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ANNEX II

of the Commission Implementing Decision on the financing of the multiannual action plan of the thematic program Civil Society Organisations for years 2021 - 2024

Action Document for Support to Civil Society in Partner Countries

MULTIANNUAL PLAN 2021-2024

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

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Support to Civil Society in Partner Countries, CRIS: <u>NDICI CSO/2021/043-480 and NEAR country allocations 2021 : 43-623</u> Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Africa, Asia and the Pacific, Latin America and Caribbean, and Neighbourhood countries
4. Programming document	Multiannual Indicative Programme for the CSO Thematic Programme for the period 2021-2027 ¹
5. Link with relevant MIP(s) objectives/expected results	<i>Priority 1: An inclusive, participatory, empowered, and independent civil society and democratic space in partner countries; and an inclusive and open dialogue with and between civil society organisations.</i>
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Governance, Peace and Security, Human Development (DAC: 151 Government & Civil Society-general)
7. Sustainable Development Goals (SDGs)	Main SDG: 17 Other significant SDGs: 16, 5
8 a) DAC code(s) ²	15150: Democratic participation and civil society: 100%

¹ Within the maximum contribution of the European Union, the authorising officer responsible may adjust the allocation to the respective budgetary years subject to the availability of the commitment appropriations.

² DAC sectors (codes and descriptions) are indicated in the first and fourth columns of the tab 'purpose codes' in the following document: <http://www.oecd.org/dac/financing-sustainable-development/development-financestandards/dacandercodelist.htm>

8 b) Main Delivery Channel @	20000: Non-Governmental Organisations (NGOs) and Civil Society			
9. Targets³	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education ⁴ <input type="checkbox"/> Human Rights, Democracy and Governance ⁵			
10. Markers⁶ (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers⁷ and Tags⁸:	Policy objectives	Not targeted	Significant objective	Principal objective

³ Actual contribution to targets will be confirmed ex-post based on a standardised methodology.

⁴ This target is specific to INTPA. If the action is marked as contributing to the Education target, please make sure the target on "Social inclusion and Human Development" is also marked.

⁵ Thematic target for geographic programmes (at least 15%) in delegated act.

⁶ For guidance, see <https://www.oecd.org/development/financing-sustainable-development/development-finance-standards/> (go to "Data collection and resources for reporters", select Addendum 2, annexes 18 (policy) and 19 (Rio) of the reporting directive).

If an action is marked in the DAC form as contributing to one of the general policy objectives or to RIO principles as a principal objective or a significant objective, then this should be reflected in the logframe matrix (in the results chain and/or indicators).

⁷ The internal markers have been created to report on the implementation of the Commission's own policy priorities in areas where no DAC reporting tool is available. For the sake of consistency and comparability, the methodology is equivalent to the DAC markers, with three possible positions (main target, significant target, not targeted)

⁸ Methodology for additional tagging providing granularity on internal markers is under development.

	Digitalisation @ Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Connectivity @ Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BUDGET INFORMATION

12. Amounts concerned	Budget line(s) (article, item): 14.020220 Civil Society Organisations The contribution is for an amount of EUR 766.665.051 from the general budget of the European Union for an amount of EUR 191.626.981 for 2021 ⁹ for an amount of EUR 200.137.362 for 2022 for an amount of EUR 196.628.270 for 2023 and for an amount of EUR 178.272.438 for 2024 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.
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MANAGEMENT AND IMPLEMENTATION

13. Type of financing¹⁰	Direct management through grants and procurement.
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1.2. Summary of the Action

This Action is funded under the CSO Thematic Programme 2021-2027, under the Multiannual Action Plan 2021-2024. The proposed Action intends to contribute to Specific-Objective 1.3: *Support CSOs as actors of good governance and development in partner countries* and to the achievement of the related result 1.3: *Civil Society Organisations' (CSOs) ability to engage as actors of good governance and development at country level is improved*

⁹ The total amount includes EUR 23M for NEAR in 2021

¹⁰ Art. 27 NDICI-GE

The Action rolls out the **EU support to country-level CSO initiatives** aimed at implementing priorities reflected in the NDICI-GLOBAL Europe, Annex III CSO Thematic Programme and the subsequent draft Multiannual Indicative Plan for the same. In line with the policy of geographisation, a majority of funds under the CSO MAAP 2021-2024, amounting to around € 766,66 million, will be allocated under the Action to support civil society in partner countries in Africa, Asia and the Pacific, Latin America and Caribbean, and in Neighbourhood countries and Russia ¹¹.

Activities funded under the Action will support a broad range of civil society actors including and prioritising, but not limited to, women and youth organisations, In the framework of the **Country Roadmaps for EU and Member States engagement with civil society** (CSO Roadmaps), all initiatives under the Action will aim at and contribute to strengthening civil society partner's institutional and operational capacity through a comprehensive approach;¹² enabling and ensuring their participation; and on **improving the environment** in which they operate. Particular attention will be paid to CSOs capacities to benefit from the digital transformation which will pay attention to accessible digital technology and reduce the gap on access to ICT.

The Activity will fund service delivery through CSOs only under certain circumstances (in fragile and conflict-affected countries and/or in severely restricted environment for CSOs, i.e., where no other type of support is feasible or highly limited etc.) and/or towards specific objectives (support that can be regarded as catalytic and/or innovative etc.).

This Action is aligned with the 2012 Communication on "The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations" and adheres in full to the NDICI-Global Europe Regulation, Annex III: CSO Thematic Programme. It will contribute primarily to the Commission priorities on Governance, Peace and Security, and Human Development and to supporting the vital role of Civil Society with regard to SDG 16 and 17¹³. The dominant sector under which initiatives will be funded will accordingly be Government & Civil Society¹⁴.

The Action will strongly **complement and reinforce bilateral and regional programmes** through support for CSOs working in EU Delegations priority areas and sectors of cooperation, and through its focus on improving the environment in which they operate. This will enable them to participate in an informed way in dialogue with the EU and national and local actors, representing and voicing the concerns of people in vulnerable and marginalized situations, and contribute to combating inequalities in all partner countries It will furthermore strengthen their ability to implement and monitor initiatives funded under the bilateral and regional programmes thereby contributing to the successful implementation of our policies. Activities related to awareness and understanding of the EU in individual countries and the world will be implemented by Cooperation Facilities in Delegations, according to the priorities defined in the Delegations' strategic plans.

