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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX II

to the Commission Implementing Decision on the financing of the multiannual action plan for the Human Rights and Democracy thematic programme for 2025 to 2027

Action Document for the Team Europe Democracy Initiative

MULTIANNUAL PLAN

This document constitutes the multiannual 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 | Team Europe Democracy Initiative OPSYS number: ACT-62892/JAD.1605391 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)/ Overseas Association Decision/European Instrument for International Nuclear Safety Cooperation Regulation |
| 2. Team Europe Initiative | Yes, Team Europe Democracy |
| 3. Zone benefiting from the action | Global |
| 4. Programming document | Multi-Annual Indicative Programme for the Human Rights and Democracy thematic programme for 2021-2027 |
| 5. Link with relevant MIP(s) objectives / expected results | Priority 2. Building resilient, inclusive and democratic societies |
| PRIORITY AREAS AND SECTOR INFORMATION | |
| 6. Priority Area(s), sectors | Priority 2. Building resilient, inclusive and democratic societies |
| 7. Sustainable Development Goals (SDGs) | Main SDG (1 only): SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels Other significant SDGs (up to 9) and where appropriate, targets: SDG 5 - Achieve gender equality and empower all women and girls SDG 17 - Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development SDG 10 - Reduce inequality within and among countries |

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|---------------------------------|--|-------------------------------------|---|-------------------------------------|
| 8 a) DAC code(s) | Main DAC code – 15150 – Democratic participation and civil society Sub-code 1 – 15160 – Human Rights Sub-code 2 – 15170 – Women’s rights organisations and movements, and government institutions Sub-code 3 – 15153 – Media and free flow of information Sub-code 4 – 15151 – Elections Sub-code 5 – 15152 – Legislature and political parties Sub-code 6 – 15130 – Legal and judicial development Sub-code 7 – 15113 – Anti-corruption organisations and institutions | | | |
| 8 b) Main Delivery Channel | 10000 – Public sector institutions 40000 – Multilateral organisations | | | |
| 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 (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"/> |
| | 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| | digital connectivity | YES <input type="checkbox"/> | NO <input checked="" type="checkbox"/> | / |

| | | | | |
|--------------------------------------|---|-------------------------------------|-------------------------------------|--------------------------|
| | digital governance | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| | digital entrepreneurship | <input type="checkbox"/> | <input type="checkbox"/> | |
| | digital skills/literacy | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| | digital services | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | Connectivity @ | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | digital connectivity | YES | NO | |
| | energy | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | transport | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | health | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | education and research | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| | Migration @ | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Reduction of Inequalities ¹ @ | <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 | <p>Budget line(s) (article, item): 14.020211</p> <p>Total estimated cost: EUR 7 750 000</p> <p>Total amount of EU budget contribution: EUR 7 750 000</p> <p>The contribution is for an amount of EUR 2 750 000 from the general budget of the European Union for 2025 and for an amount of EUR 5 000 000 from the general budget of the European Union for 2026, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p> <p>Team Europe Democracy Initiative is supported by 14 Member States (Austria, Belgium, Croatia, Czech Republic, Denmark, Finland, France, Germany, Ireland, the Netherlands, Poland, Slovakia, Spain, Sweden).</p> | | | |
| MANAGEMENT AND IMPLEMENTATION | | | | |
| 13. Type of financing | <p>Direct management through:</p> <p>- Grants</p> <p>Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.2.</p> | | | |

1.2 Summary of the Action

The 2023 Global State of Democracy report² shows that 2022 is the sixth consecutive year in which more countries

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

experienced net declines in democratic processes than net improvements.

The current context of autocratisation and social fracture represents an obstacle to sustainable development and the achievement of the SDGs and heightens geopolitical tensions. It also weakens rule of law standards and good governance principles, which are essential for a conducive business environment and Global Gateway investments.

In this context, the need to ensure efficiency, coordination and an impact in delivering democracy support is all the greater and urgent. This requires on the one hand the consolidation of the bold and inclusive ‘Team Europe’ approach for democracy, gathering European Union (EU) Member States with different experiences and history, capable of developing powerful coalitions to build, protect or support partners’ democratic systems and practices. It requires on the other hand multilateral initiatives in support to democracy, which are owned and driven by partner countries and civil society, such as the ‘Open Government Partnership’ (OGP)³.

Based on the founding values of the EU and delivering on the EU Action Plan on Human Rights and Democracy (2020-2027) this action aims to: promote and protect democracy and human rights worldwide with actions based on academic evidence; share experiences on democracy support models; build broad alliances to inform international and national policies, programmes and actions; and support open government reforms.

The action is the second phase of the Team Europe Democracy *and is composed of four components*:

- (1) Resource for democracy research and analysis, including on democracy support;
- (2) Structured operational network with EU Member States, practitioners and civil society, sharing and pooling resources, helping develop conceptual and operational approaches for democracy support, and building coalitions with like-minded partners, including civil society;
- (3) Expertise and support to EU Delegations and EU Member States to improve their work to support democracy in a Team Europe approach; and
- (4) Support to governmental and non-governmental reformers to drive progress through open and accountable governance and participatory democracy.

1.3 Zone benefitting from the Action

The action shall be carried out primarily in countries included in the list of aid recipients published by the OECD Development Assistance Committee. Some activities may be carried out in other countries faced with challenges to democracy, in line with the overall objective of the thematic programme to promote and protect human rights and fundamental freedoms, democracy and the rule of law worldwide.

2 RATIONALE

2.1 Context

The world is currently experiencing a wave of autocratisation characterised by increasing executive power, erosion of democratic norms and institutions, and a severe general constriction of fundamental freedoms. According to the 2023 V-Dem Annual Democracy Report⁴, 72% of the world’s population – 5.7 billion people – live in autocracies by 2022.

