.</p> <p>Priority Area 5: Sustainable Growth and Decent Jobs</p> <p><i>Specific Objective 3:</i> An investment climate in Sub-Saharan Africa conducive to private sector development and investments, and improved business capacities and access to finance for MSMEs.</p> <p><i>Result 3.1:</i> Improved investment climate, regional market intelligence and identification of barriers to investments.</p> <p><i>Result 3.2:</i> Regional support measures for MSMEs business capacities are enhanced at continental and regional level.</p> <p><i>Result 3.3:</i> Improved access to finance and investment readiness at the regional/continental level.</p>
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	<p>Education – 110</p> <p>Other Social Infrastructure &amp; Services - 160</p> <p>Banking &amp; Financial Services – 240</p> <p>Business &amp; Other Services – 250</p> <p>Agriculture – 311</p> <p>Industry – 321</p>
<b>7. Sustainable Development Goals (SDGs)</b>	<p>Main SDG:</p> <ul style="list-style-type: none"> <li>- SDG 8: Decent work and economic growth</li> </ul> <p>Other significant SDGs:</p> <ul style="list-style-type: none"> <li>- SDG 4: Quality education,</li> <li>- SDG 5: Gender Equality,</li> <li>- SDG 9: Industry, Innovation and Infrastructure,</li> <li>- SDG 10: Reduced inequalities, in particular target 10.7</li> <li>- SDG 12: Sustainable Consumption and Production,</li> <li>- SDG 17: Partnerships for the Goals, in particular target 3, mobilising additional financial resources for developing countries through remittances.</li> </ul>
<b>8 a) DAC code(s)</b>	<ul style="list-style-type: none"> <li>- 32130 - Small and medium-sized enterprises (SME) development 25%</li> <li>- 25030 - Business development services 10%</li> <li>- 11330 - Vocational training 25%</li> <li>- 31120 - Agricultural development 15%</li> <li>- 24050 - Remittance facilitation, promotion and optimisation 25%</li> </ul>
<b>8 b) Main Delivery Channel</b>	<p>Multilateral organisations 40000</p> <p>Donor organisation 11000</p>
<b>9. Targets</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Migration</li> <li><input checked="" type="checkbox"/> Climate</li> <li><input checked="" type="checkbox"/> Social inclusion and Human Development</li> <li><input checked="" type="checkbox"/> Gender</li> <li><input type="checkbox"/> Biodiversity</li> <li><input checked="" type="checkbox"/> Education</li> <li><input type="checkbox"/> Human Rights, Democracy and Governance</li> </ul>

<b>10. Markers</b> (from DAC form)	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @			<input type="checkbox"/>
	<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		YES <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <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 checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
Migration @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reduction of Inequalities <sup>1</sup> @		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Covid-19		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<sup>1</sup> For more information, please consult: The European Commission inequality marker - Publications Office of the EU (europa.eu) and Inequality Marker – Complementary Guidelines Application of the I-Marker to SSC fiches and Action Documents | Capacity4dev (europa.eu)

BUDGET INFORMATION	
<b>12. Amounts concerned</b>	<p>Budget line(s) (article, item): 14.020120</p> <p>Total estimated cost: EUR 101 660 000</p> <p>Total amount of EU budget contribution EUR 101 660 000</p> <p>The contribution is for an amount of EUR 101 660 000 from the general budget of the European Union for 2025, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p> <p>There are no MS indicative contributions available.</p>
MANAGEMENT AND IMPLEMENTATION	
<b>13. Type of financing</b>	<p><b>Direct management</b> through grants and procurement</p> <p><b>Indirect management</b> with the entities to be selected in accordance with the criteria set out in section 4.4.2.</p> <p><b>Contributions to the Regional Blending Africa Investment Platform<sup>2</sup></b> shall be implemented in indirect management by the entities indicated in the annex to this Action Document, in accordance with the Regional Blending Africa Investment Platform's award procedure.</p>

## 1.2 Summary of the Action

The goal of this Action is to improve the inclusion of youth in resilient and climate-smart green economic transitions that address the root causes of irregular migration in West African countries. It complements the “Managing Migration Better in Western Africa” Action which aims at strengthening migration management. A comprehensive approach including skills development, improved access to finance for Micro Small and Medium Enterprises (MSMEs) notably through diaspora investment and support to value chains development is expected to influence individual decision-making processes and potentially reduce migration aspirations by providing better local prospects. It is also expected to help and facilitate sustainable reintegration. More specifically, this Action “Unleashing the Potential of Youth in West Africa” will contribute to green skills’ alignment with the private sector needs (1.1), promote diaspora’s investments (2.1), as well as enhance access to finance and technical support for green business growth (2.2). Job creation will also be supported through the development of targeted green, circular and low-carbon value chains (2.3).

This action contributes to the implementation of the Youth Action Plan. To the extent possible, this action will build upon and benefit from Global Gateway investments in the targeted countries, contributing to strengthening the local economy, job creation and markets aligned with the Team Europe Initiative (TEI) Investing in Young Businesses in Africa<sup>3</sup>, the Regional Team Europe Initiative Opportunity-driven Skills and Technical and Vocational Education and Training (TVET) in Africa as well as the two migration-related regional TEIs<sup>4</sup>. Conversely, it will contribute to building the skills required and achieving the targeted transformational impact of the Global Gateway strategy, and its commitments to address gender equality, by maximising its impact on the relevant ecosystems with a 360 approach. The transition to green growth is mainstreamed throughout the action. By aligning with the Nationally Determined Contributions and the National Adaptation Plans available for the region, this action aims to create a lasting impact on the vulnerable population of Western African nations. The

<sup>2</sup> The Africa Investment Platform (AIP) covers all eligible countries under each priority area of the regional MIP - Multi Annual Indicative Programme for Sub-Saharan Africa (2021-2027) .

<sup>3</sup> Core members of the TEI IYBA include: the European Commission, 11 EU Member States - BE, DE, ES, FI, FR, IT, NL, PT, MT, SE, SV, the European Investment Bank (EIB), the European Bank for Reconstruction and Development (EBRD) and the Association of European Development Finance Institutions (EDFI).

<sup>4</sup> The TEI on the Atlantic and Western Mediterranean route and the TEI on the Central Mediterranean route.

Action will be implemented in direct management through grants and service contracts as well as in indirect management.

### 1.3 Zone benefitting from the Action

The Action shall be carried out in West Africa, indicatively in Burkina Faso, Chad, Côte d'Ivoire, Ghana, Guinea, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, The Gambia, all of which are included in the list of Official Development Assistance recipients<sup>5</sup>.

## 2 RATIONALE

### 2.1 Context

#### Regional context

The Western Africa region is home to about 450 million people, mostly concentrated in the coastal areas, while landlocked countries generally have lower population densities. The region has experienced accelerated urbanisation and includes a wide range of countries with varying levels of socio-economic development. While many West African countries are developing fast, the region continues to grapple with a nexus of proliferating security, political, and socio-economic challenges, exacerbated by prevailing governance deficits. The region is also **increasingly affected by climate extremes**, desertification, land degradation and food and livelihood insecurity attributable to climate change. The sixth assessment report of the Intergovernmental Panel on Climate Change (IPCC) observed increases in the rate of surface temperature, hot extremes, sea level rise, high-intensity precipitation, as well as frequency and severity of coastal flooding, especially in low-lying areas. These changes, whose effects are exacerbated by poverty rates, gender inequities, inequalities for persons with disabilities, population growth and food insecurity, have implications for the livelihoods of over 80% of the population. The widespread coastal erosion and flooding also pose serious threats to economic opportunities for many fishing communities. Despite the region being the lowest contributor to global carbon emissions, Western African communities depend highly on natural resources, making them extremely vulnerable to climate change impacts. Despite a positive economic outlook, there is a need for a more inclusive and green growth, driving the creation of more decent jobs.

**The young population in Western Africa is rapidly growing and expected to double by 2050**, presenting significant economic opportunities but also potential challenges. If properly harnessed, this increase in the working age population could boost productivity and foster stronger, more inclusive green economic growth. **However, maximising the advantages of the demographic dividend relies on accelerating job creation and developing human capital.** At the moment, demand for jobs outpaces the growth in job opportunities, leaving millions of young women and men in search of sustainable economic opportunities in weak, mainly informal economies. According to the Africa Gender Index Report 2019, the vulnerable employment gender gap represents 70.7% while the gender gap for participation in business is about 44.3%. Young women are more likely than young men to be in informal, low paid and vulnerable employment<sup>6</sup>. And the expectation is that it will only get worse. The limited absorption of youth into labour markets does not manifest itself through unemployment, but rather through poor job quality within informal economies. Indeed, the lack of economic opportunity fuels conflict and instability, but also emigration.

With stability, security, migration and the fight against poverty and radicalisation at stake, youth employment has become a key political priority for national governments in the region, but also for international development partners. Although the 'root causes' of irregular migration are comprised of a wide set of interrelated factors, **poverty and insufficient economic opportunities** are overriding reasons for the decision to migrate. Indeed, migrants are often driven by the search for an improved quality of life and better economic opportunities<sup>7</sup> allowing

<sup>5</sup> The Western Africa countries targeted by this measure are the countries of origin of migrants for which the International Organisation for Migration (IOM) projects more than 1500 voluntary returns between January 2026 and December 2027, and possibly Mauritania, a major departure point for migrants seeking to reach Europe.