All initiatives under the Action will, in line with the overarching aim of the CSO Thematic Programme, respect the independence and right to initiative of Civil Society.

¹¹ Neighbourhood countries and Russia will receive 15% of the overall support to civil society in partner countries

¹² Including institutional and operational capacities in the areas of governance; accountability; program, project, and financial management; research and analysis, advocacy; sector-specific capacity building; access to funding.

2. RATIONALE

2.1. Context

Civil Society Organisations¹³ are vital to the attainment of human rights, the rule of law, accountability, democracy, peace and stability in our partner countries, and are key partners in devising and implementing policies and programs that meet people's needs, including humanitarian needs, reduce inequalities, realise rights and deliver inclusive services and fulfil the central commitment of the 2030 Agenda to leave no one behind. CSOs in our partner countries furthermore play a role in boosting domestic accountability through free and accessible information, promoting human rights (including the rights of children and other marginalised groups), and by monitoring human rights violations, the respect for the rule of law, corruption and the implementation and impact of policies. Civil Society, including trade unions, seek to ensure that investment and growth are directed to reduce inequalities and create decent work, but also that businesses respect human rights as well as the environment. Civil Society is a vital actor for conflict prevention, resilience, peace and security in fragile and/or conflict-affected contexts and are furthermore often the basis of resilience at community level, and vital partners in risk reduction as well as in response to crisis. Finally, yet importantly, CSOs play a key role in service delivery, in particular when authorities are unable or unwilling to reach some target groups, in particular the most marginalised, such as persons with disabilities, indigenous populations, persons in migrations and others.

The EU is a long-standing and trusted partner of civil society in our partner countries through our support for civil society, which in line with our policy promotes civil society **independence, capacity and participation**, as well as for our support for an **open and enabling environment** for civil society. This remains at the heart of the Action at hand.

Activities under this Action will support an informed, inclusive and constructive CSOs participation in policy dialogue with partner-country actors and the EU, as well as their role as efficient implementing partners, advocates, and watchdogs, of EU support. **The CSO Roadmaps** serve as EU and EU MS country strategies to engage meaningfully and continuously with civil society and are a strategic tool to ensure complementarity between initiatives supporting civil society. This serves to ensure an effective and meaningful inclusion and mainstreaming of civil society in **all five priority areas of the Commission, selected sectors for each EU Delegations as well as with regard to cross-cutting priorities and targets**, and enhances their capacity to participate in dialogue on, and implementation of, Joint Programming and Team Europe Initiatives.

2.2. Problem Analysis

In order for civil society to contribute as per above to policy dialogue, and the design, implementation and monitoring of EU and national development policies, plans and programmes, as well as EU humanitarian response, they need to be capacitated and allowed to participate in policy-making processes in a meaningful and structured way, and to operate in an enabling and accessible environment in all of our partner countries.

However, inclusive and participatory dialogue and policymaking is often flawed in our partner countries. It requires political will and leadership, adequately structured mechanisms for consultation and accountability, space for interaction and participations as well as operating rules and legal frameworks, specific skills and analytical capacities and competences on the side of public authorities/duty bearers and accessibility to the right to information. In the absence of the above, the impact of CSOs' participation in policy dialogue is very limited. CSOs themselves are also often facing **capacity constraints** that limit their ability to significantly influence and contribute to dialogue, policies, legislation, development plans and budgets and access to the right to information. Such capacity constraints can be considered a major cross-cutting challenge faced by CSOs, affecting their efforts to operate effectively in their various

¹³ Definition as per NDICI-GLOBAL Europe, Article 46: Civil society organisations embrace a wide range of actors with multiple roles and mandates which includes all non-State, not-for-profit independent and non-violent structures, through which people organise the pursuit of shared objectives and ideals, whether political, cultural, religious, environmental, social or economic. Operating from local, national, regional and international levels, they comprise urban and rural, formal and informal organisations.

areas of work. This is particularly true in the realm of governance and accountability processes (notably in policy dialogue) and responsiveness to citizen's needs and rights. CSOs furthermore face internal capacity constraints including in relation to their **own governance and accountability**, which can substantially hamper their credibility and effectiveness.

Furthermore, **the ability for Civil Society to act freely as actors in their own right is continuously diminishing, with very few positive examples of the opposite**¹⁴. This closing space for Civil Society is part of a general authoritarian pushback against democracy, has had a serious negative impact on the full enjoyment of all human rights and poses a significant obstacle to Civil Society organisations at large to operate as actors of good governance and development. Regimes across the world now use an array of tactics ranging from legal, administrative, and financial regulations to defamation and violence, hate speech, and disinformation etc.¹⁵ State and non-state actors alike use intimidation, harassment, threats or attacks to silence individuals and organisations. This negative development has recently intensified in the wake of the Covid-19 crisis, which has brought a trail of restrictive measures.

This Action seeks to address these challenges through a specific and consistent focus on strengthening civil society partner's **capacity**, enabling and ensuring their meaningful **participation** as per above, and on improving the **environment in which they operate**. Specific initiatives and actions corresponding to these priorities will be decided on by EU Delegations in respective partner country, in dialogue with civil society partners, and in line with the priorities of respective CSO Roadmap as per above.

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

The direct beneficiaries are, at country level, the **civil society organisations and their networks and/or platforms**. In principle, all activities should be based upon **initiatives of local Civil Society Organisations**; their active involvement during all stages of implementation should be ensured. Civil Society is highly heterogeneous and encompasses a wide range of actors with multiple roles and mandates which includes all non-State, not-for-profit independent and non-violent structures, through which people organise to pursue shared objectives and ideals, whether political, cultural, religious, environmental, social or economic.¹⁶ Under this action, priority will be given to local CSOs, women and youth organizations, including among them organisations representing the most marginalised voices, in accordance with the overarching priorities of the CSO Thematic Programme 2021-2027.

The final beneficiaries are all citizens and inhabitants (women and men, boys and girls) of the different EU partner countries. They will benefit from CSO work on advocacy for better reforms and development, monitoring of governance and, to a more limited extent, through direct implementation of aid by CSOs.

