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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX III

of the Commission Implementing Decision on the financing of the annual action programme for the Conflict Prevention, Peace-building and Crisis Preparedness part of the thematic programme Peace, Stability and Conflict Prevention for 2024

Action Document for European Resources for Mediation Support

ANNUAL PLAN

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

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	European Resources for Mediation Support OPSYS number: ACT-62428; JAD-1368284 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 2: Promote conflict prevention and conflict resolution measures, including by facilitating and building capacity in confidence-building, mediation, dialogue and reconciliation processes; Priority 3: Supporting peace processes and transitions of conflict-affected societies/ communities, including stabilisation and peacebuilding efforts.			
PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	Peace, Stability and Conflict Prevention			
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 16: Promote just, peaceful and inclusive societies. Other significant SDGs: SDG 5: Achieve gender equality and empower all women and girls			
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 checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers	General policy objective @	Not targeted	Significant	Principal

(from DAC form)			objective	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"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	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 @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	/
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Reduction of Inequalities @	<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) (article, item): BGUE-2024-14.020230-C1 – STABILITY AND PEACE Total estimated cost: EUR 2 500 000 Total amount of EU budget contribution EUR 2 500 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through: Procurement			

1.2 Summary of the Action

Preserving peace, preventing conflict and strengthening international security are the core aims of the European Union. Peace mediation can be used to prevent, manage or resolve conflict and to reduce the risk of its recurrence. In line with the EU's Global Strategy and the Council conclusions on EU Peace Mediation of 7 December 2020¹, this action will provide targeted EU support to peace mediation and dialogue processes of priority to the EU at the international, regional, national or local level. In this context EU priorities are mainly set in the annual EEAS Task Force on Peace Mediation but can also extend beyond. Support will include providing, if required on short-notice, expertise, training, technical and organisational assistance to meetings and conferences as well as analysis, studies and knowledge management.

¹ Council of the European Union. 2020a. "Council Conclusions on EU Peace Mediation". 13573/20, Brussels, 7 December 2020

The action will contribute to SDG 16 “Promote just, peaceful and inclusive societies”.

1.3 Zone benefitting from the Action

The Action is of a global nature and shall be carried out globally.

2 RATIONALE

2.1 Context

In line with the core provisions of the EU as set out in Article 21 of the Treaty of the European Union, and to promote a stronger Europe in the world, the Neighbourhood, Development and International Cooperation Instrument (NDICI) – Global Europe aims to contribute to preserving and sustaining peace, preventing conflicts and strengthening international security. The thematic programme on peace, stability and conflict prevention of the NDICI Regulation specifically mentions the facilitation and building of capacity in confidence-building, mediation, dialogue and reconciliation measures as an area of intervention. In its conclusions on EU Peace Mediation in December 2020, the Council underlined the EU’s commitment to upholding and strengthening the rules-based international order, with the United Nations at its core. The Council also called for timely, more proactive and resolute EU engagement in conflict prevention and resolution, including through value-based peace mediation.

Mediation as a tool, is part of the EU Integrated Approach, and should be drawn upon where it adds value in the EU approach to a specific crisis, while ensuring coherence with other EU instruments and the broader engagement context. The general goal of mediation is to enable parties in conflict to reach agreements they find satisfactory and are willing to implement. The EU engages in a range of mediation roles and EU mediation and mediation support engagements have been growing over the past years: Next to leading or co-leading a mediation process, the EU may choose to support peace processes by facilitating mediation and dialogue spaces, accompanying, coordinating, supporting, leveraging, funding or promoting mediation.

This action builds on the experience and lessons learned of three previous phases of European Resources for Mediation Support (ERMES), which has become an extremely useful tool for the EU’s role in peace mediation. It has enabled the EU to provide assistance to conflict parties, mediators and groups participating in peace processes at local, national, regional or international level and has contributed to a strengthened role and profile of the EU in peace mediation.

This action aims at continuing EU support to inclusive and conflict sensitive peace mediation and dialogue processes at the international, regional, national or local levels, with a view to conflict prevention and resolution, by inter alia providing expertise, training, technical and organisational assistance to meetings and conferences as well as analysis, studies and knowledge management.

