



European
Commission

Management plan 2022

Directorate-General for International
Partnerships

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GLOSSARY

- AAP** = Annual Action Plan
- ACP** = Africa, Caribbean, Pacific
- AEGEI** = Africa-EU Green Energy initiative
- AFS** = Anti-fraud Strategy
- AU** = African Union
- BS** = Budget Support
- CAFS** = Commission's Anti-Fraud Strategy
- CBSD** = Capacity Building in support of Security for Development
- CRIS** = Common Relex Information System
- D4D** = Digital4Development
- DCI** = Development Cooperation Instrument
- DPC** = Data Protection Coordinators
- EABF** = European Africa Business Forum
- EAMR** = External Assistance Management Report
- EDF** = European Development Fund
- EFSD** = European Fund for Sustainable Development
- EIB** = European Investment Bank
- EIDHR** = European Instruments for Democracy and Human Rights
- EINS** = European Instrument for Nuclear Safety
- EIP** = External Investment Plan
- EMAS** = Eco-Management and Audit Scheme
- EU** = European Union
- FLEGT** = Forest Law Enforcement Governance and Trade
- FA** = Financing Agreement
- FWC** = Framework Contract
- GAP** = Gender Action Plan
- HR** = Human Resources
- ICT** = Information and Communication Technology
- IFI** = International Financial Institutions
- IMF** = International Monetary Fund
- INSC** = Instrument for Nuclear Safety Cooperation
- IO** = International Organisations
- IT** = Information Technology
- LA** = Local Authority

LAC = Latin America and the Caribbean
LAIF = Latin America Investment Facility
LDC = Least Developed Countries
MFF = Multiannual Financial Framework
MIP = Multi-annual Indicative Programme
MS = Member States
MSME = Micro, small and medium enterprises
NDC = Nationally Determined Contributions
NDICI = Neighbourhood, Development and International Cooperation Instrument
NGO = Non-Governmental Organisations
OACPS = Organisation of African, Caribbean and Pacific States
OCT = Overseas countries and Territories
OAD = Overseas Association Decision
OECD = Organisation for Economic Co-operation and Development
RMF = Risk Management Framework
ROM = Result-Oriented Monitoring
SDG = Sustainable Development Goals
SSR = security sector reforms
SWD = Staff Working Document
TA = Technical Assistance
TEIs = Team Europa Initiatives
UN = United Nations
UNECE = United Nations Economic Commission for Europe
UNFCCC = United Nations Framework Convention on Climate Change
UNGA = United Nations General Assembly
UNHCR = United Nations High Commissioner for Refugees
VET = Vocational Education and Training
VPA = Voluntary Partnership Agreements
WBG = World Bank Group
INTPA = DG International Partnerships
SOTEU = State of the European Union
PCA = Post-Cotonou Agreement
WBG = World Bank Group

Introduction

DG INTPA's **mission** is to contribute to sustainable development, the eradication of poverty, the promotion of peace and the protection of human rights, through international partnerships that uphold and promote European values and interests. By working hand in hand with other EU services, Member States and external partners, DG INTPA contributes to the external dimension of the Commission's headline objectives.

Under the **geopolitical ambition and political guidelines** set by the President of the European Commission, DG INTPA leads on international cooperation, building partnerships with countries and organisations across the globe. In 2022, DG INTPA will continue to be at the forefront of the European Union's efforts to **implement global commitments**, notably the Sustainable Development Goals (SDGs) and the Paris Agreement on climate change. DG INTPA's Strategic Plan 2020-24 describes the contribution of DG INTPA to the achievement of the **headline ambitions of the von der Leyen Commission – "A stronger Europe in the world"**. In this Management Plan, DG INTPA describes how it plans to contribute to the achievement of the specific objectives set in this Strategic Plan in 2022.

COVID-19 has wiped out a decade of global progress towards the SDGs. Addressing these impacts requires action on all fronts. In 2021, the Commission adopted a new financial instrument: the **Neighbourhood, Development and International Cooperation Instrument – Global Europe** (NDICI-Global Europe). This instrument (EUR 79.4 billion of funding over 2021-27) will help the EU to significantly increase the profile, scale and impact of its external engagement. With the successful conclusion of the programming phase in 2021, DG INTPA's priority for 2022 will be its implementation, including the implementation of the European Fund for Sustainable Development+ that is backed by a guarantee of EUR 53.4 billion.

In building a sustainable recovery post COVID-19, DG INTPA will continue to support **human development** in partner countries and help address **inequalities** by building fair, inclusive and sustainable societies. The reduction of inequality will be mainstreamed across all policy areas, in particular through the implementation of an innovative **inequality marker** and the launch of several **Team Europe "equality flagships"**.

Education should be at the heart of the pandemic recovery. Throughout its partnership efforts, DG INTPA will support quality education and training through a system-strengthening approach, prioritising equity and inclusiveness, learning outcomes and skills, with a particular focus on Sub-Saharan Africa. It will make full use of policy dialogue at country level, and will use its position in the global aid education architecture, to contribute to progress toward SDG4. **Gender equality and women's empowerment, youth participation and engagement** are essential to build back better. Implementation of the **Gender Action Plan III** (2021-2025) will continue at country, regional and global levels. Youth are important actors of change and essential partners in bringing about needed

socio-economic and political reforms. In 2022, DG INTPA will lead preparations of a Joint Communication on a **Youth Action Plan in external relations**.

The pandemic has brought to the fore **health as a global priority**. COVID-19 has highlighted the importance of functional and inclusive health systems and the need to address health security preparedness while **improving equitable access to vaccines, medicines and medical technologies**. DG INTPA will help operationalise the Commission's commitment to **ensure universal access to COVID-19 vaccines**, including through continued support of the COVAX Facility.

In pursuing international partnerships, a cross-cutting priority of DG INTPA's work in 2022 will be the deployment of the **Global Gateway**¹ initiative: Team Europe's offer to partner countries to accelerate their twin green and digital transitions. It will provide partners with a sustainable plan to respond to infrastructure needs, in alignment with EU values and standards. DG INTPA will support investments in sustainable infrastructure and regulatory environments in partner countries, with a focus on five policy drivers: (1) digitalisation, (2) climate and energy, (3) transport, (4) health, as well as (5) education and research.

A key priority in 2022 will be to support the promotion of **sustainable connectivity**, including through the Global Gateway. DG INTPA will continue its work to tackle the digital divide and boost internet access for marginalised countries, regions and populations, including through its Digital 4 Development (D4D) Hub. Through these actions, DG INTPA will promote a human-centric digital connectivity model, in line with the EU's values.

In line with the objectives of the **Green Deal**, DG INTPA will continue working on economic, environmental and social sustainability with partner countries to tackle **climate change**. In gearing up for the 27th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP27), DG INTPA will present concrete initiatives to support partner countries, particularly in Africa, in their effort to respond to climate change. DG INTPA will also support the adoption of an ambitious **Global Biodiversity Framework** as part of the Biodiversity COP15 in May 2022, and increase its conservation efforts through new **partnerships on forests**.

DG INTPA will contribute to the operationalisation of the external dimension of the **new EU Pact on Migration and Asylum** through comprehensive migration partnerships, in coordination with EU Member States. This will include efforts to address the root causes of irregular migration and forced displacement, enhance capacities for improved migration management and support the protection of, and assistance to, vulnerable migrants.

In 2022, DG INTPA will continue to support a sustainable global recovery and implementation of the SDGs through a **Team Europe approach**. Work will continue on designing **Team Europe Initiatives** (TEIs) at the national, regional and global levels. These

¹ https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway_en

TEIs bring together EU funds and tools with financial contributions from Member States and Development Finance Institutions to support transformational impact in EU partner countries. The upcoming **Joint Synthesis Report** on the implementation of the European Consensus on Development will showcase the EU and Member States' joint actions in a Team Europe approach.

Multilateralism will be key to foster partnerships, tackle today's global challenges and create shared prosperity. DG INTPA will continue its work on the implementation of the Joint Communication on multilateralism and consolidate the EU's role as a global player. Strengthening our partnerships with the UN and international financial institutions to shape international norms and standards at global, regional and country level will be a particular focus.

