



EN

**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX V**

to the Commission Implementing Decision on the financing of the multiannual action plan part I in favour of the Regional South Neighbourhood for 2024-2026

**Action Document for Support for institution-building and international co-operation in the Southern Neighbourhood**

**MULTIANNUAL ACTION PLAN**

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

**1. SYNOPSIS**

**1.1. Action Summary Table**

<b>1. Title OPSYS Basic Act</b>	Support for institution-building and international co-operation in the Southern Neighbourhood Multiannual action plan part I in favour of the Regional South Neighbourhood for 2024-2026 OPSYS business reference: ACT-62469 ABAC Commitment level 1 number: JAD.1398837/JAD.1416025/JAD.1471511 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Economic and Investment Plan (EIP)</b>	No
<b>EIP Flagship</b>	No
<b>3. Team Europe Initiative</b>	No
<b>4. Beneficiary(y)/(ies) of the action</b>	The action shall be carried out in the Southern Neighbourhood countries: Algeria, Egypt, Israel <sup>1</sup> , Jordan, Lebanon, Libya, Morocco, Palestine*, Syria <sup>2</sup> and Tunisia.

<sup>1</sup> See Guidelines on the eligibility of Israeli entities and their activities in the territories occupied by Israel since June 1967 for grants, prizes and financial instruments funded by the EU from 2014 onwards on [http://eurlex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C\\_.2013.205.01.0009.01.ENG](http://eurlex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2013.205.01.0009.01.ENG).

\* This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue. Implementation of the present action will integrate the recommendations of the Communication to the Commission on the review of ongoing financial assistance for Palestine C (2023) 8300, 21.11.2023.

<sup>2</sup> Co-operation with the Government of Syria suspended since 2011.

	<p>As per Article 43(1) of NDICI-Global Europe Regulation, for reasons of efficiency and effectiveness, and upon explicit justified request, some activities may be extended to countries from the Union for the Mediterranean and the Anna Lindh Foundation not mentioned above (Albania, Bosnia Herzegovina, Montenegro, North Macedonia, Mauritania and Türkiye). This is justified because the action is supporting regional integration notably in the framework of the Union for the Mediterranean and the Anna Lindh Foundation, which encompass the above-mentioned countries.</p> <p>In addition, some limited experience-sharing or capacity building activities may, if needed, involve countries neighbouring the Southern Neighbourhood (Saudi Arabia, Bahrain, Kuwait, Oman, Qatar, United Arab Emirates), in the framework of the partnership with the Council of Europe.</p> <p>It is in line with the multi-annual indicative programme for the Southern Neighbourhood for 2021-2027, which makes reference, under priority 5 (specific objective 2) to the importance of cross regional cooperation.</p>
<b>5. Programming document</b>	Multi-annual indicative programme for the Southern Neighbourhood (2021-2027) <sup>3</sup>
<b>6. Link with relevant MIP(s) objectives/expected results</b>	Priority area 5: “Support to the main drivers of regional integration” (SO1: Enhance cooperation with regional organisations)”.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>7. Priority Area(s), sectors</b>	<p>Institutional building and Democratic governance</p> <p>151 Government and Civil Society</p>
<b>8. Sustainable Development Goals (SDGs)</b>	<p>Main SDG: SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development)</p> <p>Other significant SDGs:</p> <p>SDG 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)</p> <p>SDG 5 (Achieve gender equality and empower all women and girls)</p> <p>SDG 7 (Ensure access to affordable, reliable, sustainable and modern energy for all)</p> <p>SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)</p> <p>SDG 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)</p> <p>SDG 10 (Reduce inequality within and among countries)</p> <p>SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable)</p> <p>SDG 13 (Take urgent action to combat climate change and its impacts)</p> <p>SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive</p>

<sup>3</sup> C(2021) 9399 Commission Implementing Decision for the adoption of a Multiannual Indicative Programme (MIP) in favour of the Southern Neighbourhood for the period 2021-2027.

	institutions at all levels)			
<b>9. DAC code(s)</b>	15150 Democratic participation and civil society 100%			
<b>10. Main Delivery Channel</b>	21000 International NGO 47000 Other multilateral institutions 47138 (Council of Europe)			
<b>11. Targets</b>	<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 checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>12. Markers (from DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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"/>
	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	EIP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	EIP Flagship	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
	Tags	YES	NO	
	Transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
environment, climate resilience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Digital	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
economic development (incl. private sector, trade and macroeconomic support)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
human development (incl. human capital and youth)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
health resilience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
migration and mobility	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
agriculture, food security and rural development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
rule of law, governance and public administration reform	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	
Digitalisation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tags	YES	NO	
digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
digital entrepreneurship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
digital skills/literacy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tags	YES	NO	
digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### BUDGET INFORMATION

<b>14. Amounts concerned</b>	Budget line(s) (article, item): 14020110 Southern Neighbourhood Total estimated cost: EUR 39 950 000 Total amount of EU budget contribution: EUR 22 900 000 Component 1: EUR 12 900 000
------------------------------	--

	<p>Component 2: EUR 6 000 000</p> <p>Component 3: EUR 4 000 000</p> <p>The contribution for component 1 is for an amount of EUR 4 300 000 from the general budget of the European Union for 2024 and for an amount of EUR 4 300 000 from the general budget of the European Union for 2025 and for an amount of EUR 4 300 000 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>
<b>MANAGEMENT AND IMPLEMENTATION</b>	
<b>15. Implementation modalities (management mode and delivery methods)</b>	<p><b>Direct management</b> through:</p> <ul style="list-style-type: none"> <li>- Grants</li> </ul> <p><b>Indirect management with</b> the Council of Europe</p>

## 1.2. Summary of the Action

The **overall objective** of this action is to promote institution building and cooperation with three regional organisations for more integration, democracy, prosperity and diversity in the Southern Neighbourhood, and for more dialogue and cooperation with the Arab countries, Türkiye, Israel, and others. The action contributes to the fulfilment of the specific objective identified under the fifth priority area of the Regional South MIP (2021-2027)<sup>4</sup>, namely “support to the main drivers of regional integration” (SO1). Stability, resilience, economic development and regional integration are reinforced through our cooperation and policy dialogue in the Southern Neighbourhood.

The action consists of the following three components:

### Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)

This component is designed to support the functioning of the Secretariat in line with its annual work programmes for 2025, 2026 and 2027.

The support to the Secretariat of the Union for the Mediterranean contributes to **SDG 16** (*Promote peaceful and inclusive societies for sustainable development, (..) and build effective, accountable and inclusive institutions at all levels*) particularly when it comes to reinforcing and promoting UfM initiatives to enhance the sustainable development in the Euro-Med region, in which not only the public sector but also civil society plays a role. **SDG 17** (*Strengthen the means of implementation and revitalize the global partnership for sustainable development*) is key considering North-South, South-South, regional and international cooperation in the framework of UfM, in areas such as climate action, water, women or energy. In this sense, **most of the SDGs (4, 5, 7, 8, 9, 10, 11, 13, among others)** are targeted in the UfM activities. Policy coordination and policy coherence on mutually agreed terms is at the core of UfM work, on the basis of co-ownership by its members. The support to the UfM Secretariat will also contribute to enhancing multi-stakeholder partnerships that mobilise and share knowledge and expertise to support the achievement of the sustainable development goals in the Euro-Med countries.

### Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII

<sup>4</sup> Regional South MIP (2021-2027) – C(2021)9399.

This component is designed to support the Foundation to implement the seventh phase of its triennial programming since its inception.

The support to the Anna Lindh Foundation contributes to **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*) as it will contribute to the promotion of non-discriminatory laws and policies, and to more inclusive and pluralistic societies through its support to civil society and its focus on cultural diversity; and **SDG 17**.

### Component 3: Support to the Council of Europe for the implementation of the South Programme VI

The action is designed to continue the partnership with the Council of Europe (CoE) through a new phase of the South Programme to progressively enlarge the common legal space between Europe and the Southern Mediterranean region based on CoE standards. The implementation of the South Programme VI contributes to the Southern Mediterranean partners' efforts to advance towards the implementation of the United Nations 2030 Agenda, especially to **SDG 4, SDG 5, SDG 8 and SDG 16**.

#### **1.3. Beneficiary(y)/(ies) of the action**

The action is of a regional nature aiming to foster cooperation between Europe and the Southern Mediterranean and within partners in the Southern Mediterranean region in key areas of UfM/ALF/CoE expertise. Components 1 and 2 shall be carried out in the 43 countries members of UfM and ALF, out of which only Israel is not included in the list of ODA (Official Development Assistance) recipients.

Component 3 shall be carried out in the Southern Mediterranean region, mainly in Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia. Out of the beneficiaries, only Israel is not included in the list of ODA recipients. Where relevant, ad-hoc bilateral activities will accompany the advancement of partners in the process of integrating human rights and rule of law standards in their legislation and practice.