<sup>6</sup> [Africa Gender Index Report 2019 - Analytical report | African Development Bank Group - Making a Difference \(afdb.org\)](#)

<sup>7</sup> Afrobarometer found that economic considerations (including "finding work", "economic hardship", "poverty" and "better business prospects") were cited as the most important reason for considering emigration by between 70 and 90 per cent of respondents in all 14 Western

them to thrive as individuals but also to support their families back home. Other strong incentives include personal safety and security, as well as the chance to gain empowerment or education that might be unavailable in their home communities due to factors such as discrimination and lack of infrastructure. Additionally, poverty, food insecurity, and lack of access to markets are major "push" factors for migration and displacement, especially in rural areas. Those are suffering the consequences of the **increased pressure on ecosystems and on the environment**, exacerbated by the impacts of climate change, which cause loss of arable land and biodiversity. Political factors such as state fragility, poor urban or agricultural planning, lack of investment in transport, agriculture value chains, and energy infrastructure, and even corruption are recognised as significant drivers of migration. These create the conditions under which decisions to migrate are more likely.

Most Western African emigrants move to a neighbouring country, but the share of extra-regional migration has increased. This situation is exacerbated by the limited legal pathways available for employment-related migration to the EU. Young women and men from more prosperous coastal areas, including Nigeria, Ghana and Senegal, increasingly emigrate outside the region. The migration process itself entails risks that may render migrants vulnerable, such as loss of documents, insufficient resources to continue the journey in safety and dignity, severe psychosocial health stressors, and exposure to criminality and gender-based violence. International Organisation for Migration (IOM) statistics on migrants assisted with voluntary returns provide insights on the scale of these migratory flows. Guinea, Mali, Nigeria, The Gambia, Senegal, Sierra Leone, Ivory Coast, Chad, Burkina, Niger and Ghana are the countries of origin with the highest number of returnees. More than half of the people assisted by IOM were from Guinea, Mali and Nigeria.

In coastal countries, insecurity spillover from the Sahel is becoming a growing concern. Conditions conducive to radicalisation and the spread of terrorism often involve factors such as unemployment, lack of education, exclusion, insecurity, weak state structures and lack of state presence and government legitimacy. Thus, creating economic opportunities and emphasising youth employment are key elements of violent extremism prevention strategies. Greater effort is needed to create job opportunities across all sectors, especially for the youth. Stronger non-mineral based economic growth and diversification of value chains are essential to generate employment and significantly reduce the widespread poverty and income inequalities.

#### National and sectoral policies' context

National policies and programmes dedicated to **youth employment**, including Technical and Vocational Education and Training, entrepreneurship and access to finance, rank high on political agendas in West Africa. Although most priority countries benefit from multiple initiatives in favour of youth employment, significant disparities exist, and there are no centralised reporting mechanisms to consolidate data, measure progress, identify challenges and good practices, and agree on ways forward. In the **entrepreneurship sector**, numerous programmes are implemented by a wide range of actors, including national and local authorities, international partners, Civil Society Organisations, and private actors. However, no formal coordination systems exist, and no strategies have been defined to achieve collective results.

While most countries have youth employment strategies, migration-related issues, including return and reintegration these have rarely been mainstreamed into sectoral youth employment strategies and/or (local) development plans. For example, main areas of departure and return are neither mentioned nor considered priority areas of interventions in youth employment policies. Similarly, returnees' needs in terms of access to Technical and Vocational Education and Training and entrepreneurship opportunities in the artisanal, services or agricultural sectors are not mentioned, nor their difficulties in accessing funding. Sustainably reintegrating returnees requires their specific needs to be taken into account. A localisation approach/territorial approach is needed.

#### Policy context

In the "New European Consensus for Development" from 2017, the EU and its Member States committed to carrying out actions that reflect the key themes of the United Nations 2030 Agenda for Sustainable Development: People, Planet, Prosperity, Peace and Partnership. The Consensus emphasises the importance of creating sufficient good-quality jobs, especially for young people and women, and supporting the green/circular economy transition. The Consensus also calls for "ensuring access to quality education for all as a prerequisite for youth employability and long-lasting development". Additionally, adopted in October 2022, the Youth Action Plan in EU external

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African countries surveyed. Pursuing an education, joining family members abroad and adventure were other commonly cited reasons, but did not account for more than 25 per cent of responses in any country (Afrobarometer, 2019).

action (2022-2027) sets the policy framework for engaging, empowering and connecting youth globally through specific initiatives, enabling youth to engage as strategic partners in EU external action, notably in the implementation of the Global Gateway.

The Joint Communication “Towards a comprehensive strategy with Africa”, which was approved in March 2020, provides a roadmap for elevating the EU-Africa Partnership to the next level. It builds on the 2018 “Africa-EU Alliance for sustainable investment and jobs”<sup>8</sup> and on existing international, African and EU frameworks and policies such as the United Nations Sustainable Development Goals (SDGs), the African Union (AU) Agenda 2063<sup>9</sup>, the New European Consensus on Development ‘our World, our Dignity, our Future’<sup>10</sup>, specifically with its priorities of promoting inclusive and sustainable growth and jobs. It proposes five thematic partnerships, one of them being for sustainable growth and jobs. Under this partnership, the Strategy defines four priority work streams that are key to achieving the SDGs: (a) boosting trade and sustainable investments in Africa (b) improving the investment climate and business environment and (c) increasing access to quality education, skills, research, innovation, health and social rights; (d) advancing regional and continental economic integration. The proposed strategy with Africa provides a common policy framework and calls for strengthened economic integration and structural transformation, having job creation in Africa as key target.

Green investments and sustainable trade as identified as the main vehicles to achieve this. The strategy also underlines the digital economy’s demand for better digital skills and for a qualified, local workforce in all sectors that can benefit from the digital transformation. It emphasises the need to keep investing in people and empowering them, including ensuring access to inclusive and equitable quality education for all and to support a green transition. The strategy proposes five thematic partnerships and clearly identifies the need to strengthen the capacity of entrepreneurs, including social entrepreneurs. It reinforces capacity-building related to Micro, Small and Medium Enterprises’ (MSMEs) access to markets and finance, with an emphasis on supporting women’s empowerment by tackling discriminatory regulations and practices and ensuring access to knowledge, skills, microcredit and finance for entrepreneurship.

The **Global Gateway and the external dimension of the European Green Deal** are reinforcing parts of this strategy, positioning Europe as a key partner in Africa’s green transformation – to the benefit of both continents. MSME support is linked to the Global Gateway strategy, which is the EU’s contribution to narrowing the global investment gap. To ensure that Global Gateway investments have a high impact on local economies, at least three conditions need to be met: 1) Selected infrastructures need to be strategic, creating direct or indirect economic benefits beyond the actual investment; 2) Policy and regulatory framework must be conducive to ensuring that stakeholders (duty-bearers) connected directly or indirectly to the infrastructure can fully benefit from its impact on the overall economy; 3) Providers of services and goods affected by or connected to the infrastructure must be strengthened and ready to benefit from it. Thus, to ensure that the Global Gateway investments have the desired impact, conducive regulations need to be encouraged so that the business community is able to provide services and/or absorb the direct or indirect benefits of these investments. This involves ensuring that they can access financial and non-financial services that will allow them to become net contributors to the positive effects of the Global Gateway investments. A key endeavour in this context, and especially in West Africa, is the Great Green Wall. This African-led initiative seeks to create a mosaic of green and productive landscapes across the rural Sahel. One of its key goals is to create 10 million green jobs in the region by 2030. In 2022, the Great Green Wall was included in the AU-EU Global Gateway Investment Package as a Flagship.

The EU’s comprehensive strategy for Africa also foresees that Africa and the EU will pursue and implement policies and programmes that address **all relevant dimensions of migration, including circular migration, to promote and better manage legal migration and mobility**. This aims to support the socio-economic development of both countries of origin and countries of destination. The strategy seeks to foster linkages between migration and development, maximise the development impact of remittances, facilitate the involvement of diasporas/migrant communities in development processes and jointly address the downsides of migration.

This action is also aligned with the “Global Alliance to Counter Migrant Smuggling” convened by President von der Leyen on 28 November 2023 and will contribute to the working strand aimed at addressing alternatives to irregular migration by addressing the root causes of irregular migration through strategic partnerships with countries of origin,

<sup>8</sup> COM(2018) 643 final V

<sup>9</sup> <https://au.int/en/agenda2063/overview>

<sup>10</sup> OJ C 210 of 30.6.2017



including on alternative livelihoods. This action will support the implementation of the EU Action Plan for the Central Mediterranean Route<sup>11</sup> and the EU Action Plan for the Western Mediterranean and Atlantic<sup>12</sup>.

This action will contribute to four priority areas of the Multi-Annual Indicative Programme for Sub-Sahara Africa 2021-2027: 1) Priority Area 1: Human Development – Education and Skills; 2) Priority area 2: Democratic Governance Peace and Security, and Culture, 3) Priority Area 3: Green Transition and 4) Priority area 5: Sustainable Growth and Decent Jobs.

The Action will also contribute to the implementation of the Gender Action Plan (GAP) III for the EU's external action, specifically to its key thematic area of engagement: 'Strengthening economic and social rights and the empowerment of girls and women and to advancing equal participation and leadership' and 'Addressing the challenges and harnessing opportunities offered by the green transition and digital transformation'<sup>13</sup>.