2.2 Problem Analysis

Short problem analysis:

Recent years have seen a shift in the global conflict landscape with an increased intricacy of conflict, fragmentation of conflict actors and political interests, as well as a trend of growing geopolitical rifts, regionalisation and internationalisation of conflicts, and new violent confrontation on various continents. A rise in violent extremist groups, violations of international standards of humanitarian and human rights law, tensions related to environmental degradation and climate change, irregular migration and forced displacement, shrinking space for civil society, pushback on women’s full human rights and continued persecution on certain discriminated groups add to conflict dynamics. The use of digital technologies and social media also change how and how fast conflicts evolve.

The field of mediation has also evolved. The number of mediators and mediation actors has increased significantly. A huge amount of stakeholders, including donors and implementing organisations, can lead to overlapping and partially competing approaches and thus “forum shopping” by conflict parties. The evolving conflict dynamics and appearance of new conflict and mediation actors require peace mediation to adapt and react to these changes. The field of peace mediation has gradually professionalised to become a distinguishable field of practice and expertise in the field of conflict resolution and conflict prevention. Continued capacity building, training as well as practical

mediation guidance is important to ensure the continued evolution of mediation practice and of EU mediation support capacity.

Mediation contexts are often fast-moving and require specialised expertise, e.g. on how to design or revive a stalled mediation process, ensure its inclusivity or specific thematic expertise. Moreover, there is an increased need to work in an interdisciplinary manner and include expertise from fields which may not traditionally be related to peace-making, including on security sector governance, climate change and environmental degradation. Enabling parties to meet also requires, often swift, logistic and organisational support. To successfully advance peace processes and dialogue, it remains critical to promote and engage in multi-track mediation, to support inclusive bottom-up approaches that make political agreements between decision-makers possible at several levels of society. In particular, there is a need to respond to intersectional dimensions of exclusion that can either facilitate or challenge inclusive change in peace processes. Mediation is also a key tool that can actively promote the agency and active role of women and youth in peace processes and therefore support the EU's commitments to the Women, Peace and Security agenda and the Youth, Peace and Security Agenda.

The aim of this action is to continue enabling the EU to provide targeted, rapid and flexible mediation support to various third parties when requested and in line with EU foreign policy priorities. The action will seek to not only be engaged for ongoing conflicts and mediation processes, but also for preventive efforts where an increased risk of violence has been identified. To increase partnerships, the action will also seek to strengthen the exchange on peace mediation, including in structured settings, between the EU and relevant stakeholders, including international and regional organisations as well as civil society.

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

- Conflict parties: Parties in conflict have their respective positions, interests and needs which determine their behaviour and engagement strategy in a conflict. Key considerations also include their resources, structures and modus operandi. Building capacity of conflict parties on relevant technical and thematic issues – particularly when done on all sides – is a useful tool to identify and discuss options.
- Mediators and mediation support actors: The Concept on EU Peace Mediation defines mediation in a broad sense that includes facilitation, dialogue and the advisory side of mediation support. This action will target mediators or mediation support actors in international, regional or subregional organisations (including for example the United Nations, the OSCE, the AU and its Regional Economic Communities), in national mediation structures as well as in non-governmental organisations and civil society actors.
- National and local authorities and stakeholders such as private sector organisations, media, unions, etc. may also take part in project activities. They may benefit from the projects' outcomes that support their mandate to better respond to communities' needs.
- Civil society, including women, youth groups, indigenous peoples and other marginalised groups: The EU favours all-of-society approaches to sustaining peace that focuses on giving a voice to all groups and leaving no-one behind. The EU promotes and supports multi-track mediation approaches. Civil society actors play an important role in representing those most directly affected by conflict. They play a key role in opening up space for mediation, in generating incentives for actors to stay engaged in talks, in liaising with proscribed actors and in monitoring, verifying and implementing agreements. They often inform, complement and support mediation activities by state and international actors.
- The final beneficiaries are the populations of countries at risk of or affected by conflict or in post-conflict situation.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to strengthen peace mediation practice and increase partnerships for inclusive peace mediation processes at the international, regional, national or local levels.