Public funds alone will not be sufficient to address today's global challenges and supporting the implementation of the SDGs. DG INTPA will engage with both public and private sector partners to incentivise sustainable investments. As the world leader in sustainable finance and the world's largest issuer of green bonds, the EU is particularly well-placed to provide technical assistance. A **Sustainable Finance Advisory Hub** composed EU development agencies and development finance institutions is foreseen to be set up in order to provide support on the development of credible sustainable finance frameworks building, where applicable, building on the EU experience; and on the design, set-up, issuance and management of sustainability-related financial instruments. A Team Europe **Global Green Bond Initiative** should support partner countries in scaling up their green bond markets.

The signature of the "Post Cotonou Agreement" (PCA) in 2022 will mark a significant turn in the EU's relations with the members of the **Organisation of African, Caribbean and Pacific States** (OACPS). A key objective for DG INTPA will be to effectively implement the new agreement together with partners, including by strengthening cooperation in international fora.

In the run up to the **6th EU-AU Summit**, DG INTPA will continue to reach out to African partners and stakeholders from both continents with a view to forge a new shared strategic agenda for a stronger partnership. A **Joint Declaration** will be accompanied by an **Investment Package** that aims to bolster Africa's socio-economic, green and digital transformation through innovative sources of financing. It will include key initiatives such as a **TEI on Manufacturing and Access to Vaccines, medicines & health technology products in Africa (MAV+)**, as well as an **Africa-EU Green Energy Initiative (AEGEI)**. The **EU-Africa Business Forum** taking place back-to-back with the Summit will be a key opportunity to further leverage private sector involvement.

In pursuing its partnership objectives, DG INTPA will deploy a new approach to **strategic communication and public diplomacy**, to strengthen the EU's communication about the impact of its action.

PART 1. Delivering on the Commission’s priorities: main outputs for 2022

DG INTPA’s Strategic Plan 2020-2024 outlines the DG’s strategy and work along 7 themes and 16 Specific Objectives.

Evaluations launched over the period 2021-2024 will contribute to the advancement of Commission priorities and to making informed choices in programming, by providing lessons learnt in respect of what worked, what did not and why. On this basis, the strategic evaluations listed under the performance tables in annex 1 will contribute to the achievement of the general objective “**A Stronger Europe in the world**” and to the achievement of DG INTPA’s Specific Objectives.

Theme 1 – Partnerships



The **pandemic crisis has pushed millions of people into extreme poverty** and wiped out decades of global progress in reducing inequality. As a result, today’s levels of inequality (in health, education, income, gender, etc.) in many partner countries are higher than they were 30 years ago.

The EU as a global actor is fully committed to supporting a transformative agenda for **human development**, which **leaves no one behind, empowers educated and healthy people**, protects them from risks and events, such as the COVID-19 pandemic, and creates traction globally to **build back better**. Through a Team Europe approach, the EU will continue to mitigate human development losses and drawbacks and to support a sustainable recovery aligned with the SDGs.

First of all, **the pandemic has brought to the fore health as a global, European and African priority** and highlighted the critical value of **functional and inclusive health systems** and the need to address **health security preparedness**. It has also highlighted the necessity to generate **longer-term opportunities** building more resilient societies by **strengthening local manufacturing** of and thereby improving equitable access to vaccines, medicines and medical technologies.

Response to COVID-19 pandemics

As its key priorities, in 2022 DG INTPA will contribute to operationalise the **Commission’s commitments to**:

- (1) **ensure universal access to COVID vaccines**, through the support of the COVAX Facility, facilitating the sharing of EU Member States doses, and donating another 200 million doses from the EU budget to be delivered by mid-2022 **as announced by the President in the State of the European Union (SOTEU) 2021**. This will contribute to the goal of vaccinating 70% of the global population before September 2022;
- (2) work with Member States to further operationalise the **Team Europe Initiative on Manufacturing and Access to Vaccines, medicines & health technology products in Africa (MAV+)** to build capacity at regional² and national level in key countries (e.g. Ghana, Rwanda, Senegal, South Africa), alongside other initiatives in health strengthening, as main deliverables for the AU-EU summit in 2022.

2022 should mark the beginning of a renewed relationship between the EU and the 79 member countries of the Organisation of African, Caribbean and Pacific States (OACPS). Following to the initialling of the text in April 2021 and the Commission proposal on the Council decision on the signature and provisional application of the Agreement with the OACPS of June 11 2021, pending the adoption of the decision by the Council, the new “Post-Cotonou Agreement” (PCA) is expected to be signed and provisionally applied in the

Post-Cotonou Agreement

course of the year, succeeding the Cotonou Agreement, which was guiding EU-ACP relations since 2000. This major milestone would entail a signature ceremony and regional seminars, to bring the new Agreement closer to the partner regions and to put the emphasis on its main novelty: the possibility to deepen EU political relationship with each region – Sub-Saharan Africa, Caribbean and Pacific – by focusing on common interests and regional priorities. Under the PCA, a stakeholder engagement mechanism as well as a new institutional architecture are foreseen for an enhanced EU-ACP partnership in the multilateral arena. DG INTPA will work in 2022 on the rules of procedures for the joint institutions, as well as on the operationalisation of the stakeholder engagement mechanism.

Given the outbreak of the COVID-19 pandemic, the EU together with its African partners decided to postpone the 6th EU-AU Summit and its preparatory events, which have to February 2022. Building on the Joint Communication “Towards a Comprehensive Strategy with Africa” and the Council Conclusion 9265/20 on Africa of 30 June 2020, this would mark the renewal of the EU-Africa commitment building on a longstanding and close partnership. The expected approval during the Summit of a Joint Declaration, will be a major milestone in the EU-Africa partnership. Deliverables for the Summit in the form of, inter alia, an **Investment Package**, and initiatives focussed on **Education and health** will allow operationalising the joint agenda. The organisation of the “Europe-Africa Week”, with a number of side events (CSO, Youth, Culture), is envisaged in the margins of the Summit in Brussels. 2022, as the

EU-AU Summit

² African Union (AU), African Union Development Agency New Partnership for Africa’s Development (AUDA-NEPAD), Assistance Mission for Africa (AMA), Africa Centres for Disease Control (Africa CDC)

year when the programming of the NDICI-Global Europe will turn into implementation, will be the occasion to start the operationalisation of this reinforced EU-Africa agenda.

The **Global Gateway**, the new European strategy to boost smart, clean and secure connectivity in digital, energy and transport sectors and to strengthen health, education and research systems across the world, was launched in December 2021. The EU is stepping up its offer to its partners with major investments in infrastructure development around the world in a values-based approach. Between 2021 and 2027, Team Europe, meaning the EU, EU Member States and European Financial Institutions jointly, will mobilise up to EUR 300 billion of investments in digital, climate and energy, transport, health, education and research. The Global Gateway will deliver sustainable and high-quality projects, taking into account the needs of partner countries and ensuring lasting benefits for local communities. This will allow EU's partners to develop their societies and economies, but also create opportunities for the EU Member States' private sector to invest and remain competitive, whilst ensuring the highest environmental and labour standards, as well as sound financial management. The Global Gateway is the EU's contribution to narrowing the global investment gap worldwide. It is in line with the commitment of the G7 leaders from June 2021 to launch a values-driven, high-standard and transparent infrastructure partnership to meet global infrastructure development needs. The Global Gateway is also fully aligned with the UN's Agenda 2030 and its Sustainable Development Goals, as well as the Paris Agreement.

Global Gateway

In this context, a key priority in 2022 will be to support the promotion of sustainable connectivity. DG INTPA will continue its work to tackle the digital divide and boost internet access for marginalised countries, regions and populations, including through its Digital 4 Development (D4D) Hub. Through these actions, DG INTPA will promote a human-centric digital connectivity model, in line with the EU's values.