Likewise, within the AU's Agenda 2063 there are specific outcomes related to women's economic empowerment<sup>14</sup>. For this reason, the Action will be aligned to the AU Strategy on Gender Equality and Women's Empowerment (GEWE), 2018-2028<sup>15</sup>,

Finally, it is important to mention that all EU external actions should be guided by a gender transformative approach (GTA) and use a GTA lens in determining priorities and actions in policy dialogue all sector interventions<sup>16</sup>.

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

## 2.2 Problem Analysis

In many countries, the formal private sector remains relatively limited, occupying only 16% of the labour force continent-wide. To align the aspirations of both enterprises and youth, and to increase youth employability in accordance with existing national and sectoral strategies on economic development and youth employment, it is essential to enhance the productivity and competitiveness of the human capital. This necessitates developing a skilled workforce that meets employers' needs and promoting the private sector's participation in Technical and Vocational Education and Training. Skills and expertise defined in cooperation with the private sector will indeed increase employability. Despite potential opportunities within the formal sector, the scarcity of wage-based jobs drives young people toward the informal economy, which constitutes nearly 80% of employment. Youth and women are disproportionately represented in the **informal economy, where job stability and earning potential are typically lower**. These jobs are split between microenterprises in the artisanal and services sectors (about 22%, mainly in urban or semi-urban areas) and in the agriculture sector (around 62% of the labour force). Agriculture thus occupies the largest share of the population in all countries, being not only the main source of employment and income but also very affected by changing climate patterns. While many of the available jobs are in technical and vocational fields, Technical and Vocational Education and Training is generally not leveraged effectively.

Moreover, women face several barriers that may limit their full access to access green jobs in the coming years. Some barriers to women's participation in green jobs are sector-specific, such as social norms that deem construction jobs inappropriate for women. Others permeate all sectors. These include barriers to women's and women-led businesses' access to land, finance, and technology; gender segregation in the education system and labour market; laws that limit women's access to certain tasks and jobs; and structural inequalities reflecting social

<sup>11</sup> EU action plan for the Central Mediterranean - European Commission (europa.eu)

<sup>12</sup> EU Action Plan for the Western Mediterranean and Atlantic routes - European Commission (europa.eu)

<sup>13</sup> [EU Gender Action Plan \(GAP\) III – An Ambitious Agenda for Gender Equality and Women’s Empowerment in EU External Action, Joint Communication to the European Parliament and the Council, 25.11.2020](#)

<sup>14</sup> Key Transformational Outcomes of Agenda 2063 | African Union (au.int)

<sup>15</sup> Strategy for Gender Equality & Women's Empowerment 2018-2028 | African Union (au.int)

<sup>16</sup> DG for International Partnerships, 'Mid-term evaluation of the EU Gender Action Plan III', 08.05.2023



norms dictating that women should shoulder the majority of unpaid care work, effectively depriving them of opportunities for other jobs<sup>17</sup>.

This action will support the creation of demand-led trainings and job placement programmes, **addressing skills development needs from both the informal and the formal sectors in the specific regional contexts taking into consideration principles of the green transition, circularity and low-carbon practices. If skills development** occurs in areas where the EU faces skills shortages, this may open future opportunities for employment-based legal migration to the EU.

Despite political will and efforts, Technical and Vocational Education and Training and skills development governance systems often remain complex and inefficient, with the sector being under funded or insufficiently **aligned with labour market needs**. Key challenges include:

- Under-investment in Technical and Vocational Education and Training and skills development centres, leading to overcrowded classrooms, unattractive working conditions for teachers, poor teacher quality, and outdated teaching methods and equipment.
- A shortage of training institutions in rural and remote areas.
- Weak knowledge of and linkages with fast-changing local and regional labour market needs, lack of partnerships with private sector employers for post-training internships, apprenticeships and employment opportunities, as well as other forms of support for graduates willing to establish start-up businesses.
- Barriers for returnees in accessing existing opportunities in the Technical and Vocational Education and Training and skills development sector.
- Limited consideration of primary areas of departure and return.
- Lack of information: young men and women, including returnees, are not equipped to make informed decisions about which centre or which course to pursue.
- A wide range of diplomas/certifications that are not standardised or recognised at the national level, with little value in labour markets.
- Insufficient trainings in the green/circular economy sector
- Training certificates awarded to almost all trainees regardless of their learning and skills.
- Limited monitoring of post-training outcomes.
- Insufficient offer of part-time courses which respond to the needs of indebted returnees and other specific groups such as mothers.

In this context, private sector development plays a key role in fostering economic growth, employment and improved living conditions. Micro, Small and Medium Enterprises (MSMEs) are the key actors in this process as they form the backbone of the economy and have the potential to not only create new jobs, but also contribute to the green transition. However, they **often lack not only access to financial services and resources, but also support to expand the entrepreneurial skills**, in particular in the green and circular economy sectors, and sustain their resilience. Women also face discriminatory social norms and have less access to markets, finance, training, and networks.

Despite national development plans and entrepreneurship sectoral policies emphasising the need to ease constraints faced by entrepreneurs, young women and men (including returnees) are held back by obstacles, such as:

- Insufficient capital or savings to start a business,
- Inadequate information on markets and ability to conduct market studies,
- A lack of training in technical and/or soft (behavioural) skills, as well as basic competencies in literacy and numeracy,
- Short and rushed business skills training, with soft skills – often instrumental to the success of entrepreneurship projects – not systematically offered,
- Unfamiliarity with the pre-conditions and eligibility criteria for accessing loans,
- Insufficient opportunities to access finance,
- Limited support to access markets and clients at the local and national levels,
- Insufficient knowledge of opportunities in rural areas, and also to those related to green and circular economy,
- Insufficient knowledge of sustainable consumption and production practices and insufficient information on green ventures' successes.

<sup>17</sup> [Green Jobs for women in Africa, African Development Bank Group and UN Women, 2021](#)

As a result, the death rate of businesses within their first year of existence is very high and, for those who manage to survive, only a minority grow and hire other workers.

At the same time, the African migrant population and diaspora in Europe present a major opportunity to address these challenges, transferring billions of Euros to their countries of origin each year and having sometimes significant expertise in entrepreneurship. In the region, migrant remittances represent the largest source of external finance (surpassing Official Development Assistance). So far, most remittances, which are directly sent to the families and relatives of migrants, are primarily used for consumptive purposes, including health and education, and only a small proportion is invested in businesses. While there may be some potential to encourage a more productive use of remittances, there is also a considerable **untapped potential to involve the diaspora as a contributor to entrepreneurial engagement through capital and knowledge transfer supporting green development and innovation.**

Agriculture, including agricultural transformation and processing, represents the sector with the highest potential for job creation due to its importance in the economy and labour market in West Africa. There is a need to support the **transition from subsistence agriculture to more sustainable commercial agriculture that is also resilient to the impacts of climate change.** The development of resilient, climate-friendly and efficient value chains creates demand for skilled and semi-skilled labour in various roles, including processing, marketing, machinery operation and repair, transport, logistics, and quality control. Agricultural entrepreneurs face major constraints in obtaining capital and credit due to risks specific to agriculture. Furthermore, enterprises led by young people and women are often perceived as more risky by local banks. Financial institutions rarely find it profitable to provide agricultural credit to small farmers, and offers by traditional microfinance institutions are often not suited to their specific needs. Besides that, even if a local financial institution is willing to lend in this sector, interest rates and tenors of such financing is often prohibitive for small enterprises. Some ongoing and envisaged EU interventions, such as intermediated lending operations (e.g. with Compagnie Financière Africaine - COFINA in Senegal and Ivory Coast), aim to de-risk loans to MSMEs active in this sector led by young people and women, potentially addressing such gaps, and creating a demonstration effect. Some of these operations also have a technical assistance (TA) component aimed both at strengthening the capacities of intermediary banks and thus preparing them to continue lending to underserved sectors, and at improving the financial know-how of applicant MSMEs so they can present bankable proposals.

The lack of support and limited financial opportunities, coupled with a high rate of financial illiteracy, contribute to the very high mortality rate of agricultural microenterprises during their first year. Therefore, there is a need for entrepreneurship support services specialised in the agriculture sector.

In this context, there is a pressing need to prioritise the acceleration of new MSMEs, which requires concentrating on supporting the early stages of enterprise creation and growth. Developing an entrepreneurship support ecosystem that can offer essential services and create links between local actors and financial opportunities is also crucial.

A comprehensive approach including skills development, improved access to finance for MSMEs and value chain development is expected to influence individual decision-making processes and potentially reducing migration aspirations by providing better local prospects. It is also expected to help and facilitate sustainable reintegration.

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

Key beneficiaries (rights holders) of this action are:

- Young women and men (they can be trainees, young graduates, job seekers, entrepreneurs, returnees) who will benefit from skills development and enhanced economic opportunities.
- MSMEs who will benefit from technical and financial support to address key constraints in their creation and development.
- Technical and Vocational Education and Training institutions.
- Business support services and ecosystem organisations (i.e. Chambers of Commerce/Industry/Agriculture, business membership organisations, business incubators and accelerators, service providers, universities, investment networks, training centres/training providers, employment promotion agencies, etc.) who will be supported to deliver better support.
- Financial actors: commercial banks and other financial actors such as angel investors, venture capital funds, Microfinance Institutions, impact investment funds, diaspora investors, incubators and accelerators, etc.