The **EU and Member States** are the biggest donor for democracy support, while European diplomats are

² [The Global State of Democracy 2023 \(idea.int\)](https://www.idea.int/global-state-of-democracy-2023).

³ [Open Government Partnership | Committed to making governments more open, accountable, and responsive to citizens \(opengovpartnership.org\)](https://open.govpartnership.org/).

⁴ [V-dem democracyreport2023 lowres.pdf](https://www.v-dem.net/en/publications/v-dem-democracy-report-2023-lowres.pdf).

recognised for their prominent role in defending democracy and human rights and for speaking out against violations. As such, the EU is well placed to lead an international coalition to promote inclusive democracy which also consistently promotes gender equality.

A global TEI on democracy is the logical extension to the Human Rights and Democracy thematic programme – allowing innovation and actions where bilateral initiatives cannot (for political or logistical reasons). This action is a continuation of the global Team Europe Democracy (TED) Initiative, which facilitates EU and EUMS action, even in sensitive country environments. Improved coordination should enhance European visibility, improve shared knowledge and peer learning, lead to longer-term coherence of spending priorities and more effectively streamline resources.

The proposed initiative has received widespread and strong support – and the following fourteen Member States are part of the Team Europe Initiative: Belgium, Croatia, Czech Republic, Denmark, Germany, Finland, France, Ireland, Luxembourg, Poland, Slovakia, Spain, Sweden, and the Netherlands.

As a contribution to the Team Europe Democracy, the EU also supports **Open Government Partnership (OGP)**, which includes 76 countries, 106 local governments and thousands of civil society organizations. At the heart of OGP lies the domestically owned co-creation process between government and civil society, who work together to co-create action plans with concrete commitments across a broad range of policy areas, ensuring that citizens and civil society have a role in shaping and overseeing governments’ openness, inclusiveness, responsiveness, and accountability.

The Action is fully in line with the **Treaty on the European Union (TEU)**, in particular Article 2 and with Article 21.

The Action is relevant for the **UN 2030 Agenda for Sustainable Development**. It contributes to the progressive achievement of the Sustainable Development Goals (SDGs), primarily SDGs 16 and 5, while also contributing to SDGs 17 and 10.

The European Council Strategic Agenda 2024-2029 reaffirms the EU aims “to promote values such as human dignity, freedom, democracy, equality, the rule of law, and respect for human rights, including the rights of minorities, both within the EU and globally⁵”.

The Council Conclusions on *Corruption as an obstacle to development of 2023*⁶, highlight as well “the importance of incorporating a strong anti-corruption perspective in all development efforts”, while the 2023 Joint communication on combating corruption⁷ also stresses the external dimension of combating corruption.

The *Gender Equality Strategy 2020-2025* and the *Gender Action Plan III 2021-2025* (extended until 2027⁸, aligning it with the Multi-annual Financial Framework 2021-2027) focus on key thematic priority areas, including strengthening girls’ and women’s leadership, voice and participation specifically.

The EU Human Rights and Democracy Action Plan 2020-2024⁹ (extended until 2027¹⁰, aligning it with the Multi-annual Financial Framework 2021-2027) emphasises the commitment to coordinate action by the EU and Member States: ‘Effective implementation of the objectives set out in the action plan requires **coordinated action** by the EU and Member States’.

The **Multiannual Indicative Programme for the Human Rights and Democracy thematic programme 2021-2027** under Objective 2 includes support for ‘Promoting pro-democracy organisations, networks and alliances’: ‘The programme shall assist pro-democracy organisations and networks in monitoring democratic processes and producing research and evidence-based studies. Furthermore, it shall foster alliances and coalitions between democracies, and promote collaboration between civil society organisations, networks, and states to promote

⁵ https://www.consilium.europa.eu/media/yxrc05pz/sn02167en24_web.pdf

⁶ <https://data.consilium.europa.eu/doc/document/ST-9015-2023-INIT/en/pdf>.

⁷ https://commission.europa.eu/publications/joint-communication-fight-against-corruption_en

⁸ <https://data.consilium.europa.eu/doc/document/ST-15719-2023-INIT/en/pdf>.

⁹ https://www.consilium.europa.eu/media/30003/web_en_actionplanhumanrights.pdf.

¹⁰ <https://data.consilium.europa.eu/doc/document/ST-9508-2024-INIT/en/pdf>.

democracy. It shall provide a European hub for democracy support, developing and standardising best practices.'

The NDICI CSO Thematic Programme¹¹ has as the overarching priority of the programme at both global and country level *"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."*

2.2 Problem analysis

In accordance with Article 2 TEU, democracy is a fundamental value, alongside the rule of law and respect for human dignity and human rights. It is also intimately linked to the creation of more stable, prosperous and peaceful societies. While economic growth does not necessarily bring democracy, an effective democracy supports inclusive and sustainable development, and peace. The majority of the world's poor live in middle income countries, characterised by poor governance, high inequality and weak democracy. Improving democracy is not peripheral to alleviating poverty – it is central.

Recent years have shown a remarkable decrease in the democratic quality in countries around the world. The deterioration affects electoral processes, which are less free and fair, but also fundamental freedoms, with freedoms of expression and association notably shrinking. Civic space is eroding globally. Since 2017, CIVICUS has been measuring a downward trend, which in 2022 left only 3,2% of societies as open, while the bulk 42.2% is measured as being repressed and 28.5% as being closed.

Increased participation of people in public affairs, including of women, has been reported (V-DEM, IDEA) with some cases of impact in political decision-making. Nonetheless UN data show that women are underrepresented at all levels of decision-making worldwide and that achieving gender parity in political life is far off.¹² Women's access to and continued role in leadership positions is challenged by a range of barriers, including discriminatory laws and practices, as well as social norms that prescribe traditional roles and attitudes towards women's participation in leadership and decision-making roles.¹³

Furthermore, the deliberative process of political decision-making based on the common good rather than vested interests or corruption remains fraught. Non-democratic alternatives are growing in influence, simultaneously constricting space for debate, oversight and opposition.