NDICI-Global Europe was adopted in June 2021 and its operationalisation started towards the end of that year with the adoption of all the relevant **multi-annual indicative programmes (MIPs)** for countries, regions and thematic programmes under DG INTPA's remit. The MIPs define the framework for the EU's long-term cooperation with the partner countries, which pursue EU priorities and the SDGs as a shared agenda for a sustainable recovery. The MIPs include the definition of **"Team Europe Initiatives"** to be designed and implemented with EU Member States, their agencies and European Financial Institutions. In 2022, DG INTPA will engage in communicating the outcome of the programming process, including on the Team Europe Initiatives and EFSD+ operations financed with EU budgetary guarantees. Through a coordinated approach with EU Member States, including on flagship Team Europe initiatives and on EFSD+ operations, as well as through strengthened relationships with key multilateral partners, communication activities will demonstrate the EU's added value and impact in partner countries.

Programming

On 5 October 2021, the **new association framework between the EU and its Overseas Countries and Territories (OCT)** partners was formally established. The new

EU-OCT Forum

Association Decision frames the political dialogue and cooperation between the EU and OCTs under the new financial architecture for external financing. The **political and institutional dialogue with the OCTs and EU Member States** will continue in the 2021-2027 period via annual Forums and four Tripartite meetings per year. The Forum planned for the first quarter of 2022 will bring together the highest political and administrative representatives in the 13 OCTs and the EU. An important deliverable on the Joint Communication on the new EU Arctic Strategy is the **set-up of an EU office in Greenland** in 2022.

As these challenging times have clearly shown, partnerships are central for fostering **rules-**

Multilateralism

based multilateralism, thus tackling global challenges and creating shared prosperity. The EU will continue to play an assertive role as a leader and a reliable partner to the multilateral system helping and in the pursuit of shared universal commitments, such as the implementation of the UN 2030 Agenda, its SDGs and the Paris Agreement, inspired by the headline ambitions of the Commission and the EU. DG INTPA will accelerate work on the implementation of the 2021 **“Joint Communication on Multilateralism”**³, in order to reflect the new geopolitical reality and translate EU values and commitments into actions worthy of EU’s ambition to be a global player. The Commission is committed to play its role in ensuring a more strategic approach to global partnerships, consistency and thus maximise the impact of its external action in financial and policy terms, in particular through its partnerships with and participation in International Organisations (notably the United Nations), International Financial Institutions and groupings such as the G7⁴ and G20⁵. DG INTPA will aim to encourage reforms and coherence, including by continuing to back the UN Development system reform, and strengthen political cooperation with the UN and other multilaterals. This includes an agency-by agency approach⁶ that supports a “policy first” perspective and helps to agree on specific follow-up actions based on EU’s interests and the pursuit of universal agendas, such as the SDG and the Paris Agreement. DG INTPA will also continue in maximising the Team Europe’s approach at global level for a better and stronger coordination and leverage of collective funding, thereby ensuring relevant input and coordinated EU positions in the main UN bodies, in particular at the United Nations General Assembly (UNGA), in the Economic and Social Council (ECOSOC), High Level Political Forum on Sustainable Development (HLPF) and in other major Conferences. Similarly, work will

³ JOIN(2021) 3 final

⁴ G7 is an informal grouping of seven of the world’s advanced economies: Canada, France, Germany, Italy, Japan, the United Kingdom, the United States as well as the European Union

⁵ G20 is an informal group of 19 countries and the European Union, with representatives of International Organisations and International Financial Institutions

⁶ i.e. an overall strategic screening of our relationship with individual multilateral organisations based on their comparative advantages and EU interests in their area of competence (e.g. is the agency important as a global partner? As a standard and norm setter? As an implementing partner?)

continue to strengthen DG INTPA's policy dialogue with the International Monetary Fund (IMF), the World Bank Group (WBG) and other International Financial Institutions (IFIs) where relevant, to ensure that a stronger Team Europe perspective is pursued within IFIs, leading to synergies with Team Europe Initiatives and to the development of Team Europe approaches in IFIs. DG INTPA will in particular seek to ensure Team Europe participation and visibility in the Spring and Annual Meetings. The high level dialogues with multilateral institutions foreseen for 2022 will also be key steps in strengthening cooperation and interactions. Adopting an incremental approach and building on all these work strands, DG INTPA will also aim to put in place the main features for a coordination mechanism to leverage the EU and its Member States' significant contributions to IFIs.

DG INTPA will also continue to leverage partnerships with countries or group of countries to forge alliances and promote common objectives in multilateral fora, thereby **"bilateralising the multilateral"**, while also **"multilateralising the bilateral"** by making sure that the design of bilateral actions is governed also by multilateral considerations. DG INTPA will continue to foster a number of strategic bilateral relationships, with partners such as United States, Canada, Norway and other EEA and EFTA countries. With respect to the United States, DG INTPA will build on the momentum generated by the 2021 June EU-US Summit⁷ to consolidate relations with USAID and other relevant US development actors in a new flexible and dynamic development dialogue.

In the second half of 2022, coordinated work with Member States will be in full steam to start preparing for the Joint Synthesis Report (JSR) on the implementation of the European Consensus on Development⁸. This will be an important deliverable, the external component of the first-ever EU Voluntary National Review (VNR) to be presented at the UN High Level Political Forum on sustainable development (HLPF) in 2023. The JSR will provide an overview of the key EU initiatives on international partnerships taken since 2019 that contribute to support partner countries to implement the SDGs. Through the JSR, the EU will showcase to the international community the main highlights of its actions taken under the current College, including the EU response for a sustainable recovery aligned with the SDGs, the new programming and the Team Europe initiatives.

Joint Synthesis Report

The evaluation of the **EU cooperation with the United Nations in external action** in the period 2014-2020 is expected to deliver its final report in 2022. Its results will inform Commission decision makers, on how to improve current and future cooperation between the EU and the UN, in the light of the priorities set by the College, the recent Joint Communication on strengthening the EU's contribution to rules-based multilateralism and shared priorities, including the 2030 Agenda. Synergies are expected, to the degree possible, with the evaluation of the European Union's cooperation with the World Bank

⁷ eu-us-summit-joint-statement-15-june-final-final.pdf (europa.eu)

⁸ 2017/C 210/01: european-consensus-on-development-final-20170626_en.pdf (europa.eu)

(2014 – 2021) which was launched at the end of 2021 and will be also delivering during 2022 its first results (findings and conclusions).

Theme 2 - Climate Change, Environment, Energy



In line with EU external action priorities, DG INTPA will promote climate action (SDG 13) and the implementation and further development of the Paris Agreement. *Climate Change* It will do so by supporting the implementation of its tools and processes, integrating climate goals in EU funded actions across a broad range of sectors (e.g. food systems, urban development, infrastructure), engaging with partners globally to support a green and inclusive post-Covid recovery. This support is in line with **the EU's climate ambition** and objectives as set in the **EU Green Deal legislative package** and with budgetary target on climate action – as highlighted in September 2021 by **the President of the Commission in her State of the Union speech (SOTEU)**. Specifically, the focus will be on enhancing ambitions and supporting implementation of Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs) and Long Term emission reduction Strategies (LTSs), as well as improving partner countries' capacity to adapt to the effects of climate change and promote disaster risk reduction, in line with the objectives of the Sendai Framework⁹. In an increasingly urbanised world, actions in and by cities will be key for achieving these ambitions.

In the biodiversity area of action (SDG15 and SDG 14), DG INTPA will help implement the Green Deal's ambitions and notably the **EU Biodiversity Strategy for 2030**¹⁰ throughout its programming. *Biodiversity* It will support the adoption of an ambitious and transformative Global Biodiversity Framework as part of the Biodiversity COP15 in 2022. Following-up on the commitment made by the **President of the Commission in her State of the Union speech** to double external funds for biodiversity in particular for the most vulnerable countries, DG INTPA intends to scale up actions on the conservation and on the sustainable, legal and safe use and trade of natural resources, in line with Specific Objective (SO) 6. As a concrete initiative, **NaturAfrica** will aim to provide an integrated response to tackle the conservation, restoration and sustainable management of natural resources and ecosystems, while creating jobs and better livelihoods for the populations and improving governance. The integrated approach

⁹ <https://www.undrr.org/implementing-sendai-framework/what-sendai-framework>

¹⁰ https://ec.europa.eu/environment/strategy/biodiversity-strategy-2030_en

of conservation, governance and development under NaturAfrica will particularly contribute to SO 6.

