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ANNEX II

of the Commission Implementing Decision on the Annual Action Programme 2022 for the Conflict prevention, peacebuilding and crisis preparedness part of the Peace, Stability and Conflict Prevention Thematic Programme

Action Document to enhance EU capabilities for Early warning and conflict analysis

ANNUAL MEASURE

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

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Enhance EU Capabilities for Early Warning and Conflict Analysis OSPYS number: ACT-60775 ; JAD.965351 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 globally
4. Programming document	Multi-Annual Indicative Programme for the Thematic Programme on Peace, Stability and Conflict Prevention 2021-2027
5. Link with relevant MIP(s) objectives/expected results	Priority 1: Continuing to enhance capabilities relating to analytical tools, methodologies, and mechanisms to better detect early signs of conflicts, monitor conflict and design appropriate responses
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Peace, Stability, Conflict Prevention
7. Sustainable Development Goals (SDGs)	Main SDG : 16 Promote just, peaceful and inclusive societies
8 a) DAC code(s)	15220 Civilian peace-building, conflict prevention and resolution
8 b) Main Delivery Channel @	21000 International non-governmental organisations (NGO)
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education X Human Rights, Democracy and Governance

10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers @	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	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"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Connectivity @ Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s): BGUE – B2022-14.020230-C1 – STABILITY AND PEACE			

	Total estimated cost: EUR 2 500 000
	Total amount of EU budget contribution EUR 2 500 000
MANAGEMENT AND IMPLEMENTATION	
12. Type of financing and implementation modality(ies)	Project Modality Direct management through: - Grants

1.2. Summary of the Action

As a global actor, the EU promotes prevention and resolution of conflicts as a means to support peace and prosperity around the world. Effective conflict prevention and resolution, related processes of peacebuilding rely upon a sound understanding of conflict situations and drivers. For this reason, the EU promotes the systematic use of conflict analysis, notably in fragile and conflict-affected countries, to inform its decision-making and its programming and tries to continuously improve its capacity in this field.

This Action aims to strengthen risk awareness of the EU, as well as the international community and third country local stakeholders, engaged in issues related to conflict prevention and peace, in particular enhancing the capacity to prevent the emergence, re-emergence or escalation of violent conflict by strengthening the translation of conflict analysis into early action and response. It will specifically enhance the European Union's conflict prevention capacities by enabling policy-making actors across the EU to identify and act upon conflict risks before they lead to violence. This will be achieved by facilitating access to independent expert early warning information as well as fostering forward-looking exchanges on early action options. The action will have a global scope and focus specifically on countries at risk of emergence, re-emergence or escalation of violent conflict.

2. RATIONALEContext

Preserving peace, preventing conflict and strengthening international security is part of the EU core mandate, as set out in Article 21 of the Treaty of the European Union. In line with this and with the European Commission's priority for a Stronger Europe in the World, the EU Neighbourhood, Development and International Cooperation Instrument – Global Europe contributes to preserving peace, preventing conflicts and strengthening international security.

Conflict analysis can usefully inform decision-making at different levels, as it can facilitate a common understanding of the crises among all EU actors and enhance identification of the range of options for EU action. In this way, conflict analysis can make EU diplomacy, missions and development cooperation more relevant, more effective and potentially more influential.

The 2020 guidance note on the use of conflict analysis in support of EU external action¹ introduces the key principles of conflict analysis, the definition of conflict sensitivity and presents the methodology for conducting a comprehensive EU-led conflict analysis. The Technical User's Guide (2.0): Conflict Analysis Screenings serves as the methodological guide for the (approximately 66) conflict analysis screenings that are scheduled for 2020-2023, as a response to the NDICI requirement for conflict analysis in fragile and conflict-affected countries. As of March 2022, 16 Countries Analysis Screening (CAS) exercises were concluded and validated, and another 20 analyses are on-going. In the course of 2022, 26 new analyses will start, with another 6 scheduled for 2023. To cope with challenging COVID-19 crisis conditions, innovative approaches were developed to organise interactive exchanges (through virtual or hybrid means) and carry out the Conflict Analysis Screenings. As the CAS exercise is approaching its half-way mark, 2022 and 2023 will be moments for an increased focus on follow-up, achievement of key recommendations, and outreach on the findings (both internally, and to Member States).