Across countries, lack of democratic checks and balances fuels corruption and impacts on the business environment, discouraging the investments required to lift countries out of poverty, including in the sectors targeted by Global Gateway.

Moreover, the misuse of digital technologies for disinformation purposes and voter manipulation and the spread of hate speech to silence criticism pose key challenges to democracy, particularly to electoral integrity and democratic decision-making. Rising levels of corruption are distorting the democratic process, thereby undermining the rule of law and confidence in democratic institutions, particularly among young people.

Public trust in the functioning of governments and political parties is at historically low levels, especially concerning transparency and accountability of decision-making. The Afrobarometer Aperçus africains (African Insights) 2024, shows that African citizens are increasingly dissatisfied with the functioning of democracy in their countries. Indicators of democratic and accountable governance have either declined, such as presidents' respect for the courts and parliament, or stagnated at very low levels, as in the case of equal treatment before the law. The data shows that while support for democracy is still strong, more than half of Africans could accept the military takeover in the hypothetical event that elected leaders "abuse their power for their own interests". At the same time, growing majorities call for government accountability and the rule of law.

Reversing these negative trends requires sustained efforts to increase the effectiveness of democracy support actions and to consolidate and expand existing initiatives that are effective in entrenching inclusive participation of citizens in government decision-making processes, public service delivery, and accountability mechanisms.

¹¹ Thematic Programme for Civil Society Organisations, Multiannual Indicative Programme 2021-2027 - https://ec.europa.eu/international-partnerships/system/files/mip-2021-c2021-9158-civil-society-organisations-annex_en.pdf

¹² [Facts and figures: Women's leadership and political participation](#), 15 July 2024 | UN Women.

¹³ Thematic Pages / Focus areas | International Knowledge Network of Women in Politics (iknowpolitics.org)

This also means that more coordination, engagement and visibility of actions are needed. Better results will be achieved only if all actors work together more systematically and coherently. It also means partnering with countries and stakeholders that are committed to inclusive and open governance. Democratic societies with governments that are open, transparent and accountable to the public can counter the scourge of authoritarianism, promote equality and protect human rights.

Despite being the largest donor on democracy, EU and Member States initiatives are not presented in a coordinated and cohesive way. In practice, EU and Member State representatives meet at country level to coordinate political messages, organise demarches, and find opportunities for joint programming or coordinated activities. While this has facilitated the launch of Team Europe Initiatives (TEIs) covering democratic governance, the implementation of the first phase of the Team Europe Democracy has shown the need to provide support, knowledge and expertise to EU Delegations and EU Member States embassies to develop and implement TEIs and coordinated activities.

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

The main stakeholders for this action are **independent civil society**¹⁴ and **international organisations** active in the area of democracy support. Activities under this action document will support CSOs and international organisations in monitoring the state of democracy around the world, to report on violations of civil liberties and human rights, and to provide evidence on best practices in democracy support. The activities will also bring together organisations working in different areas of democracy, human rights and governance support to improve collaboration with each other and with TED members and share their experience within the TED network.

EU Delegations (EUDs) will be the secondary stakeholders. The action will support EUDs with data, evidence and expertise to help them better develop and deliver actions to support democracy. It will ‘geographise’ the global support for democracy research and expertise, applying it at a practical, country level. It will help EUDs to better collaborate with Member State representatives in the field, supporting common EU and Member States initiatives. EUDs and Member States will be supported in mapping actors and resources, identifying possible common actions and making them more visible and coherent.

Thirdly, this action will target **Member States**, at Headquarters level and in partner countries, including Member States Development agencies and stakeholders from Member States. Member States have strong interest in democratisation and they have their own experience with democratisation. This network aims to encourage all Member States to deepen their involvement in democracy support, including those with a more recent experience of democratic transition. This action will foster better cooperation and better understanding and coherence of EU and Member State actions in support of democracy. The activities envisaged will bring together operational expertise and facilitate exchange on human rights, democracy, the rule of law and good governance.

Various coalitions for democracy exist at diplomatic level. These platforms are fora for exchanges at multilateral level, and for developing and issuing statements about the importance of democracy. However, these coalitions do not translate into coordinated and sustained actions on the ground. This action aims to provide a forum for Member States, EU Delegations and CSOs to develop evidence-based common actions.

Under the fourth output, the stakeholders are **international multilateral organisations** promoting open government, and partner countries’ state institutions and civil society organisations that are committed to transparency, accountability and participation in public decision-making.

The **final beneficiaries** are citizens in target countries, who will benefit from more information on the state of democracy and democracy actions, as well as a higher level of democracy support from a coordinated range of EU actors.

¹⁴ According to Article 2(7) of the NDICI-Global Europe Regulation, “civil society organisations” embrace a wide range of actors with multiple roles and mandates, which may vary over time and across institutions and countries, and includes all non-State, not-for-profit, independent and non-violent structures, through which people organise to pursue shared objectives and ideals, including political, cultural, religious, environmental, social or economic, operating at local, national, regional or international levels, and comprising urban and rural, formal and informal organisations.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **Overall Objective** of this action is to improve democracy and rule of law worldwide.

The **Specific Objective** of this action is to strengthen an effective and coordinated strategic European response in support of democracy and rule of law.