Other relevant stakeholders (duty-bearers):

- Policymakers, public leaders: government agencies (e.g. Ministries of Labour, Economy and Finance, Youth, Entrepreneurship, Education, as well as Central Banks) regional organisations (e.g. African Union and ECOWAS (Commissioner for economic affairs and agriculture), local authorities, think tanks, advocacy organisations will be actively involved.
- Youth organizations.
- Youth Sounding Boards which could be tapped in by the implementers for consultations and advice on national implementation.
- Development Finance Institutions and EU Member States involved in the TEIs.
- African Diaspora Development Organisations and networks in Europe: they will facilitate support to members planning to support the creation or development of small businesses of their friends and family.
- Media and Civil Society Organisations, including Women's Organisations and organisations of persons with disabilities; they will also be important stakeholders (duty-bearers) in their roles as domestic accountability actors and communicators, promoting the action and EU values underpinning it.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

**The Overall Objective of this action is to improve the inclusion of youth in resilient and climate-smart green economic transitions that address the root causes of irregular migration in West African countries.**

The Specific Objectives of this action are as follows:

**Specific Objective 1.** Reducing the gap between the skills of young people, including potential migrants and returnees, and labour market and business opportunities in West Africa in the field of green economy.

**Specific Objective 2.** Increasing labour inclusion and entrepreneurship of young people, including potential migrants and returnees, in the field of circular and climate neutral economy with a particular focus on regions of departure and arrival.

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

**Output 1.1.** Increased competences of young men and women, including potential migrants and returnees, in line with private sector needs and the economic potentials identified in the field of circular and climate-neutral economy.

The Outputs contributing to the specific objective 2 are:

**Output 2.1.** Increased diaspora investments in the creation or growth of green, circular and low-carbon formal and informal enterprises in West Africa.

**Output 2.2.** Increased capacities of MSMEs linked to the green sector, with an emphasis on young and women-led businesses, to access technical support and finance.

**Output 2.3.** Increased availability of technical and financial support for green, circular and low-carbon value chains for job and income creation in key areas of departure and return.

#### 3.2 Indicative Activities

Activities relating to **Output 1.1** may include:

- 1.1.1. Conducting a review of profiles of existing training centres in priority countries, particularly in departure and return areas, including assessments of personnel and needs for support.
- 1.1.2. Mobilising vocational training public and private sector organisations (European and/or African).
- 1.1.3. Supporting public-private dialogues; policy dialogue on vocational training, including green skills.

- 1.1.4. Analysing high-potential employment sectors, in particular in areas of origin and return of migrants and identifying labour market needs and opportunities.
  - 1.1.5. Carrying out a needs and gaps assessment regarding skills notably green skills based on circular economy, climate neutral and sustainable value chains.
  - 1.1.6. Supporting the development of TVET programmes dedicated to green, low carbon transition, circular economy value chains.
  - 1.1.7. Supporting the development or improvement of training/apprenticeship (on-the-job training) concepts and curricula in partnership with selected institutions, integrating a gender, human rights-based approach, and disability-inclusive perspective.
  - 1.1.8. Supporting the development or improvement of entrepreneurship and business training through capacity building of targeted organisations and training of trainers.
  - 1.1.9. Introducing/strengthening certification schemes.
  - 1.1.10. Supporting the provision of follow-up and post-training support (job seeking, business creation) to trainees through targeted support to dedicated teams/cells within TVET centres.
  - 1.1.11. Building the capacity of selected employers to effectively deliver on-the-job training through apprenticeship programmes.
  - 1.1.12. Supporting the quality of training provision through investments in facilities and equipment, with a priority focus on the main geographic areas of departure and return<sup>18</sup> to the extent possible.
  - 1.1.13. Strengthening the capacity of business development organisations and support to business creation notably green businesses.
  - 1.1.14. Strengthening links between training institutions and/ or state-owned reintegration structures so that existing TVET and skills development opportunities are readily available to returnees<sup>19</sup>.
  - 1.1.15. Funding information campaigns to increase the attractiveness and understanding of Technical and Vocational Education and Training and skills development among the youth, including returnees, particularly at the information/orientation/referral stages<sup>20</sup>.
- All these activities will be carried out following clear needs assessments.

Activities relating to **Output 2.1** may include:

- 2.1.1. Encouraging diaspora members to identify entrepreneurs and invest in small green, circular and low carbon businesses (existing or new).
- 2.1.2. Assess promising business plans involving diaspora funds (25%) and local entrepreneurs' investment (25%) and support them with grants (50%).
- 2.1.3. Support the registration of businesses.
- 2.1.4. Providing tailored professional business coaching including green, circular and low carbon value chains and funding following approval of the submitted business plans, taking into account a gender perspective.
- 2.1.5. Post-investment monitoring and coaching.
- 2.1.6. Supporting financial literacy.

Activities relating to **Output 2.2** may include:

- 2.2.1. Mapping the entrepreneurship ecosystem in targeted countries and identification of specific needs of the ecosystems; with a focus on green businesses and gender equality perspective.
- 2.2.2. Building the capacity of entrepreneurship support organisations (incubators, accelerators, entrepreneurship associations) through technical assistance, mentoring, training, and workshops to enhance services and products (financial and non-financial) offered to entrepreneurs, with an emphasis on young and women-led businesses, and MSMEs involved in the green and circular economy<sup>21</sup>.
- 2.2.3. Strengthening networks of entrepreneurship ecosystem actors and investment platforms.
- 2.2.4. Providing support for inclusive business environment reforms while facilitating youth and women engagement in policy discussions.
- 2.2.5. Supporting existing locally based country investment vehicles.
- 2.2.6. Providing equity financing and capacity building to selected MSMEs/start-ups.

<sup>18</sup> See output 1.2 of the action "Managing migration better in West Africa"

<sup>19</sup> See output 1.1 of the action "Managing migration better in West Africa"

<sup>20</sup> See output 1.1 of the action "Managing migration better in West Africa"

<sup>21</sup> To the extent possible, priority could be given to the main areas of departure and returns (see outputs 1.1 and 1.2. of Action "Managing better migration in West Africa")

- 2.2.7. Providing seed capital or 0% interest loans to local portfolio companies to support the creation of pipeline of investments.
  - 2.2.8. Supporting local portfolio companies' investment readiness.
  - 2.2.9. Providing catalytic capacity building and technical assistance for local portfolio companies.
  - 2.2.10. Monitoring, improving, and evaluating the performance of business incubators.
  - 2.2.11. Supporting Public-Private Dialogue to share insights on local business environments and identify key actions to address challenges faced by entrepreneurs.
  - 2.2.12. Promoting entrepreneurship by supporting universities and training centres to develop programming for women and youth in entrepreneurship.
  - 2.2.13. Support business development for women led MSMEs, in particular with grants and seeds funding to increase their capacity to hire staff and their ability to reach green standards.
  - 2.2.14. Ensuring adequate visibility of services offered to young entrepreneurs.
  - 2.2.15. Strengthening links between entrepreneurship support services and/or state-owned reintegration structures so that existing entrepreneurship opportunities are readily available to returnees<sup>22</sup>.
  - 2.2.16. Funding information campaigns to increase knowledge and awareness of entrepreneurship opportunities among youth and women, including returnees, particularly at the information/orientation/referral stages.
- Synergies with ongoing actions, such as the Youth Europe Sahel which also looks at providing information on jobs opportunities and strengthening youth centers will be created.

Activities relating to **Output 2.3** may include:

- 2.3.1. Identifying value chains and sub-sectors in key areas of departure and return of targeted countries that offer opportunities for youth to generate wealth, create jobs and enhance job quality while enhancing climate resilience, low carbon, green and circular businesses, building on committed or ongoing investments where possible<sup>23</sup>;
- 2.3.2. Assessing the economic potential and market opportunities of value chains, with a focus on green, circular and local carbon value chains and barriers to youth employment creation, taking into account different youth profiles, with special consideration for women, and facilitation of inclusive dialogue.
- 2.3.3. Facilitating youth access to market information (including market requirements, tools, innovative methods, early value addition) and support small, climate-proofed and green infrastructure development/investments to enhance productivity (i.e., irrigation) or easier market access (i.e., Storage facility, feeder roads) integrating a gender perspective.
- 2.3.4. Facilitating access to quality agricultural and agri-food skills development including climate-smart techniques and capacity building, including peer-to-peer learning and mentoring, with special attention to barriers faced by girls and young women.
- 2.3.5. Providing training in basic literacy and numeracy and life skills.
- 2.3.6. Supporting enhanced productivity through improved agricultural service delivery and extension services that facilitate access to affordable productivity-enhancing technologies, including agro-ecology, climate-smart agriculture.
- 2.3.7. Providing agricultural equipment.
- 2.3.8. Strengthening farmers' organisations and encouraging young farmers to join these organisations and cooperatives to facilitate their integration in the sector and access to quality inputs, services, financing and markets.
- 2.3.9. Providing technical and organisational support.
- 2.3.10. Promoting self-employment notably in the agriculture sector by facilitating youth access to investment and finance.
- 2.3.11. Conducting awareness-raising campaign related to agricultural job opportunities and showcasing role models, particularly at the information/orientation/referral stages<sup>24</sup>).

