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This action is financed by the European Union

ANNEX

of the Commission Decision on the individual measure in favour of the of the Republic of Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé e Príncipe and Timor Leste to be financed from the 11th European Development Fund

Action Document for the PALOP-TL Technical Cooperation Facility (TCF) and support to the Coordination of the PALOP-TL/EU Cooperation Programme

1. Title/Basic Act/ CRIS number	Technical Cooperation Facility (TCF) and support to the Coordination of the PALOP-TL/EU Cooperation Programme CRIS number MTR/FED/039-766 Financed under the 11 th European Development Fund (EDF)			
2. Zone benefiting from the action/ location	PALOP-TL The action shall be carried out at the following location: PALOP-TL countries - Republic of Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé e Príncipe and Timor Leste (the six Portuguese speaking countries from the African, Caribbean and Pacific (ACP) group)			
3. Programming Document	Multiannual Indicative Programme 2014-2020 for the PALOP-TL countries			
4. Sector of concentration/ thematic area	Coordination structures and support measures			
5. Amounts	Total estimated cost: EUR 3 000 000 Total amount of EDF contribution: EUR 3 000 000			
6. Aid modality and implementation modalities	Project Modality Direct management – procurement of services and supplies Indirect management with the Republic of Mozambique			
7. DAC code(s)	15110			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender Equality (including Women in Development)	X	<input type="checkbox"/>	<input type="checkbox"/>
	Trade development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New Born and Child Health	X	<input type="checkbox"/>	<input type="checkbox"/>

	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
9. Global public goods and challenges (GPGC) thematic flagships	N/A			
10. Sustainable Development Goals (SDGs)	<p>17.6 "Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism"</p> <p>17.9 "Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation"</p>			

SUMMARY

The Multiannual Indicative Programme (MIP) for the period 2014-2020 of the 11th EDF identifies two priority areas for intervention: job creation in the area of culture and development of governance capacities and a Technical Cooperation Facility (TCF). The TCF is an instrument to support the implementation of the actions foreseen in the MIP, as well as to facilitate cooperation in general. The TCF programme should be based on two components:

- Component 1: Sustainable management of the programme information and communication;
- Component 2: Institutional capacity building in regional cooperation management.

The Regional Authorising Officer in Mozambique (hereafter the "RAO" or "Coordination") has full responsibility for the implementation management and coordination of the 11th EDF MIP activities. At the same time, to ensure support by all PALOP-TL concerned, it is important to strengthen the communication and ownership of projects in the other PALOP-TL countries. The present programme intends to cover both needs, by providing a long-term regional Technical Assistance to the Coordination and technical officers based in the National Authorising Officers' (NAO) services who will liaise with the Coordination, in particular for the implementation of the communication and visibility plan. The dedicated team will thus concentrate on increasing and sharing information among all stakeholders, contributing to greater external visibility and to enhanced participation, ownership and sustainability of the programme. In addition, the programme will ensure the necessary support for the smooth organisation of specific initiatives and technical and ministerial plenary sessions for the follow-up and monitoring of PALOP-TL projects financed under the 10th and 11th EDF. The project also foresees resources for studies, seminars, etc, to make possible the identification/formulation of future cooperation actions.

1 CONTEXT

1.1 Sector/Country/Regional Context/Thematic area

The aim of PALOP-TL/EU cooperation is to strengthen the cooperation between Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé e Príncipe and Timor Leste, countries that share a strong political, cultural, historical and linguistic identity, as well as a similar system of public administration.

This cooperation between the PALOP-TL and the European Union celebrates its 25th year in 2017. The dynamics of the group are characterised by cohesion and a sense of ownership, covering a wide range of cultural, economic, social and political domains.

This cooperation aims to promote existing relations by exchanging expertise and best practices and by strengthening cooperation in specific areas of mutual interest where the common language brings a special added value.

The "Technical Cooperation Facility (TCF) III", under the 10th EDF, is ongoing, with activities of Countries' Programme Estimates running until January 2018 (a possible extension of a few months is currently envisaged). The "Support for the coordination of the PALOP and Timor Leste cooperation programme" currently provides technical assistance and support to the Coordination, until October 2018. It is expected that this programme will build on and give continuity to the actions supported by these 2 ongoing programmes, adjusted to the needs of the 11th EDF MIP.