## **2. RATIONALE**

### **2.1. Context**

#### Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)

A strengthened Mediterranean partnership remains a strategic imperative for the European Union as the challenges the region continues to face require a common response, particularly after 7 October 2023. UfM can play a fundamental role in the 'day after' political dialogue and reconciliation efforts.

The dire humanitarian situation due to the crisis in Gaza, is added to the regional socio-economic, climate, environmental and security challenges as the region is suffering 20% faster climate warming effects compared to other regions, and 50% of its population is under 24 years old. Furthermore, the region has one of the lowest levels of regional economic integration in the world. Significant economic and gender inequalities persist, and governments struggle to meet the aspirations of young people. Particular concerns regarding discrimination, prejudice, racism and hate speech, especially on social media, were flagged. Good governance, promotion and protection of fundamental rights, as well as respect for the rule of law, remain key for the development of sustainable, peaceful and stable democratic societies in the Mediterranean. The need to address these challenges jointly is further reinforced in the post-pandemic context, which has illustrated starkly shared vulnerabilities and mutual interdependence of the countries in the region.

The need to seek common solutions through engaging with regional actors, notably the UfM, is a priority for the EU last established the Joint Communication on the renewed partnership with the Southern Neighbourhood<sup>5</sup> adopted on 9 February 2021. The Agenda acknowledges the central role of the UfM as crucial focal point to enhance regional cooperation and of its regional dialogue platforms to support shaping sectoral policies.

Close coordination between the EU and the UfM Secretariat is constant in order to ensure complementarities and synergies with the Commission's priorities and avoid overlaps of specific activities or double funding. There is a regular exchange of information between the UfM Secretariat, Commission services, the EEAS and other donors and international financing institutions. This flow of information is greatly helped by the secondment of an EU official to the UfM Secretariat. The EU holds the UfM Co-presidency and co-leads the preparation of ministerial conferences including the annual Foreign Ministers' Regional Forum, and Senior Officials meetings and to the endorsement of projects for UfM labelling. The EU participates in the drafting of UfM ministerial declarations. The UfM annual work plan is submitted to the EU for opinion before it is officially endorsed by the Senior Officials.

#### Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII

The EU Global Strategy for Foreign and Security Policy (2016) recognises the importance of building partnerships among people, regarding the inter-cultural dialogue for plural and inclusive societies. This is done through support to the work of the Anna Lindh Foundation (ALF), consistent with its role as the “EU's main interlocutor in matters of intercultural dialogue” as referenced in the “Joint Report on the Implementation of the ENP Review”<sup>6</sup> and in the Agenda for the Mediterranean. Since its creation, the work of the Anna Lindh Foundation has been aligned with the EU priorities in the Euro-Med region, notably the support to civil society and youth.

To maximise the impact of its action and benefiting from working through partnerships, the Foundation will continue aligning its programming orientations with Euro-Med national countries priorities in the field of intercultural dialogue and/or specific sectors that can contribute to this mission.

Furthermore, to strengthen the impact of its action, avoid duplication, and create synergies with relevant donors and regional institutions, the ALF is partner of the Union for the Mediterranean, it has concluded cooperation agreements, and has regular coordination exchanges with, among others, UNESCO, Council of Europe, OECD, UNOPS/CMI, OSCE, League of Arab States, Club de Madrid, British Council. The complementarity of the Foundation's actions with regional integration processes have been recognised on some important occasions. At the 8<sup>th</sup> UfM Regional Forum in November 2023, the UfM Co-Presidency recognised the role that the Anna Lindh Foundation is playing for the promotion of the intercultural dialogue as the only Euro-Mediterranean organisation gathering civil society actors of the whole Mediterranean Basin.

#### Component 3: Support to the Council of Europe for the implementation of the South Programme VI

The EU-CoE relations are governed by a Memorandum of Understanding (2007) with reference to the Neighbourhood and Enlargement for developing democratic stability. The Statement of Intent in 2014 formalised the political commitment to foster a more strategic, predictable and long-term cooperation between the two Organisations, whereas the Financial Framework Partnership Agreement (2020) created an enabling and long-term environment for effective financial and administrative cooperation. The South

---

<sup>5</sup> SWD (2021)23: “Renewed partnership with the Southern Neighbourhood: A new Agenda for the Mediterranean”.

<sup>6</sup> JOIN/2017/018 final.

Programme, a joint EU/CoE initiative in force since 2012, has contributed to the implementation of strategies of the EU – notably the Action Plan on Human Rights and Democracy (2020-2024) and the new Agenda for the Mediterranean – as well as the CoE [Policy towards its neighbouring regions](#). Through an operational tripartite partnership between the EU, the CoE and partner authorities in the region it has achieved tangible results, notably 22 ratifications of 14 CoE conventions by 5 partner countries in the region.

## **2.2. Problem Analysis**

### **Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)**

The 8<sup>th</sup> UfM Regional Forum held in November 2023 enhanced the essential role of the UfM Secretariat to act as catalyst to bring UfM members, regional and international financial institutions, and civil society together around regional dialogue to build a joint response to common challenges across the Euro-Mediterranean region. In light of this fundamental role, the EU has been providing support to the UfM Secretariat in the form of an annual operating grant since 2010 in co-funding with the UfM Member States. The crisis in Gaza has made the need for dialogue more pressing than ever. The role UfM can play in the reconciliation and reconstruction efforts is a key element for the EU and the countries in the region, as acknowledged by the co-presidency and UfM Members during the last Senior Officials Meetings.

The priority areas for more cooperation and integration were identified by the 2008 Paris Declaration<sup>7</sup> (transport, urban development, energy, environment, climate change, water, higher education and research, social and civil affairs, employment, trade and business development) and still remain valid to transform the Mediterranean into an area of peace, democracy, cooperation and prosperity. In addition to the Paris Declaration, the UfM Roadmap for Action adopted by the UfM Ministers in 2017<sup>8</sup> extended UfM field of action to new areas for more integration in the Mediterranean (e.g. digital and blue economy, youth and women empowerment). Furthermore, in the statement issued by the Co-Presidency at the 5<sup>th</sup> UfM Regional Forum in November 2020<sup>9</sup>, Foreign Affairs Ministers recognised the need to prioritise the areas of action where the UfM can play a crucial role and provide for a comparative advantages and agreed to focus the UfM's work in the coming years on the following specific areas: a) environmental and climate action; b) sustainable and inclusive economic and human development; c) social inclusiveness and equality as an essential element in the socio-economic development of the region; d) digital transformation, and e) civil protection.

### **Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII**

The ALF lines of action, as described in the organisation annual Work Programme 2024<sup>10</sup>, include civil society network engagement, synergies with academia and local authorities, and with governments and EU institutions, as well as intercultural activities at local level, and different programmes involving the youth.

The Anna Lindh Foundation has played a fundamental role since 2005 in forming a bridge between the Euro-Mediterranean region by promoting understanding and intercultural dialogue between cultures, religions and people. After 7 October 2023, promoting intercultural dialogue is more imperative than ever, as a response to increasing xenophobia, hate speech and new forms of exclusion. The role ALF can play in

---

<sup>7</sup> [Joint Declaration of the Paris Summit for the Mediterranean - Union for the Mediterranean - UfM \(ufmsecretariat.org\)](#)

<sup>8</sup> [UfM Roadmap for Action \(ufmsecretariat.org\)](#)

<sup>9</sup> [UfM Foreign Affairs Ministers set priority areas for stronger cooperation and integration in the Euro-Mediterranean region - Union for the Mediterranean - UfM \(ufmsecretariat.org\)](#)

<sup>10</sup> "ALF Work Programme 2024", adopted by the Foundation's Board of Governors on 22<sup>nd</sup> February 2024.



the reconciliation and reconstruction efforts in the ‘day after’ is fundamental, as acknowledged by ALF member during the last Board of Governors.

Young people in the Southern Neighbourhood representing 50% of its population, often feel excluded from participation in political and economic decision-making. The support to the Foundation’s initiatives is intended to contribute to remedying this perception. In line with the ALF Strategy<sup>11</sup>, investment in youth is a central overarching aim that has been reaffirmed through the preparations of the flagship event of the Foundation, the MED FORUM, which will take place in 2025.

### Component 3: Support to the Council of Europe for the implementation of the South programme VI

The situation in the Southern Mediterranean region remains challenging, marked by an authoritarian backlash in several countries, political instability and more recently, increasing concerns over regional escalation of the Hamas-Israel crisis.

Despite the challenging context, the main objective of the South Programme, to progressively create a common legal space, has proven to be highly relevant particularly with regard to global challenges. Partner authorities in Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia have demonstrated their willingness to incorporate CoE standards in their national legislations and align practice, as well as to improve international cooperation based on these standards.<sup>12</sup> This progress achieved is anchoring Southern Mediterranean partners within the framework of the common legal space. While not invited to consider accession to conventions, cooperation with Palestinian partners has continued at a technical level and through regional CoE networks, such as the UniDem Med of the Venice Commission<sup>13</sup>.