The **Outputs** to be delivered by this action contributing to the corresponding Outcome are:

- 1.1 Availability of up-to-date evidence and analysis on democracy, with an integrated focus on gender equality, is enhanced.
- 1.2 Effectiveness and visibility of EU action and funding to democracy and rule of law is enhanced.
- 1.3 Capacities of EUDs, stakeholders and implementing partners to implement Team Europe activities on democracy and rule of law in selected partner countries are increased.
- 1.4 Inclusive open government approaches are enhanced and institutionalised domestically in partner countries and globally with a focus on anti-corruption, civic space, gender and inclusion and any other Global Gateway relevant sector.

3.2 Indicative Activities

Activities related to output 1: Availability of on up-to-date evidence and analysis on democracy, with an integrated focus on gender equality is enhanced.

- 1.1. Gender-responsive research, data collection, analysis and production of democracy indices.
- 1.2. Develop and disseminate analytical tools and resources on democracy support that integrate gender equality and inclusivity, to inform and guide the actions of the EU and its Member States
- 1.3. Map the support for research and analysis in the EU and Member States; identify gaps and strategic opportunities in the field of democracy, which will include a focus the promotion of gender equality and inclusive democratic practices

Activities related to output 2: Effectiveness and visibility of EU action and funding to democracy and rule of law is enhanced

- 2.1 Support the work of Team Europe Democracy network formed by EU Member States
- 2.2 Support the work of a network of practitioners, including CSOs, academia, international organisations and other stakeholders, by feeding information, providing spaces for networking, producing technical studies and analysis relevant to the priority themes (accountability and rule of law, media and digitalization and political and civic participation) including taking into account the recommendations of EU Election observation missions and reports from follow-up missions.
In the set-up of the network and its works, special attention will be given to women and youth participation. The thematic group “political and civic participation” will work on gender and youth empowerment.
- 2.3 Coordinate the different channels of dialogue and support TEIs and coordinated action in the field of democratic governance.
- 2.4 Support the network with expertise, such as mapping of resources, current projects and priorities, identifying relevant evidence upon which to base joint/coordinated actions.
- 2.5 Organise democracy dialogues and events within the networks, with a particular focus on women and youth participation
- 2.6 Organise dialogue meetings, events and exchanges of experience and best practice with a view to communicating Team Europe’s support for democracy

Activities related to output 3: Capacities of EUDs, stakeholders and implementing partners to implement Team Europe approach activities on democracy and rule of law in selected partner countries are increased

- 3.1 Mappings, needs assessments, context and political economy analysis as well as conflict and fragility analysis and other relevant analysis for the formulation of programme/projects on democracy support at country level in Team Europe approach
- 3.2 Support for the design, implementation and monitoring of programmes/projects, including identification of indicators following a Team Europe approach
- 3.3 Technical studies, comparative analysis and legal analysis on specific issues relating to democracy and democracy support, tailored to the country context
- 3.3 Programming-related advice, analysis and planning in order to implement actions promoting democratic governance and rule of law in a Team Europe approach taking also into account the recommendations of EU Election observation missions and reports from follow-up missions.
- 3.4 Legal analysis and comparison with international frameworks and best-practices in order for the EU Delegations and EU MS to be better equipped to advocate for reform at country level
- 3.5 Trainings and workshop on key democracy themes, with a particular attention to women and youth participants

Activities related to output 4: Inclusive open government approaches are enhanced and institutionalised domestically in partner countries and globally with a focus on anti-corruption, civic space, gender and inclusion and any other Global Gateway relevant sector.

- 4.1 Support inclusive co-creation and implementation of action plans based on partner country priorities. At the country level, support intensive engagement of EU and Member States with target countries to institutionalise inclusive open government processes and to advance co-creation of action plan commitments on key themes, including beneficial ownership, open contracting, political integrity, civic space and inclusion as well as Global Gateway related sectors.
- 4.2 Support active engagement of national and local civil society in target countries - including through competitively awarded mini grants - to engage in national processes to advance their policy advocacy goals, particularly on issues pertaining to anti-corruption, civic space and inclusion
- 4.3 Support proactive outreach of EU and MS to broaden engagement with key line ministries and institutions such as parliaments, independent state agencies (such as independent audit agencies, human rights commissions and others), justice institutions and others that are key to implementation of ambitious reforms on key open government issues such as anti-corruption, civic space and inclusion.
- 4.4 Deepen ongoing cross-country learning on beneficial ownership, open contracting and transparency of Global Gateway related sectors through development of multi-stakeholder regional or sub-regional communities of practice and regular cross-regional peer exchanges
- 4.5 Build on experience of coalition-building in the areas of beneficial ownership and open contracting to tackle wider issues of political integrity. Facilitate cross country peer-to-peer exchanges with both government and civil society and involve the relevant independent authorities to inform both co-creation, as well as ongoing implementation of reforms.

The activities will also support the human rights based approach of the Global Gateway by informing the effective implementation of key GG-principles, in particular democratic values, high standards, good governance and transparency, including anti-corruption measures. Amongst others, TED will inform the ongoing EU efforts to improve the mainstreaming of anti-corruption and rule of law in the design of our actions with specific focus on Global Gateway sectors, focus on more women participating in political parties and elections.

Depending on the result of an assessment of the first phase of the initiative, the activities and financial contribution for each output could be revised to better achieve to the overall and specific objectives of the Action.

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

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project)

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 the action in this document will be actively promoting gender equality and the empowerment of women through dedicated activities. This action is especially relevant to GAP III's thematic area of engagement number 4 'Promoting equal participation and leadership', contributing in particular to the following GAP III objective : 'Enabling conditions created for equal participation of women, men, girls and boys, in all their diversity, in decision-making'. Gender equality will thus be a significant objective of this action (OECD-DAC marker G1) and will be mainstreamed across all results and activities.