Nature-Based Solutions to economic, social and environmental challenges will be promoted in particular via multifunctional landscape and seascape approaches. Through integrated and agro-ecological approaches in agriculture and **food systems**, support will reduce negative impacts on ecosystems and contribute to their regeneration (soil, water, vegetation).

Through EU Delegations in partner countries and regional coordination services, DG INTPA will continue its support to the 18 sub-Saharan countries of the **Great Green Wall** region, in line with President von der Leyen's *Great Green Wall* commitment to "mobilise even more than the EUR 700 million per year already raised for the Great Green Wall project". The aim is to transform the lives of populations by supporting a mosaic of green and productive landscapes across Sahelian and Horn of Africa countries.

As part of its United Nations Framework Convention on Climate Change (UNFCCC) COP26 pledge of EUR 1 billion and in addition to the new regulation on deforestation, the Commission is scaling up its engagement on forests through the development of **forest partnerships** to support the restoration, protection and sustainable use of forests and partners' capacities to do so, therefore contributing to SO 8. DG INTPA will also continue to implement the Forest Law Enforcement Governance and Trade (FLEGT) action plan, while leading negotiations to sign a **Voluntary Partnership Agreement** (VPA) with Guyana and concluding the VPA negotiation with Côte d'Ivoire.

The EU is a key trading and investment partner for the Latin America and Caribbean region. *Mercosur* With the Green Deal and Farm to Fork policies, as well as upcoming deforestation and due diligence regulations, the EU is raising the requirements needed to access its market. Under the **AL- INVEST Verde** programme, the EU will work on **reducing the environmental impact of the main EU-LAC value chains**, especially those exerting a high pressure on the Amazon Basin and other biomasses (agro-food industries).

The European Commission and its member states are preparing an **Amazon Basin Team Europe Initiative** to coordinate their efforts to respond to the Amazon forest crisis. The TEI seeks to address key drivers of deforestation and forest degradation by supporting integrated land use strategies, sustainable livelihoods, environmental governance and human rights as well as supporting access to finance.

The **Green Team Europe Initiative in partnership with ASEAN/South-East Asia** was launched by Commissioner Urpilainen, EIB Vice President Peeters and the ASEAN Secretary-General on 18 November 2021 at the ASEAN-EU Sustainable Development Dialogue. Five EU Member States and the EIB are *ASEAN*

on board and this initiative complements efforts (including country-level TEIs) at the bilateral level across South-East Asia. To support this TEI, a EUR 30 million “**EU “Green Initiative”**” programme for ASEAN/South-East Asia is expected to be soon approved by the Commission. The TEI, including the Green Initiative programme, will contribute to implementing the EU-ASEAN Strategic Partnership and relevant EU policy commitments (external dimension of the Green Deal, Indo-Pacific, Global Gateway).

In addition, in line with SDG6, work will continue in relation to **Water, Sanitation and Hygiene** (WASH) in response to the COVID-19 crisis and as a follow up to the 2021 Council Conclusions. DG INTPA will further support the globalisation of the UNECE Water Convention, develop the water investment agenda and participate to the World Water Forum 2022 in Dakar. Finally, DG INTPA will further promote the circular economy (SDG12) in the context of relevant policy dialogues, as well as in development and international cooperation programmes.

In the area of sustainable energy (SDG7), the deployment of the **Africa-EU Green Energy initiative (AEGEI)**, that is planned as a deliverable of the EU-AU summit, will focus on achieving progress in SDG7, and will be implemented in line with the objectives and

Africa-EU Green Energy initiative principles set in the European Green Deal and the Communication “Towards a comprehensive strategy with Africa”. In particular, the AEGEI will promote energy efficiency, increase renewable energy in the energy mix and increase access to energy in the African continent. This will accelerate the just and green energy transition away from fossil fuels. In addition, Africa’s huge potential for different sources of renewable energy could allow for the deployment of renewable hydrogen solutions in view of creating a market for green hydrogen that connects the two shores of the Mediterranean, as declared in the SOTEU 2021. In the area of green energy transition AEGEI will also incarnate the geopolitical Commission’s work in Africa, as an important component of the external dimension of the European Green Deal and EU’s Climate and Energy Diplomacy.

The **European Instrument for International Nuclear Safety Cooperation (INSC)**, complementary to the NDICI-Global Europe, will promote an effective nuclear safety culture and implementation of the highest nuclear safety and radiation protection standards. It will also support the safe management of radioactive waste and spent nuclear fuel, including environmental remediation of former nuclear mining sites, as well as safeguards and international cooperation.

The evaluation of the **EU support to sustainable agri-food systems** between 2014-2020 aims at informing strategic decisions, improving cooperation with EU partners and improving the design of new interventions in the area of sustainable agriculture and food and nutrition security. A focus on sustainable farming and fishing practises (SDG2) is critical to help beneficiaries adapt to the impacts of climate and to limit their contribution to climate change.

Theme 3 – Digital, Data Technologies and Connectivity



Digital technologies and solutions are pervading virtually all branches of increasingly data-driven economies and societies around the world. All areas of social and economic activity are set to be transformed by data. As a consequence, global internet traffic is expected to grow more than six-fold by 2030 (compared to 2020) with digital connectivity becoming a necessity, underpinning the development of partner countries. Yet, an estimated 2.9 billion people, are still offline, with most of the unconnected living in the Least Developed Countries (LDCs), where an average of just two out of every ten people are online¹¹.

As highlighted in the SOTEU, the EU recognises the pivotal role of digital connectivity, setting it as a top priority for its international partnerships. This is reflected in the **Global Gateway**¹², which will enhance connectivity investments and services around the world in

Global Gateway line with the EU’s principles for trusted connectivity, aligned with the SDGs. Concerning digital connectivity, the Global Gateway and the Digital Global Gateway initiative foresee supporting partner countries to tackle the digital divide as well as promoting strategic EU interests by deploying submarine and terrestrial fibre-optic cables, data infrastructures, 5G networks, and satellite systems.

The **Digital Global Gateway** is thus the Commission’s main instrument to achieve the EU’s objective of boosting internet access for marginalised countries, regions and populations, while advancing its geopolitical interests in international networks. Those include promoting protocols and standards for an open and free internet, or safeguarding Europe’s digital sovereignty by expanding secure and resilient links to regions with high internet traffic growth. The EU seeks to take a leading role on the international scene in promoting human-centric digital connectivity.

The **EU-AU Data Flagship**, currently under design, is expected to be a key-asset for advancing the Global Gateway partnerships by supporting the emergence of an African data economy and data society, in close relationship with the EU. With digital being a “make or break issue”, as highlighted by Commission President von der Leyen in the SOTEU speech, the flagship seeks to support an environment where data and digital technologies (including space-based) are widely used in favour of citizens and businesses. It also aims at supporting innovation, at protecting data privacy and sovereignty and at reinforcing democratic rules. The programme is jointly developed by the EU and AU, their Member

¹¹ <https://www.itu.int/en/ITU-D/Statistics/Pages/facts/default.aspx>

¹² https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway_en

States and a large variety of experts representing academia, the private sector and civil society. In 2022, it will focus primarily on the pillars of data regulatory frameworks, data infrastructures and data professionals. With this direct support, the initiatives carried out under the flagship aim at improving digital services and connectivity, as well as at enabling a digitally skilled population.