The sixth phase intends to consolidate and build on the results achieved by the previous phases with a focus on the progressive enlargement of a common legal space between Europe and the Southern Mediterranean region based on European standards. By doing so, it will promote complementarity and synergies with other EU actions as well as with other donors and regional organisations in the Southern Neighbourhood active in relevant fields. It foresees joint action with other EU funded initiatives in the region, notably the joint EU/CoE CyberSouth+ project, Euromed Justice and with the European Union Agency for Law Enforcement Training (CEPOL). It will also reinforce cooperation with the League of Arab States (LAS) and ensure synergies in particular with the Anna Lindh Foundation (ALF), the Union for the Mediterranean (UfM), as well as with relevant United Nations (UN) agencies and EU Member States’ development agencies. This phase proposes four key components aimed to strengthen international cooperation and political dialogue, harmonise national legislative frameworks in line with CoE standards, enhance technical skills and capacities as well as tools, mechanisms and strategies for effective implementation of these standards. The action will focus on thematic priority areas where the CoE has an added value based on its conventions with the fight against organised crime (such as trafficking in human beings, smuggling of migrants, anti-corruption, money laundering), the protection of personal data and combating violence against women and children at the forefront. Interlinkages between the priority areas, related topics and emerging human rights issues in the region will be increasingly addressed, including in cooperation with other regional

---

<sup>11</sup> “Working Together Towards 2025” adopted by the Foundation’s Board of Governors on 11<sup>th</sup> June 2015.

<sup>12</sup> Commitment and interest of Southern Mediterranean partners is at record high as illustrated by **Tunisia**’s recent ratification of the Budapest Convention on cybercrime, signature of the MEDICRIME convention on counterfeiting of medical products and request to accede to the Macolin Convention on manipulation of sports competitions, as well as **Lebanon**’s request in becoming an observer to the 108+ convention on data protection. Requests for the provision of targeted legislative and other technical expertise in line with CoE standards have multiplied (e.g. **Jordan**, **Libya** and **Lebanon** on data protection and the justice sector), as well as interests expressed by **Algeria** and **Egypt** for reinforced cooperation in a wider range of sectors in the framework of the South Programme. Source: South Programme V (SPV) annual report 2023.

<sup>13</sup> University for Democracy for the Southern Mediterranean of the European Commission for Democracy through Law.

organisations. The expertise of the CoE specialised structures and bodies, such as the Venice Commission, CEPEJ, GRECO, MONEYVAL GRETA, or the North-South Centre will be instrumental in ensuring the quality of the action.

### Main stakeholders of the action

The action will target institutional and civil society actors of the partner countries in the region, which are relevant to the priority thematic areas of the programme, including notably:

- Line ministries (especially those in charge of foreign affairs; justice, human rights, good governance, women, children, internal affairs, education and health);
- Institutions and independent bodies on human rights and good governance with specific responsibilities in relevant areas (such as media, anti-corruption, anti-money laundering, anti-trafficking, women and children's rights);
- Ombudspersons;
- Constitutional Courts and the judiciary, including national courts and high judicial councils and judiciary supervisory bodies;
- Training institutions, including schools of judges and prosecutors;
- Bar associations;
- Law enforcement authorities;
- Civil society organisations

## **2.3. Lessons Learned**

### Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)

The successful UfM ministerial meetings of the past years consolidated the importance of the UfM as a crucial political dialogue forum and sectorial platform and reconfirmed the importance of its centrality to promote regional integration and cooperation to build peace, stability and prosperity in the region. The ongoing process of reform of UfM has identified some criticalities that the EU and the UfM Secretariat are addressing through new Action Documents and through the UfM annual work programme itself. In order to execute its mandate, the Secretariat of the organisation needs sufficient financial resources, including its Members' commitment to provide more balanced and predictable contributions to its budget.

Since the creation of the UfM, the role of the EU has proven to be instrumental for the organisation. As co-president of the UfM, the EU steers, together with the Southern Co-presidency, the action of the organisation and sets the priority areas for a stronger cooperation and integration in the Euro-Mediterranean region. At sectoral level, the know-how and technical capacity of the different Commission services are essential to define the relevant regional strategies and coordinate, with the support of the UfM Secretariat, the work of the technical UfM regional dialogue platforms. The yearly Commission's contribution, amounting to 50% of the global budget of the organisation, gives the financial means for the Secretariat to implement its work programmes and provides predictability of resources, besides the voluntary financial contributions of its Members.

### Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII

The Commission's support to the Anna Lindh Foundation confirmed that the work of the Foundation remains highly relevant to the overall political, social and cultural context of the Mediterranean region (and also to "non-Mediterranean" EU countries), particularly after the 7 October 2023.

Over the recent years and particularly in its Work Programme 2024, the Foundation has experienced an increase of its activities with new initiatives such as the “Young Mediterranean Voices” project, initiatives on IA or “Living together”, that have added other work strands to the Foundation’s work. This diversification of activities has also added complexity of its long-term strategy and impact, with the themes covered overly broad.

At policy level, the Foundation still faces considerable challenges in balancing civil society needs and government policies, especially in relation to civil society space in some of its Member States. Another important challenge for the Foundation is to effectively contribute to policy changes and reforms but also to reach the most vulnerable youth.

The EU funding has become essential to the ALF’s, considering the diminishing funds the Foundation is receiving from its Members, which impact all aspects of its work and seriously undermine its effectiveness.

### Component 3: Support to the Council of Europe for the implementation of the South Programme VI

The action will take into account lessons learnt from previous phases, independent evaluations<sup>14</sup> and other CoE interventions in the region. Key lessons that will apply to the design and implementation of the sixth phase include the following:

- CoE leverage in the region to address sensitive human rights concerns: After more than a decade of cooperation in the Southern Mediterranean, the CoE, based on its conventions, carries a leverage in the region and potentially even beyond through its cooperation with the League of Arab States. Even in the absence of genuine democratic transition processes in the region, tangible progress in harmonising legislation and practice in line with especially rule of law standards, continuous political dialogue and advocacy work in the margins of cooperation activities and events such as the Lisbon Forum of the North-South Centre, have enabled the CoE to continuously address also topics that are considered sensitive in the region, such as gender equality.
- Flexible approach adapted to the needs of partners: Flexibility to address emerging human rights concerns in the region and needs based on partners’ requests has been one of the strengths of the South Programme since its launch in 2012. Established by the fifth phase, the Quick Response Mechanism (QRM) provides tailored legal expertise to support priority reforms and harmonisation of national legislative frameworks in line with CoE standards. Whilst the demand-driven approach will be pursued, the CoE continues to work towards generating a demand in areas where it has a unique added value, such as promoting the abolition of the death penalty.
- Complementarity of regional and country specific action: Whereas majority of the action is regional promoting a common “language”/terminology based on CoE standards for joint action in order to address common threats and challenges, complementary ad-hoc bilateral assistance encompasses national reforms with pilot activities that could be scaled up at regional level or bolster cooperation with other countries in the region.
- Ensuring local ownership with successful exit strategies: The CoE Human Rights Education for Legal Professionals (HELP) programme is a good example of training that allows national stakeholders to take full ownership of the action and sustain the initiatives in the long term. Training courses are systematically adapted into the national contexts and specific needs of the target groups by using the expertise of national training providers and a pool of master trainers. As a result, many HELP courses, or their modules, are integrated into mandatory or optional training curricula of training institutions which continue to offer the content even after the programme intervention.

---

<sup>14</sup> Evaluation of the South Programme I (2014), evaluation of the South Programme II (2016), Results-Oriented Monitoring Report (ROM) of the South Programme III (2019).

- Continued reinforced coordination with EUDs: Continued coordination between the EU Delegations in the region and the Council of Europe will be ensured with a view to the definition of the programme and throughout its implementation. It will involve thorough consultations, regular dialogue and close cooperation regarding the implementation of activities. The methodology of this cooperation should be demand driven and re-arranged according to the need of the delegations.
- To strengthen the impact of the programme, bilateral activities will be tailored to the need of the country.

The action will promote complementarity and synergies with the better governance projects funded under the 2021-2027 Interreg NEXT MED and Interreg NEXT Italy-Tunisia cross-border cooperation programmes in the Mediterranean Sea Basin.

### 3. DESCRIPTION OF THE ACTION

#### 3.1. Objectives and Expected Outputs

The Overall Objective (**Impact**) of this action is a closer cooperation of the Euro-Med region for shared prosperity.