The Specific Objectives of this action are to:

1. strengthen quality, inclusion and sustainability of the peace mediation processes where the EU

- mobilises European resources for mediation;
- 2. enhance multi-track mediation and partnerships on peace mediation, including on specific processes, between relevant stakeholders;
- 3. strengthen the role and profile of the EU as a peace mediation actor in those processes where the EU decides to be engaged.

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

- 1. Enhanced knowledge and skills of mediators and mediation support actors to prepare, mediate and monitor peace processes, including effectively mainstreaming gender/women, peace and security considerations, the climate, peace and security nexus, security sector governance and conflict sensitivity;
- 2. Effective system for expert selection, deployment and logistical support in place;
- 3. Increased exchange between relevant stakeholders on peace mediation processes.

3.2 Indicative Activities

Activities relating to Output 1:

- Deployment of targeted technical expertise for mediation processes;
- Provision of training, coaching and mentoring;
- Provision of analysis, research, knowledge management products or communication material;
- Conducting stakeholder consultations, including with women and youth groups.

Activities relating to Output 2

- Timely selection and deployment of technical expertise for mediation processes;
- Provision of organisational and logistical support to peace mediation processes and events.

Activities relating to Output 3

- Facilitation and organisation of events and contributing to exchange and partnerships on peace mediation between the EU and relevant stakeholders, including international, regional organisations, national and local actors and civil society.

3.3 Mainstreaming

Environmental Protection & Climate Change

The concept on EU peace mediation highlights that the effects of climate change are an increasingly present factor exacerbating existing pressures on natural resources and the environment. Therefore, EU supported mediation should systematically consider climate and environmental factors and risks and related conflict analysis, and continuously enhance its understanding of the interface between the effects of climate change, natural resources and peace. The EU is able to draw on its extensive climate and environmental experience to systematically consider climate and environmental factors and risks in mediation engagements and related conflict analysis. This includes assessments preceding mediation engagement and continuously enhancing the understanding on the interface between the effects of climate change, natural resources and peacebuilding, also in terms of entry points and opportunities.

Gender equality and empowerment of women and girls

The action will contribute to the implementation of the EU Gender Action Plan III (GAP III) and the Women, Peace and Security (WPS) agenda. As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that the action will contribute to the improvement of gender mainstreaming in mediation at institutional and operational levels, in line with the EU Strategic Approach to Women, Peace and Security². This will include: providing gender-sensitive conflict analysis and conflict sensitivity considerations and recommendations; advising mediators the effective implementation of WPS priorities and objectives; share comparative examples and best practices on how to promote women's leadership and participation in peace

² Council of the European Union. 2008. "Council Conclusions on Comprehensive Approach to the EU implementation of the UNSCR 1325 and 1820 on women, peace and security". 15671/1/08 REV 1, Brussels, 1 December 2008

negotiations and the broader political process and provide trainings and coaching on gender-responsive mediation and to women mediators.

Human Rights

The EU's foundational values, as set out in Article 2 TEU, as well as a human rights-based approach in all EU engagement, set the EU apart as a mediation actor. The Concept on EU peace mediation underlines the EU's role as a value-based actor and stresses, that EU engagement in mediation should be based on the core values of inclusion, human rights, conflict sensitivity and 'do no harm' as well as the promotion of gender equality and women's empowerment. The UN Guidance on Effective Mediation which played a significant role in influencing the normative trajectory of EU mediation practice, equally stresses that mediators frequently have to grapple with the urgency of ending violence in contexts where there is also a clear need to address human rights violations and other international crimes. The Guidance underlines that mediators cannot endorse peace agreements that provide for amnesties for genocide, crimes against humanity, war crimes or gross violations of human rights, as well as sexual and gender-based violence. Activities implemented by this action will abide by this guidance.

Disability

As highlighted in the UN Security Council Resolution 2475 (2019), armed conflict has a disproportionate impact on persons with disabilities which includes abandonment, violence, and lack of access to basic services. The resolution stresses the protection and assistance needs of all affected civilian populations and emphasises the need to consider the specific needs of persons with disabilities³. Furthermore, with a view to conflict prevention, special attention needs to be paid to population groups and individuals who have been made particularly vulnerable by the crisis, including, persons with disabilities. 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 the project.