Theme 4 - Sustainable Growth and Jobs



In 2022, DG INTPA will continue to support partner countries’ sustainable and inclusive growth with a view to the creation of decent jobs (SDG8). DG INTPA will tackle this in particular by facilitating the mobilisation of public and private financing, which both are key to bridging the yawning SDG financing gap. To strengthen the role and development of the private sector, DG INTPA will continue to support an **enabling business environment** and **investment climate**, and an upgrading of value chains. Following the Commission President’s political guidelines¹³, in 2022, DG INTPA will work on implementing an **action to address child labour in global supply chains**. In addition, DG INTPA will give particular attention to the **implementation of the Aid for Trade Strategy**. Furthermore, in anticipation of the **Sustainable Corporate Governance Directive**, DG INTPA will aim to ensure a positive impact of the legislation on partner countries and their trade with the EU. Mobilising accompanying measures is equally part of the picture.

Seeking to boost public and private investment to create sustainable growth and jobs for Africa’s growing youth population, **an Africa-Europe Investment Package** is planned to

Investing in Young Business in Africa

be announced at the EU-AU Summit of February 2022. The overarching objective of the Investment Package is to bolster Africa’s socio-

economic, green and digital transformation through innovative sources of financing from both the public and private sector. EU Member States, African partners and private sector stakeholders together with the Commission will develop and implement concrete interventions and flagship initiatives. The **EU-Africa Business Forum (EABF)** should serve as a permanent platform of dialogue between African and EU businesses and the African Union. The **7th EABF** will be organised in February 2022, back-to-back with EU-AU Summit. EABF is a critical opportunity to rally private investment in Africa to support the post-COVID recovery. Importantly, in 2022, DG INTPA will continue to pursue a flagship **Team Europe Initiative (TEI)** on **Investing in Young Businesses in Africa (IYBA)** in order to support partners’ micro, small and medium-sized enterprises in Africa to take off and create sustainable jobs by extending financial and technical support at early stages of their

¹³ https://ec.europa.eu/info/sites/default/files/political-guidelines-next-commission_en_0.pdf, p. 17.

development. The initiative will aim to mobilise financing and expertise from the EU, its Member States as well as Financing Institutions. It focuses especially on firms which are digital, green and inclusive, giving particular importance to women and youth.

A main deliverable in 2022 is also the **operationalisation of EFSD+**, including the establishment of the investment windows and the conclusion of a guarantee agreement with the EIB regarding the EIB dedicated window.

As a vehicle to facilitate private sector financing and de-risk investments globally in support of the implementation of the SDGs, in 2022, the Commission will therefore establish **investment windows under EFSD+** and launch the **first call for investment proposals for the EFSD+ Guarantees**. To benefit from the EFSD+, the proposed investment programmes (PIPs) will have to be aligned with the EU policy priorities. EFSD+ guarantees will help partner countries and businesses alleviate socio-economic challenges and support their recovery. In addition, DG INTPA will continue its work in the field of **sustainable finance** in order to facilitate mobilisation of additional private international and domestic capital for developing countries at scale. **To that end, an EU Sustainable Finance Strategy for low- and middle-income countries will be developed**. To support the elaboration of the Strategy, the Commission intends to **set up a High-Level Experts Group in 2022** to gather the views of relevant stakeholders. Additionally, DG INTPA will explore to set up a **Global Green Bond Initiative** to support partner countries in scaling up their green bond markets by addressing challenges to green bond issuance from both the investors and issuers' sides. A **Sustainable Finance Advisory Hub** is envisaged to be created, aiming at pooling and coordinating European technical assistance resources and expertise from Development Financial Institutions and development agencies to support low- and middle-income countries in taking up and scaling up sustainable finance. It will provide support on:

Investment windows under EFSD+ and Sustainable Finance

- the development of credible sustainable finance frameworks building, where applicable, building on the EU experience;
- the design, set-up, issuance and management of sustainability-related financial instruments.

DG INTPA will also finalise the Commission's roadmap with actions to improve the **European Financial Architecture for Development (EFAD)**, with a target date for adoption by the Commission in early 2022, as requested by the Council in the 10 June conclusions on EFAD. The roadmap will be accompanied by the first (2021) progress report and is proposed as a Commission report to the Council. Proposed actions are based on a Team Europe approach focussing on policy steer, coordination, inclusiveness and communication.

The Staff Working Document **"Team Europe Investing in Sustainable Development report"**, covering 2018-2020, is planned for publication in April 2022. It will aim at

demonstrating the progress by Team Europe in implementing the Addis Ababa Action Agenda commitments over the period 2018-2020 and how we are supporting partner countries in this. The purpose is also to draw lessons from experience, identify good practices and opportunities. The last report covered the years 2015-2017 and was published in 2018¹⁴. In this upcoming report, progress is examined for the first time through a Team Europe lens, aggregating, wherever possible, indicators for Team Europe's members in a single measure. The report will complement several other reporting exercises carried out by the Commission.

Seeking to facilitate the mobilisation of public financing, support to an efficient **Public Finance Management (PFM) and Domestic Revenue Mobilisation (DRM)** will remain among key pillars of the Commission's external action. Support to partner countries will allow to successfully implement the agreement on international corporate taxation, with the aim that everybody pays their fair share, as the Commission's President highlighted in the SOTEU. This will be complemented by a continued support to the **Addis Tax Initiative declaration 2025**, which features fair tax systems at its core. The Team Europe approach will be strengthened on PFM/DRM. Support to partner countries will continue to be based on a permanent policy dialogue and in-depth analysis of the macroeconomic stance and the debt situation, which allows to identify mitigating measures. **Budget support** will remain an instrumental tool facilitating the policy dialogue with partner countries, allowing to catalyse the necessary PFM/DRM and sectoral reforms, and helping countries **meet fiscal needs**.

Risk management will remain an important dimension of the above-mentioned operations. In line with the NDICI Regulation, a robust risk management will be put in place for the EFSD+, which will contribute to promoting a sustainable use of financial resources and maximising the mobilisation of development funding. A complementary exercise of the **Risk Management Framework Plus (RMF+)** is expected to be finalised in 2022. It will feed into the formulation and implementation of EU external investment operations and will contribute to the identification of the EU policy dialogue priorities with the partner countries.

The evaluation of the **EU Collect More Spend Better framework** (2015-2020) aims at improving, through its key lessons learnt and recommendations, the design and implementations of current and future Commission interventions under this framework. Its recommendations are also expected to reflect the challenges brought by the COVID-19 crisis, shedding light on how the EU, for example, could strengthen the debt management capacities of partner countries and facilitate more stable and resilient capital inflows.

¹⁴ https://ec.europa.eu/international-partnerships/system/files/investing-in-sustainable-dev-report-april-2018_en.pdf

Theme 5 - Migration



The impact of the COVID-19 pandemic has hit migrants and forcibly displaced communities particularly hard. In 2022, the EU will continue its engagement and support to partner countries, and particularly with countries of origin, transit and destination of migration and forced displacement, through **comprehensive migration partnerships** in line with the **new EU Pact on Migration and Asylum**. Actions will cover all aspects of migration and forced displacement, addressing its root causes, improving capacities for improved management of migration and forced displacement, providing assistance and protection, and maximising the development impact of migration (SDG 10.7). *Migration Partnerships*

Support to African partners will be provided under the geographical programmes, with a particular attention to migration management along the **Central and Western Mediterranean routes**. Two dedicated regional Team Europe Initiatives along these routes are expected to be launched in 2022. Forced displacement, notably in the **Horn of Africa region**, will be supported through the continued roll-out and delivery of the **Comprehensive Refugee Response Framework (CRRF)**, as this region hosts 70% of Africa's refugees and more than one fifth of all refugees world-wide.

DG INTPA will help address migration challenges in **Asia and the Middle East**, including irregular migration from **Afghanistan, Pakistan, Bangladesh and Iraq** to Europe, in partnership with a number of crucial transit countries, such as Iran and Turkey. In the wake of the Taliban takeover in **Afghanistan**, the EU will play particular attention to the situation of Afghan refugees in the region, including through its role in the Refugee Support Platform (SSAR). A dedicated Team Europe Initiative on support to Afghan refugees and migrants in neighbouring countries is planned in 2022. At the same time, the Rohingya displacement situation in Myanmar and Bangladesh will continue to be addressed. Issues related to trafficking and smuggling as well as improving labour migration in South and South-East Asia and climate-change induced displacement are expected to be high on the agenda as well.