The Specific Objectives (**Outcomes**) of this action are:

1. The role of the UfM Secretariat as a regional dialogue platform is reinforced (component 1).
2. The mandate of ALF to build more tolerant and pluralistic societies in the Euro-Med region is enhanced (component 2).
3. The common legal space between Europe and the Southern Mediterranean based on European and international standards is enlarged (component 3).

The **Outputs** to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

#### Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)

The outputs are the following:

1. The UfM Secretariat is supported financially and technically in executing its mandate, in accordance with the modalities described in its work programme.
2. The functioning of the Secretariat has improved, the reform process is successful, and the measures agreed by the Senior Officials are implemented, in particular as regards the supportive relations with Commission services.
3. High quality regional initiatives in the six priority areas (Transport and Urban Development, Energy, Environment including Climate Change and Water, Higher Education and Research, Social and Civil Affairs, Business Development and Employment) are given the UfM label and constitute an implementation of the political mandate provided by the Ministerial declarations.
4. Relations and cooperation with international and bilateral financial institutions, UfM members and the private sector are strengthened to increase financing for projects.

#### Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII

The outputs are the following:

1. Civil society members of the ALF networks take part to intercultural dialogue (ICD), through regional and national activities, mobility (regional exchanges), training (peer-to-peer enhancing capacities modules).

2. ALF Civil society members engage with Academic (knowledge for action) and Local Authorities (Mediterranean Capital and Mediterranean Day).
3. Inter-cultural dialogue is promoted and mainstreamed, by involving Governments and EU institutions representatives in dialogue and debates and through dissemination of valuable ICD products to relevant stakeholders of the region (eg: audio-visual, online materials, and digital channels).
4. ALF Secretariat role is supported to reinforce integrating quality control mechanisms and flanking measures throughout the whole cycle of the action.

### Component 3: Support to the Council of Europe for the implementation of the South Programme VI

The outputs are the following:

1. International cooperation and dialogue is strengthened including through CoE specialised structures and networks, for the protection of human rights and the rule of law.
2. The national legal frameworks are harmonized in line with CoE and international standards, including through the support of the Quick Response Mechanism (QRM).
3. Technical skills, capacities and resources of representatives of relevant bodies, professionals and civil society are enhanced, to address common challenges in line with CoE standards.

### **3.2. Indicative Activities**

#### Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)

Activities relating to Output 1 (the UfM Secretariat is supported financially and technically in executing its mandate, according to the modalities described in its work programme):

- the UfM Secretariat, will continue encouraging consensus building, promoting the development of regional agendas, developing regional and sub-regional networks, and foster dialogue and exchange among all stakeholders from the Mediterranean region. To this end, the UfM Secretariat will organise the ministerial conferences as indicated in the work programmes, including the annual Ministerial Regional Forum, and it will implement the parts of the reform that address the reorganisation of the thematic platforms.

Activities relating to Output 2 (The functioning of the Secretariat has improved, the reform process is successful and the measures agreed by the Senior Officials are implemented, in particular as regards the supportive relations with Commission services):

- the Secretariat will reinforce the coordination with the Commission services, provide regular information and implement the technical aspects of the work programme.

Activities relating to Output 3 (High quality regional initiatives in the six priority areas: Transport and Urban Development, Energy, Environment including Climate Change and Water, Higher Education and Research, Social and Civil Affairs, Business Development and Employment, are given the UfM label and constitute an implementation of the political mandate provided by the Ministerial declarations):

- the labelling process will be improved as part of the reform of the institution, and the on-line Project Monitoring System will continue to be consolidated.

Activities relating to Output 4 (organisation of financing of projects):

- the Secretariat will promote projects to possible financers, and organise donor's activities, in particular in support of the projects labelled.

## Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII

### Activities related to Output 1:

- Heads of National Networks coordination and invigorating exchanges
- Networks Engagement Scheme (intercultural actions at national and regional level)
- Mobility to promote collaborative initiatives among intercultural actors. ALFinMOTION
- Enhancement Capacities with peer-to-peer approach.

### Activities related to Output 2:

- Intercultural dialogue knowledge for action (K4A).
- Mediterranean Capital for Dialogue.
- Cultural initiatives and Intercultural activities related to the Mediterranean Day.

### Activities related to Output 3:

- Governments and EU institutions synergies: Engaging institutions to enhance Intercultural Public Policies,
- Visibility and dissemination: dissemination of website, social-media, audio-visual and Resource Centre

### Activities related to Output 4:

- Quality control, monitoring, and evaluation: Follow up missions related to main work packages.

## Component 3: Support to the Council of Europe for the implementation of the South Programme VI

### Activities related to Output 1:

- Provision of support for the participation of Southern Mediterranean professionals, representatives of partner authorities and civil society, in relevant CoE structures and networks;
- Organisation, including jointly with other regional actors and in the framework of CoE networks, of regional events, activities, study visits, etc. to raise awareness on CoE standards and to promote regional exchanges on best practices;
- Setting-up of regional expert/coordination groups to encourage and facilitate responses to common challenges, led by experts from the region and/or Europe (e.g. combating trafficking in human beings);
- Organisation of meetings, workshops and/or other events with the objective of operationalising new networks and/or ensuring the efficient functioning of existing networks.

### Activities related to Output 2:

- Provision of legislative expert advice through the Quick Response Mechanism;
- Provision of technical assistance for the assessment of existing legislative frameworks, consultations with stakeholders, preparation of gaps analysis and recommendations to harmonise national legislative frameworks in line with CoE standards.

### Activities related to Output 3:

- Provision of technical assistance for the review, development and adaptation of national and/or regional mechanisms, tools, strategies and policies to address global challenges at country and regional level;
- Adaptation of HELP courses into national contexts and/or to address the needs of specific target groups, including judges, prosecutors, lawyers, law enforcement officials, social workers and other professionals and stakeholders, such as youth from specialised organisations and other civil society actors;

- Organisation of regional and country specific workshops and events to exchange experiences on the implementation of relevant standards, tools and mechanisms to address global challenges.
- Provision of specialised and cascade training for legal and other professionals, national authorities and other stakeholders, such as civil society actors, including through the HELP Programme and on relevant CoE methodologies (e.g. tools developed by the CEPEJ);
- Provision of Training of Trainers (ToT), including in the framework of the HELP programme, for extending the pool of master trainers on CoE standards in the region;

### **3.3. Mainstreaming**

#### **Environmental Protection, Climate Change and Biodiversity**

**Outcomes of the Strategic Environmental Assessment (SEA) screening** (relevant for budget support and strategic-level interventions)

The SEA screening concluded that no further action was required.

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

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

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

The CRA screening concluded that this action is no or low risk (no need for further assessment).

#### **Gender equality and empowerment of women and girls**

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective of the action, in all components.

#### **Human Rights**

Human rights is a significant objective in all components.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that it is a significant objective in all components.

#### **Democracy**

Democracy is a significant objective in all components.

#### **Conflict sensitivity, peace and resilience**

Conflict sensitivity, peace and resilience is a significant objective in all components. Additionally, support for early recovery will be taken into account, as relevant.

#### **Disaster Risk Reduction**

Disaster Risk Reduction is an objective in a specific component of this action.

#### **Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)**

Addressing environment, climate change and gender equality is part of the work of the Union for the Mediterranean to achieve more integration in the Euro-Med region. The UfM Secretariat is committed to addressing common challenges faced by the region with the involvement of civil society, notably in relation

to youth and women empowerment but also, more specifically, in the field of social economy, environment, employment and labour. The Commission will recall the importance to consider the working principles of the Human Rights-Based approach in all actions, including the projects that will be proposed for UfM labelling.

#### Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII

The work of the Foundation integrates culture of peace, good governance, citizen’s participation, human rights and non-discrimination principles in its activities, which are at the basis of respect and preservation of cultural diversity. The Rights-Based approach is therefore intrinsically applied in the mandate of the Foundation. The Foundation is a hybrid organisation, governed by the Board of Governors (essentially the same delegates who represent their governments of the UfM Members in the Meetings of the Senior Officials) but relying, for its activities, on national networks of civil society organisations. Civil society empowerment and support is therefore a major dimension of the Foundation’s action. Given the importance of women empowerment policies in the region, the Foundation will also encourage and support projects addressing women rights. Gender equality will be streamlined throughout all the Foundation’s programmes. The Foundation will also ensure that gender equality is reflected among the activities’ participants. A special focus on green transition will be embedded in the Foundation’s action in the coming years, and it will be contributing to the climate change challenges and identification of shared solutions for awareness raising campaigns and joint action in favour of environmental sustainability.

#### Component 3: Support to the Council of Europe for the implementation of the South Programme VI

The action will be implemented in line with the CoE’s Human Rights Approach founded on the principles of gender equality, inclusion of diversity, equal access and participation of all in society, irrespective of their specific characteristics (e.g. gender, age, ethnicity, disabilities, religious or political belief, etc.), ensuring that all these aspects are appropriately taken into consideration both in the planning and implementation phases across all programme components. It contributes directly to achieving and implementing the UN Sustainable Development Goals (SDGs) in the region, in particular 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”, SDG 5 “Achieve gender equality and empower all women and girls”, SDG 4 “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”, and SDG 8 “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.