Human rights

The action also uses the **human rights-based approach (HRBA)** as a methodology, working towards strengthening the capacities of rights-holders to make their claims and of duty-bearers to meet their obligations, and applying its five principles: 1) all rights are applied; 2) participation and access to the decision-making process; 3) non-discrimination and equal access; 4) accountability and access to the rule of law; and 5) transparency and access to information.

Democracy

The actions help to implement the EU Action Plan on Human Rights and Democracy 2020-2027¹⁵ contributing to **building resilient, inclusive and democratic society and delivering by working together**. The Action is in line with the new Political Guidelines (2024-2029)¹⁶, where democracy features prominently, as well as the need to "working closely with all stakeholders and focusing on our big challenges".

Under component four, this action will expand peer learning on key anti-corruption areas, including through ongoing coalitions around Beneficial Ownership. It will also support co-creation and implementation of anti-corruption reforms by providing knowledge, and sharing innovations in key policy areas and sectors, including those related to Global Gateway initiatives, in line with the 2023 Joint Communication on the fight against corruption.

Conflict sensitivity, peace and resilience

Conflict sensitivity mainstreaming strategies will be adapted to the three components as follows:

The research component includes conflict related indicators which enables analysis of conflict trends and risks in project countries. Component 2 and 3, will develop conflict sensitivity mainstreaming in all parts of the project/programme cycle, including (conflict sensitive) context analysis, implementation and evaluation.

Activities covered by this action will be designed in a "do-no-harm" approach, to ensure that any intervention by the EU or the Member States in this context does not exacerbate existing conflict dynamics or cause any

¹⁵ https://www.eeas.europa.eu/sites/default/files/documents/2024/Action-Plan-EN_2020-2027.pdf

¹⁶ [e6cd4328-673c-4e7a-8683-f63ffb2cf648 en \(europa.eu\)](https://eeas.europa.eu/e6cd4328-673c-4e7a-8683-f63ffb2cf648_en)

unintended negative consequences.

3.4 Risks and lessons learnt

| Category | Risks | Likelihood (High/ Medium/ Low) | Impact (High/ Medium/ Low) | Mitigating measures |
|------------------------------------|---|---|-------------------------------------|--|
| 1 – External Environment | Democracy continues to decline in a large number of countries, making it increasingly difficult to work on the ground with partner countries. | M | H | The action monitors the state of democracy and helps maintain the civic space open for citizens' engagement at different governance levels. If common actions and if open government actions are not possible in certain countries, the project team will explore possibilities for cooperation outside the indicative list of countries or may engage stakeholders at sub-national level or civil society only. |
| 2 – Planning processes and systems | Analysis produced is not used by EUDs and Member States for their actions. | L | H | HQ to involve EUDs and Member States in tailoring research for their needs, monitor the quality of analysis, communicate to EUDs and Member States regularly, and adapt research to changing environments. |
| 2– Planning processes and systems | Member States do not show interest in common initiatives, and/or are not active in political or operational initiatives. | M | H | Member States have already expressed interest in initiating a network and working better together. A secretariat for the network and the action would ensure continuous communication and consultation. |
| 2- Planning processes and systems | Activities exacerbate existing conflict dynamics or cause any unintended negative consequences | M | H | The Secretariat plans the action together with the EU Delegation, HQ institutions and stakeholders, to ensure good analysis. Any activity that might cause harm will not be undertaken. |
| 1– External Environment | Risk of overlapping activities; duplication. | H | M | Given that this action covers countries which benefit from NDICI funding, specific care will have to be devoted to keeping all stakeholders abreast of |

| | | | | |
|-------------------------|--|---|---|---|
| | | | | planned activities. EUDs will be consulted before any activity is planned. |
| 1– External Environment | The implementing partners of the project do not adapt to its requirements. | L | M | Two Steering Committees including EU institutions will steer the activities of respectively components 1 to 3 and 4 of the action . |
| 1– External Environment | In country stakeholders do not show interest to work on democracy support | M | M | <p>Member States have already expressed interest in initiating a network and working better together. A secretariat for the network and the action would ensure continuous communication and consultation.</p> <p>Secretariat to follow “do no harm” principles.</p> <p>TED will engage in countries where there are windows of opportunity for democratic progress and buy in of local stakeholders.</p> |

Lessons Learnt:

The design of this action primarily draws lessons from the implementation of the following actions: .

- The implementation of the first phase of the Team Europe Democracy allowed for the establishment of the TED network (composed of 120 democracy support organisations (including research institutions, think tank, CSOs and international organizations) with the aim of proving evidence-based policy recommendations and knowledge on democracy support best practices and lessons learned, to strategically base EU democracy support strategic decisions. It also allowed for deployment of needed expertise to EU Delegation and MS embassies to support TEIs and coordinated activities. The aim to is to promote and protect democracy and human rights worldwide with actions based on academic evidence; share experiences on democracy support models; and build broad alliances to inform international and national policies, programmes and actions. . Support has been strong with 14 EU Member States participating in this initiative. TED is currently supporting the development of Team Europe initiatives in Democratic Republic of Congo, Central African Republic, but also supported coordinated actions of EU and MS in, amongst others, Jordan, Tanzania and Mongolia. At the time of drafting of this action, new support to EU and MS are being considered. Through the TED network, amongst others, work is being done to inform the mainstreaming of anti-corruption in the Global Gateway sectors and webinars/training are being developed to support, democracy support actors (including CSO’s, EU MS and EU Delegations) to better use global indices to inform democracy support actions.
- *Supporting Team Europe Democracy* is a project which implements and provides research, data collection, analysis and production of democracy indices. The project is implemented by International IDEA and partners European Partnership for Democracy and Reporters without borders. It has launched the research into democracy assistance and supports democracy indexes. These activities will continue to be supported by this Action to inform EU and EU Member States democracy support interventions.
- In the same vein, the first phase of Partnership for Democracy and Accountability supporting the **Open Government Partnerships**’ practices in seven partner countries - Kenya, Nigeria, Ghana, Colombia, Honduras, Indonesia and the Philippines - and globally across several thematic areas - anti-corruption and accountability, gender, youth and inclusion, and civic space - has yield promising results. Ambitious Action Plans for reforms have been agreed by government agencies and civil society in five countries, with commitments to reforms spanning in key policy areas, including the five priority sectors of the EU Global Gateway programme.