The plight of **Venezuelan refugees and migrants in Latin America** and the challenges related to migration in Central America will continue to be followed with attention and to benefit from EU support in 2022, including through support to the Regional Refugee Platforms in Central America (MIRPS).

EU engagement in global and multilateral frameworks and processes will focus on following up to the EU commitments made at the Global Refugee Forum (December 2019) and on engaging with UN and other multilateral actors on the global scene. Cooperation

and coordination with EU Member States will be strengthened, in particular through working in a Team Europe approach and in the context of the newly established Coordination Group on Migration under NDICI-Global Europe.

Theme 6 - Human Development



Improving people’s lives is a central objective of EU development cooperation. Human development is about giving people the rights, equality, freedom and opportunities to thrive. It is an essential means to address inequalities. The EU will promote human development across all interventions and, where relevant, following holistic approaches to reach the target of at least 20% of Official Development Assistance (ODA) spent in that area, as laid down in the NDICI-Global Europe and the European Consensus on Development. Actions will contribute to better access to equitable and quality health, education, nutrition and social services for all, including access to drinking water and safe sanitation, while promoting gender equality and empowerment of children and youth to lead productive and prosperous lives.

In order to build back better, the **fight against inequality** (SDG10) will be at the heart of international partnerships. DG INTPA will contribute to **Equality, a priority of the von der Leyen Commission**, by **mainstreaming inequality reduction across all development policy areas** (e.g. climate change and digital divide). More concretely, DG INTPA will also define and implement an **innovative Inequality Marker**. It will allow for an assessment of the inequality “content” of the entire portfolio of interventions and, subsequently, permit a sound reporting of the EU funds allocated to fighting inequalities. It will start delivering concrete outcomes by early 2023.

Addressing inequalities

DG INTPA will also be developing **Team Europe equality flagships**, focussing in countries where inequality is a **significant challenge and a political priority**, and where the EU and its Member States through a Team Europe approach can make a difference. The Flagships will also be presented and showcased in international high-level events as demonstrations of the Commission’s political commitment to reduce inequalities in partner countries. The Equality Flagships in South Africa, Kenya, Bangladesh, Burkina Faso and the thematic flagship on Child Labour/Decent Work in Global Value Chains will be most likely launched in 2022.

Education will be put at the heart of the recovery in partner countries (SDG4). DG INTPA will support quality education, and prioritise promotion of equity, learning outcomes and skills through its geographic and thematic programming, policy dialogue and through its active role in the global aid education architecture. Spending

Education

in education will be increased to at least 10% under NDICI-Global Europe. In 2022, a key action in support of **teachers' training** will be designed through a flagship regional programme in Sub-Saharan Africa "**Investing in quality education for all**". Engagement in global fora, like the new global coordination mechanism led by UNESCO, and in global initiatives such as the **Global Partnership for Education** and **Education Cannot Wait**, will aim to generate collective action in support of these objectives.

Education is also the **critical enabler of Youth** to tackle today's most pressing global challenges, at the core of inclusive, democratic, prosperous and peaceful societies and to the achievement of the SDGs.

Young people are important actors of change, while they are not sufficiently empowered to influence policies and decisions that have an impact on them. It is essential to take a strategic approach and to engage youth more systematically in EU external action policies and actions. In the context of the 2022 European Year of Youth, DG INTPA will prepare **a Youth Action Plan**, to ensure that youth participation and empowerment are a cross-cutting priority in EU external actions.

Youth

In relation to health (SDG3), the pandemic has highlighted the **critical value of functional and inclusive health systems** and the need to address **health security preparedness**, notably by strengthening local manufacturing, thereby improving access to vaccines, medicines and medical technologies. In 2022, DG INTPA will first contribute to operationalise the Commission's commitments to ensure universal access to COVID vaccines, facilitating the sharing of EU Member States doses, and donating another 200 million doses as announced by the President in the State of the European Union (SOTEU) 2021. In a second strand, DG INTPA will work with Member States to further operationalise the **Team Europe Initiative on Manufacturing and Access to Vaccines, medicines & health technology products in Africa (MAV+)**.

Beyond the pandemic, DG INTPA will support global initiatives and hold them to account, notably: the **Global Fund to fight AIDS, tuberculosis, malaria, Gavi** as host to the COVAX facility, **UNFPA supplies** working towards improving access to key Sexual and Reproductive Health and Rights commodities, and the **WHO** as effective steward for health systems strengthening and universal health coverage. DG INTPA will contribute to the **global debate to enhance pandemic preparedness and response** in cooperation with other Commission services and drawing on the lessons learned with implementing other global health initiatives.

Increasing social protection coverage is instrumental to address inequalities. Still, only 45 per cent of the global population is effectively covered by at least one social benefit,

while the remaining 55 per cent – 4 billion people – are left unprotected¹⁵. DG INTPA will support **strengthening national social protection systems** addressing the whole life cycle through its **geographic programmes**. Actions will focus on resilience and preparedness for crises, improved coverage of workers in the informal economy, better use of digital solutions, solutions for urban settings, addressing needs of refugees and migrants and other vulnerable groups and, innovative financing solutions.

At international level, DG INTPA will promote the EU approach to the pandemic recovery as a member of the global **Social Protection Inter-Agency Coordination-Board (SPIAC-B)** and the **Global Partnership for Universal SP 2030 (USP 2030)** and through its **thematic programme on Global Challenges** (advocacy, policy coherence data collection, research and the establishment of standards in social protection at global level).

Women and youth have been hard-hit by the crisis. DG INTPA will put **gender equality and women's empowerment, increased youth participation and empowerment** as well as the rights of the most vulnerable at the centre.

The **implementation of the Gender Action Plan III (2021-2025)** will continue at country, regional and global level (SDG5). The EU plays a leading role in contributing to end violence against women and girls worldwide, as one of the co-leaders of the **Generation Equality Action Coalition** and through the **EU-UN Spotlight Initiative**. During 2022, efforts will focus on the **sustainability of the Initiative**, including by attracting additional partners, sharing lessons learned and developing country programmes, increasing support to global advocacy.

In 2022, the rollout of the **humanitarian plus package for Afghanistan** will address several urgent issues on food security, gender equality, education, health and migration. Some 450 000 persons will receive food or cash and the EU will contribute to the provision of meals for children in primary schools. Around 23 000 local women entrepreneurs will receive technical and financial support. The EU will support teachers to ensure that girls and boys in public schools continue to have access to quality education, with cash transfers to households conditional on girls' enrolment and attendance of secondary education. The EU will support the mitigation of health effects of COVID-19 in Afghanistan and the continuation of the Polio vaccination campaigns. Finally, technical education and vocational training will be provided aimed at (about 150 000) internally displaced persons, returnees and host communities.

¹⁵ ILO World Social Protection Report 2020-22.

https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_817572.pdf

Theme 7 - Governance, peace and security, democracy, human rights, civil society



Safe, peaceful and resilient societies are a prerequisite to other development objectives (SDG16)

Priority actions and activities in 2022 will continue to contribute to a stronger Europe in the world by promoting an integrated approach to **Security Sector Reform (SSR)**, including **Capacity Building in support of Development and Security for Development (CBSD)**, as well as providing expertise and support to capacity building and the strengthening of the entire criminal justice chain in partner countries.

The coherence of actions related to resilience, peace and conflict sensitivity will be ensured through shared analysis of the root causes and drivers of fragility and crisis. A more systematic approach to implement conflict analysis and conflict sensitivity assessments at the time of programming and at all stages of the intervention cycle will be applied.