### **3.4. Risks and Assumptions**

<b>Category</b>	<b>Risks</b>	<b>Likelihood (High/ Medium/ Low)</b>	<b>Impact (High/ Medium/ Low)</b>	<b>Mitigating measures</b>
Category 2 – Risks related to planning, processes	<b>Component 1: Union for the Mediterranean</b>  The main risks and possible constraints derive from the fact that the global budget of the UfM Secretariat relies upon	<b>M</b>	<b>H</b>	The UfM Secretariat leads constant actions towards UfM members and other potential donors in order to ensure regular funding. As a result, for instance, Sweden, Germany and



and systems	contributions from the European Commission (50%) and the 43 UfM members. Any delay in the delivery of UfM governments' contributions or in the fulfilment of the corresponding commitments might lead to a disruption of the implementation of the approved work plan of the Secretariat.			Spain have signed agreements with the Secretariat to fund UfM initiatives, or provided in kind funds rather than directly to the UfM budget. The Co-presidency led in 2023 a process of reflexion on the UfM reform, where some Members aim to increase the voluntary UfM Members contributions, although agreement was not reached.
Category 1– Risks related to the external environment	Disagreements amongst Member States can delay or prevent the adoption of sectorial policy documents or ministerial declarations.	<b>H</b>	<b>H</b>	Intense work of the co-presidency with the Secretariat and amongst Member States to try to agree on compromise solutions, particularly after the 7 <sup>th</sup> October 2023.
Category 1– Risks related to the external environment	Disinformation/misinformation	<b>M</b>	<b>H</b>	UfM and Commission communication campaigns, pedagogy, trainings as pre-emptive and reactive measures.
	<b>Component 2: Anna Lindh Foundation</b>			
Category 2 – Risks related to planning, processes and systems	The main risk weakening the ALF is the Members not living up to their financial commitments. The present action is designed with the assumption that ALF Member States will contribute to the triennial budget of the EC action grant with an amount of EUR 3.75 million. Uncertain, decreased or cancelled Member States' contributions might put at risk the sound implementation of the action.	<b>H</b>	<b>H</b>	EU institutions and ALF use every occasion to remind ALF Members to respect their financial commitments. The Commission will, at the Board of Governors meetings, restate the importance of sufficient and sustainable funding. At the beginning of the year, the Foundation will try to sign funding agreements with the ALF Member States to secure funding and to make Members' contributions more predictable. There will be renewed fundraising efforts by the Secretariat, notably by the liaison officer in Brussels, to seek and secure complementary sources of financing from the public and private sector.
Category 3–	A poor governance and	<b>M</b>	<b>M</b>	The Board of Governors and the

Risks related to people and the organisation	weak internal management of the Foundation could cause any risk to the sound implementation of the action.			Commission will continue monitoring the way the Foundation is governed and will take appropriate decisions for a better management. The Foundation will continue taking a close look at its internal organisational structure and will continue improving its governance.
Category 1– Risks related to the external environment	Disinformation/misinformation	<b>M</b>	<b>H</b>	ALF Work Programme 2024 includes a work strand (package n.18) where ALF’s national civil society organisations, youth groups, social media influencers and online media produce content that transform narratives and launch awareness campaigns, with a particular focus on vulnerable communities.
Category 1 – Risks related to the external environment	<b>Component 3: Council of Europe</b>  Deterioration in the security situation (political unrest, instability, military conflict) leading to limited accessibility and hindering the implementation of the action.	<b>H</b>	<b>M</b>	Adapt workplans and consider alternative locations in secured areas, hybrid or online implementation, and if necessary, postpone activities to a later date; Continue regular monitoring of security risk management measures through responsible CoE security services and in coordination with EU and other international organisations operating in the region.
Category 1 – Risks related to the external environment	Political, institutional and social instability that could lead to slowdown or interruption of legislative processes, changes of staff of institutional partners, lack of interest/hostility towards cooperating with international partners and/or neighbouring countries in the region.	<b>M</b>	<b>H</b>	Continued political dialogue with partners, including at high level; Promote increased operational ownership of activities and results at different level of authorities, as opposed to reliance on top level guidance; Adapt work programmes, diversify stakeholders and partners at national level and continue action at technical level; Setting-up of multi-stakeholder partnerships, including with other international organisations active in the region (e.g. League of Arab States);

Category 1 – Risks related to the external environment	Hostile political environment towards civil society that could lead to a limited role and space of civil society organisations (CSO) in Southern Mediterranean societies and further to disillusioned youth that has no means to participate.	M	M	<p>Strengthened coordination with the Commission (DG NEAR), EUDs and other international actors and organisations for concrete risk mitigation measures. In unstable countries where the CoE doesn't have an office, the EUD can be used as an entry point.</p> <p>Consolidating and further widening contacts and direct dialogue with CSOs, including through networks and other organisations active in the region;</p> <p>Continue to create spaces for dialogue and exchange at national and international level between national authorities, institutional partners, parliamentarians and civil society, including youth organisations;</p> <p>Continue to raise awareness of CoE standards and strengthen capacities of relevant national actors to contribute proactively to reform processes.</p>
Category 1 – Risks related to the external environment	Dissemination of misinformation and disinformation has the potential of undermining the efforts and image of the CoE and the EU in the partner countries in the Southern Mediterranean.	M	M/H	<p>Communication and management of the South Programme is designed to counter risks of misinformation and disinformation through various means. These include proactive communication on CoE standards promoted, cooperation with media outlets in the region to promote accurate reporting and dissemination of programme-related information, monitoring of social media channels (within resources available within the programme) to identify and respond to misinformation. Coordination with communication officers and other relevant staff of the EU Delegations in the region and DGNEAR in Brussels is crucial for jointly identifying and addressing false information and to counter it with jointly agreed accurate and verified content. Mitigation measures include also fostering open communication channels with</p>

				programme partners in the region to encourage dialogue and feedback as well as provision of transparent and detailed reporting on programme activities, methodologies and outcomes.
--	--	--	--	---

### **External Assumptions**

The underlying intervention logic for this action is based on assumptions and measures to provide sustainability.

#### Component 1

There must be sufficient political commitment by UfM Member States to reinforce the Euro-Med partnership and the regional integration between the shores of the Mediterranean. The UfM Secretariat will revise and adapt its work plan for 2025 and subsequent years if UfM Members' contributions do not reach the 50% of the budget foreseen.

#### Component 2

The Secretariat of the ALF will revise and adapt the work programme and the budget related to Phase VII if Member States' contributions do not amount to EUR 3.75 as expected. The Executive Director will continue boosting the organisational reforms to improve the internal governance of the Foundation.

The changing regional context in which the Foundation operates led to the re-definition of priorities over time. This shows flexibility, but to ensure longer-term strategy and impact, the Foundation considers the need to keep a clear focus and uniqueness in relation to its mandate. Furthermore, taking into consideration that the Foundation's action was conceived to produce an impact at societal level and on people's attitudes and behaviour in favour of openness to cultural diversity and interaction, its main indicators of success can be measured with long-term actions involving young people and addressing their needs.

#### Component 3

The programme assumptions rest largely on the political will of partner authorities in the region to pursue their commitments to achieve the 2030 Agenda for Sustainable Development in accordance with CoE standards (outcome 1), as well as sufficient political and institutional stability in the region to enable and allow for the initiation of accession processes, participation in CoE specialised networks and structures and which are conducive towards legislative reforms to be adopted in line with CoE standards (outputs 1-2). Similarly, the political commitment of the CoE Member States for increased participation of the Southern Mediterranean partners into CoE Conventions and structures is crucial. Capacity building measures are planned with the assumption that partner authorities in the region remain available, committed and continue to see the added value of the CoE standards, instruments, mechanisms, training and tools (outputs 3-4). Conducive environment for fostering increased awareness and participation of civil society actors in the Southern Mediterranean contribute towards public awareness and support towards democratic reforms and sustainable results (outcome).

### **3.5. Intervention Logic**

The underlying intervention logic for this action is:

## Component 1

Over the last decade, the UfM Secretariat has demonstrated its institutional management capacities to deliver its action in terms of project labelling, organisation of regional dialogues, implementation of ministerial mandates, preparation of ministerial meetings and senior officials meetings, etc. The purpose of the operating grant is to strengthen these capacities and to reaffirm its implicit ownership over the Barcelona Process, despite the current circumstances.

IF the UfM implements its Work Programme 2024 AND there is sufficient political commitment by UfM Member States, THEN the functioning of the UfM Secretariat, its platforms and the relations with its Members and EU institutions will be reinforced.