The key elements of the cooperation between the PALOP-TL and the EU under the framework of the 11th EDF Multiannual Indicative Programme 2014 -2020 are:

- a. Two priority areas: job creation in the area of culture and governance capacity development;
- b. An indicative allocation of EUR 30 million, including the running costs of the PALOP-TL coordination structures (indicative funding of EUR 3 million). This latter allocation provides for monitoring of the technical operations, visibility and communication actions, organisation of plenary sessions and the administration of the programme (Technical Cooperation Facility);
- c. A political structure corresponding to the annual meetings of the National Authorising Officers together with a rotating presidency system which ensures supervision and overall direction of the programme in coordination with the RAO;
- d. A technical level comprising biannual technical meetings and the appointment of the NAO of Mozambique as the Programme's RAO, mandated to manage the implementation and overall coordination of the PALOP-TL 11th EDF MIP.

The programme has established throughout the years a communication structure, with direct communication channels between the Coordination and the services of the NAOs. The NAOs' services are responsible for implementing the programme, in conjunction with the RAO and in synergy with other priorities at national level, in particular with NIP projects.

The Technical Cooperation Facility (TCF) and the support to the Coordination (technical assistance contract under the 10th EDF) are essential tools to support the implementation of PALOP-TL / EU cooperation.

1.1.1 Stakeholder Analysis

The main stakeholders are:

- The NAOs, essential for coordinating regional cooperation with the NIPs;
- The NAO of Mozambique, the RAO of the programme, mandated to manage the implementation and overall coordination of the 11th EDF programme for PALOP-TL;

- The technical officers and staff of the national authorising services of the PALOP-TL (usually one or two technical officers of the permanent staff), responsible for the management of in-country regional cooperation, almost always accumulating with national cooperation management responsibilities;
- The European Union Delegations of the PALOP-TL involved in the management of regional cooperation, in need of an effective coordination model between the partners;
- State and non-state actors that intervene in the different components of the programme, depending on the efficiency and effectiveness of the programme management;
- The scientific, economic and political community that have mitigated access to the knowledge that the programme has generated over more than 25 years;
- Multilateral institutions, such as the various European cooperation agencies, United Nations agencies, African Development Bank, etc., which can benefit directly or indirectly from the more effective management of regional cooperation;
- The implementing institutions for the PALOP-TL programmes of the 10th EDF (United Nations Development Programme and Camões, Institute for Cooperation and Language) and those implementing the projects of the 11th EDF (UNESCO, UNDP, Camões I. P.).

It is essential that stakeholders play an active role in the formulation of projects and the TCF should provide the tool to facilitate consultations, dialogue and the inclusion of stakeholders in both the formulation and implementation of the 11th EDF and future cooperation.

1.1.2 Priority Areas for Support/Problem Analysis

The TCF is an instrument to support the implementation of actions under the Multiannual Indicative Plan, as well as to facilitate cooperation in general. The current TCF is complemented by a support programme to the RAO for Coordination of the PALOP-TL/EU programme (technical assistance contract under the 10th EDF). The two programmes jointly ensure the organisation of ministerial and technical meetings, through programme estimates managed by the NAOs, and through central technical assistance (1 expert) for coordination. This technical assistance is also responsible for strengthening the capacity of the RAO and NAOs, as well as supporting communication and information management. It helps coordinate the identification and formulation of programmes using a pool of short-term experts and framework contracts.

Over the years, the programme of support to the RAO (Coordination programme) and TCF have often been used for similar activities, which justify the merging of the two programmes. Given the particular nature of regional cooperation, coordination between regional cooperation and NIPs (by NAOs) has at times suffered from the technical officers responsible for managing regional cooperation often accumulating national cooperation management tasks (these gaining predominance over regional tasks) and the impact on the regional cooperation not being sufficiently perceived locally. Global communication and visibility has been limited to the sectors involved, with notable exceptions¹ and, consequently, sustainability of benefits arising from common knowledge produced has not yet tapped into its full potential.

Over the years, coordination processes and channels have been established by the Coordination programme. They are now recognised by all stakeholders, but it is necessary to continue increasing its efficiency, taking advantage of the investment in technological resources made. Indeed, the ongoing Technical Assistance to the Programme Coordination

¹ It can be cited to this effect the many international reviews of the PACED and PALOP-TL/ISC Programme (10th EDF) and well as the 25 years' campaign, currently ongoing, involving young movie makers.

foresees the set-up of a regional cooperation management system grounded on a webbased platform and a renewed and interactive website. It is also planned to systematise the technical and scientific information generated by PALOP-TL/EU cooperation by collecting and consolidating on the website and platform the information from all contracts, studies, reports, etc, since the beginning of the programme in 1992. In addition, the provision of a video-conferencing system is also under way to facilitate communication among all those involved in the management of regional cooperation. All these technological solutions should be used to disseminate the knowledge and common heritage of the programme and its agents, following the Communication and Visibility Strategy of the PALOP-TL/EU Cooperation Programme which has already been approved (2017).