¹⁴ According to the CIVICUS Monitor the situation deteriorated in eleven countries between 2019 to 2020, and only two improved. 87 % of the world's population now live in countries rated as 'closed', 'repressed' or 'obstructed' - an increase of over 4% from 2020. See: <https://findings2020.monitor.civicus.org/rating-changes.html>

¹⁵ Noticeable negative developments include increasingly strict approval and licensing procedures for CSOs; requiring funds to be channelled through government-controlled intermediaries; punitive taxes and administrative fees; and arduous and discriminatory administrative requirements. Youngs, R. and A. Echague, "Shrinking space for Civil Society: the EU response", European Parliament, Policy Department, Directorate-General for External Policies, April 2017, p. 9.

¹⁶ They include, but are not limited to: Nongovernmental organisations, organisations representing indigenous peoples, women's and youth organisations, diaspora organisations, migrants' organisations, local traders' associations and citizens' groups, cooperatives, employers' associations and trade unions (social partners), organisations representing economic and social interests, organisations fighting corruption and fraud and promoting good governance, civil rights organisations and organisations combating discrimination, local organisations (including networks) involved in decentralised regional cooperation and integration, consumer organisations, environmental, teaching, cultural, research and scientific organisations, universities, churches and religious associations and communities, philosophical and non-confessional organisations, the not-for-profit media and any non-governmental associations and independent foundations, including independent political foundations.

3. DESCRIPTION OF THE ACTION

3.

3.1. Objectives and Expected Outputs

The Overall Objective (Impact) of this Action, corresponding to the overarching Overall Objective of the CSO Thematic Programme is to *strengthen CSOs as independent actors of good governance and development in their own right. The action aims to contribute to an inclusive, participatory, empowered, and independent civil society and democratic space in partner countries; and an inclusive and open dialogue with and between Civil Society Organisations* [priority 1, CSO Thematic Programme 2021-2027].

The Specific Objective [Outcome] of this Action is accordingly:

1. *Strengthen local civil society Organisations' (CSOs) engagement as actors of good governance and development at country level*

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

- 1.1 *Strengthened capacities of local CSOs' to engage in policy dialogue at national level and in dialogue, implementation and monitoring of EU and national development plans and programmes*
- 1.2 *Improved capacity and ability of local civil society partners to uphold and promote an enabling environment in respective partner country*

Through the specific focus on women and youth, the following specific output is also outlined for the Action:

- 1.3 *Strengthened capacity of local CSOs to engage in gender equality and youth inclusion and strengthened capacity of local women's and youth partner CSOs*

3.2. Indicative Activities

Output 1.1 can include, but is not limited to, activities contributing to:

- Initiating and contributing to national policy dialogue on civil society and civil society contribution to governance and development
- Enabling civil society participation in and contribution to policy dialogue and decision-making processes at all levels
- Supporting civil local society contributions to regional and international dialogue fora, processes and platforms
- Supporting CSO organizational capacity related to internal governance; programme, project and financial management; advocacy etc.
- Supporting CSO sector-specific technical, research, analysis and advocacy capacity;
- Supporting CSO effectiveness, accountability and transparency
- Supporting CSO financial management capacities
- Supporting local CSO networks and platforms to promote coordination, collaboration and exchange.
- Supporting CSOs contribution to actions aimed at preventing, addressing and mitigating risks and vulnerabilities, including those related to conflict, and in building communities resilience in relation to crises (including COVID) and promote peace and conflict prevention in fragile and conflict affected countries

As explained before, activities aimed at empowering civil society through digital technologies should be paid particular attention. This includes but is not limited to:

- Supporting CSOs capacity to benefit from digital tools in the conduct of advocacy and in the implementation of their daily activities

- Support CSOs in raising awareness of public authorities and citizens regarding the possible opportunities and challenges posed by the digital transformation, and support CSOs in advocating for strong policies, legislation and regulatory frameworks aimed at addressing those challenges and harnessing the opportunities of digitalization, in line with the EU's human-centric approach
- Support CSOs in strengthening digital skills of citizens in order to create an inclusive digital transformation
- Supporting CSOs awareness of digital threats as well as their digital security through training and secured digital infrastructure
- Support and strengthen CSOs capacity to reduce the digital gender gap and other gaps related to age, disability, location, social and economic status, discrimination and migration/refugee status (IDPs, refugees, etc.)

Activities related to Output 1.2 can include, but is not limited to:

- Technical and legal support to strengthen CSO partners capacity and ability to uphold, preserve and promote an enabling environment
- Support for civil society advocacy related to an enabling environment, including support to strengthen the positive narrative of civil society and counter defamation, hate speech and digital harassment on social media platforms
- Support for local and national civil society networks and platforms and civil society participation in multi-stakeholder dialogue fora aimed at strengthening alliances for civil society with other actors including media, private sector, academia etc. including ensuring accessibility of meetings and platforms to enable diverse organisations to participate.

Activities under this output will be informed, complemented, and strengthened by activities under the global Monitoring and Engagement System for an enabling environment (AD1, Component 3).

Output 1.3 can include, but is not limited to, activities contributing to:

- Initiating, contributing to, and supporting policy dialogue on youth and gender equality and women's rights and enabling the active participation of youth, youth organizations, women and women's organizations in decision-making processes at all levels
- Supporting capacity building and training for youth and women's organizations, and for CSOs working specifically on youth inclusion and gender equality
- Strengthen the rights of young people, including of those more marginalised, such as girls, young with disabilities or belonging to other marginalised groups, and their empowerment and involvement in public affairs, including by promoting their participation in their economy, society, and decision-making, notably through their active engagement in youth organisations
- Strengthening the capacity of CSOs to carry out gender-responsive budgeting and planning
- Involving men and boys' associations, women's organisations, faith-based organisations, youth organisations, and media in the transformative process of engendering social change, in particular by challenging stereotypes

Activities conceived and implemented by CSOs from EU partner countries will be given priority, in order to support and benefit from their local knowledge, empower them, invest in their development and sustainability, and facilitate their access to funding.

The initiatives and actions foreseen under this Action Document will be managed mainly by European Union Delegations, and European Commission Headquarters when appropriate.