IF the functioning of the UfM Secretariat, its platforms and the relations with its Members and EU institutions are reinforced AND all these elements and actors work efficiently, THEN the UfM reform will be achieved, BECAUSE there is a need to go further in the Euro-Med cooperation.

## Component 2

The EU funding has been qualified as essential to the Foundation's survival, especially in the light of the financial situation the Foundation is facing with some Members decreasing their contributions. To ensure structural and sustainable funding for its action, the Foundation will aim at securing an EU funding mechanism from the beginning of the programming phase, and additional funding for specific projects and programmes by national governments and agencies, private donors, international organisations aligned to the Foundation's objectives, philanthropic donations, and non-profit income-generating activities.

IF the activities established in the ALF Work Programme 2024 are undertaken AND the assumptions hold true, THEN the Outputs regarding the support for the reinforcing of the ALF Secretariat, ALF civil society networks, collaboration with academia, local authorities, governments and EU institutions will be produced.

IF Outputs are delivered AND the assumptions at the level of Outputs hold true, THEN the Outcome (the mandate of ALF to build more tolerant and pluralistic societies in the Euro-Med region is enhanced) will be realised, BECAUSE it is in the interest of the EU and ALF members to achieve the objectives of the ALF.

IF the Outcomes are achieved AND the assumptions at this level hold true, THEN the action will contribute to the desired Impact. This is BECAUSE further Euro-Med cooperation is needed more than ever in the 'day after' the Israel-Hamas crisis.

## Component 3

The underlying intervention logic for this action is based on the CoE Project Management Methodology (PMM), which ensures the interlinkages and synergies between the standard setting role of the CoE, its monitoring mechanisms to ensure these standards are reached and maintained, as well as technical cooperation to address shortcomings and promote effective implementation of these standards. The PMM provides for a tailor-made approach to apply the CoE's HRA whilst strengthening the link between technical cooperation activities and the overall strategy and values of the Organisation.

The specific objective of enlarging the common legal space between Europe and Southern Mediterranean region is a gradual process, requiring for a phased adoption and implementation of legal reforms in the Southern Mediterranean through technical support and capacity building measures (outputs 1.1-1.4) as well

as inclusion of all relevant stakeholders, including the youth and the civil society for an increased buy-in the reforms by the wider society (crosscutting).

### 3.6. Indicative Logical Framework Matrix

#### COMPONENT 1: Support the Secretariat of the Union for the Mediterranean (UfM)

Results	Results chain: Main expected results	Indicators [at least one indicator per expected result]	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	A closer cooperation of the Euro-Med region for shared prosperity.	Indicators identified in the OECD Regional Integration in the Union for the Mediterranean: Progress Report in the field of trade, finance, infrastructure, movement of people, research and higher education. In the field of employment, ILO indicators on employment-population ratio (men/women), unemployment rate (men/women), unemployment rate youth (men/women).	0	<b>Trade:</b> Address remaining obstacles hindering trade development. <b>Finance:</b> Develop financial markets across the region. <b>Infrastructure:</b> Increase investments in the development of high-quality transport and energy infrastructure. <b>Movement of people:</b> Promote a shared vision of mobility of people as a driver of economic and social development. <b>Research and higher education:</b> Implement complementary policies in research, higher education and innovation. <b>Employment and social</b>	UfM regional integration progress report, OECD, World Bank, UNCTAD, ILO reports.	<i>Not applicable</i>

				<b>affairs:</b> Address the issue of high unemployment rate, especially among youth and women and strengthen the sectoral dialogue.		
<b>Outcome</b>	The role of the UfM Secretariat as a regional dialogue platform is reinforced.	<ol style="list-style-type: none"> <li>Results of work done by platforms and working groups.</li> <li>Cooperation frameworks, agreements, partnerships, programmes built and implemented in the Mediterranean region for better socio-economic integration.</li> </ol>			Official communication and reports from the UfM and its Secretariat (e.g. interim and annual activity reports).	<ul style="list-style-type: none"> <li>Sufficient political commitment by UfM Member States to reinforce the Euro-Med partnership and the regional integration between the two shores of the Mediterranean;</li> <li>Financial contributions are effective in complement to the EC operating grant.</li> </ul>
<b>Output 1</b>	The UfM Secretariat is supported financially and technically in executing its mandate, in accordance with the modalities described in its Work Programme 2024.	<ol style="list-style-type: none"> <li>Regularity of Senior Officials meetings (SOM);</li> <li>Occurrence of Ministerial meetings in priority areas of the UfM.</li> </ol>	<ol style="list-style-type: none"> <li>0</li> <li>0</li> </ol>	<ol style="list-style-type: none"> <li>6</li> <li>2</li> </ol>	Official communication and reports from the UfM and its Secretariat (e.g. SOM minutes, interim and annual narrative reports).	-Political willingness to attend Ministerial meetings
<b>Output 2</b>	The functioning of the Secretariat has improved, the reform process is successful and the measures agreed by the Senior Officials are	<ol style="list-style-type: none"> <li>Number of meetings organised with Commission and EEAS services.</li> <li>Streamlining of</li> </ol>	<ol style="list-style-type: none"> <li>0</li> </ol>	<ol style="list-style-type: none"> <li>12</li> </ol>	Official communication and reports from the UfM and its Secretariat (e.g. SOM minutes, interim and annual	



	implemented, in particular as regards the supportive relations with Commission services.	<p>UfM regional platforms</p> <p>3. Guidelines on labelling process implemented</p> <p>4. Staff regulation changes</p> <p>5. Good practises in Ministerial meetings and declarations implemented</p>			activity reports).	
<b>Output 3</b>	High quality regional projects and initiatives in the six priority areas (Transport and Urban Development, Energy, Environment including Climate Change and Water, Higher Education and Research, Social and Civil Affairs, Business Development and Employment) are given the UfM label and constitute an implementation of the political mandate provided by the Ministerial declarations.	<p>1. Number of projects labelled</p> <p>2. Number of projects launched/implemented</p> <p>3. Number of regional dialogue platform events organised</p>	<p>1. 0</p> <p>2. 0</p> <p>3. 0</p>	<p>1. 6</p> <p>2. 6</p> <p>3. 10</p>	Official communication and reports from the UFM and its Secretariat (e.g. SOM minutes, interim and annual activity reports).	
<b>Output 4</b>	Relations and cooperation with international and bilateral financial institutions, UfM members and the private sector are strengthened, to increase financing for projects.	Number of partnership agreements signed by the UfMS and external partners, and fund raised.	0	3	Official communication and reports from the UFM and its Secretariat (e.g. SOM minutes, interim and annual activity	

					reports).	
--	--	--	--	--	-----------	--

**COMPONENT 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII**

<b>Results</b>	<b>Results chain: Main expected results</b>	<b>Indicators [at least one indicator per expected result]</b>	<b>Baselines (values and year)</b>	<b>Targets (values and years)</b>	<b>Sources of data</b>	<b>Assumptions</b>
<b>Impact</b>	A closer cooperation of the Euro-Med region for shared prosperity.	Number of quantity and quality changes in ALF Members.				<i>Not applicable</i>
<b>Outcome 1</b>	The mandate of ALF to build more tolerant and pluralistic societies in the Euro-Med region is enhanced, engaging the ALF community to comply with the ALF mandate to promote the dialogue between cultures through intellectual, cultural and civil society exchanges.	Number of final beneficiaries of the ALF actions.			ALF newsletters, monthly reports, narrative interim and final reports.	The Executive Director will continue boosting the organisational reforms to improve the internal governance of the Foundation.
<b>Output 1</b>	Civil society members of the ALF networks take part to intercultural dialogue (ICD), through regional and national activities, mobility (regional exchanges), training (peer-to-peer enhancing capacities modules).	Number of face-to-face regional coordination meetings with HoNs organised and number of HoNs mobilised.	3	6	ALF newsletters, monthly reports, narrative interim and final reports.	
		Number of online regional coordination meetings with HoNs organised.	1	9		
		Number of ALF Mediterranean Civil Society Forum organised.	0	1		
		Number of annual contracts signed with HoN to invigorate	29	90		

		National Networks activities.				
		Number of membership re-confirmation process implemented.	1	2		
		Number of national decentralised coordination meetings with local members implemented.	60	90		
		Number of national intercultural dialogue decentralised activities implemented.	150	250		
		Number of competitive calls for mobility prepared.	0	6	ALF newsletters, monthly reports, narrative interim and final reports.	
		Number of mobilities for action, knowledge, partnerships, and creativity implemented.	0	130		
		Number of competitive calls for identifying expertise for training prepared.	0	3		
		Number of competitive calls for selecting participant's applications to enhancing capacities modules.	0	6		
		Number of hours of online enhancing capacities modules organized.	400	850		
<b>Output 2</b>	ALF Civil society members engage with Academic (knowledge for action) and Local Authorities (Mediterranean Capital and Mediterranean Day).	Number of competitive calls for Intercultural policy documents prepared and number of recipients reached out.	0	3	ALF newsletters, monthly reports, narrative interim and final reports.	
		Number of Intercultural policy papers produced.	0	30		
		Number of Intercultural policy briefs/articles produced.	20	45		