Under the 11th EDF, the two programmes (under formulation) are delegated to entities outside the services of NAOs, which will ease the pressure of the contractual and financial management on these services. These entities would also coordinate with national EU and other projects, absorbing activities developed so far by the Coordination and the National Authorising Officers 'chef de file'.

At the same time, content-wise it remains important for the RAO and NAOs to follow-up the programmes' implementation at regional and national level, through specific initiatives or via technical and ministerial plenary sessions. Following consultations with the NAOs of the six countries, the next TCF is expected to include a component of regional and national long-term technical assistance based at the NAOs' services in order to enhance communication and promote synergies, identify best practices and contribute to the external dissemination of the programme.

1.2 Other areas of assessment

N/A.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating Measures
Low absorption of available funds with reduced rate of commitments.	M	Periodic monitoring by the technical team, reallocation of resources to the most successful activities.
Relevant documents for projects are not made available within the required deadlines.	M	Mobilisation of technical assistance with appropriate expertise, enhancing communication between stakeholders.
Ineffective and low use of the programme's management and communication mechanisms and tools.	M	Allocation of a communication expert dedicated exclusively to the programme in each country to be present in the offices of the NAOs' services.
Inadequate ownership of the technical assistance involved	M	Strengthening of communication between all the agents involved. Technical officers to be contracted within national PEs, to enhance ownership.
Inadequate synergies between programme implementers and NAOs.	M	Allocation of a communication expert dedicated exclusively to the programme in each country. Provision for technical

		(twice a year) and ministerial (once a year) meetings where all actors convene and implementation and synergies are reviewed.
Inadequate synergies between regional and national projects.	M	Allocation of a communication expert dedicated exclusively to the programme in each country. Regional projects envisage the hiring of an expert for monitoring and reporting Provision for technical (twice a year) and ministerial (once a year) meetings where all actors convene and implementation and synergies are reviewed.
Assumptions		
The economic and political stability of the PALOP-TL is preserved and the correct management of allocated resources is guaranteed.		
Stakeholders have the necessary resources (human, logistic, financial) to carry out activities which are their responsibility.		
Commitment of all PALOP-TL actors in the effective process of managing regional cooperation through the use of new communication and information management mechanisms.		

3 LESSONS LEARNED, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learned

The following conclusions were drawn from the 2012 evaluation of the implementation of previous programmes and projects within the framework of the PALOP-TL Cooperation Programme with the European Union:

Overall level of efficiency of the programme historically low, with direct consequences for achieving results and generating effects:

- Proliferation of actors with semi-autonomous powers and resources;
- No complete, credible and easily accessible historical and information repository;
- Insufficient use of modern electronic management facilities (digital platforms, e-communication);
- Low level of permanent staff dedicated exclusively to the programme;
- Limited existence of standardised procedures and forms.

The subsequent recommendations for a more unified and more ICT-friendly structure have been incorporated into the 11th EDF Multiannual Indicative Programme, by revising the governance structure of the partnership and establishing an annual rotating presidency chair for the programme between the PALOP-TL, as well as a single RAO, who assumes full responsibility for the management and coordination of the entire 11th EDF programme. Likewise, the TA to the Programme Coordination already in progress, whose activities include the creation of a web-based platform (intranet), provision of a video conferencing system, renewed web-site, and the training of national managers in the management of regional programming, took into account the considerations made in that assessment.

3.2 Complementarity, synergies and donor coordination

This action will build on the tools and results realised by the ongoing Support to the Coordination and TCF III programmes. This action also foresees close synergies with the two 11th EDF MIP programmes (under formulation); at the level of overall programme coordination and in the implementation of a single communication and visibility mechanism for the PALOP-TL/EU 11th EDF MIP, based on the approved communication strategy (2017) and the IT systems to be installed. Complementarity and synergies will also be secured with delegated development agencies. These synergies may also be reflected in the use of these agencies' infrastructure and/or human resources in each of the PALOP-TL.

NIPs will be taken into account in the respective countries, in particular projects to support NAOs and programmes financed by other donors, in order to avoid inconsistencies, overlaps and duplication of resources for the same results.