The EU's commitment to the Team Europe Initiative (TEI) Investing in Young Businesses in Africa and Regional Team Europe Initiative Opportunity-driven Skills and Technical and Vocational Education and Training (TVET) in Africa, to which this action refers, is complemented by other contributions from Team Europe members. If the Team Europe Initiatives and/or these contributions do not continue to materialise, the EU action may continue outside a Team Europe Initiative framework.

<sup>22</sup> See output 1.1 of the action "Managing migration better in West Africa"

<sup>23</sup> See outputs 1.1 and 1.2 of the action "Managing migration better in West Africa"

<sup>24</sup> See output 1.1 of the action "Managing migration better in West Africa"

### 3.3 Mainstreaming

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

West African countries have been active in environmental and climate change issues. The Economic Community of West African States (ECOWAS) adopted a regional climate strategy in 2022 to support the countries in achieving a low-carbon development that is resilient to climate change, in line with the African Union Climate Change and Resilient Development Strategy and Action Plan (2022-2032).

Environmental protection and climate change are intrinsically part of the Action, which aims to increase access to green socio-economic opportunities for youth to address the root causes of irregular migration that is heavily affected by climate patterns, with a special focus on women and youth. Activities in job creation, skills and business development, climate-smart agriculture and value chains will apply principles of the green transition, circularity and low-carbon and resilient development, when possible.

#### **Outcomes of the Environmental Impact Assessment screening**

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

#### **Outcome of the Climate Risk Assessment screening**

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

#### **Gender equality and empowerment of women and girls**

As per the OECD Gender Development Assistance Committee codes identified in section 1.1, this action is labelled as G1. This implies that it will specifically aim to reduce gender gaps and to promote women's economic and social empowerment, addressing gender discrimination and its effects on women's opportunities to access financial and technical resources. All support interventions need to explain explicitly which opportunities could be identified for women and which additional support measures are required to allow women to actually benefit from the suggested support.

Women's economic empowerment is critical to achieving gender equality and eliminating persistent gender gaps. It is essential to achieve economic and social development, as well as globally agreed international policy frameworks such as the United Nations 2030 Agenda for Sustainable Development and its Sustainable Development Goals.

Women should not be considered as a uniform group but rather individuals with varied backgrounds and needs, such as women with different economic and education profiles, disabilities, ages, or living in urban or rural areas.

#### **Human Rights**

The proposed Action will abide by the 'do no harm principle' to avoid unintended negative impact in terms of human rights and will be implemented following the rights-based approach working principles (all rights, participation, non-discrimination, accountability, and transparency). The action applies a Human Rights Based Approach and is also aligned with the EU's Action plan on Human Rights and Democracy (2020-2024)<sup>25</sup>.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that disability will not be explicitly targeted. Nevertheless, the action will aim to consider the inclusion of people with disabilities through the promotion of inclusivity. Additionally, it will strive to disaggregate data related to disability status whenever possible.

#### **Reduction of inequalities**

As per the Inequality Marker, this Action has been labelled as an I-1 (Significant objective). This action will target countries and regions with limited socioeconomic opportunities for youth. It will seek to enhance the employability of young women and men and the most vulnerable groups, including returnees, by increasing their professional skills and chances of accessing the labour market. It provides support to micro and small businesses to create sustainable jobs and foster digital transformation, and it reaches entrepreneurs who would otherwise have little or

<sup>25</sup> [EEAS, 'EU Action Plan on Human Rights and Democracy', 19.11.2020](#)

no access to other forms of financial support or training. Supporting early-stage business, traditionally excluded from both access to finance and technical assistance, will have a direct impact on reducing inequalities in the beneficiaries' (rights holders') countries. Small-scale businesses form the backbone of most economic activity across the continent. By supporting them with financial resources and capacity building, the Action will provide them with opportunities to expand their business, create more jobs and increase revenues for employees, which, under the right policies, could have a redistribution effect. Additionally, early-stage businesses are often owned by women and young people, both groups traditionally excluded from the economic activity in most African countries. Clear co-benefits can also be expected from the reduction of inequalities by promoting economic opportunities for men and women facing socioeconomic difficulties from living in rural areas. This will be achieved by expanding training, skills and business development, as well as by promoting technologies that enhance agricultural productivity and income generation options of the rural poor.

### **Democracy**

The Action will contribute to social dialogue, encourage active engagement in society and social contracts.

### **Conflict sensitivity, peace and resilience**

This action will contribute to reducing the risk of spillover of the Sahelian conflict situation by creating socio-economic opportunities for youth and vulnerable groups. It will ensure that conflict-sensitive approaches are followed in each targeted country and intervention, particularly in the most fragile and conflict-affected areas.

### **Disaster Risk Reduction**

This action will contribute to investments in climate change mitigation and adaptation, taking into account country-specific relevant strategies and plans.

### **Other considerations if relevant**

N/A

## **3.4 Risks and Lessons Learnt**

<b>Category</b>	<b>Risks</b>	<b>Likelihood (High/ Medium/ Low)</b>	<b>Impact (High/ Medium/ Low)</b>	<b>Mitigating measures</b>
1- Risks related to the external environment	1.1 Political instability in regions, countries where actions take place.	M/H	M/H	Repartition of geographical risks, flexibility in the implementation (i.e., remote training of trainers). Conflict sensitive approach. Redirection of activities in geographical regions that are considered safe/ accessible if needed.
	1.2 Lack of economic opportunities (trade, investments and other market dynamics).	M	L	Active engagement of private sector stakeholders (duty-bearers) from the beginning. Demand-driven approach. Selection of priority value chains. Alignment with Global Gateway priorities, expected investments.
	1.3 Economic opportunities are not coming with (local) employment opportunities.	M	M	Public-private dialogue promoted through relevant Consular Chambers. Selection of subsectors with expected employment opportunities. Support to self-employment. Access to Technical and Vocational Education and Training facilitated
	1.4 Reputational risks of being associated with	L	M	Build on an existing network with the private sector. Business partner screenings to detect any potential reputational risk.



	private sector networks / actors.			
	1.5 Difficult access to information on labour market and economic profile of the targeted countries/regions.	<b>L</b>	<b>L</b>	Partnership with well embedded networks (i.e., Eurochambres, Conférence Permanente des Chambres Consulaires Africaines et Francophones).
	1.6 Climate variability/climate shocks.	<b>M</b>	<b>M</b>	This Action supports resilience-building and adaptation measures and promotes activities and tools that take sustainability into account from the environmental, climate, social, gender, disability-inclusive and economic perspective.
2- Risks related to planning, processes and systems	2.1 Poor performance of Business Support Services or companies that support business projects.	<b>L</b>	<b>H</b>	The selection of partners (Business Support Services and other consultants/private companies) will be made through standard procedures to ensure the quality of their services and gender sensitivity. In addition, capacity building is foreseen
	2.2 Absorption capacity of national partners.	<b>M</b>	<b>L</b>	Integrated capacity building for national partners and diversification of partners, including the private sector.
	2.3 Duplication of efforts with other development partners.	<b>L</b>	<b>M</b>	Close coordination through existing platforms and working groups. Synergies with existing interventions
	2.4 Implementation of activities contributing to negative environmental aspects.	<b>L</b>	<b>L</b>	All interventions will follow climate-smart approaches, contribute to climate change awareness and promote green economy and green jobs.
3- Risks related to people and organisations	3.1 Limited expertise /experience of the people at local level creates operational risks.	<b>L</b>	<b>M</b>	The implementing partners will be selected with consideration for their experience working with local human resources. Training and tools will be offered to increase the capacity of local partners. Long-term partnerships preferred when possible.
	3.2 Adverse reputation and financial loss due to conflict of interests. Elite capture of investments.	<b>L</b>	<b>H</b>	Screening at the start and monitoring throughout the interventions foreseen.
	3.3 Limited absorption capacity of stakeholders (duty-bearers).	<b>M</b>	<b>M</b>	Profiling of stakeholders (duty-bearers) at the start to take the capacity building needs into account for implementation.
	3.4 Traditional beliefs and societal gender stereotypes creating barriers to full engagement of women and girls.	<b>M</b>	<b>M</b>	The purposive targeting of women throughout the Action, as well as the deployment of methodologies to empower women, awareness-raising and dissemination of gender-sensitive technologies will reduce barriers.

	3.5 Limited access of vulnerable groups such as returnees	<b>M</b>	<b>M</b>	Specific efforts made to facilitate their access (targeting, communication, ...).
4- Risks related to legality and regularity aspects	4.1 Regulatory framework not conducive to the implementation of actions.	<b>L</b>	<b>M</b>	The interventions will facilitate the revision of the regulatory/policy framework.
5- Risks related to communication and information	5.1 Operational performance affected by insufficient communication between actors.	<b>M</b>	<b>M</b>	Constant dialogue promoted and facilitated between stakeholders, ensure adequate communication means are in place since the start. Efforts in terms of proactive communication.
6- Gender equality	A gender-blind, neutral, or negative context and problem analysis could reinforce existing gender inequalities and non-realisation of human rights in the sector, and hinder the efficiency and sustainability of the action.	<b>M</b>	<b>M</b>	Knowledge and tools of gender mainstreaming are available. Gender-sensitive monitoring, use of sex-disaggregated data, and gender-sensitive indicators. Gender mainstreaming is applied in all phases of the support services.