The peaceful resolution of conflicts and support to vulnerable populations affected by conflicts will figure prominently on the EU-AU agenda and in 2022 priorities. For instance, in **Ethiopia**, within the limits of its mandate and available means, DG INTPA will contribute to this objective with its bilateral, regional and multilateral instruments in close coordination with other Commission services, the EEAS and Member States. In the **Sahel**, DG INTPA will continue to apply an integrated approach, addressing the various nexuses at play (security-development-humanitarian-climate). In Myanmar, efforts will be deployed to contribute to peace-building, education for youth and sustainable livelihoods in order to support civil society and the most vulnerable people and communities.

In Afghanistan, following the Taliban takeover in August 2021, the Commission will focus its efforts in preventing the collapse of the country with its social, economic repercussions inside and outside Afghanistan's borders, with particular attention on women and girls' rights and gender equality. As part of the **Support Package** announced by European Commission President, Ursula von der Leyen, on 12 October at the G20 Meeting, EUR 250 million allocated to humanitarian+ assistance will be used, to keep minimal essential services running and to maintain basic livelihoods in the country by safeguarding lives, avoiding a possible breakdown of the health and nutritional services and the total collapse of primary and secondary education. This funding will be provided with the help of International NGOs present on the ground outside state-systems, in complementarity with humanitarian relief efforts and other support to displaced populations and neighbouring countries. Much needed support will also be provided to women and girls victims of violence through the SPOTLIGHT country programme

Protecting and promoting human rights and democracy, founding values of the European Union, is **a key priority of EU's external action and a pre-condition for sustainable development** and for building more inclusive, open and resilient societies. Recent data show that, globally, 2020 was the first year since 2001 in which the majority of the world's countries were autocracies. The downward trend follows a similar pattern in many countries – repression of civil society, media and human rights defenders; undermining of the rule of law and separation of powers; and hollowing out of democratic institutions and elections.

DG INTPA will contribute to the overall EU response in 2022 and to the **von der Leyen Commission's priority for a Stronger Union in the World**, with a number of priority actions:

Firstly, an ambitious global **Team Europe Initiative on Democracy** will be implemented to promote a more visible and coordinated democracy support with EU Member States both at global and country level. This will include a research component, a democracy network and pilot actions to support partner countries and civil society.

Secondly, priority will be given to the **protection and promotion of human rights defenders and of civil society at large**.

In particular, building on achievements and lessons learned of the European Instruments for Democracy and Human Rights (EIDHR), the **protection of human rights defenders** will be pursued in 2022, through a **flagship programme** under the Human Rights and Democracy Programme, providing **direct and multifaceted support to human rights defenders at risk worldwide** (a renewed action with ProtectDefenders). This will also **focus on protective actions** and contribute to counter the **shrinking space** for civil society.

For the **NDICI-Global Europe Civil Society Thematic Programme** and the Local Authorities indicative envelopes, key outputs will aim to **strengthen the enabling environment for civil society at large**, through the initiation of the new **global Monitoring and Engagement System**, and through support for participation and capacity building, at global and partner country level. Further key outputs include **strengthening the dialogue with civil society and local authorities** through the Policy Forum on Development and through supporting delegations in the development and implementation of the **Country Roadmaps for EU and Member States engagement with civil society (CSO Roadmaps)**, and the **Territorial Approach to Local Development**. The **Development Education and Awareness Raising (DEAR) Programme** will promote solidarity and encourage **active citizenship engagement** for the achievement of the Sustainable Development Goals (SDGs) building support of EU citizens, particularly **youth**, for sustainable development and cooperation with partner countries, acting in global collective interest.

Thirdly, DG INTPA will reinforce the **fight against impunity** for human rights violations and abuses by increasing the capacity of oversight actors to monitor and analyse these violations. In this context, the setting up of an independent Observatory is being explored. **Rule of law, justice reforms, fight against corruption and electoral support** will remain priority actions and activities in 2022 through geographic and thematic programming.

Finally, **political participation and inclusiveness of women and youth** and the **democratic and human rights challenges and opportunities presented by digital technologies will be in focus**. Support will be provided to civil society actors, independent media, journalists, bloggers to leveraging the full potential of new technologies as well as countering their misuse and abuse.

The evaluation of the **EU support to Rule of Law and Anticorruption in partner countries** through its focus on what has worked and what has not worked in the past and with regard of on-going support, in this broad area of cooperation, is expected to inform EU decision makers on how to improve the support in key governance areas such as legislative processes, access to justice, equality and accountability before the law and anti-corruption actions.

PART 2. Modernising the administration: main outputs for 2022

The internal control framework¹⁶ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG INTPA has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

In 2022, DG INTPA will continue implementing the actions of its 2020-2024 Monitoring and Control Strategy. DG INTPA will apply its new Anti-Fraud Strategy and will implement the related Action Plan. It will enhance the roll out of the Commission Decision on Simplified Cost Options (SCO) through the expected increase of SCO assessment of implementing partner organisations. It will also complete the follow-up of updated pillar assessments by implementing partners for those pillar assessments that will not have been completed by the end of 2021.

A. Human resource management

INTPA's strategies for human resources & learning 2020-2024 will serve as the backbone for human resources management in 2022. DG INTPA will remain committed to developing and engaging staff around its strategic priorities with these strategies as detailed below.

Gender & Equalities

In line with the overall 2020-2024 HR strategy, the 2022 actions include to increase the number of **female middle managers** appointed in DG INTPA. The DG will remain committed to meeting Commission-wide targets for **gender parity at Management levels** by end 2024. Furthermore, the DG will implement an equalities action plan, including internal actions, to address inequality issues and raise awareness across the DG and in Delegations.

Workload & Priorities

To deliver on the Commission's priorities and core business DG INTPA will assess resources against existing and future priorities. In Delegations, DG INTPA will participate in 2022 in a **Workload assessment of Delegations** across the external DGs and with the EEAS.

¹⁶ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

Furthermore, an assessment of priorities will be carried out at DG INTPA HQ to assess priorities against ongoing workstreams.

Learning & Wellbeing

With the establishment of DG INTPA on 16 January 2021, it is important to ensure that the training offer aligns to the DG's strategic priorities. A strategically aligned **training catalogue** will be put in place in 2022, to run up to 2025, to ensure that the learning offer is in line with organisational goals.

On **wellbeing and organisational development**, results of the staff survey at the end of 2021 will be analysed and carried into actions in 2022.

Well-being action to ensure staff are able to develop and work effectively in teams will continue. This will build on the lessons learnt from an action plan in 2021, implementation of digital workload guidelines, INTPA's Management Charter and supporting team work actions throughout the DG.

Delegations

A **number of actions to support staff in Delegations** will be prepared in 2022, with external DGs and the EEAS. These include: implementation of a decision on home leave days granted to staff posted in third countries to increase between 1 and 2 days based on the geographical distance ranges; a new decision on working arrangements for staff in Delegation, to parallel the decision for Commission staff; as well as continuing actions to reinforce the geopolitical role of Delegations; and facilitating careers in the field of external relations – across the Commission and EEAS services.

Internal Communication

A key priority in 2022 will be the support of the **ongoing change process from DEVCO to INTPA**. After the setting of the strategic parameters by the DG beginning of 2021, the reshaping of our core business process, functional reorganisation, and introduction of new ways of working, real change will depend on staff ownership of this process. Effective and strategic Internal Communication will be key to engage and ensure understanding and adherence on the concept of the ongoing change process and lessons learnt from its implementation. The reorientation of Internal Communication in line with the above-mentioned challenges and opportunities will be organised through a strategy development process which will be inclusive to factor in perspectives from various angles in INTPA and beyond (EEAS, etc.) which is planned to kick-start beginning 2022. By the end of 2022 the process is expected to have led visibly towards a more strategic and collectively supported approach to Internal Communication in INTPA.