There is no regional donor coordination group to cover interventions in the PALOP-TL, specific donor coordination at the national level is organised on a sector basis and, where relevant, the activities of the TCF will be analysed in this light and/or with the development partner agencies involved.

3.3 Cross-cutting issues

The TCF component will serve, inter alia, to fund identification/formulation studies so that cross-cutting issues continue to be taken into account in future programming (especially human rights, gender, youth, and climate change).

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

Overall objective: to contribute to the full implementation of the 11th EDF Multiannual Indicative Programme and 10th EDF ongoing projects, ensuring a sound coordination of the programme and the identification of future cooperation modalities.

Specific objective 1: to consolidate and develop efficient and effective technological resources to facilitate (i) participation in decision-making processes and (ii) knowledge sharing.

Specific objective 2: to consolidate a regional cooperation management model that balances the efficiency of centralised management with tangible actions at the national level.

These 2 specific objectives will be pursued, respectively, through 2 components:

- Component 1: Sustainable management of the programme information and communication.
- Component 2: Institutional capacity building in regional cooperation management.

These 2 components will aim at the following results:

Result 1 – The programme's information, communication and visibility management structure is consolidated (R1/component 1).

Result 2 – The PALOP-TL's management institutional capacity is strengthened and regional cooperation is consolidated (R2/component 2).

Result 3 – Seminars, conferences, studies and specific training on themes of common interest for PALOP-TL/EU cooperation are carried out (R3/horizontal).

The programme will cater for a long-term regional technical assistance to the Coordination and for technical officers to strengthen the liaison of each NAO's office with the Coordination, in particular for the implementation of the communication and visibility strategy. This technical team will be coordinated by the regional technical officer in Mozambique. The dedicated team will thus concentrate on increasing and sharing information

among all stakeholders, contributing to greater external visibility and enhancing participation, ownership and sustainability of the programme.

This ownership will also contribute to affirming the PALOP-TL in the different international fora, valuing the past and common heritage, and enhancing the visibility of the programme.

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG 17.6 "Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism", but also promotes progress towards Goal 17.9 "Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation". This does not imply a commitment by the PALOP-TL countries (Republic of Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé e Príncipe and Timor Leste) benefiting from this programme.

4.2 Main activities

The main activities for each of the expected results are as follows:

R1: The programme's information, communication and visibility management structure is consolidated.

- Implementation of the global communication strategy for the PALOP-TL/EU Programme, developed and approved in 2017, by the end of the 11th EDF cycle;
- Preparation and operation of communication and visibility action plans;
- Coordination and implementation of all communication and visibility actions in the two priority areas of the 11th EDF, in close coordination with the project management agencies and units, conveying a unique image of the programme and coherent and effective communication;
- Collecting, systematising and sharing the knowledge and information generated in areas and among actors involved in the PALOP-TL/EU regional cooperation (including state and non-state actors, the scientific, economic and political community and multilateral institutions in which the parties are involved) in accordance with the models to be developed in the course of the ongoing technical assistance in support of the Coordination under the 10th EDF;
- Maintenance and updating of IT tools for management, communication and internal and external visibility of the programme, including the improvement of the web-based platform and regular and continuous updating of the website;
- Organisation of visibility activities;
- Improve and contribute to synergies of the programme.

R2: The PALOP-TL's management institutional capacity is strengthened and regional cooperation is consolidated.

- Establishment of and support to a network of technical experts, dedicated exclusively to the services of the PALOP-TL NAOs, specialising in regional cooperation management, allowing better synergy between regional and national programmes (EDF);
- Plan and organise technical and sector regional cooperation events;
- Ensure overview for the full implementation of projects formulated under the 11th EDF;

- Promote and carry out actions aimed at establishing partnerships and the sustainability of the Cooperation Programme.
- Technical and financial monitoring of the coordination programme;
- Consolidate ownership of the programme;
- In addition to these functions, the regional technical assistance in Mozambique will support the RAO in coordinating the programme, including communication and visibility, technical and administrative tasks, planning and monitoring;
- Organisation, implementation and follow-up of meetings between PALOP-TL and between these and the services of the European Commission (face-to-face or virtually).

R3: Seminars, conferences, studies and specific training on topics of common interest to the PALOP-TL/EU cooperation are carried out.

- Support and conduct seminars, conferences, studies, technical assistance and other activities of common interest to strengthen ongoing and future regional cooperation and its sustainability;
- Ensure adequate support for technical meetings and NAOs in its regional activities.