Moreover, the *Joint Staff Working Document – the EU conflict Early Warning System: objectives, process and guidance for implementation 2020*² presents the EU Conflict Early Warning System (EWS) which complements EU external action conflict analysis. The EWS is a robust risk management tool that identifies, assesses and helps to prioritise situations at risk of violent conflict in non-EU countries. The EWS relies on evidence-based risk factors,

¹ https://eeas.europa.eu/sites/default/files/guidance_note_on_eu_conflict_analysis_final_-280421.pdf

² http://eeas.europa.eu/sites/default/files/jswd_eu_early_ews_from_vista.pdf

e.g. an economic shock or shrinking political space, adopting a time horizon of four years. The system also identifies conflict prevention and peace building opportunities.

Finally, the Horizon Scanning which anticipates and warns about situations of political instability or crises in third countries with a six-month time horizon complements the EU conflict Early Warning System. Horizon Scanning combines quantitative input, such as event data, with qualitative reports and expert input.

2.2. Problem Analysis

Short problem analysis:

Conflict analyses are essential for the EU to i) shape conflict prevention and conflict resolution efforts; ii) ensure effective and conflict-sensitive engagement in countries at risk of violent conflict; iii) strengthen coherence and coordination of its actions in line with the ‘Integrated Approach to conflicts and crises’;³ and iv) inform analytical processes, EU foreign policy and programming decisions relating to countries at risk of violence or ongoing violent conflict. In order to be effective and to provide added value the analysis needs to be joint, integrated, evidence-based, timely and iterative.

Translating early warning information and conflict analysis into early actionable policy responses (political and supported by EU external action instruments) informed by local analysis and perspectives remains key to an effective EU foreign policy. Facilitating dialogue on early warning and policy analysis, including on best practices and lessons learnt, between the EU stakeholders and local and international civil society, and integrating those discussions into EU decision-making processes is therefore of essence. It is crucial for the EU to access quality conflict analysis from stakeholders on the ground in a proactive and regular way, work with local actors in partner countries and help reinforce their capacities as a corner stone of any conflict prevention and peacebuilding strategy.

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

This Action will target EU policy-makers and institutions including the European Commission, European Parliament, EEAS, and EU Member States, in particular through the Council of the European Union. By supporting the dissemination of open-source information, the action will contribute to strengthening the global risk awareness benefiting the EU and entire international community engaged in issues related to conflict prevention and peace.

Stakeholders include national and local civil society actors. The main intended final beneficiaries of the action are the civilians who live in conflict-affected areas and fragile countries, in particular vulnerable populations including children, women and minority groups.

Relevant services, including EEAS, INTPA and NEAR will be closely consulted and associated with the activities to avoid overlaps, ensure complementarity and timely planning of activities.

3. DESCRIPTION OF THE ACTION Objectives and Expected Outputs

The Overall Objective of this action is to enhance the EU’s as well as the international community and third country local stakeholders’ capacity to detect early signs of conflict and to be better equipped to develop options for prevention and response to conflicts.

The Specific Objectives of this action are to:

³ Council Conclusions on the integrated approach (January 2018) <https://data.consilium.europa.eu/doc/document/ST-5413-2018-INIT/en/pdf>

1. Increase awareness of the EU, as well as the international community and third country local stakeholders on conflict risks and mainstreaming of conflict sensitive approaches into policy-making, resulting in strengthened links between early warning, conflict analysis and early response;
2. Provide EU policy-makers with access to targeted, up-to date independent field-based political analysis and early warning information on a country's/region's proneness to large-scale violence. Choice of specific areas of analysis will be provided after coordination with relevant EU colleagues, including INTPA, NEAR, EEAS colleagues, and according to the needs in the field.
3. Facilitate exchanges among EU institutional actors and civil society stakeholders on early warning and early action. Consultation of civil society organisations will be done in close coordination with the Delegation to ensure coordination and complementarity with long-term support to CSO at country level.