Reduction of inequalities

Activities carried out in the framework of this action should aim at the reduction of inequalities, related to age, gender, ethnicity, religion and socio-economic status. Strengthening the role of civil society as a peace actor is conducive to the reduction of inequalities and the promotion of social cohesion. Moreover, it increases the sense of inclusivity of a wider population to prevent and respond to conflict and crises and contributes to enhancing the capacities and agency of local actors to become agents of positive change. It has to be considered that higher visibility and involvement by CSO actors might also put peace activists at heightened risk of threats and violence, and therefore, there might be a need to provide additional protection measures.

Democracy

The Concept on EU Peace Mediation defines inclusivity as one of the key guiding principles for EU mediation. It underlines that as an actor that systematically consults diverse actors within civil society in its external action and as a promoter and supporter of multi-track approaches, the EU favours whole-of-society approaches to sustaining peace that focus on giving voice to all groups and leaving no-one behind. Dialogue mechanisms can help to improve participatory and democratic processes that open the way for decisions and actions consistent with the needs and expectations of involved parties. This action can contribute to strengthen local dispute resolution capacity and to foster a culture of democratic dialogue across society and link this, where necessary, with more formal processes of mediation

Conflict sensitivity, peace and resilience

The Concept on EU Peace Mediation outlines conflict sensitivity as a guiding principle for EU mediation. This action will apply conflict sensitivity consistently throughout the engagement cycle. It will also contribute to the provision of conflict sensitive analysis in mediation efforts of others. The 'do no harm' principle will be applied to ensure that the action does not reinforce negative dynamics.

Disaster Risk Reduction

The action should take into account any risks of environmental degradation, climate change and natural disasters overall and aim to reduce those risks, especially when constituting an opportunity to strengthen state, societal or community resilience or achieving peacebuilding and security objectives.

³ Security Council resolution 2475 (2019) [on protection of persons with disabilities in armed conflict].

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
1,3	High levels of insecurity and instability affecting experts, and implementing partners operations.	H	H	Regular risk assessment, contingency plans as well as the necessary coping measures to ensure safe, effective and timely implementation. Close contact with experts is always required but particularly so in high risk contexts.
1,2	Crowded mediation support field diluting expert's impact	M	M	Assignments to fully assess the operational context and potential synergies with other mediation initiatives and capacities. Special emphasis on being inclusive and not contributing to further fragmentation.
3	Mediators are exposed to an increased risks as a result of their participation in the action.	M	H	Continuous conflict analysis and do-no-harm analysis as well as pro-active information and communication by implementing partner. Training, identification of risks and plans on how to mitigate those.
1,2	Women, youth and minorities face social and cultural barriers preventing them from meaningful participation	M	H	Assignments to be implemented based on context specific and gender analysis, inclusive participatory project design and implementation. Regular review of gender-transformative methodology.
1,2	External support fails to have a positive or sustained impact on the activities of targeted stakeholders.	M	H	Engagement will be designed and delivered with a long-term approach to enable follow-up and regular engagement when appropriate with targeted stakeholders

Lessons Learnt:

Since its launch in January 2014, "ERMES" has successfully implemented more than 120 assignments in support of peace mediation activities globally.

Under ERMES III, the large majority of assignments has been implemented for processes in sub-Saharan Africa, followed by the Middle East and North Africa region, Europe and Central Asia, and Latin America. Government and state actors have been the largest beneficiaries of ERMES III expertise, followed by international and regional organisations and civil society organisations/local communities. Assignments mostly delivered on the provision of (conflict) analysis, technical tools, enhanced the exchange on peace mediation between international and regional actors. In the last years, ERMES has also supported the EU Community of Practice on Peace Mediation which has become the flagship EU event that convenes international actors, policy makers, practitioners, experts, and representatives of civil society in the field of peace mediation from around the globe.