This first phase has shown the need to enhance the coordination of OGP Action Plans with the national policy planning cycle and their timely implementation in coordination with national and donor supported efforts, including Team Europe Initiatives. Equally, there is a need to expand Open Government initiatives by reaping emerging opportunities for state openness, people's participation and political transitions towards democracy.

- TED can also benefit from the WYDE programme (**Women and Youth Democratic Engagement**), together with the Team Europe Democracy, it is an integral part of the EU's efforts to support democracy worldwide.

Overall, the lessons learnt highlight the importance of supporting sound research and analysis on democracy and human rights, and the importance of working with democracy support organisations, that make sound and relevant expertise available to develop actions on the ground through a Team Europe approach.

3.5 The intervention logic

The overall objective of this action is to promote and protect democracy and human rights worldwide through supporting a Team Europe Initiative. The specific objective is to strengthen an effective and coordinated strategic European response in support of inclusive democracy and rule of law steered by the Team Europe Democracy Secretariat.

These objectives are expected to be achieved by combining four lines of action:

- **Component 1** will focus on producing knowledge and research on the state of democracy, democracy support and human rights violations around the world. This will include sex-disaggregated data, analysis, reporting, presenting conclusions and recommendations, tailored to inform practical recommendations and best practices on democracy support.

This component will help to bridge the gap between academic research and international cooperation in practice, contributing to the adoption of evidence-based policies and programmes. This may include provision of technical support to EU Delegations. It will also foster more strategic Team Europe approach support for research and advocacy groups, enhancing synergies among CSOs, and facilitate financing of strategic research and advocacy.

Component 2 aims at enhancing effectiveness of EU actions on democracy and rule of law, by focusing on informing improved policies and programming on democracy support actions using the expertise and knowledge of the Team Europe Democracy network. It will be focused around the three priority clusters of TED: accountability and rule of law, civic and political participation, media and digital.

- **Component 3** will ensure that the necessary expertise is provided at country level to enhance the coordination between EU Delegations and MS. Actions in support to Delegations will include activities promoting gender empowerment, especially through civic and political participation. Support at country level will target primarily EU Delegations in countries which have identified democratic governance as a priority of their MIPs and TEIs. The experts will engage, when appropriate, with actors representing the partner country, applying local context awareness and responding to the need for a multistakeholder approach
- **Component 4** will allow to provide deeper support to selected countries and themes, with a focus on innovation, peer support and better implementation of ambitious reforms in line with international standards. It will foster more strategic Team Europe approach support for accountability and anti-corruption, enhancing synergies between partner governments and CSOs, and facilitate inclusive co-creation and implementation of action plans. It will also allow to advance cross-country coalition building and learning on key issues including anti-corruption, civic space, and other enabling open government policy areas. This component will actively support national and local civil society to engage in the OGP process to enable linking their advocacy goals to policy commitments. Support at country level will target primarily governments and CSOs in countries which have identified accountability and anti-corruption as priorities of their MIPs and TEIs, complementing existing initiatives.

3.6 Logical Framework Matrix

| Results | Results chain (a): Main expected results (maximum 10) | Indicators (a): (at least one indicator per expected result) | Baselines (values and years) | Targets (values and years) | Sources of data | Assumptions |
|---------|--|--|--|--|---|----------------|
| Impact | To improve democracy and rule of law worldwide. | <p>1 Number of non-EU countries improving their VDEM Participatory Component Index (PCI) score.</p> <p>2 Number of non-EU countries improving their country situation score in public sector corruption under Corruption Perception Indexscore</p> <p>3 Number of countries improving the Economist Intelligence Unit's Democracy Index (OPSYS core indicator)</p> | <p>1. TBS at the inception phase</p> <p>2. TBS at the inception phase</p> <p>3. TBS at the inception phase</p> | <p>1. TBS at the inception phase</p> <p>2. TBS at the inception phase</p> <p>3. TBS at the inception phase</p> | <p>1 V-Dem Indices</p> <p>2 Transparency International indices</p> <p>3 Economist Intelligence Unit's Democracy Index</p> | Not applicable |

| | | | | | | |
|-------------------------|---|--|---|---|--|--|
| <p>Outcome 1</p> | <p>1 . An effective and coordinated strategic European response in support of democracy and rule of law</p> | <p>1.1 Number of coordinated EU and EUMS (Team Europe) actions in the area s of democratic governance (including rule of law), disaggregated by geographic level (global, regional and country level).</p> <p>1.2 Percentage of coordinated EU and EUMS (Team Europe) actions in the area of democratic governance (including rule of law) with gender equality as significant objective, as per the OECD-DAC Gender Equality Policy Marker score 1.</p> <p>1.3 Number of government policies developed or -implemented with civil society participation through EU support [SP]† GERF 2.29) at the domestic, regional and global levels</p> | <p>1.1 TBD at the inception phase</p> <p>1.2 TBD at the inception phase</p> <p>1.3 TBD at the inception phase</p> | <p>1.1 TBD at the inception phase</p> <p>1.2 TBD at the inception phase</p> <p>1.3 TBD at the inception phase</p> | <p>1.1-1.2 Progress reports</p> <p>1.1-1.2 Human Rights and Democracy Country Strategies</p> <p>1.3 OGP, CIVICUS, V-DEM, IDEA reports/ statistics.</p> | <p>*The EU and Member States continue to support democracy and human rights in external actions EU.</p> <p>*Delegations implement actions in support of democratic governance.</p> <p>*The political situation in targeted countries allows at least some EU Delegations to work on democratic governance actions.</p> |
|-------------------------|---|--|---|---|--|--|