#### **Lessons Learnt:**

Key lessons learned from previous Technical and Vocational Education and Training and skills development initiatives in West Africa:

- Labour-market oriented vocational education and training generate the preconditions for economic growth.
- Developing a vocational and training system that is as much demand- and practice-oriented as possible is important.
- Revising curricula and developing dual apprenticeship and competency-based approaches yield positive results.
- Vulnerable men and women, including returnees, may be unable to access Technical and Vocational Education and Training and skills development initiatives for financial reasons.
- Good practices include setting up business incubators directly within Technical and Vocational Education and Training centres.
- Vocational education and training create opportunities for economic and social participation.
- At the national level, significant disparities exist across regions in terms of access to Technical and Vocational Education and Training and skills development. This often impacts returnees and rural and vulnerable populations often forced to travel long distances to attend trainings.
- Returnees usually seek rapidly available, short-term trainings. Many Technical and Vocational Education and Training and skills development institutions require secondary schooling and, therefore, a significant proportion of returnees lack the qualifications to enrol.
- In some countries, there is a distinction between ‘formal’ and ‘non-formal’ trainings. Non-formal trainings are usually shorter and more flexible than formal trainings but do not lead to national certifications.
- It would be beneficial to support the development of quality-controlled courses and standardised certificates accessible to returnees.
- Improving the monitoring of post-training outcomes is key to ensuring the relevance of Technical and Vocational Education and Training and skills development to labour market needs and assessing successes and failures. Supporting post-training follow-up units within Technical and Vocational Education and Training centres is important.

Key lessons learned related to entrepreneurship:

- Supporting the development of incubators and other entrepreneurship support services is important, mainly where entrepreneurship systems are still nascent. The EU should consider directly funding and implementing additional entrepreneurship development programmes- taking into account a gender and inclusive perspective- in countries hosting the largest number of returnees (e.g., Guinea, Mali), targeting the main areas of return.
- Conducting an in-depth diagnosis (from a gender perspective) of the country's entrepreneurship support organisations ecosystem is needed to map existing and potential actors and harness their capacities.
- Despite increasing prioritisation of women's economic empowerment by international development finance institutions and the availability of more financial instruments focused on women, resources in this domain remain limited.
- The governance of entrepreneurship ecosystems should be promoted and strengthened.
- Better linking entrepreneurship support with technical and soft skills trainings is critical.
- When targeting business incubators, it is important to define sustainable business models for their own organisations, ensure access to adequate infrastructure, improve management skills of incubators' staff, establish linkages with other national and international actors, provide incubation support services and programmes covering the whole incubation chain (from idea prototyping to scaling), connect them to funders to improve incubates' access to finance and monitor their organisational settings and outputs to constantly improve their activities and services;
- Access to seed capital is a key success factor to accelerating the identification of the most promising SMEs and entrepreneurs, helping build a pipeline, taking risks, and accelerating the growth pace of the SMEs.

Key lessons learned related to remittances and investments from diaspora:

- Diaspora investments exist along remittances and complement one another.
- Remittances play a significant role in diaspora engagement. However, beyond remittances, diaspora entrepreneurs can contribute positively to their countries of origin by investing in local businesses and creating jobs.
- Match-funding schemes involving diaspora and entrepreneurs, incorporating knowledge exchange and training components, seem promising for SMEs<sup>26</sup>. These efforts should go hand-in-hand with data collection and impact evaluations to build an available evidence base that better informs future policy and practice. Such models have high upscaling potential.
- Pilot projects of match-funding schemes demonstrate their effectiveness in creating jobs, improving job quality, increasing business performance, encouraging business formalisation, increasing business knowledge, overcoming gender barriers, and reducing the likelihood of migration.
- Communication can influence/incentivise sectors of investment (green and circular) and targeting (i.e., youth).

Key lessons learned related to green jobs creation through value chain development:

- The rise in food demand could boost job creation in the food economy if local food systems were mobilised to meet the challenge of higher and changing domestic demand for food.
- Rural youth, (especially women) are particularly vulnerable to taking up poor quality jobs.
- Investments in sustainable agricultural value chains offer immense opportunities for youth. These chains involve stages such as production, processing, distribution, and marketing. Youth can engage in activities like farming, agro-processing, or marketing agricultural products.
- Value chains operate in both rural and urban areas. While rural youth can participate in farming and related activities, urban youth can engage in processing, packaging, and marketing. This diversity ensures that youth from different backgrounds can benefit.
- Value Chain Development can support pro-poor development and job creation through strengthening enterprises, business relationships, improving market structures and the business environment. It can help develop local micro and small enterprises and overcome constraints such as poor market access and limited bargaining power.
- Combining a Value Chain Development approach with a Local Economic Development approach helps overcome local barriers, find solutions adapted to the local context and ensure local ownership.

<sup>26</sup> [JRC Publications Repository - Diaspora finance for development: from remittances to investment \(europa.eu\)](#)

- Focusing on value chains allows for identifying opportunities for youth employment. By analysing the entire process from production to consumption, it is possible to pinpoint areas where youth can participate and contribute.
- It is important to make agriculture attractive (e.g., by improving productivity through mechanisation and transfer of technologies or providing access to better financial products to support business development), improve job quality and narrow skills gaps in the food economy, and support the adoption of environmentally-friendly modes of production and consumption.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is that:

IF sectors with high employment and green potentials are targeted, AND the private sector is involved in identifying skills gaps and designing the technical and vocational trainings -integrating a gender perspective- that combine practical on-the-job training with classroom learning, and if the training certificates are recognised AND these sectors leverage investments and contribute to the green economy, THEN the employability of the young women and men will be increased BECAUSE they will better respond to labour market needs;

IF the technical and vocational trainings are accompanied by post-training assistance for job seeking and entrepreneurship and monitoring, AND the sectors in which they are trained are attractive, offer high employment opportunities, and contribute to the green economy, THEN young men and women, including persons who are considering migration as well as returnees, will be better equipped to find and sustainably keep a decent job;

IF a match-funding grant and business coaching are offered to diaspora members and young entrepreneurs, and IF entrepreneurship support organisations are supported to offer better services to MSMEs, and IF high employment-potential value chains benefit from support to improve their efficiency, access to markets, and create value addition, THEN the diaspora will invest in MSMEs, MSMEs will have better access to finance and business development support, and the upgrade of agriculture value chains will create decent green jobs;

IF the diaspora is encouraged to invest in MSMEs, the access of MSMEs to finance and business development support is improved, and the upgrade of agriculture value chains creates decent and green jobs, AND if the sectors supported have high employment potential and contribute to the green economy, THEN green and decent job opportunities for youth will be increased.

IF the employability of the young women and men is increased through green skills development and professional insertion support, and green and decent job opportunities for youth are created, AND the sectors supported have high employment potential and contribute to the green economy, THEN the access of youth to green socio-economic opportunities will be increased, and the likelihood of youth migration will be reduced.

PROVIDED THAT decision-makers and national institutions remain committed to the implementation of the youth agenda and the NDC commitments and THAT investor and other private sector actors, including diaspora investors, continue to be interested in MSMEs in West Africa and THAT they, together with Technical and Vocational Education and Training institutions are willing to join the efforts to improve TVET.

### 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 Action Document, or in the first progress report at the latest.

New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

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

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

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

Results	Results chain (a): Main expected results	Indicators (a) (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Improved <b>inclusion of youth</b> in resilient and climate-smart <b>green economic transitions</b> that address the <b>root causes of irregular migration</b> in West African countries	1 Proportion of youth (aged 15-24 years) not in education, employment or training (disaggregated by sex, age and disability status and region/administrative area of residence) (GERF 1.12/SDG 8.6.1) disaggregated by country.	1 TBD in the inception phase	1 TBD in the inception phase	1 Global SDG Indicators Database; <a href="https://unstats.un.org/SDGs/indicators/database">https://unstats.un.org/SDGs/indicators/database</a>	<i>Not applicable</i>
Outcome 1	<b>Reduced gap between the skills</b> of young people, including potential migrants and returnees, and <b>labour market and business opportunities</b> in West Africa in the field of green economy.	1.1 Percentage of individuals who found a job within 6 months after having received support from the EU-funded intervention, disaggregated by sex, age, disability status (OPSYS pre-defined indicator).	1.1 TBD in the inception phase	1.1 TBD in the inception phase	Baseline and endline surveys conducted	Decision-makers and national institutions remain committed to the implementation of the youth agenda and the NDC commitments.  The effective commitment of youth to follow the whole process
Outcome 2	<b>Increased labour inclusion and entrepreneurship</b> of young people, including potential migrants and returnees	2.1 Unemployment rate by sex, age and persons with disabilities (SDG 8.5.2) disaggregated by country	2.1 TBD in the inception phase	2.1 TBD in the inception phase	2.1 Global SDG Indicators Database; <a href="https://unstats.un.org/SDGs/indicators/database">https://unstats.un.org/SDGs/indicators/database</a>	Investment is available and can be incentivised in the given countries, in particular in the regions of departure and return.
		2.2 Number of jobs, supported/sustained by the EU (disaggregated by sex, age, and disability status, green jobs, and region/administrative area of residence) (GERF 2.13a)	2.2 TBD	2.2 TBD	2.2 Baseline and endline surveys conducted	
		2.3 Number of Micro, Small and Medium Enterprises applying Sustainable Consumption and	2.3 TBD	2.3 TBD	2.3 Baseline and endline surveys conducted	