The Action will be implemented in the EU partner countries listed under section 4.3

3.3. Mainstreaming

Environmental Protection & Climate Change

Adequate consideration for environment protection and sustainable management of natural resources will be ensured in the design and implementation of supported initiatives at partner country level. The Strategic Environmental Assessment (SEA) screening concluded that no further action was required. The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment). The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment)

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective of the Action. This will be attained through integrating the objectives of the third EU Gender Action Plan (GAP III), with a specific focus on the goal outlined in the NDICI-GLOBAL EUROPE on **enhancing funding to women's organisations and other relevant organisations working on gender equality**¹⁷ as well as to **strengthen strategic dialogue on gender equality and women's empowerment with CSOs including women organisations** through the framework of the CSO Roadmaps, where the inclusion of women's organizations is highly prioritized.

Human Rights/ Democracy

Civil Society Organisations (CSOs) are vital to the attainment of human rights and democracy in all EU partner countries and their contribution to these areas is a core pillar of the CSO Programme through its focus on CSOs as actors of good governance. The action will in all partner countries adhere in full to the implementation of the **Rights-Based Approach (RBA)** to development, encompassing all Human Rights as well as EU's commitment to promote and protect human rights and democracy as enshrined in the **Joint Communication and EU Action Plan on Human Rights and Democracy for 2020-2024**. Specific rights of indigenous peoples, persons with disabilities, as well as minorities should be carefully considered.

Disability

Civil society is a vital actor in **promoting and defending the rights of marginalized people** facing particularly harsh discrimination. As per the EU Strategy of the Rights of Persons with Disabilities (2021-2030), the EU will continue to support CSOs to ensure that representatives of persons with disabilities can participate in all relevant processes through specific and inclusive structured dialogues, at EU, partner countries and global level. As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the action will be of relevance for the inclusion of persons with disabilities as organizations specifically representing, and/or as part of their mandate targeting, the rights of people with disabilities. Engagement with organisations of persons with disabilities is an important principle of the CRPD and so also is recognising that disability crosscuts other CSOs such as CSOs of women, youth. However, it should be noted that there is no specific output/expected result or indicator for such organizations under this Action. Their inclusion is recommended but decision will be at the discretion of each Delegation.

Conflict sensitivity, peace and resilience/ Disaster Risk Reduction

Civil Society is a vital actor for conflict prevention, resilience, peacebuilding and security in fragile and conflict-affected contexts and are furthermore often the basis of resilience at community level, and vital partners in risk reduction as well as in response to crisis.

Support for civil society under the action is expected to further strengthen civil society capacity in this regard, as well as to include civil society in policy dialogue on relevant EU policies and initiatives. Support for service delivery through CSOs, though limited under the CSO thematic Programme, is expected to be warranted in fragile contexts and crisis. A conflict sensitive approach will be consistently applied and recommendations from existing or ongoing conflict analyses and ensuing conflict sensitivity recommendation should be taken into account.

Youth:

The European Union recognises youth as key actors of development and an integral part of the solution to promote peace and security. Despite this, young people are far often excluded from policy and decision-making processes on issues that affect them and their future. Civil Society is an important actor in promoting you engagement and involving, and/or representing, youth and youth interests in key policy processes. However, youth in Civil Society face significant obstacles, both with regards to funding, but also with regards to attitudes and informal barriers, as youth organizations and youth activists risk being seen as less credible than older and or more established counterparts¹⁷. This exclusion can be further compounded by youth from different backgrounds e.g. young persons with disabilities and young LGBTIQI. The Action at hand will seek to support youth organizations capacities and participation, as well as the capacities for youth inclusion of CSO partners at large, in a gender sensitive and responsive way, taking into account the different barriers and obstacles for male and female youth. It furthermore seeks to contribute to strengthening youth engagement in policy dialogue with the EU, through the inclusion of youth in the structural dialogue with Civil Society at large. Both approaches represent individual Outputs under the Action and will be monitored throughout the Action.

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
3: People and the organisation	Weak and/or uneven stakeholder engagement in policy dialogue with public authorities.	M or H (depending on the country)	M	EU Delegations to provide support CSO capacity building initiatives and/or support CSOs with specific training and assistance on this matter as well as to create structured dialogue spaces to enhance trust and competencies.
2: Planning, processes and systems;	Weak organizational capacity to implement agreements under the Action.	L	H	Activities under the action shall specifically support strengthening CSO organizational capacities. EU Delegations to organise demand-driven capacity development training in favour of CSOs in order to improve their project cycle management capacities.
1: External environment;	COVID-19 presenting challenges for partners in implementation of contracts as well as in participation in dialogue. <i>(All components)</i>	M to H (depending on the country)	M	An increased level of flexibility and adjustment applied in contract management to mitigate risks. Specific support to strengthening of partners digital infrastructure.

¹⁷ For example, more than 69% of youth-led groups operate with budgets of under USD 10,000 per year, <https://www.civicus.org/index.php/what-we-do/strengthen/civicus-youth#:~:text=Youth%20in%20civil%20society%20face%20multiple%20obstacles%20to,with%20budgets%20of%20under%20USD%2010%20000%20per%20year.>

1: External environment;	Risks for CSO Networks, Platforms and their partners who are participating in dialogue and implementation of activities under the Action, with particular regard to those addressing sensitive issues.	M to H (depending on the country)	H	<p>The risk will be especially considered by the Contracting Authority when launching and implementing the Calls for Proposals and continuously monitored throughout implementation.</p> <p>Apply conflict sensitivity assessments when required, mitigating the risk of exacerbating tensions and divisions as well as protecting the security and safety of CSOs representatives.</p> <p>EU political dialogue with relevant actors to underline vital role of civil society.</p>
1: External environment;	Environment not conducive for CSOs working on gender equality and human rights issues; Weak capacity of women's organisations and restricted possibility to engage in dialogue on human rights and gender equality with public authorities; limited financial capacities of women's organisations.	M to H (depending on the country)	M	<p>Support CSO awareness raising towards general public and authorities on gender equality and human rights issues and the importance of supporting women's organisations and CSOs working on gender equality and human rights.</p> <p>Priority shall be given to support for of women's organisations and CSOs working on gender equality.</p>

Lessons Learnt:

The upcoming CSO Thematic Programme under NDICI-GLOBAL EUROPE, including the Action at hand, builds on the achievements and lessons learned of the CSO-LA (Civil Society Organizations and Local Authorities) programme 2014-2020. Several studies and reports, assessments, exchanges of best practices and independent evaluations have allowed lessons of relevance to the Action at hand to be drawn from the implementation of the previous programme. These include:

- *There is a need to limit priorities and focus on the programme's unique added value for increased complementarity, efficiency, and attainment of results.*

Whilst in parts effective and attaining results, the CSO-LA programme had too many dispersed priorities involving too many actions without a unified approach and impact, often with CSOs acting more as traditional implementers of aid rather than as actors of development policy. It is thus important that the programme focusses more on clearer priorities and added value. The CSO Thematic Programme, including the Action at hand, will therefore have a stronger focus on the **three core priorities of the EU's CSO policy**, intending to strengthen civil society capacity, participation and environment to enable them to function as independent actors of good governance and development. This is at the

heart of the Action. Through a focus on capacity strengthening, and inclusion in dialogue, of CSOs active in the EUs prioritised sectors in respective partner country, as well as an increased focus on EU prioritized target groups such as women and youth organizations, in respective countries, greater complementarity to geographic programmes will be achieved, which will serve to strengthen the EUs overall development impact in partner countries.

Service delivery through civil society partners is included under the programme but will in accordance with lessons learnt be more limited and selective under the Action at hand.

- *There is a need to broaden the definition of and support for CSO capacity building.*

Whilst there is evidence that the programme contributed to capacity building of CSO partners in terms of building skills in program, project, and financial management, it was weaker on supporting CSO's internal governance, research and advocacy skills, and in sector-specific technical capacity building. This should be addressed by adhering to a broader more comprehensive definition of capacity building under the Action, including institutional and operational capacities in the areas of governance; accountability; program, project, and financial management; research and analysis, advocacy; sector-specific capacity building; access to funding, as per relevance in respective partner country.

- *There is a need to focus more on reaching and supporting national and local CSOs, as well as women's and youth organisations.*

Despite the mandate of the programme to work with a wide spectrum of CSOs, and despite a clear policy directive as per the 2012 communication "The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations" to work more with national and local CSOs in partner countries, the CSO-LSA Programme still primarily cooperated with a more limited spectrum of international, traditional CSOs. Support to local (grass-root) Civil Society organisations remained limited,¹⁸ and funds were not sufficiently reaching youth and women's organisations that are priorities for the Commission. This will accordingly be a clear priority of the Action at hand. Whilst EU Delegation are free to work with and support a broad range of CSO actors, efforts should be made to ease access to funding as well as to inclusive and accessible dialogue for and with national and local CSOs, and women's and youth organizations, prioritise them as actors for dialogue and support in all partner countries.

- *There is a need to adapting to increasing challenges to, and focus more on supporting, an enabling environment for civil society.*

Last, but not least, the space for civil society has shrunk significantly since the onset of the last CSO-LA programme in 2014. Civic freedoms are reportedly under threat in more than 100 countries and CSOs are regularly the subject of violent crackdowns or physical attacks. It is therefore essential that, in complementarity with the Human Rights and Democracy Programme, the CSO Programme integrates this increasing challenge and the constraints it entails by continuing to reinforce and further adapt its support to creating and maintaining an enabling operating environment for CSOs in all partner countries. Whilst this was not a standalone priority under the CSO-LA programme it was and will continue to be a core element of all CSO Roadmaps, and a priority for CSO support under the Action in all partner countries.

¹⁸ OECD Peer Review 2018, Ch. 5 Fig 5.1. Internal analysis shows that 33% of INTPA funds in support for Civil Society were contracted to local Civil Society organisation during the period 2014-18, the DG NEAR evaluation finds that the share of local CSOs is above 50% for the period 2007-2018.

3.5. The Intervention Logic

The underlying intervention logic for this action is as follows:

The Action intends to, through the specific activities as decided on and implemented by EU Delegations in respective partner country, funded through country allocations, *strengthen capacities of local CSOs' to engage in policy dialogue at national level and in dialogue, implementation and monitoring of EU and national development plans and programmes [Output 1.1]*. Activities under respective country allocation as decided by respective EU Delegation shall specifically serve to *improve the capacity and ability of local civil society partners to uphold and promote an enabling environment in respective partner country [Output 1.2]*. Through the specific focus on women and youth, activities will also serve to specifically *strengthen the capacity of local CSOs to engage in gender equality and youth inclusion and strengthened capacity of local women's and youth partner CSOs [Output 1.3]*

A core assumption for the implementation of the activities and for the attainment of subsequent outcomes is that relevant civil society organisations, networks and platforms, that through their respective strategies and activities contribute to the Commission's priorities, including to the reduction of inequalities, human rights and democracy, social inclusion and human development, gender equality, peace and security as well as issues of jobs and growth, migration and climate, are willing and able to engage in dialogue and implementation as per the respective actions in each partner country.

If these Outputs are delivered and the assumptions at the level of Outputs hold true, this will ensure the realization of the objective to *strengthen local civil society Organisations' (CSOs) engagement as actors of good governance and development at country level [Outcome 1]*.

A core assumption for the attainment of this Outcome is that civil society in partner countries are capacitated and invited to contribute to policy dialogue on development on all levels, and to the implementation and monitoring of development plans and initiatives at partner country level not least through active EU engagement and support for such participation.

If the Outcome is achieved and the assumptions at this level hold true, this will in turn contribute to the long-term objective of the Programme to strengthen CSOs as independent actors of good governance and development in their own right [Overall Objective/Impact].

3.6. Logical Framework Matrix

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

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To strengthen CSOs as independent actors of good governance and development in their own right	1. Number of partner countries where the political leadership recognize the value of, and enables, the participation of civil society in policy and legislative making processes.	1. TBD	TBD	1. Baseline and endline surveys conducted and budgeted by the EU-funded intervention.	<i>Not applicable</i>
Outcome 1	1 Local civil society Organisations' (CSOs) engagement as actors of good governance and development at country level has been strengthened	1.1 Number of government policies developed or revised with civil society organisation participation through EU support** (EURF) 1.2 Number of grassroots and local civil society organisations benefitting from (or reached by) EU support** (EURF) 1.3 Share of youth and women's organisations out of total number of organizations benefitting from EU support.	1.1 0 1.2 TBD 1.3 TBD	1.1 200 1.2 TBD 1.3 TBD	1.1 EU Results Framework Annual Reporting Exercise 1.2 EU Results Framework Annual Reporting Exercise 1.3 Survey for EUDELs at beginning and end of Action	Civil society in partner countries are capacitated and invited to contribute to policy dialogue on development on all levels, and to the implementation and monitoring of development plans and initiatives at partner country level not least through active EU engagement and support for such participation.
Output 1 related to Outcome 1	1.1 Capacities of local CSOs' to engage in policy dialogue at national level and in dialogue, implementation	1.1.1 Number of initiatives under the Action which specifically promoted	1.1.1 0 1.1.2 0 1.1.3 110	1.1.1 TBD 1.1.2 TBD 1.1.3 TBD	1.1.1 - 1.1.3	Relevant civil society organisations,