| | | | | | | |
|---|---|---|---------|----------------------------------|--|---|
| Output 1 relating to Outcome 1 | 1.1 The availability of up-to-date evidence and analysis on democraticcy, with an integrated focus on gender equality is enhanced | 1.1.1 Number of tools, or guidance based on up to date and well referenced evidence on promoting democratic governance (including rule of law) with gender equality and inclusivity considerations included, developed with the support of the EU. | 1.1.1 0 | 1.1.1 TBD at the inception phase | 1.1.1 Progress reports of the EU-funded intervention | *Reliable and timely data and information sources are accessible. |
| | | 1.1.2 Number of entities (e.g. institutions, structures, international organisations, local authorities, civil society organisations, etc., excluding EU and non-EU companies) that participated in the events organised/supported (predefined OPSYS indicator) | 1.1.2 0 | 1.1.2 TBD at the inception phase | 1.1.2 Progress reports of the EU-funded intervention | *There is a willingness among local institutions and actors to share relevant data and insights. *Adequate technical and financial resources are available to conduct ongoing research and analysis. |

| | | | | | | |
|---|---|--|---------|----------------------------------|--|--|
| Output 2 relating to Outcome 1 | 1.2 Effectiveness and visibility of EU action and funding on democracy and rule of law is enhanced. | 1.2. 1 Number of meetings of the TED network (EU, Member States and civil society) discussing Team Europe approach support for democracy and rule of law around the world organized by the TED secretariat with the support of the EU. | 1.2.1 0 | 1.2.1 TBD at the inception phase | 1.2.1 Progress reports of the EU-funded intervention, Database of participants | *Communication channels and platforms for disseminating information about EU action are functional and have sufficient reach. |
| | | 1.2.2 Number of participants to training seminars, and workshops facilitated for the EU, Member States and relevant stakeholders to enhance the support on democracy and rule of law organized by the TED secretariat with the support of the EU, disaggregated by sex and type of organisations (public/private). | 1.2.2 0 | 1.2.2 TBD at the inception phase | 1.2.2 Progress reports of the EU-funded intervention, Database of participants | *Stakeholders, including media, civil society, and governments, are receptive to visibility efforts. |
| | | 1.2.3 Number of conceptual approaches (tools, good practices, strategies) to promote democracy and rule of law developed in cooperation with the network and disseminated by the TED secretariat with the support of the EU. | 1.2.3 0 | 1.2.3 TBD at the inception phase | 1.2.3 Progress reports of the EU-funded intervention | * Government institutions and civil society organizations in partner countries are open to collaboration on open government initiatives. |
| | | 1.2.4 Number of organisations participating in TED network, including women's organisations/women led CSOs and groups with the support of the EU. | 1.2.4 0 | 1.2.4 TBD at the inception phase | 1.2.4 Progress reports of the EU-funded intervention, Database of participants | |

| | | | | | | |
|---|---|--|---------|----------------------------------|--|--|
| Output 3 relating to Outcome 1 | 1.3 Capacities of EUDs, stakeholders and implementing partners to implement Team Europe activities on democracy and rule of law in selected partner countries are increased | 1.3.1 Number of experts deployed to partner countries with the support of the EU, disaggregated by sex. | 1.3.1 0 | 1.3.1 TBD at the inception phase | 1.3.1 Progress reports of the EU-funded intervention | |
| | | 1.3. 2 Number of countries supported by experts deployed via the TED secretariat with the support of the EU. | 1.3.2 0 | 1.3.2 TBD at the inception phase | 1.3.2 | |
| | | 1.3.3 Number of new projects undertaken by EU Delegations in a Team Europe approach with the support of the EU. | 1.3.3 0 | 1.3.3 TBD at the inception phase | 1.3.3 Progress reports of the EU-funded intervention | |
| | | 1.3. 4 Number of participants to events supporting democracy organised together with EU Member States at country level with the support of the EU, disaggregated by sex and type of organisations (public/private) | 1.3.4 0 | 1.3.4 TBD at the inception phase | 1.3.4 Progress reports of the EU-funded intervention | |

| | | | | | | |
|---|---|---|-----------|----------------------------------|--|--|
| Output 4 relating to Outcome 1 | 1.4 Inclusive open government approaches are enhanced and institutionalised domestically in partner countries and globally with a focus on anti-corruption, civic space, gender and inclusion and any other Global Gateway relevant sector. | 1.4.1 Number of significant national OGP commitments and other national, regional and global policy initiatives with a focus on anti-corruption, civic space, gender and inclusion are adopted with the support of the EU and in line with international standards. | 1.4.1 0 | 1.4.1 TBD at the inception phase | 1.4. Progress reports of the EU-funded intervention | |
| | | 1.4.2 Number of grassroots civil society organisations benefitting from (or reached by) EU support (GERF 2.28) to engage open government processes. | 1.4.2 0 | 1.4.2 TBD at the inception phase | 1.4.2 Progress reports of the EU-funded intervention | |
| | | 1.4.3 Number of target countries that Institutionalize open government through administrative, regulatory or legal instruments, including through national planning and resources. | 1.4.3 # 2 | 1.4.3 # 7 | 1.4.3 OGP, sources | |

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement.

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 72 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 measures¹⁷.

4.3.1 Direct management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The grants will contribute to achieving *Output 1.4 Inclusive co-creation and implementation of open government action plans is facilitated*

It will support the elaboration and implementation of action plans in partner countries.