		Number of publications compiling the most relevant knowledge generated in each call produced.	1	3		
		Number of civil society dialogues organized at local level.	2	6		
		Number of Multi-stakeholders' dialogues organized at regional level.	0	3		
		Number of competitive calls for intercultural initiatives at local level prepared.	0	3		
		Number of intercultural initiatives implemented at local level.	0	15		
		Number of outreach campaigns implemented.	0	3		
		Number of competitive calls for intercultural performances prepared.	0	3		
		Number of simultaneous intercultural performances implemented.	42	60		
		Number of audio-visual collections supports produced.	0	3		
<b>Output 3</b>	Inter cultural dialogue is promoted and mainstreamed, by involving Governments and EU institutions representatives in dialogue and debates and through dissemination of valuable ICD products to relevant stakeholders of the region (eg: audio-visual, online materials, and digital	Number of detailed topographies on public policies conducted.	0	3	ALF newsletters, monthly reports, narrative interim and final reports.	
		Number of reports on public policies produced.	0	3		
		Number of evidence-based policy recommendations documents produced.	0	27		

	channels).	Number of multi-stakeholders policy debates organised.	0	9		
		Number of conclusion reports produced.	0	9		
		Number of public policies outreach dialogues organized at regional level.	0	9		
		Number of communication annual action plans produced.	0	3	ALF newsletters, monthly reports, narrative interim and final reports.	
		Number of website updated and maintained.	1	1		
		Number of intercultural dialogue resource center updated and maintained.	1	1		
		Number of trilingual monthly newsletters and special issues.	3	36		
		Number of social media channels activated on permanent basis.	4	4		
<b>Output 4</b>	ALF Secretariat role is supported to reinforce integrating quality control mechanisms and flanking measures throughout the whole cycle of the action.	Number of quality control and assessment implementation annual action plans elaborated.	0	3		
		Number of impact evaluation questionnaires for all components of the action developed.	2	34		
		Number of implementation assessments and monitoring missions conducted.	7	90		
		Number of evaluation and assessment reports produced.	0	15		
		Lessons learned reports elaborated.	0	3		

**COMPONENT 3: Support to the Council of Europe for the implementation of the South Programme VI**

Results	Results chain: Main expected results [maximum 10]	Indicators [at least one indicator per expected result]	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	A closer cooperation of the Euro-Med region for shared prosperity.	<p>Positive evolution of the ranking of Southern Mediterranean partner countries on relevant international indices:</p> <ul style="list-style-type: none"> <li>- Transparency International corruption perception index (TI)</li> <li>- World Justice Project index on the Rule of Law (WJP)</li> <li>- US State Department's annual report on human trafficking (US/THB) (disaggregated by indices and countries)</li> </ul>	<ul style="list-style-type: none"> <li>- Algeria: TI, WJP, US/THB</li> <li>- Egypt: TI, WJP, US/THB</li> <li>- Israel: TI, WJP, US/THB</li> <li>- Jordan: TI, WJP, US/THB</li> <li>- Lebanon: TI, WJP, US/THB</li> <li>- Libya: TI, WJP, US/THB</li> <li>- Morocco: TI, WJP, EI, US/THB</li> <li>- Palestine *: TI, WJP, US/THB</li> <li>- Tunisia: TI, WJP, US/THB (Baseline 2024 TBC)</li> </ul>	<p>By August 2028, achieve a demonstrable enhancement in the perception on the protection of human rights and rule of law in the Southern Mediterranean partner countries, as evidenced by a positive shift in rankings on key international indices. (TI, WJP, US/THB indices in 2028 for Algeria, Egypt, Israel, Jordan,</p>	<p>Reports of the Transparency International, World Justice Project, US State Department</p>	<i>Not applicable</i>

				Lebanon, Libya, Morocco, Palestine*, Tunisia)		
--	--	--	--	---	--	--

<p><b>Outcome 1</b></p>	<p>The common legal space between Europe and Southern Mediterranean based on European and international standards is enlarged.</p>	<p># of ratifications to # of CoE Conventions by # of partner countries in the region.</p>	<p>22 ratifications of 14 CoE Conventions by 5 partner countries in the region (Baseline 2024)</p>	<p>30 ratifications of 16 CoE Conventions by 7 partner countries in the region by August 2028.</p>	<p>CoE Committee of Ministers decisions. Official journals of beneficiaries. Assessment reports by Council of Europe Convention monitoring mechanisms. Reports of consultative Council of Europe bodies (CEPEJ, CCPE, etc.). List of participants to relevant conventional committees and intergovernmental bodies. PACE Partner for democracy status assessments and recommendations.</p>	<p>Partner authorities in the region continue to pursue their commitments to achieve the 2030 Agenda for Sustainable Development in line with CoE standards; Public awareness and support for the establishment of an enlarged common legal space, fostering understanding and acceptance of the benefits of such cooperation</p>
-------------------------	--	--	--	--	--	---



<b>Output 1</b>	<b>1.1</b> International cooperation and dialogue is strengthened including through CoE specialised structures and networks, for the protection of human rights and the rule of law.	<b>1.1.1</b> # of requests/expressions of interest to access/become observers of the CoE Conventions and/or CoE specialised structures. (disaggregated by geographical area and thematic scope)	<b>1.1.1</b> 3 requests (Baseline: SPV annual report 2023)	<b>1.1.1</b> +10 requests/expressions of interest by August 2028.	<b>1.1.1 &amp; 1.1.2</b> Official correspondence and statements by partner authorities to the South Programme; South Programme reports, documents, correspondence and news; Reports, minutes and news of CoE networks and specialised structures.	The political situation in the region enables and allows for the initiation of accession processes and participation to CoE specialised networks and structures; The CoE Member States remain open to increased participation of the Southern Mediterranean representatives; Continued commitment and shared priorities by other regional organisations allowing for joint action with the CoE.
		<b>1.1.2</b> # of meetings of CoE networks and specialised structures with participation of Southern Mediterranean representatives. (disaggregated by geographical area and thematic scope)	<b>1.1.2</b> Baseline 0	<b>1.1.2</b> 30 meetings by August 2028		

<b>Output 2</b>	<b>1.2</b> The national legal frameworks are harmonized in line with CoE and international standards, including through the support of the Quick Response Mechanism (QRM).	<b>1.2.1</b> # of QRM requests received and # of QRM requests delivered;	<b>1.2.1</b> 3 QRM requests received, 1 QRM request delivered (Baseline 2024)	<b>1.2.1</b> +10 QRM requests received and delivered by August 2028;	<b>1.2.1</b> Official correspondence and statements by partner authorities to the South Programme; South Programme reports, documents and correspondence; QRM recommendations, opinions and reports of CoE specialised structures.	Political will as well as sufficient institutional and political stability exist to pursue legal reform processes in the Southern Mediterranean region; Partner authorities in the region aware of the QRM.
-----------------	--	--	---	--	--	---

<p><b>Output 3</b></p>	<p><b>1.3</b> Technical skills and capacities and resources of representatives of relevant bodies, professionals and civil society are enhanced, to address common challenges in line with CoE standards.</p>	<p><b>1.3.1</b> # of mechanisms and platforms for the protection of victims of human rights violations, methodologies and training tools developed and/or adapted in the Southern Mediterranean.(disaggregated by geographical area and thematic scope)</p> <p><b>1.3.2</b> # of professionals applying international standards in their daily practice after 6 months of completing training</p> <p><b>1.3.3</b> Increase (%) in # of HELP platform users and tutors in the region (disaggregated by sex, geographical area and thematic scope)</p>	<p><b>1.3.1</b> 8 new mechanisms, platforms, methodologies and other tools developed and/or adapted by SPV (Baseline: SPV annual report 2023)</p> <p><b>1.3.2</b> Baseline: SPV final report 2025.</p> <p><b>1.3.3</b> 3200 HELP users and 190 HELP tutors in the region (Baseline: SPV annual report 2023)</p>	<p><b>1.3.1</b> +20 by August 2028</p> <p><b>1.3.2</b> Target to be defined during inception phase</p> <p><b>1.3.3</b> 50% increase by August 2028</p>	<p><b>1.3.1-1.3.3</b> South Programme records, reports, news;</p> <p>HELP platform data and records;</p> <p>News and records of partners in the region, including notably national training providers, line ministries, civil society.</p>	<p>Partners in the region are available, committed to and see the added value in making use of the CoE instruments, mechanisms, training as well as to participate in capacity building activities; Partners are willing and able to work in a multicultural and interdisciplinary environment;</p>
------------------------	---	--	---	--	--	---

## **4. IMPLEMENTATION ARRANGEMENTS**

### **4.1. Financing Agreement**

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

### **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 appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>15</sup>.