	and monitoring of EU and national development plans and programmes has been strengthened	<p>the inclusion of CSOs in public policy formulation (CSO RM indicator)</p> <p>1.1.2: Number of capacity development initiatives funded under the Action that improved core CSO capacities (CSO RM indicator)</p> <p>1.1.3 Number of EUDEL that have adopted a CSO roadmap in dialogue with CSOs</p>			Survey for EUDELs at beginning and end of Action	networks and platforms, that through their respective strategies and activities contribute to the Commission's priorities, including to the reduction of inequalities, human rights and democracy, social inclusion and human development, gender equality as well as issues of jobs and growth, migration and climate, are willing and able to engage in dialogue and implementation as per the respective actions in each partner country.
Output 2 related to Outcome 1	1.2 Local civil society partners capacity and ability to uphold and promote an enabling environment in respective partner country has been improved	1.2.1 Number of initiatives funded under the Action that strengthened CSO capacity to response to changes in, uphold and promote an enabling environment.	1.2.1 0	1.2.1 TBD	1.2.1 Survey for EUDELs at beginning and end of Action	
Output 3 related to Outcome 1	1.3 Capacity of local CSOs to engage in gender equality and youth inclusion, and capacity of local women's and youth partner CSOs, have been strengthened	<p>1.3.1 Amount of funding under the Action directed towards a) women's rights organisations and movements [GAP III] and b) youth organizations</p> <p>1.3.2 Number of EU Delegations that include a) women and b) youth organisations in their regular/structural dialogue with civil society</p>	<p>1.3.1</p> <p>a) 0</p> <p>b) 0</p> <p>1.3.2</p> <p>a) TBD</p> <p>b) TBD</p>	<p>1.3.1</p> <p>a) TBD</p> <p>b) TBD</p> <p>1.3.2</p> <p>a) TBD</p> <p>b) TBD</p>	1.3.1 – 1.3.2 Survey for EUDELs at beginning and end of Action	

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner countries /territories included under the Action

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, is 120 months from the adoption by the Commission of this Financing Decision, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements.

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

4.3. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹⁹.

4.3.1. Direct Management (Grants)

Grants: (*direct management*)

(a) Purpose of the grant(s)

All initiatives under the Action should contribute through the Overall Objective of this Action, corresponding to the overarching Overall Objective of the CSO Thematic Programme that is to *strengthen CSOs as independent actors of good governance and development in their own right*, and to the Specific Objective (Outcome) of this Action that is to *Strengthen local civil society Organisations' (CSOs) ability to engage as actors of good governance and development at country level*. As well as to the achievement of outputs 1.1, 1.2 and 1.3 (section 3.1 and section 3.2).

Applications included under valid reserve list selected under call for proposals launched under DCI CSO thematic programme are eligible to be financed under this decision provided that they comply with this action document in particular with the overall and specific objectives (section 3).

(b) Type of applicants targeted

Non-profit making CSOs and/or their associations. Priority will be given to supporting CSOs and/or their associations from partner countries in order to strengthen their capacity, in line with the overall objectives of the Action. Should it be considered more effective, EU Delegations could envisage broadening the eligibility to applicants from other eligible countries (mentioned below). In those cases, projects proposals should be based on local initiatives and genuine involvement of CSOs from partner countries should be ensured at all stages.

The eligibility of Co-applicant and affiliated entities is restricted to all types of non-profit making CSOs and/or their associations, and Local Authorities and/or their associations when this is justified for the benefits of CSOs, originating from the countries described above.

¹⁹ 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.

(c) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be exceptionally awarded without a call for proposals to eligible beneficiaries, non-profit making CSOs and their associations, provided that one of the exceptions foreseen in Art 195 of the Financial Regulation is fulfilled.

In these cases, priority will be given to Civil Society Organisations and their associations originating from the EU partner country where the action takes place in line with the overall objectives of the CSO Thematic Programme.

4.3.2. Direct Management (Procurement)

For in-country interventions, EU Delegations may be able to spend up to 5% of the respective annual operational country allocation for accompanying the implementation of this priority of the thematic programme. Those accompanying measures must cover activities of direct benefit to the organisations/partners targeted by the country programme, such as consultation sessions, information sessions on Calls for Proposals, local mapping studies, training seminars and workshops related to the programme, reasonable accommodation and accessibility measures, capitalisation studies, programme evaluations at country level and/or other activities focusing on the strengthening of actors. The type of tenders and contracts will be determined in each case by the European Union's standard procedures for the implementation of external actions. Support measures do not cover activities or expenditure aimed at helping EU Delegations to manage the programme, such as technical assistance for the evaluation of proposals, projects' audits or follow-up of the programme.

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

If implementation through direct management with civil society cannot be implemented due to circumstances outside of the Commission's control, in exceptional and duly justified cases required by the local in-country context and the nature of the action, country allocations may be implemented by indirect management with an international organisation and/or an EU Member State organisation for the benefit of civil society, after consultation of headquarters,

The entity will be selected by the Commission services using the following criteria: (i) its competence and expertise in the required field; (ii) its capacity to work with local civil society ensuring their genuine involvement; (iii) its added value; and (iv) its operational capacity.