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

1. Contributing to Specific Objective 1: EU policy makers as well as the international community and third country local stakeholders are better informed and equipped for managing risks of violent conflicts, leading to timely prioritisation of resources and preventive responses;
2. Contributing to Specific Objective 2: Independent and high quality conflict analysis on countries in conflict-prone, conflict-affected and/or unstable contexts, are timely channelled to EU policy-makers;
3. Contributing to Specific Objective 3: More systematic exchanges of information and analysis between EU policy-makers and civil society organisations take place.

3.2. Indicative Activities

Indicative activities related to Output 1.

- Identification of options for early response and formulation of policy recommendations and/or advice on practical response options tailored specifically to EU policy makers;

Indicative activities related to Output 2.

- Production and dissemination of high quality independent policy analysis and early warning information targeting local and international actors engaged in providing responses to conflict. A specific focus should be placed on EU unmet needs, in particular, those which are not adequately or sufficiently covered by publicly available sources of conflict risk;

Indicative activities related to Output 3.

- Organisation of exchanges between local and global actors to discuss analysis and recommendations in relation to specific countries/contexts;
- Organisation of exchanges between local and global actors to discuss tools and methodologies to carry out analysis and identify possible response options.

3.3. Mainstreaming

Environmental Protection & Climate Change

The relationship between climate change and conflict is recognised as being quite complex and multi-layered. On one side, the effects of climate change can cause sudden and unplanned movements of people, which then can cause competition over the use and availability of resources, use of land and housing. Vice-versa, conflicts often create displacements (both internally as well as across borders), which can put the environment and limited natural resources under stress. Indicators related to the effects of climate change have been recently introduced in conflict analysis methodologies. The EU itself has started to consider them in its own conflict analysis screenings and Early Warning System. This Action will consider these reflections and elements.

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 the Action will include the analysis of the impact that sexual and gender-based violence can have during conflict and, more

broadly, during political violence. It will also consider the role that women have or could have in conflict prevention. The Action will gather data around violence targeting women and girls and will include a gender-sensitive component in the analyses.

Human Rights

Conflicts represent a significant challenge to the protection of human rights and fundamental freedoms. Violations of human rights are often considered as indicators of potential risks of conflict; moreover, violation of human rights themselves can be a conflict trigger. The Action will rely on the international human rights framework as reference framework for all types of analyses.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that project activities should aim to tackle challenges relating to disability and enhance the participation of people with disabilities when appropriate and relevant for the objectives of each project.

Democracy

The Treaty of the European Union recognises that in its relation with the wider world, the EU shall uphold and promote its values, including democracy, human rights and rule of law. The EU Global Strategy for Foreign and Security Policy and the New European Consensus on Development recognise the importance of ensuring that the EU's external action is conflict sensitive, especially in fragile contexts. It also confirms that exclusion, inequality, impunity and absence of the rule of law are primary drivers of conflict.

Conflict sensitivity, peace and resilience

This action will contribute to enhance the capacity of both the EU and its partners to carry out conflict analysis in a robust, timely and inclusive way and to integrate the results and recommendations of this analysis into programming and policy and political dialogue. Conflict analysis informs conflict sensitive programming. It is crucial to understanding the context of intervention to maximise positive impacts and minimise potentially negative impacts, in line with the Humanitarian-Development-Peace Nexus. Besides identifying weaknesses, conflict sensitive analysis looks for entry points to strengthen resilience.

Disaster Risk Reduction

Data related to natural disaster will be taken into consideration by implementing partners in their analyses.