---

<sup>15</sup> [EU Sanctions Map](#). 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.

### **4.3.1. Direct Management (Grants)**

#### **Component 1: Support to the Secretariat of the Union for the Mediterranean (UfM)**

##### **(a) Purpose of the grants**

The objective of the grants is to support the Secretariat of the UfM in executing its mandate, in particular its work programme for year 2025, year 2026 and year 2027, through a financial contribution to the functioning of the organisation.

The field of intervention, priorities and expected results are those mentioned in section 3.

##### **(b) Justification of direct grants**

Under the responsibility of the Commission's authorising officer responsible, grants may be awarded without a call for proposals to the Secretariat of the UfM.

Under the responsibility of the Commission's authorising officer responsible and in accordance with Article 198(f) of the Financial Regulation, the recourse to an award of a grant without a call for proposals is justified because of the UfM's technical competence as the sole forum for dialogue among 43 Euro-Med partners (EU Member States, ENP South countries, Bosnia and Herzegovina, Montenegro, North Macedonia, Albania, Türkiye and Mauritania) and complementing the bilateral relations between the EU and its southern neighbours. The UfM focuses on identifying and promoting projects which enhance and strengthen regional co-operation and impact directly on the livelihoods of the citizens in order to improve socio-economic development, regional integration, sustainable development and the exchange of knowledge among and within the members of the UfM.

The EU has invested substantially and increasingly in the success of the UfM – politically, financially and technically. The EU has been providing support to the UfM Secretariat in the form of an annual operating grant since 2010 in co-funding with the UfM members. The UfM Northern Co-Presidency was transferred permanently to the EU in March 2012. There is therefore a direct political interest for the EU in the efficient operating of the Secretariat of the UfM.

#### **Component 2: Support to the Anna Lindh Foundation for Intercultural Dialogue (ALF) – Phase VII**

##### **(a) Purpose of the grant**

The objective of the grant is to fund the seventh phase of the programmes of the Anna Lindh Foundation. The field of intervention, priorities and expected results are those mentioned in section 3.

##### **(b) Justification of a direct grant**

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the Anna Lindh Foundation for Intercultural Dialogue (ALF).

Under the responsibility of the Commission’s authorising officer responsible and in accordance with Article 198(f) of the Financial Regulation, the recourse to an award of a grant without a call for proposals is justified because such modality is allowed for actions having specific characteristics that require a particular type of body on account of its technical competence or its high degree of specialisation. This is the case of the Anna Lindh Foundation which has the mandate of promoting inter-cultural dialogue in the Euro-Mediterranean region. The Anna Lindh Foundation has a high degree of specialisation in this area stemming from its unique nature as intergovernmental organisation and as a network of networks. As such, the Foundation is a platform for both governments and civil society organisations. This structure makes it possible for the Foundation to play a key role as an intermediate structure between governments and civil society. Some bridging activities between these two levels take place to ensure dialogue and reinforce the role of civil society as interlocutor to government institutions. The Foundation organises actions in the fields of peace and co-existence; culture and arts, education and youth; values, religion and spirituality; cities and migration; empowerment of women; role of media.

#### 4.3.2. Indirect Management with a pillar-assessed entity

### Component 3: Support to the Council of Europe for the implementation of the South Programme VI

This component may be implemented in indirect management with the Council of Europe.

The implementation entails carrying out the activities identified in section 3, related specifically to component 3 and the overall objective of the action.

The envisaged entity has been selected because of the Council of Europe’s comprehensive expertise and broad recognition as a key actor in the protection, fulfilment and advocacy for human rights and the Rule of Law as well as its strong expertise and technical competence in these areas. The European Union-Council of Europe Memorandum of Understanding (2007) and the Statement of Intent (2014) signed between the Council of Europe and the European Commission were also considered as guarantors of the political commitment between both institutions, with special regards to the Southern Neighbourhood region. Moreover, there is a need to ensure continuity in the actions initiated by the South Programmes I, II, III, IV and V in key areas to achieve sustainable results in the medium and long term.

#### 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 in 2024 (amount in EUR)	EU contribution in 2025 (amount in EUR)	EU contribution in 2026 (amount in EUR)	Third-party contribution (amount in EUR)

<b>Component 1</b> – Direct grants to the Secretariat of the UfM (direct management) – cf. section 4.3.1	4 300 000	4 300 000	4 300 000	12 900 000
<b>Component 2</b> – Direct grant to the Anna Lindh Foundation (direct management) – cf. section 4.3.1	6 000 000	N.A.	N.A.	3 750 000
<b>Component 3</b> – Indirect management with the Council of Europe – cf. section 4.3.2	4 000 000	N.A.	N.A.	400 000
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3	may be covered by another Decision	may be covered by another Decision	may be covered by another Decision	N.A.
<b>Strategic communication and Public diplomacy</b> – cf. section 6	will be covered by another Decision	will be covered by another Decision	will be covered by another Decision	N.A.
<b>Contingencies</b>	N.A.	N.A.	N.A.	N.A.
<b>Totals</b>	<b>14 300 000</b>	<b>4 300 000</b>	<b>4 300 000</b>	<b>17 050 000</b>

#### 4.6. Organisational Set-up and Responsibilities

This action will be managed by Commission services (Directorate-General for Neighbourhood and Enlargement Negotiations) and, where relevant, in close collaboration with other relevant institutional stakeholders, in particular with the EEAS for components 1 and 2.

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

### 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 partners' responsibilities. To this aim, each 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 Outputs and contribution to the achievement of its Outcomes, and if possible at the time of reporting, contribution to the achievement of its Impacts, as measured by corresponding indicators, using as reference the logframe matrix.

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).

Arrangements for monitoring and reporting, including roles and responsibilities for data collection, analysis and monitoring:

**Component 1:** The main mechanism of monitoring the performance of the action of the UfM will be the “mid-year progress reports” and the “annual progress reports” produced by the UfM Secretariat. These reports, accompanied by the correspondent audits, account for the actual progress made and the level of

implementation against the relevant yearly UfM work-programmes, and related budgets, approved by the UfM Senior Officials. In addition, the Senior official Meetings (SOM) oversee the work of the Secretariat and take regularly stock of the level of implementation and progress of the activities.

Component 2: During the current phase, the Foundation has further invested on the work initiated during Phase V for the development of an effective monitoring and evaluation system to better communicate on the impact of the Foundation. A web-based report system where information can be gathered, aggregated will be developed to collect data, that shall provide the basis of information to monitor and assess the performance of the work achieved. An overarching system will be developed also with the mobilisation of ad-hoc expertise. Detailed monitoring criteria and indicators and sources of verification will continue to be defined for each of the programmes of the Foundation. Monitoring field visits will complement it.

Component 3: Results-based monitoring and reporting will be fundamental programme management pillars under the South Programme VI. The South Programme VI internal monitoring mechanism will include in particular:

1. Data collection allowing to assess progress made in achieving the expected outcomes against indicators and targets.
2. Implementation will be constantly monitored by the Council of Europe through the Project Management Methodology (PMM) database. The PMM database is used for the management of all Council of Europe co-operation projects. The PMM database integrates information on projects, including logframes, budgets and lists of activities and is accessible to the staff in both Headquarters and External Offices.
3. A detailed risk register for the overall programme will be developed to record risks and assess their likelihood and potential impact over the course of the implementation.
4. Internal evaluation of the programme will be foreseen.

## **5.2. Evaluation**

Having regard to the importance of the action, mid-term and final evaluations will be carried out for this action or its components via independent consultants contracted by the Commission.

Evaluations will be carried out for accountability and learning purposes at various levels (including for policy revision) taking into account in particular the complexity and the various topics covered by the action.

The Commission shall form a Reference Group (RG) composed by representatives from the main stakeholders at both EU and national (representatives from the government, from civil society organisations (private sector, NGOs, etc.), etc.) levels. If deemed necessary, other donors will be invited to join.

The Commission shall inform the implementing partners at least 2 months in advance of the dates envisaged for the evaluation exercise and missions. The implementing partners shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner countries and other key stakeholders following the best practice of evaluation dissemination<sup>16</sup>. The implementing partners and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner countries, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

---

<sup>16</sup> See best [practice of evaluation dissemination](#)



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

### **5.3. Audit and Verifications**

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

## **6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY**

All entities implementing EU-funded external actions have the contractual obligation 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. To that end they must comply with the instructions given in the 2022 guidance document [\*Communicating and raising EU visibility: Guidance for external actions\*](#) (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and contribution agreements.

Communication and visibility measures may be funded from the amounts allocated to the action. For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds. Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and concerned EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before work starts. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.