4.4. 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:

As applicant: the eligibility of organisations participating in procurement and grant award procedures under the action is restricted to organisations originating from (art. 28 NDICI-Global Europe Regulation):

- I. Member States, beneficiaries listed in the relevant Annex to the IPA III Regulation and contracting parties to the Agreement on the European Economic Area;
- II. Neighbourhood partner countries and the Russian Federation when the relevant procedure takes place in the context of the programmes referred to in Annex I of the NDICI-Global Europe regulation in which it participates;
- III. developing countries and territories, as included in the list of ODA recipients published by the OECD Development Assistance Committee, which are not members of the G-20 group, and overseas countries and territories;

IV. developing countries, as included in the list of ODA recipients, which are members of the G-20 group, and other countries and territories, when the relevant procedure takes place in the context of an action financed by the Union under the Instrument in which they participate;

V. Countries for which reciprocal access to external funding is established by the Commission; that access may be granted, for a limited period of at least one year, whenever a country grants eligibility on equal terms to entities from the Union and from countries eligible under the Instrument; the Commission shall decide on the reciprocal access and on its duration after consultation of the recipient country or countries concerned;

VI. Member countries of the OECD, in the case of contracts implemented in a LDC or a highly indebted poor country, as included in the list of ODA recipients.

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).

The list of targeted countries and respective budget allocations is provided here below:

Countries	Allocations 2021-24	2021	2022	2023	2024
Argentina	4.481.000		2.000.000		2.481.000
Barbados and Easter Caribbean	1.338.000		1.338.000		-
Belize	712.000		712.000		-
Bolivia	9.393.000		4.393.000		5.000.000
Brazil	12.097.000		5.800.000		6.297.000
Chile	4.126.000		1.900.000		2.226.000
Colombia	12.745.000	6.805.500		5.939.500	
Costa Rica	1.414.000		1.414.000		-
Cuba	4.134.000		1.900.000		2.234.000
Dominican Republic	3.492.000		3.492.000		-
Ecuador	7.171.000		3.000.000		4.171.000
El Salvador	4.552.000		2.000.000		2.552.000
Guatemala	6.889.000	3.949.500		2.939.500	
Guyana	934.000		934.000		-
Haiti	7.554.000	4.060.500		3.493.500	
Honduras	5.828.000	3.060.500		2.767.500	
Jamaica	1.798.000		1.798.000		-
Mexico	8.379.000		3.800.000		4.579.000
Nicaragua	3.648.000	2.060.500		1.587.500	
Panama	973.000		973.000		-
Paraguay	2.932.000		1.300.000		1.632.000
Peru	7.272.000	4.332.500		2.939.500	
Suriname	1.017.000		400.000	617.000	
Trinidad and Tobago	743.000		743.000		-

Uruguay	2.184.000		1.000.000	1.184.000	
Venezuela	9.727.000	5.060.500		4.666.500	
Americas and the Caribbean	125.533.000	29.329.500	38.897.000	26.134.500	31.172.000

Countries	Allocations 2021-24	2021	2022	2023	2024
Afghanistan	7.765.000		2.817.749	4.947.251	
Bangladesh	12.829.000	6.889.500		5.939.500	
Bhutan	3.500.000		3.500.000		
Cambodia	8.975.000		4.000.000		4.975.000
China	5.750.000		2.750.000		3.000.000
Fiji and Pacific islands (including Solomon, Vauatu)	4.075.000		2.000.000		2.075.000
Hong Kong	2.000.000		2.000.000		-
India	18.539.000		9.000.000		9.539.000
Indonesia	17.837.000		8.000.000		9.837.000
Iran	7.038.000		2.800.000		4.238.000
Iraq	3.491.000	2.551.500		939.500	
Kazakhstan, and Turkmenistan	3.050.000		900.000	2.150.000	
Korea (DPRK - North)	2.479.000	1.539.500		939.500	
Kyrgyz Republic	5.013.000		2.500.000		2.513.000
Laos	6.205.000		3.000.000		3.205.000
Malaysia	9.159.000	5.249.981		3.909.019	
Mongolia	4.340.000		2.000.000		2.340.000
Myanmar/Burma	11.613.000	6.060.500		5.552.500	
Nepal	9.156.000		4.500.000		4.656.000
Pakistan	11.414.000		5.500.000		5.914.000
Papua New Guinea	4.680.000		2.000.000		2.680.000
Philippines	9.622.000	5.060.500		4.561.500	
Sri Lanka and Maldives	4.986.000		2.000.000		2.986.000
Tajikistan	3.978.000		1.900.000		2.078.000
Thailand	10.108.000		4.700.000		5.408.000
Timor-Leste	3.897.000		1.500.000		2.397.000
Uzbekistan	3.468.000		1.000.000	2.468.000	
Vietnam	8.899.000		4.000.000		4.899.000
Yemen	8.413.000	4.473.500		3.939.500	
Asia and the Pacific	212.279.000	31.824.981	72.367.749	35.346.270	72.740.000

Countries	Allocations 2021-24	2021	2022	2023	2024
Angola	7.032.051		2.683.613		4.348.438
Benin	4.355.000		2.000.000		2.355.000

Botswana	1.054.000		1.054.000		-
Burkina Faso	7.609.000	4.060.500		3.548.500	
Burundi	9.044.000	5.060.500		3.983.500	
Cameroon	7.747.000	4.060.500		3.686.500	
Cape Verde	3.000.000		3.000.000		-
Central African Republic	6.645.000	3.705.500		2.939.500	
Chad	4.524.000	2.584.500		1.939.500	
Comoros	2.066.000		750.000	1.316.000	
Congo	7.347.000		3.000.000		4.347.000
Côte d'Ivoire	6.681.000		3.000.000		3.681.000
Democratic Republic of the Congo	17.643.000	9.060.500		8.582.500	
Djibouti	1.000.000		400.000	600.000	
Equatorial Guinea	3.500.000		3.500.000		
Eritrea	2.706.000		2.706.000		-
Eswatini	1.651.000		1.651.000		-
Ethiopia	10.814.000	5.874.500		4.939.500	
Gabon and Sao Tome & Principe	4.842.000		2.000.000		2.842.000
Gambia	3.459.000		3.459.000		-
Ghana	7.300.000		3.000.000		4.300.000
Guinea	5.633.000		2.500.000		3.133.000
Guinea-Bissau	6.064.000		3.000.000		3.064.000
Kenya	11.550.000	5.060.500		6.489.500	
Lesotho	2.457.000		2.457.000		-
Liberia	3.000.000		3.000.000		-
Madagascar	5.975.000	3.060.500		2.914.500	
Malawi	8.945.000	5.005.500		3.939.500	
Mali	9.944.000	5.720.500		4.223.500	
Mauritania	4.212.000	2.560.500		1.651.500	
Mauritius and Seychelles	3.311.000		1.000.000	2.311.000	
Mozambique	10.630.000	6.060.500		4.569.500	
Namibia	2.112.000		2.112.000		-
Niger	2.500.000	1.560.500		939.500	
Nigeria	12.065.000	6.560.500		5.504.500	
Rwanda	8.020.000		3.700.000		4.320.000
Senegal	9.611.000		4.500.000		5.111.000
Sierra Leone	7.993.000	5.053.500		2.939.500	
Somalia	7.225.000	4.060.500		3.164.500	
South Africa	7.012.000		3.200.000		3.812.000
South Sudan	8.289.000	4.560.500		3.728.500	