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1, 3	The security and political situation in selected countries deteriorates and local partners are not allowed or not able to carry out conflict analysis without risks to people's lives.	M	H	Flexibility will be embedded in the design of the action so that sufficient levels of analysis can still take place regardless of the security situation. Partner organisations will regularly assess risks and will build in the necessary contingency plans as well as the necessary coping measures to ensure effective and timely implementation.
4	Partner organisations will not have access to quality data and will	M	M	One purpose of the action is to rely on local analysis and local organisations to have access to analysis. Coping measures will be in place to keep access to quality data,

	therefore struggle to produce relevant analyses.			notably with secure remote access technologies. Partner organisations will be selected according to their presence in the field.
2	A high number of analysis are produced duplicating analyses and developing multiple and potentially contradictory messages.	L	M	Partner organisations will fully assess the operational context and which synergies can be built with other organisations operating in or on the same country/context, especially local partners who can be associated to activities.
2, 5	COVID-19 restrictions do not allow the gathering of data or the organisation of exchanges.	L	M	Partner organisations will be able to rely on virtual tools and platforms for both the gathering of data as well as for exchanges with other local and global actors.

Lessons Learnt:

Conflict analysis and conflict sensitivity have become essential elements of the EU’s external action. One of the recommendations of the external evaluation of the EU’s Support to Conflict Prevention and Peacebuilding 2013-2018⁴ has been for the EU to develop conflict sensitivity in a more proactive way and to embed it more deeply into its external action. Two main lessons have been identified by the EU to improve its capacity and work on conflict analysis, early warning, and conflict prevention.

The first refers to the need for the EU to complement its structural risk assessments with more ‘dynamic’ data, to better capture the complexity of conflict situations by analysing short-term changes in conflict dynamics, other types of violence than casualties, new or unknown actors, etc.

The second lesson refers to the need for the EU to work bottom-up and complement its analysis with inputs provided for example by civil society organisations. This would also allow the EU to better capture different perspectives on existing or emerging crises and conflicts and, at the same time, to develop local capacities for conflict analysis and conflict prevention.

3.5. The Intervention Logic

The underlying intervention logic for this action is the following:

IF local and global stakeholders, including the EU, are better informed on risks of violent conflicts and better equipped to link early warning, conflict analysis and early response;

IF EU policy-makers have a better access to targeted, up-to date independent field-based political analysis and early warning information on a country’s/region's proneness to civil war and large-scale violence;

IF more systematic exchanges of information and analysis take place between EU institutional actors and with the civil society actors on early warning and early action,

THEN the EU, as well as international and third country national and local actors will have better capabilities to detect early signs of conflict AND will be able to better develop options for prevention and early response to conflicts.

This is BECAUSE the analysis and exchange of information by local, national and global stakeholders are crucial to develop options to prevent and respond to conflicts.

⁴ https://ec.europa.eu/international-partnerships/external-evaluation-eus-support-conflict-prevention-and-peacebuilding-2013-2018_en

3.6. Logical Framework Matrix

Results	Results chain (e): Main expected results (maximum 10)	Indicators (e): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Enhance the EU, as well as the international community and third country local stakeholder's capacity to detect early signs of conflict and to be better equipped to develop options for prevention and early to conflicts.		To be defined	To be defined		<i>Not applicable</i>
Outcome 1	Increase awareness of the EU, as well as the international community and third country local stakeholders on conflict risks and mainstreaming of conflict sensitive approaches into policy-making, resulting in strengthened links between early warning, conflict analysis and early response.	Number of studies and research carried out. Number of early response and action taken after conflict analysis and/or workshop.				Continuous political buy-in and engagement of the EU policy-makers, as well as local and global partners, in conflict early warning, including in relation to atrocity mass crimes.
Outcome 2	Provide EU policy-makers with access to targeted, up-to date independent field-based political analysis and early warning information on a country's/region's proneness to civil war and large-scale violence.	Number of studies and research disseminated to EU policy-makers. Number of workshops organised.				Continuous commitment and engagement of local, national and international stakeholders, in particular EU policy-makers, in conflict early warning related activities.
Outcome 3	Facilitating exchanges among EU institutional actors and with the civil society actors on early warning and early action.	Number of local CSOs consulted in local-level analysis. Organisation of workshop mixing local CSOs and global stakeholders				Existence of a pool of civil society actors at country level that can perform a conflict prevention/early warning role. The security and political situation in selected countries allows civil society organisations to perform such