Most assignments have required expertise to be delivered swiftly. The quickest assignment saw the mobilisation of expertise within 48 hours. The capacity of ERMES to provide support and assistance on short notice has been highlighted, particularly by EU Delegations, as a highly appreciated feature. At the same time, ERMES has also proven to be critical to trigger, bridge and inform longer-term EU support to third party peace processes. Examples of this include the cases of Yemen, Nigeria, the Central African Republic and Chad.

ERMES assignments are consistently monitored and measured, by a set of quantitative and qualitative indicators and on the basis of reports provided by the deployed experts as well as short evaluation/feedback sessions carried out with relevant stakeholders engaged in the execution of the ERMES assignments (e.g. EU Delegation officials; beneficiaries; etc.). These evaluations have highlighted a couple of challenges: This includes the fact that ERMES assignments are of short duration while the processes they support are long-term. It has therefore been seen as a valuable development, that experts under ERMES III were increasingly brought in at targeted moments and could be reengaged at targeted moments over a longer period of time to address new developments and build on the established relationships. In some processes it may be challenging for an external expert to identify whose ownership is necessary

and to facilitate ownership of the process beyond people in positions of power. The conducted small evaluations have been considered helpful to understand ERMES contributions to larger processes. ERMES assignments have also often been characterised by an exploratory nature given that requesting parties may themselves be in the process of establishing their exact needs and several actors may be supporting a process. Defining success for these exploratory assignments (what needs to be achieved for support to move ahead) can be difficult. It is therefore necessary to maintain a close dialogue amongst all actors involved throughout implementation. ERMES, as centrally located inbetween all actors is well placed to gather all views. ERMES' added value can be offering process design support to the parties, fostering collaboration between partners and, using past experiences, to provide insight into the best way forward for the EU to support the process. Experts can also assist in cautioning against unrealistic external deadlines, incompatible agendas or sensitise conflict parties to the need to balance national ownership and international support.

Throughout all assignments, a key aspect to the success is the consistent involvement of the EU Delegation in country and timely communication to guide and steer assignments which often take place in fluctuating, volatile and fast-moving environments. With regards to the deployed experts, one of the most significant challenge has been related to ensuring a gender balance of deployed experts. In ERMES III, the number of deployed male experts is 68% versus 32% female experts. To address this challenge analysis has been conducted and an action plan established which includes the mobilisation of dedicated gender expertise to not only bolster the gender balance in ERMES assignments but also to ensure that a gender perspective is built into all assignments in their conceptualisation. Since the dedicated efforts on this, there has been an increase in the number of deployed female experts.

3.5 The Intervention Logic

The underlying intervention logic for this action is that

IF the right expertise for peace mediation processes is deployed at the right time and

IF conflict parties, mediators, mediation support actors and civil society are able to meet and exchange on peace mediation processes,

THEN mediators will contribute more effectively to transform conflicts and build inclusive peace by providing the required support, accompaniment, advice and leadership

BECAUSE mediators are capable and active in preparing, mediating and monitoring peace processes and

BECAUSE mediators, mediation support actors and civil society connect the tracks and build partnerships for peace.