4.3 Intervention logic

This TCF shall be an instrument providing a flexible response to different needs relating to short/medium term technical assistance, studies, seminars and conferences, particularly for specific aspects relating to the identification, formulation and implementation of the programme (MIP).

At the same time, the global PALOP-TL programme is based on the sharing of knowledge, where the information produced and to be produced is an asset to be exploited.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the six PALOP-TL countries represented by the National Authorising Officer of Mozambique, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is **72** months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9 (4) of the Annex to Regulation (EU) 2015/322.

5.3 Implementation of the budget support component

N/A.

5.4 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with restrictive measures affecting the respective countries of operation.

5.4.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Technical assistance (FWC)	services	6	FWC may be launched before the Ministerial Meetings

5.4.2 Indirect management with the partner country

A part of this action, with the objective of contributing to the full implementation of the 11th EDF Multiannual Indicative Programme and the 10th EDF ongoing projects, ensuring a single coordination of the programme and the identification of future cooperation modalities, may be implemented in indirect management with the PALOP-TL Regional Authorising Officer (RAO) represented by the National Authorising Officer (NAO) of Mozambique, acting as single Authorising Officer for the PALOP-TL Programme, in accordance with Article 58 (1)(c) of the Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 2(1) and Article 17 of Regulation (EU) 2015/323, according to the following modalities:

The regional organisation will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 100 000 (or lower, based on a risk assessment) and may apply ex post control for procurement contracts award procedures up to that threshold. The Commission will control ex ante the contracting procedures for all grant contracts.

Payments are executed by the Commission, except in cases where programme estimates are applied, under which payments are executed by the partner country for ordinary operating costs, direct management operations and contracts below EUR 300 000 for procurement and grants.

The financial contribution does not cover the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012, applicable in accordance with Article 36 of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the regional organisation shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) /3232015, will be laid down in the financing agreement concluded with the regional organisation.

5.5 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.

In accordance with Article 22(1)(a) of Annex IV to the ACP-EU Partnership Agreement, the Commission decides that natural and legal persons from the following countries having traditional economic, trade or geographical links with neighbouring partner countries shall be eligible for participating in procurement and grant award procedures: South Africa, Brazil, Australia. The supplies originating there shall also be eligible.

In accordance with Article 20(6) of Annex IV to the ACP-EU Partnership Agreement and with regard to the regional nature of this action, the Commission decides that natural and legal persons from the following countries, territories or regions shall be eligible for participating in procurement and grant award procedures: South Africa, Brazil, Australia. The supplies originating there shall also be eligible.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement, on the basis of urgency or of the unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative Budget

Components	EU contribution (in EUR)
5.4.1 TCF - Result 3: Seminars, conferences, studies and specific training on themes of common interest for PALOP-TL / EU cooperation carried out - Procurement (direct management)	500 000
5.4.2 - Support to NAO - Result 1: Programme's information, communication and visibility management structure consolidated and Result 2: PALOP-TL's management capacity strengthened and regional cooperation consolidated - Indirect management with the partner country, out of which (indicative amounts)	2 350 000
<i>Consolidation and extension of structures for sustainable management of programme information and communication</i>	<i>500 000</i>
<i>Institutional capacity building in regional cooperation management</i>	<i>1 850 000</i>
5.10 Audit	50 000
5.11 Communication and visibility	Included in the PE
Contingencies	100 000
Total	3 000 000

5.7 Organisational set-up and responsibilities

The Regional Authorising Officer, represented by the National Authorising Officer of Mozambique, acting as single Authorising Officer for the PALOP-TL Programme, shall maintain close connection with the EU Delegation in Mozambique for the implementation and operation of all activities.

The implementation of this programme shall be the responsibility of the RAO who may request the European Commission to implement directly technical assistance contracts in their name, in accordance with Article 19(c)(4) of Annex IV to the ACP-EU Partnership Agreement.

A Steering Committee shall be established to supervise and validate the strategic definition and overall management of the project, which should meet twice a year. It shall be responsible for checking and monitoring the work plans of the programme estimates approved and technical assistance contracted.

The Steering Committee shall comprise:

- A representative of the RAO, the contracting authority;
- A representative of the EU Delegation in Mozambique (observer status);
- The contracted technical assistance coordinator;
- Imprest administrators of the programme estimates and/or the country experts (participation by video-conference).