Sudan	12.347.000	6.560.500		5.786.500	
Tanzania	10.836.000	5.060.500		5.775.500	
Togo	4.550.000	2.060.500		2.489.500	
Uganda	9.633.000	5.060.500		4.572.500	
Zambia	9.147.000		4.300.000		4.847.000
Zimbabwe	10.773.000	5.060.500		5.712.500	
Sub-Saharan Africa	313.853.051	107.472.500	61.972.613	98.247.500	46.160.438

Countries	Allocations 2021-24	2021	2022	2023	2024
Armenia	5.000.000	2.000.000	0	1.500.000	1.500.000
Azerbaijan	5.000.000	0	1.500.000	1.500.000	2.000.000
Belarus	10.000.000	3.000.000	3.000.000	2.000.000	2.000.000
Georgia	7.000.000	0	2.000.000	3.000.000	2.000.000
Moldova	5.000.000	0	0	3.000.000	2.000.000
Ukraine	10.000.000	0	3.500.000	3.500.000	3.000.000
Russia	20.000.000	8.000.000	0	7.000.000	5.000.000
Algeria	2.600.000	0	1.000.000	1.000.000	600.000
Egypt	8.900.000	3.000.000	3.000.000	2.900.000	0
Israel	5.900.000	0	2.000.000	2.000.000	1.900.000
Jordan	4.000.000	1.000.000	1.000.000	1.000.000	1.000.000
Lebanon	2.000.000	1.000.000	500.000	0	500.000
Libya	6.000.000	1.500.000	1.500.000	1.500.000	1.500.000
Morocco	6.000.000	1.500.000	1.500.000	1.500.000	1.500.000
Syria	6.300.000	2.000.000	1.000.000	2.000.000	1.300.000
Tunisia	2.400.000	0	2.400.000	0	0
West Bank & Gaza	8.900.000	0	3.000.000	3.500.000	2.400.000
NEAR	115.000.000	23.000.000	26.900.000	36.900.000	28.200.000

OVERALL	766.665.051	191.626.981	200.137.362	196.628.270	178.272.438
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4.5. Indicative Budget

Indicative Budget components ²⁰	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
Objective 1, Outputs 1.1-1.3: composed of	766.665.051
Grants (direct management) – cf. section 4.4.1	N.A. (At the discretion of EU Delegations)

²⁰ N.B: The final text on audit/verification depends on the outcome of ongoing discussions on pooling of funding in (one or a limited number of) Decision(s) and the subsequent financial management, i.e., for the conclusion of audit contracts and payments.

Procurement (direct management) – cf. section 4.4.3	N.A. (At the discretion of EU Delegations)
Evaluation – cf. section 5.2 Audit – cf. section 5.3	May be covered by Action Document 4 of this decision and/or by another decision 21
Totals	766.665.051

4.6. Organisational Set-up and Responsibilities

EU delegations are responsible for managing their country allocation.

Local calls for proposals will be launched and managed by EU Delegations. This involves: (i) drafting the guidelines for grant applicants; (ii) managing the calls for proposals; (iii) contracting the projects and (iv) monitoring the selected projects.

Exceptionally, some calls for proposals might be launched and managed by European Commission Headquarters.

Commission headquarters plays an important role in the process. They are responsible for the overall management of the CSO thematic programme and ensure overall coherence in the implementation of the programme.

In addition, the action will benefit from the results-oriented monitoring, implemented by independent experts, which includes project reviews and support for reporting on results.

The Commission may undertake additional project-monitoring visits: (i) through its own staff; or (ii) through independent consultants recruited directly by the Commission for independent monitoring reviews;

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

A survey to collect baseline and end-line data from EU Delegations will be part of the monitoring of this Action as well as Action 2 under the same MAAP 2021-2024. The surveys will be conducted by the responsible unit G2.

The day-to-day technical and financial monitoring of the implementation of projects resulting from a call for proposals launched by the EU Delegations 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) and the partner's strategy, policy or reform action plan list (for budget support).

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

21 Where the action is not covered by a financing agreement (see section 4.1), but 'will be covered by another Decision' as it is unlikely that evaluation and audit contracts on this action would be concluded within N+1. These contracts have to be authorised by another Financing Decision.

5.2. Evaluation

Having regard to the nature of the action, an evaluation(s) may be carried out for this action or its components via independent consultants. The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination²². The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

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 audits or expenditure verification assignments for one or several contracts or agreements.

Grants awarded under this Action are managed by the EU Delegations. The audits implemented at project level by the EU Delegations will be part of the Audit Plan centrally managed by the Commission and supported by external consultants.

The financing of these audits shall be covered Action documents 4 – Support measures of this decision.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to strategic communication and public diplomacy activities. It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are no longer required to include a provision for communication actions promoting the programmes concerned. Instead, all strategic communication and public diplomacy activities carried out at country level will be resourced through Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Regional and global strategic communication funds and activities will be managed from headquarters.

²² See best practice of evaluation dissemination

APPENDIX 1 REPORTING IN OPSYS

An Intervention²³ (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a ‘support entities’. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

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 is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of ‘Group of actions’ level, add references to the present action and other action concerning the same Primary Intervention.

In the case of ‘Contract level’, add the reference to the corresponding budgetary items in point 4.6, Indicative Budget.

Option 1: Action level		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
Option 3: Contract level		
<input checked="" type="checkbox"/>	Single Contract 1 Several contracts	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 2	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 3	<foreseen individual legal commitment (or contract)>
<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) #>

²³ ARES (2021)4204912 - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including ‘action’ and ‘Intervention’ where an ‘action’ is the content (or part of the content) of a Commission Financing Decision and ‘Intervention’ is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the concept of intervention.