						role without risks to people's lives
Output 1.1 related to Outcome 1	Local and global stakeholders, including the EU, are better informed and equipped for managing risks of violent conflicts.	Number of workshop and conference carried out. Statistical feedback from stakeholders on the relevance and impact of conflict analysis into their decision-making process.				
Output 1.2 related to Outcome 1	Prioritisation of resources and preventive responses are put in place timely.	Number of preventive action adopted.				
Output 2.1 related to Outcome 2	Robust, timely and relevant analysis of conflict risks which integrated inputs from local-level sources is available for local and global stakeholders	Number of analysis produced. Number of analysis with local-level sources. Data on access of reports and attendance of event by global and local stakeholders.				
Output 2.2 related to Outcome 2	Analysis and research is disseminated to the right audience at the right time.	Number of workshop and special events on analysis. Attendance data of events.				
Output 3.1 related to Outcome 3	Exchanges are organised between local and global actors to discuss analysis and recommendations in relation to specific countries/contexts	Number of exchanges between the EU and civil society organisations on conflict risks, prevention and response actions				
Output 3.2 related to Outcome 3	Exchanges are organised between local and global actors to discuss tools and methodologies to carry out analysis and identify possible response options	Number of exchanges between the EU and civil society organisations on tools and methodologies				

4. IMPLEMENTATION ARRANGEMENTS Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner country/regional organisation/territory.

4.2. Indicative Implementation Period

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

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

4.3. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁵.

4.3.1. Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grants

The grants will contribute to achieving specific objectives indicated in section 3.

(b) Type of applicants targeted

The type of applicants targeted for these direct awards are non-governmental and not for profit organisations.

(c) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to non-governmental and not for profit organisations selected using the following criteria: high-quality analysis based on a rigorous methodology, including an extensive track record of success in research and advocacy activities, an extensive and robust network of locally based analysts, capacity to access and disseminate information and analysis from and to different sources, capacity to deliver ad hoc and timely analysis and policy advice through specific events and various audience, including EU policy-makers.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the action requires specific technical competence, specialisation and expertise in conflict analysis as well as global and local resources in this field, as per article 195, paragraph f) of the Financial Regulation.

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.

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

⁵ 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.

duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Objectives 1, 2 and 3	
Grants – total envelope under section 4.3.1	2 500 000
Total	2 500 000

4.6. Organisational Set-up and Responsibilities

The action is managed by the European Commission's Service for Foreign Policy Instruments (FPI) as contracting authority, in collaboration with the European External Action Service (EEAS) and relevant EU Delegations.

In order to promote synergies with other actions, other relevant Commission services and the EEAS will be regularly updated.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5. PERFORMANCE MEASUREMENT 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) 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).

Roles and responsibilities for data collection, analysis and monitoring:

Selected implementing partners will be responsible to collect, analyse and monitor data based on a monitoring and evaluation plan developed prior to the start of the implementation of activities. The monitoring and implementation plan will include a baseline assessment of performance indicators. Indicator values will be measured on a country-by-country and on an aggregated basis.

5.2 Evaluation

Having regard to the nature of the action, an evaluation will not be carried out for this action or its components.

In case an evaluation is not planned, 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 Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities

The evaluation reports shall be shared with other key stakeholders following the best practice of evaluation dissemination⁶. 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.

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

5.3 Audit and Verifications

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

6. COMMUNICATION AND VISIBILITY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

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

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

It should be noted that targeted awareness-raising and information sharing activities necessary to achieve specific programme/project objectives by engaging with specific audiences identified by the action remain possible.

⁶ See best [practice of evaluation dissemination](#)

APPENDIX 1 REPORTING IN OPSYS

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

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

Option 1: Action level		
<input checked="" 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#):
Option 3: Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
<input type="checkbox"/>	Single Contract 3	
	(...)	
<input type="checkbox"/>	Group of contracts 1	