Regular coordination meetings shall be held to accompany the programme and joint monitoring of the progress of the respective contracts, between the RAO and the EU Delegation Mozambique, ensuring the compatibility, complementarity and effectiveness of the expected results, approving appropriate action plans and monitoring the implementation of activities.

The network of national experts in each country, at the PALOP-TL National Authorising Officers' services, shall establish communication and sharing of project information, sharing responsibilities and ensuring an effective organisational structure.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) or the list of result indicators (for budget support). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

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

5.9 Evaluation

Having regard to the nature of the action, a final evaluation of this action or of its components will not be carried out for this action or its components via independent consultants contracted by the Commission.

The Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

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

5.10 Audit

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

Indicatively, at least 2 contracts for audit services must be concluded under a framework contract at the end of the third year and at the end of the programme.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Implementation modalities include procurement of supply and services through indirect management programme estimates and service contracts (incl. framework contract).

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Intervention logic	Indicators	Baselines (inc. reference year)	Targets (inc. reference year)	Sources and means of verification	Assumptions
General objective: Impact	To contribute to the full implementation of the 11th EDF Multiannual Indicative Programme and 10 th EDF ongoing projects, ensuring a single coordination of the programme and the identification of future cooperation modalities.	1. Absorption rate of resources of the 11 th EDF MIP with the full participation of all stakeholders.	0 (2017)	100% (2023)	Monitoring reports on Commission external assistance Mid-term evaluation report of the 11 th EDF MIP Joint Annual Reports	
Specific Objective(s): Outcome(s)	Specific objective 1: strengthen and develop efficient and effective technological resources to facilitate (i) participation in the decision-making process and (ii) knowledge sharing	1. Level of use of the IT platform, the website and video conferencing system.	1. 0 (2017)	1. web-based platform=10000 sessions/year (2020); website=70000 sessions/year (2020); VC system= 8 sessions/year (2020)	Progress and final reports for projects Evaluation reports Evaluation and audit reports	The economic and political stability of the PALOP-TL is preserved and the proper management of allocated resources is guaranteed.

	Specific objective 2: consolidate a model of regional cooperation management that balances the efficiency of centralised management with tangible actions at national level	2. Number of events/tangible actions undertaken at national level, under regional coordination.	2. 0 (2017)	2. One communication and/or visibility action/event per month		Commitment of all actors to an effective management process of regional cooperation.
Outputs	R1 – The programme's information, communication and visibility management structure is consolidated.	<p>1.1 Rate of implementation of the goals established in the global Strategy for Communication and Visibility of the programme.</p> <p>1.2 Rate of implementation of projects of the 11th EDF with communication/visibility plans according to the programme global communication Strategy.</p>	<p>1.1 0 (2017)</p> <p>1.2 0 (2017)</p>	<p>1. 80% of goals established in the global strategy for communication and visibility of the programme</p> <p>1.2 100% (2020)</p>	<p>Progress, mid-term and final reports for projects</p> <p>Evaluation reports</p> <p>Reports and/or minutes of technical and ministerial meetings held</p> <p>Reports and/or minutes of events (seminars, training, etc.) promoted</p> <p>Monitoring Reports on projects implemented</p>	<p>Stakeholders have the necessary resources to carry out activities.</p> <p>The establishment of the web-based platform and website and support provided for under the 10th EDF technical assistance contract are carried out successfully and in due time.</p>

	R2 – The PALOP-TL's management institutional capacity is strengthened and regional cooperation is consolidated.	1.3 Level of systematisation and sharing of all knowledge and information generated by the programme, through the web-based platform.	1.3 0 (2017)	1.3 100% (2020)	Evaluation and audit reports	
		2.1 Number of technical and ministerial meetings and other events between the PALOP-TL and Commission services, face to face or remote (with VC system).	2.1 5/year (2016)	2.1 10/year (2020)	Project management documents	
		2.2 Number of meetings and other events (face-to-face or remote) held by PALOP-TL technical experts assigned to the programme's management and communication.	2.2 0(2017)	2.2 15/year (2020)		

	R3 – Seminars, conferences, studies and specific training on topics of common interest to PALOP-TL/EU cooperation are carried out	3.1 Number of studies, assessments and audits carried out.	3.1 2 (2017)	3.1 17 (2023)		
		3.2 Number of events held (conferences, seminars, training, etc.), with participants from PALOP-TL, government officials, public, academic and other institutions on topics of common interest.	3.2 1 (2017)	3.2 4/year (2020)		
		Number of events and initiatives undertaken to establish partnerships and the sustainability of the programme.				