		Production practices with EU support, incl. % of those which are women-led				
<b>Output 1 relating to Outcome 1</b>	1.1 <b>Increased competences</b> of young men and women in line with private sector needs and the economic potentials identified in the field of circular and climate-neutral economy	1.1.1 Number of VET plans/programmes jointly revised or drafted by education regulators, VET institutions and social partners (employers' and workers' organisations) with support of EU and adopted (OPSYS Core indicator)	1.1.1 TBD	1.1.1 TBD	1.1.1 Final report of implementing partners	Private sector actors, together with Technical and Vocational Education and Training institutions are willing to join the efforts to improve TVET and to adapt it to the field of circular and climate-neutral economy.  Information on labour market, even if fragmented is available in the regions of departure and return.
		1.1.2. Number of studies, analyses, networks and indexes supported in the field of market intelligence and public-private dialogues (MIP Indicator)	1.1.2 TBD	1.1.2 TBD	1.1.2 Final report of implementing partners	
		1.1.3 Number of people supported by the action inserted into the job market (disaggregated by wage employment, self-employment, country, sex and disaggregated by country, sex and profile: returnee versus non-returnee, and region/administrative area of residence)	1.1.3 0 (2024)	1.1.3 TBD (2029)	1.1.6 Monitoring reports, final evaluation	
<b>Output 1 relating to Outcome 2</b>	2.1 Increased <b>diaspora investments</b> in the creation or growth of green, circular and low-carbon formal and informal enterprises in West Africa	2.1.1 Amount invested by the diaspora thanks to this intervention	2.1.1 0 (2024)	2.1.1 TBD (2029)	2.1.1 Progress reports, Monitoring reports, final evaluation	Diaspora investors have sufficient contacts in the given regions and are ready to take risks. Diaspora investors understand the importance of the green economy sectors.
		2.1.2 Number of businesses supported (disaggregated by men/women owned businesses and country)	2.1.2 0 (2024)	2.1.2 TBD (2029)	2.1.2 Progress reports, Monitoring reports, final evaluation	
		2.1.3. Number/percentage of green, low carbon and circular businesses supported by the EU action (disaggregated by men/women owned businesses and country)	2.1.3 0 (2024)	2.1.3 TBD (2029)	2.1.3 Progress reports, Monitoring reports, final evaluation	
<b>Output 2 relating to Outcome 2</b>	2.2 <b>Increased capacities</b> of MSMEs linked to the green	2.2.1 Number of women having received seed financing and training	2.2.1 0 (2024)	2.2.1 TBD (2029)	2.2.1 Progress reports	



	sector, with an emphasis on young and women-led businesses, to access technical support and finance	2.2.2 Number of green/circular economy bankable business plans developed by supported actors, disaggregated, whenever possible and relevant, by sector, sex and age of leader, area/ sector/region (EFSD+ RMF)	2.2.2 0 (2024)	2.2.2 TBD (2029)	2.2.2 Progress reports, Monitoring reports, final evaluation	Entrepreneurs continue to apply and to show interests for training and seeds funding programmes.
		2.2.3 Number of supported MSMEs that report an improvement in their market linkages, disaggregated, whenever possible and relevant, by sex and age (15-30 years) of leader, area/sector/region (EFSD+RMF)	2.2.3 0 (2024)	2.2.3 TBD (2029)	2.2.3 Progress reports, Monitoring reports, final evaluation	<p>There are enough Business Support Services available in the regions of return and departure.</p> <p>Enough businesses are mature to attract second stage investment.</p> <p>Other stakeholders are interested in business partnership.</p>
<b>Output 3 relating to Outcome 2</b>	2.3 Increased <b>availability of technical and financial support</b> for green, circular and low-carbon <b>value chains</b> for job and income creation in key areas of departure and return	2.3.1 Number of value chains upgraded and percentage of green, low carbon, and circular ones	2.3.1 0 (2024)	2.3.1 TBD (2029)	2.3.1 Progress reports,	Agriculture value chains can be further developed in key regions of departure and return. There is enough demand locally, regionally.
		2.3.2 Number of smallholders reached with EU interventions to increase sustainable production, access to markets and/or security of land disaggregated by sex, age and disability status and profile: returnee versus non-returnee	2.3.2 0 (2024)	2.3.2 TBD (2029)	2.3.2 Monitoring reports, final evaluation	

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

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

### 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 180 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 of the Budget Support Component

Not applicable

### 4.4 Implementation Modalities

The Commission will ensure that the EU rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>27</sup>.

#### 4.4.1 Direct Management (Grants)

##### **Grants: (direct management)**

**4.4.1.1 Output 1.1 Increased competences** of young men and women in line with private sector needs and the economic potentials identified in the field of circular and climate-neutral economy.

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

The grant(s) will contribute to achieving the output 1 of the action "Young women and men acquire skills according to private sector needs and identified economic potentials and their professional insertion is facilitated".

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

Non-Governmental Organisations/Non-profit Organisations

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The part of the action under the budgetary envelope reserved for grants may, partially or totally, be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: (i) geographic coverage and relevant experience in implementing a similar intervention, which can be scaled-up; (ii) experience working on boosting youth employability; and (iii) technical, financial and operational capacities.

#### 4.4.2 Indirect Management with entrusted entities

**Output 1.1 Increased competences** of young men and women in line with private sector needs and the economic potentials identified in the field of circular and climate-neutral economy.

<sup>27</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.

A part of this action may be implemented in indirect management with entrusted entities which will be selected by the Commission's services using the following criteria: (i) geographic coverage and relevant experience in implementing a similar intervention, which can be scaled-up; (ii) experience working on boosting youth employability; and (iii) technical, financial and operational capacities.

The implementation by this entity entails the implementation of some of the activities foreseen in section 3 under "Activities relating to Output 1.1".

**Output 2.1 Increased diaspora investments** in the creation or growth of green, circular and low-carbon formal and informal enterprises in West Africa.

A part of this action may be implemented in indirect management with entrusted entities, which will be selected by the Commission's services using the following criteria: (i) technical, financial and operational capacities and (ii) proven experience in harnessing the potential of the diaspora for economic development and job creation (iii) experience in fragile and rural contexts.

The implementation by this entity entails the implementation of the activities foreseen in section 3 under "Activities relating to Output 2.1".

**Output 2.2 Increased capacities** of MSMEs linked to the green sector, with an emphasis on young and women-led businesses, to access technical support and finance.

A part of this action may be implemented in indirect management with entrusted entities, which will be selected by the Commission's services using the following criteria: (i) geographic coverage and relevant experience in implementing similar actions; (ii) experience building partnerships to support entrepreneurship initiatives; (iii) ability to support green and circular value chains.

The implementation by this entity entails the implementation of the activities foreseen in section 3 under "Activities relating to Output 2.2".

#### 4.4.3 Direct Management (Procurement)

A part of this action (linked to Outputs 1.1, 2.1, 2.2 and 2.3) may be implemented in direct management (procurement) to ensure strong coordination between the two actions of the individual measure for Western Africa, e.g. this action "Unlocking potentials for the Youth in West Africa" and the action entitled "Managing migration better in Western Africa".

#### 4.4.4 Contributions to the regional blending Africa Investment Platform

These contributions may be implemented under indirect management with the entities, called Lead Finance Institutions, identified in the appendix to this Action Document, that will be selected by the Commission's services in accordance with blending guidelines.

A part of the **output 2.2.** and the whole **output 2.3.** are concerned by this modality.

The following criteria may be considered of added value: (i) geographic coverage and pertinent experience in implementing similar actions; (ii) experience building partnerships to support entrepreneurship initiatives or agricultural development; (iii) extensive experience in implementing innovative blended finance instruments working in fragile states or with vulnerable populations; (iv) on-going implementation of an intervention which can be scaled-up.

Where possible, complementarities will be sought between the use of blending and EFSD+ guarantees (either under the EIB dedicated windows or under the Proposed Investment Programmes of the Open Architecture), to increase the financial institutions' lending capacity, risk appetite, and enhance the EU's leverage in the implementation of the action.

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

**Output 1.1 Increased competences** of young men and women in line with private sector needs and the economic potentials identified in the field of circular and climate-neutral economy.

The part of the action under the budgetary envelope reserved for direct management (grants) may, partially or totally, be implemented in indirect management using the following criteria: (i) geographic coverage and relevant experience in implementing a similar intervention, which can be scaled-up; (ii) experience working on boosting youth employability; and (iii) technical, financial and operational capacities.

**Output 2.1 Increased diaspora investments** in the creation or growth of green, circular and low-carbon formal and informal enterprises in West Africa.

The part of the action under the budgetary envelope reserved for indirect management may, partially or totally, be implemented in direct management (grants) using the following criteria: (i) technical, financial, and operational capacities and (ii) proven experience in harnessing the potential of the diaspora for economic development and job creation (iii) experience in fragile and rural contexts.

Type of Applicants: non-governmental organisations, non-profit organisations, civil society organisations and/or local authorities, or their platforms.

**Output 2.2 Increased capacities** of MSMEs linked to the green sector, with an emphasis on young and women-led businesses, to access technical support and finance.

The part of the action under the budgetary envelope reserved for indirect management may, partially or totally, be implemented in direct management (grants) using the following criteria: (i) geographic coverage and relevant experience in implementing similar actions; (ii) experience building partnerships to support entrepreneurship initiatives; (iii) extensive experience developing national or regional entrepreneurship support organisations ecosystem development and (iv) ability to mainstream migration objectives and to support green and circular value chains.