(b) Type of applicants targeted

NGOs, foundations, public bodies, international organisations, non-for-profit organisations.

(c) Justification of a direct grant

NGOs, foundations, public bodies, international organisations, non-for-profit organisations or consortia thereof selected using the following criteria: (i) Strong commitment for and track record in the field of transparency, open government, working with open data, advocating with partner countries on anti-corruption; (ii) track record and capacity to bring together relevant stakeholders; (iii) Solid knowledge and experience of project cycle management and financial procedures/oversight.

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to Open Government Partnership.

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 based on Article 198, point c) *bodies with a de jure or de facto monopoly or to bodies designated by Member States, under their responsibility, where those Member States are in a de jure or de facto monopoly situation*; and 198, point f) *for activities with specific characteristics that require a particular type of body on account of its technical competence, its high degree of specialisation or its administrative powers, on condition that the activities concerned do not fall within the scope of a call for proposals*; of the Financial Regulation. The Open Government Partnership (OGP) has a de facto monopoly, as

¹⁷Please note that the sanctions map (www.sanctionsmap.eu) is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

a unique multilateral local and global platform for open government that includes 76 countries (including 20 EU Member States), 106 local governments and thousands of civil society organizations that work at national, sub-national, regional and global levels to drive reforms in many and diverse policy areas through an inclusive and participatory model.

OGP is built on the idea that collaboration and coalitions among governmental and non-governmental reformers through local and global platforms can drive progress towards open governance, democracy strengthening, and accountability promotion, while countering opposing forces. Local governments are also members of OGP, while Parliaments and, more recently, judicial institutions are engaging in what is becoming open state agenda.

Together they have co-created over 5000 open government reforms. This is also the only organisation with the technical competence and high degree of specialisation to undertake the activities foreseen in the Action Document.

The part of the action under the budgetary envelope reserved for grants may, partially or totally and including where an entity is designated for receiving a grant without a call for proposals, be implemented in indirect management with an entity, which will be selected by the Commission's services using the criteria defined in this section.

4.3.2 Indirect management with an entrusted entity

Part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: (i) global remit to support democracy; (ii) track record and capacity to bring together relevant networks; (iii) capacity to marry the academic (knowledge and research), policy (advocacy) and practitioner (operations) aspects of work, (iv) familiarity with EU project cycle management and EU financial and contractual procedures, (v) ability and willingness to work closely with the EU in jointly steering the action as well as to promote and enhance EU visibility.

The implementation by these entities entails implementing Output 1.1 - "European democracy support is based on up to date evidence and analysis", Output 1.2 - "Effectiveness and visibility of EU action and funding democracy and rule of law is enhanced"; and Output 1.3 - "Capacities of EUDs, stakeholders and implementing partners to implement Team Europe activities on democracy and rule of law in selected partner countries are increased".

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

If the implementation under indirect management cannot be implemented due to exceptional circumstances as the ones indicated in Article 198, points a) and b) of the Financial Regulation, the part of the action foreseen in section 4.3.2 may be implemented in direct management through the award of grant contracts and/or the procurement of services.

Similarly, in the event that direct management cannot be implemented due to exceptional circumstances, the part of the action foreseen in section 4.3.2 may be implemented under indirect management with an entrusted entity. This entity will be selected using the criteria described in section 4.3.2.

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.

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) of the NDICI-Global Europe Regulation).

4.5 Indicative budget

| Indicative budget components¹⁸ | EU contribution (amount in EUR) 2025 | EU contribution (amount in EUR) 2026 | EU contribution (amount in EUR) 2027 |
|--|---|---|---|
| Implementation modalities – cf. section 4.3 | | | |
| Objective/Outputs <i>1.1 The availability of on up-to-date evidence and analysis on democracy, with an integrated focus on gender equality is enhanced, 1.2 Effectiveness and visibility and 1.3 Capacities ... are increased</i> composed of | | | |
| Indirect management with MS Organisation or international organisation – cf.4.3.2 | | 5 000 000 | |
| Objective/Outputs <i>1.4 Open government action plans facilitated</i> composed of | | | |
| Grants (direct management) – cf. section 4.3.1 | 2 750 000 | | |
| Grants – total envelope under section 4.3.1 | 2 750 000 | | |
| Evaluation – cf. section 5.2 Audit – cf. section 5.3 | may be covered by another Decision | | |
| Totals | 2 750 000 | 5 000 000 | - |

4.6 Organisational Set-up and responsibilities

This action will be implemented in a full Team Europe approach.

For Outputs 1.1, 1.2 and 1.3, a Steering Committee will provide strategic guidance and review overall implementation. It will be chaired by the European Commission and will comprise the following members: EEAS, contributing EU Member States, a representative of the CSOs, a representative of the implementing partners. The European Parliament and other Commission relevant services are invited as observers.

For Outputs 1, 2 and 3 a Secretariat of the project will act as a project implementation unit. It will coordinate the work of the network and the Steering Committee, as well as the support to EU delegations and follow up at country level. The secretariat will feed information to TED Network and creates spaces for exchange and common learning.

For Output 4 a Steering Committee formed by the Commission, EEAS and the implementing partner will provide strategic guidance and reviews overall implementation.

The implementing partner of Output 4 will contribute to the work of the TED network.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the

¹⁸ 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.

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).

5.2 Evaluation

Having regard to the importance of the action, a final evaluation(s) may be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the innovative approach of the initiative involving close cooperation with democracy support organisations in the development of tools/conceptual approach to inform EU and EUMS actions.

The Commission shall inform the implementing partner at least 2 months 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 may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination¹⁹. 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.

¹⁹ See some practical examples of [creative communication for evaluation dissemination](#).

In line with the 2022 Guidance for External Actions “[Communicating and Raising EU Visibility](#)”, 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.