3.6 Logical Framework Matrix

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To strengthen peace mediation practice and increase partnerships for inclusive peace mediation and dialogue processes at the international, regional, national or local levels.	<ol style="list-style-type: none"> 1. The intervention contributes to a multilateral approach to conflict prevention, peacebuilding and stabilisation in the given context of the action (not at all, limited degree, medium, significant, fully) 2. The intervention minimised risks and maximised positive outcomes on peace and security (Y/N) 3. Extent to which stakeholders perceive that the intervention contributed to a more inclusive conflict management / conflict mediation / reconciliation process 	To be defined	To be defined	Qualitative assessments; World Bank Political Stability and/or Absence of Violence Index and Global Peace Index scores; Heidelberg Institute for Conflict Research Conflict Barometer	<i>Not applicable</i>
Outcome 1	Strengthen quality, inclusion and sustainability of the peace mediation processes where the EU mobilises ERMES support.	<ol style="list-style-type: none"> 1.1 Alignment of the intervention with the correct understanding of the conflict situation. 1.2 Number of trained or supported entities acting to prevent conflict and build peace (M/W) 1.3 A gender analysis, highlighting the differences between and among women and men, girls and boys in terms of their relative distribution of resources, opportunities, constraints and power in a given context, was done (Y/N). The dimensions on age and diversity were included as well? (Y/N). 	To be defined	To be defined	Final report(s)	
Outcome 2	Enhance multitrack mediation and partnerships on peace mediation, including on specific processes, between relevant stakeholders.	<ol style="list-style-type: none"> 2.1 The intervention envisages information sharing and coordination with (other) multilateral institutions. (Y/N) 2.2 Number of meetings with national, regional and international bodies. 2.3 Number of civil society organisations engaging in the formal or informal peace architecture. 	To be defined	To be defined	Final report(s)	
Outcome 3	Strengthen the role and profile of the EU as a peace mediation actor in those processes where the EU decides to be engaged.	<ol style="list-style-type: none"> 3.1 Number of peace and mediation processes influenced. 3.2 Number of entities/networks supported or trained in conflict prevention and peace-building activities 3.3 Number of persons directly benefiting from the intervention (M/W/B/G) 	To be defined	To be defined	Final report(s)	

Output 1 relating to Outcome 1	Enhanced knowledge and skills of mediators and mediation support actors to prepare, mediate and monitor peace processes, including effectively mainstreaming gender/women, peace and security considerations, the climate, peace and security nexus, security sector governance and conflict sensitivity	.1.1 Number of people trained on reconciliation / mediation / conflict management / conflict transformation / stabilisation 1.1.2 Number of knowledge-based products developed 1.1.3 Number of gender-sensitive conflict and resilience analyses undertaken to underpin responses to conflict/crises situations	To be defined	To be defined	Final report(s)	
Output 2 relating to Outcome 1, 2 and 3	Effective system for expert selection, deployment and logistical support in place.	2.1.1 Number of events organised or supported 2.1.2 Percentage of participants who report having benefitted from an event 2.1.3 % of activities implemented on time and following the planned schedule.	To be defined	To be defined	Final report(s)	
Output 3 relating to Outcome 2 and 3	Increased exchange between relevant stakeholders on peace mediation processes.	3.1.1 Number of meetings with national, regional and international bodies 3.1 Number of people trained on reconciliation/mediation/conflict management/ conflict transformation/stabilisation (M/W) 2.1.2 Number of events organised or supported	To be defined	To be defined	Final report(s)	

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the a partner country /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 rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁴.

4.3.1 Direct Management (Procurement)

The procurement will contribute to achieving all the objective and results listed in section 3.

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 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)
Procurement (direct management) – cf. section 4.1	2 500 000
Evaluation – cf. section 5.2	May be covered by another Decision
Audit – cf. section 5.3	
Totals	2 500 000

4.6 Organisational Set-up and Responsibilities

On the EU side, the action is managed by the Commission's Service for Foreign Policy Instruments (FPI) as contracting authority, in close consultation with the relevant Commission services. The action is politically steered by the European External Action Service (EEAS), in particular its Mediation Support Team situated in the Peace, Security & Defence Partnerships Division (EEAS PCM.2).

Individual assignments will be managed and coordinated together with the relevant and involved Services and

⁴ 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.

Geographic Divisions/Units in in the European Commission and the EEAS, with EU Delegations and Special Representatives and Envoys. On the contractor side, it is foreseen to set-up a Project Management Unit or a dedicated focal point which will serve as an interface between FPI and the Consortium members, facilitating and optimising the implementation of the Action.

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

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and 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:

Data collection, analysis and monitoring will be the responsibility of, and carried out by, each the implementing partner(s) and will be financed under the regular budget. Baseline studies may be required.

5.2 Evaluation

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

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

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination⁵. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

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

5.3 Audit and Verifications

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

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

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

In line with the 2022 "[Communicating and Raising EU Visibility: Guidance for External Actions](#)", it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as

⁵ See best [practice of evaluation dissemination](#)

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.

Appendix 1 REPORTING IN OPSYS

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

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

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

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

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

Action level (i.e. Budget Support, blending)		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	
x	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
	(...)	
Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	