Type of Applicants: non-governmental organisations, non-profit organisations, civil society organisations and/or local authorities, or their platforms.

4.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions: the Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

## 4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
<b>Implementation modalities – cf. Section 4.4</b>	
<i>Output 1.1 “Young women and men acquire skills according to private sector needs and identified economic potentials and their professional insertion is facilitated” composed of:</i> <ul style="list-style-type: none"> <li>Grants (direct management) – cf. section 4.4.1</li> <li>Indirect management with entrusted entities cf. section 4.4.2</li> </ul>	10 000 000 15 000 000
<i>Output 2.1 “Entrepreneurship and diaspora investments in informal and formal sectors are promoted”</i> <ul style="list-style-type: none"> <li>Indirect management with an entrusted entity cf. section 4.4.2</li> </ul>	25 000 000
<i>Outputs 2.2 “Access to finance and support to business growth are enhanced”</i> <ul style="list-style-type: none"> <li>Indirect management with entrusted entities cf. section 4.4.2</li> <li>Contribution to Regional Blending Africa Investment Platform cf. section 4.4.4</li> </ul>	25 000 000 10 000 000
<i>Outputs 2.3 “Green jobs creation through value chains development.”</i> <ul style="list-style-type: none"> <li>Contribution to Regional Blending Africa Investment Platform cf. section 4.4.4</li> </ul>	15 000 000
<i>Outputs 1.1, 2.1, 2.2 and 2.3</i> Procurement (direct management) – cf. section 4.4.3 Technical Assistance for coordination between “Managing migration better in Western Africa” and “Unleashing the Potential of Youth in West Africa”	1 660 000
<i>Total for Grants</i> <i>Total for Procurement</i>	10 000 000 1 660 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	may be covered by another Decision
<b>Totals</b>	<b>101 660 000</b>

## 4.7 Organisational Set-up and Responsibilities

The Action will be implemented through several contracts, some managed at HQ level/regional delegation level and some at country level.

Due to the nature of the intervention, the organisational set-up will need to be established at three levels:

### Steering Committee:

To ensure an adequate, decision-making process and technical follow-up (including active participation of the EU (HQ and EU Delegations) of this Individual Measure in its two components and to ensure synergies between this action and the other action entitled “Managing migration better in Western Africa”, a Steering Committee will be set up to discuss the implementation and validate the overall direction and policy of the programme in all its activities.

- The EU will chair the steering committee meetings with representatives of the partner countries and lead implementing partners. Other relevant stakeholders, such as youth organisations or private sector representatives (duty-bearers) will be invited to participate as observers.

- The Steering Committee for the action will ensure the strategic overview of both actions of the Individual Measure, oversee and validate the overall direction and strategy of the programme (for the target countries, and for the components) and ensure adequate institutional coordination between all organisations involved.
- Additional roles and responsibilities include: Monitoring the progress of the Action to ensure that objectives are met in a measurable and verifiable manner; Overseeing synergies between all partners globally and with other existing programmes (cf. mapping); Reviewing and approving reports, work plans and monitoring and evaluation; Addressing and settling strategic issues (policy, administrative, coordination and financial matters) related to the implementation of the Action; Issuing meeting minutes detailing attendees, an overview of outputs/arbitrations, and a summary of progress, constraints and outstanding issues.
- The Steering Committee will meet at least twice a year (every six months). Additional meetings can be called if unforeseen circumstances necessitate.
- Meetings can take place back-to-back with Steering Committee meetings of the TEIs. TEI stakeholders (including those part of the wider TEI IYBA platform and investors actors involved) can be invited to participate as observers.

### **Country Coordination Committees.**

These national committees, co-chaired by the EU Delegation and wherever possible the partner country, will provide a forum to discuss work plans and progress on results at the national level, as well as policy development, collaboration and information-sharing in line with the decisions of the Project Steering Committee. They may cover the two actions of the Individual Measure: “Unleashing the potential of youth in West Africa” and “Managing migration better in Western Africa” and ensure that the project remains on track, on time and within budget. The national beneficiary institutions, implementing partners and EU Delegations will meet twice a year – prior to the meeting of the steering committee.

### **Project implementation managed at country level.**

Some sub-components of the action may be implemented using country-specific contracts. For such country-specific interventions, a country-specific steering sub-committee can be envisaged.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

## **5 PERFORMANCE MEASUREMENT**

### **5.1 Monitoring and Reporting**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and is part of the implementing partner’s responsibilities. To this end, the implementing partners shall establish a permanent internal technical and financial monitoring system for the action and prepare regular progress reports (at least annually) and final reports. Every report shall provide an accurate account of that action’s implementation, difficulties encountered, changes introduced, and the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using the logframe matrix (for project modality) and the partner’s strategy, policy, or reform action plan list as references.

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

Roles and responsibilities for data collection, analysis and monitoring:

The implementing partners will have specific responsibilities for monitoring and reporting under this action. Common indicators will be used as much as possible to allow wide reporting. Indicator values will be measured on regional, or country-by-country basis depending on the nature of the activities and will include gender disaggregation. All monitoring and reporting shall assess how the action takes into account the human rights-based approach, disability inclusion and gender equality.

## 5.2 Evaluation

Given the importance of the action, a mid-term (timing to be defined given the length of the implementing period) and an ex-post evaluation(s) may be carried out for this action or its components via independent consultants.

The mid-term evaluation will be carried out for problem solving and learning purposes, particularly to optimise the delivery of services in line with beneficiaries' (rights holders) needs.

The ex-post evaluation will be carried out for accountability and learning purposes at various levels, including for policy revision. It will take into account, in particular, the complexity of the action and its goal of supporting a paradigm shift, where the support is reverse engineered from concrete job opportunities, to determine the success factors and lessons learned.

The Commission shall inform the implementing partners at least two months in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, providing all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders (duty-bearers) following the best practices of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

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

## 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.

In line with the 2022 "[Communicating and Raising EU Visibility: Guidance for External Actions](#)", it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement, as appropriate, on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries (rights holders) or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

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



## Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

- Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance.
- Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations).
- Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

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

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

<b>Action level (i.e. Budget Support, blending)</b>		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Group of actions level (i.e. top-up cases, different phases of a single programme)</b>		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action(s)>
<b>Contract level</b>		
<input checked="" type="checkbox"/>	Single Contract 1	Grant for 1.1.
<input checked="" type="checkbox"/>	Single Contract 2	Contract under indirect management for 1.1
x	Single Contract 3	Contract under indirect management for 1.1
x	Single Contract 4	Contract under indirect management for 2.1
x	Single Contract 5	Contract under indirect management for 2.2
x	Single Contract 6	Contract under indirect management for 2.2
x	Single Contract 7	Blending contract for 2.2
x	Single Contract 8	Blending contract for 2.3
<b>Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)</b>		
<input type="checkbox"/>	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>

## Appendix 2 - Indicative list of Eligible financial institutions

Eligible financial institutions to submit blending proposals to the Africa Investment Platform for the implementation of activities under the proposed action.

Acronym of Legal Entity	Legal Entity (sub-entities covered (if any) via hyperlink
ADB	Asian Development Bank
AfDB	African Development Bank
AU-IBAR	African Union
CABEI	Central American Bank for Economic Integration
CIFOR	Centre for International Forestry Research
DBSA	Development Bank of Southern Africa
EADB	East African Development Bank
EBRD	European Bank for Reconstruction and Development
EDFI	European Development Finance Institutions <sup><a href="#">11</a></sup>
EIB	European Investment Bank
EIF	European Investment Fund
IADB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
NEFCO	Nordic Environment Finance Corporation
OIE	World Organisation for Animal Health
SPC	The Pacific Community
SPREP	South Pacific Regional Environment Programme
TDB	The Eastern and Southern African Trade and Development Bank
WBG	World Bank Group (IBRD, IDA, IFC, MIGA, ICSID)
WFP	World Food Programme

Acronym	National Agency, Country
AECID	Agencia española de cooperación internacional al desarrollo, Spain
AFD	Agence française de développement, France
BIO	Belgian Investment Company for Developing Countries

CDP	Cassa depositi e prestiti S.p.A., Italy
COFIDES	Compañía española de financiación del desarrollo, Spain
DEG	Deutsche Investitions- und Entwicklungsgesellschaft mbH, Germany
FMO	Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden, Netherlands
KfW	Kreditanstalt für Wiederaufbau, Germany
PROPARCO	Groupe Agence Française de Développement, France
RVO	Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency), Netherlands
SIMEST	Società Italiana per le Imprese all'Estero, Italy
USAID	United States Agency for International Development, USA

<sup>[1]</sup> EDFI is an association of 15 bilateral European development finance institutions with a private sector mandate. These institutions are the Belgian Investment Company for Developing Countries (BIO), the CDC Group, Compañía Española de Financiación del Desarrollo (COFIDES), the German Investment and Development Corporation (DEG), the Finnish Fund for Industrial Cooperation (FINNFUND), the Netherlands Development Finance Company (FMO), Denmark's Investment Fund for Developing (IFU), the Norwegian Investment Fund for Developing Countries (Norfund), the Development Bank of Austria (OeEB), France's Proparco, the Belgian Corporation for International Investment (SBI-BMI), the Swiss Investment Fund for Emerging Markets (SIFEM), Società Italiana per le Imprese all'Estero (SIMEST), Portugal's Sociedade para o Financiamento do Desenvolvimento (SOFID) and Swedfund International AB.