Objective: DG INTPA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

Main outputs in 2022:

Output	Indicator	Target
Support the Commission's objective of gender equality at Management levels, increase female managers at INTPA	Percentage of female managers increased	Strive to maintain 40% of female managers across INTPA in 2022
Workload is assessed in Delegations and priorities are assessed at HQ	Launch of the assessment exercises	Ensure launch of the exercises to effectively deliver on the Commission's priorities and core business
Enhanced well-being and working conditions: follow-up delivery of the action plan on wellbeing, digital workload & team spirit	Revision of digital workload guidelines	Digital workload guidelines revised in line with the Commission's new HR strategy
Enhanced well-being and working conditions in HQ and Delegations: 2021 Staff Survey	Follow-up of the 2021 Staff Survey and adoption of an Action Plan for HQ and in Delegations	Mid-2022
Ensure INTPA's Human resources strategy is coherent against DG HR Commission strategy	Check done (of the current strategy against HR strategy)	End of the year
Maintain satisfaction with training offer	Participant's average course satisfaction	> 75%
Deliver a strategic learning offer to DG INTPA staff at HQ and in Delegations	Number of learning events offered	> 300 learning events (online and classroom formats)

B. Sound financial management

Throughout 2022, DG INTPA will pursue the implementation of the action plan following the 2020 Annual Activity Report. Prioritised actions include:

A. Actions targeting Grants in both Direct and Indirect Management:

- Simplify and clarify procedures and contractual conditions for grants.

B. Actions regarding Indirect Management with third Organisations:

- Continue cooperation with International Organisations in view of sustainable reduction of errors.
- Address the high-risk observations from the IAS audit on pillar assessment of external action family.

C. Cross-cutting actions

- Clarify and promote use of results-based financing.

- Improve the methodology and manual of the Residual Error Rate study.
- Address vulnerabilities to excess clearing of pre-financing.
- Complete the evaluation on the use of Terms of Reference for Expenditure Verifications (EV) adopted (Ares(2018)1722717) in 2018.
- Share information on frequently occurring errors with relevant control stakeholders.

The Costs of Control remained under the established target of 4% (as calculated in the 2020 Annual Activity Report): they were estimated at EUR 257.6 million, representing 3.16% of total payments made by DG INTPA in 2020. The main component of these costs is related to Human Resources costs. Some INTPA initiatives, such as the possibility of increased use of Simplified Cost Options for implementing partners, which was enlarged in 2020, the recently implemented centralisation of auditing activities for globally operating International Organisations and the possible further centralisation and regionalisation of certain audit tasks (proposal envisaged for in Q1/2022) may increase the efficiency and economy of these controls.

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	Reduction of old Pre-financing (KPI 10)	At least 35%
Efficient controls	Time-to-pay	At least 90% of the value of the payments
Economical controls	Overall estimated cost of controls	Remains < 4% of payments made

C. Fraud risk management

DG INTPA's Anti-Fraud Strategy (AFS) aims at strengthening its activities in relation to the prevention, detection and correction of fraud. The AFS distinguishes specific fraud types and risks at DG level as well as mitigating measures with an action plan, and sets key objectives to reflect the DG's priorities. Since its first entry into force in 2014, the AFS has been closely monitored and updated regularly.

DG INTPA's new AFS 2021-2024 includes an **action plan**, which focuses on three priority objectives: (i) increase internal and external awareness on fraud-related issues; (ii) strengthen follow-up measures taken once fraud is detected; and (iii) reinforce the coordination, cooperation and processes.

DG INTPA will perform by the end of 2022 a mid-term assessment and adjust the objectives of the action plan if deemed necessary.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽¹⁷⁾ aimed at the prevention, detection and correction ⁽¹⁸⁾ of fraud.

Main outputs in 2022:

Output	Indicator	Target
Implementation of actions foreseen in the CAFS 2019 and AFS 2021-2024 for 2022.	As in the CAFS and AFS documents	As in the CAFS and AFS documents
Mid-term assessment of the AFS 2021-2024	Adoption of the mid-term assessment by INTPA management	December 2022

D. Digital transformation and information management

Digital Transformation

Working towards achieving the Commission’s **Digital Transformation** objectives, DG INTPA is active in the framework of the Digital Solutions Modernisation Plan, most notably in the Process Automation, Paperless and Mobile Clusters. For better control of outcomes, DG INTPA created dedicated thematic teams (e.g. OPSYS, IT Governance, Business Processes and Data Governance).

For 2022, the main emphasis is on the implementation of the OPSYS plan, (agreed in the–SITEXA¹⁹ Steering Committee) which concentrates on finalising the implementation of MFF related features. Having OPSYS Track 2 transferred under the remit of a corporate solution (e-Grants) in 2021, brought important changes in the way INTPA’s OPSYS team will act in 2022, since the necessary features will now be analysed jointly with other DGs (not just the RELEX family). This implies an even closer collaboration with our Commission-internal partners, especially in business process alignment, with impact in the business capabilities²⁰ requested from the future OPSYS.

¹⁷ Communication from the Commission “Commission Anti-Fraud Strategy: enhanced action to protect the EU budget”, COM(2019) 196 of 29 April 2019 – “the CAFS Communication” – and the accompanying action plan, SWD(2019) 170 – “the CAFS Action Plan”.

¹⁸ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

¹⁹Shared IT Solutions for External Family Steering Committee

²⁰ The most important business capabilities are grouped by the expected delivery period:

- Q1-2022: CL1 Management; Full Action Management from OPSYS; Electronic Submission, Cascade, FVA in the RfS workflow, closure
- Q2-2022: Indicative Budget link with Implementation Plan; One procedure multiple contracts; Forecasting from OPSYS; ROM and EVAL features in OPSYS Q3-2022: CFD and FA Management; Exchange of data with International Organisations

With regard to the legacy systems, DG INTPA plans to phase-out CRIS Decision and integrate PROSPECT with OPSYS / PDM in the first part of 2022. DG INTPA is actively following the digital transformation and coordination for legacy information systems and completed the mapping of the technical and business capabilities of these systems.

Information and IT security rules

DG INTPA started working on several IT projects to reach compliance (ITSRM methodology) with the new Cybersecurity corporate rules (by Q2 2022). This will also serve as a pilot for the other IT projects. In parallel, a monitoring process will be put in place to periodically check the evolution of the information systems. Aligned with the Risks and Incidents processes, this will ensure that the Risk Assessments and Security Plans are relevant and up to date (the major points will be presented to the INTPA IT Board).

After the transition to the new Welcome infrastructure, the DG INTPA staff will be able to handle Sensitive Non Classified documents exchanged over the Microsoft 365 platform.

Information Management

In the area of **information management**, the following actions will be prioritised in 2022:

- Access to information/ data is ensured by making registered documents easily retrievable and widely available by their systematic filing and preservation in the common Commission repository Hermes/Ares/NomCom.
- eDomec rules are embedded and fully operational in OPSYS, so that they are applied automatically to all its documents and files, in order to ensure that the authenticity, availability and integrity of documents are guaranteed, from the moment of their creation until their final archiving.
- Paper-based signatures that are legally required are progressively replaced by qualified electronic signatures, in conformity with digital transformation and paperless solutions.

The importance of digital learning has considerably increased in the last 2 years. INTPA will continue to develop its learning offer to INTPA staff and to external stakeholders.

DG INTPA is an active member of the IMSB involved in the Rolling Action Plan 2022-2024, in particular regarding the creation of a corporate reference data management.

Data protection

The Commission adopted an ambitious Action Plan²¹ to enhance the Commission's administrative capacity for data protection and ensure compliance with the data protection

• Q4-2022: Standard Deviations and Prior Approval; Geo-localisation; Monitoring of Contracts (new workflow)

²¹ C(2020)7625 and C(2018)7432

Regulation applicable to EU institutions (2018/1725). These objectives include *inter alia*:

- Strengthening accountability and ownership;
- Empowerment of and awareness-raising among Commission staff;
- Improve the relationship with the citizens

The “accountability” principle calls for a higher degree of ownership for data protection by Commission’s top managers and a more intense engagement of all Commission staff in ensuring and demonstrating compliance with the data protection rules.

Raising constant staff awareness on the obligations is key, also in light of the Strategic Plan (SP) 2020-2024 setting a training target for 2022 of 75% of staff; 100% of senior and middle management; 80% of newcomers.

DG INTPA is also closely following the impact of the ECJ judgement of 16 July 2020 (case C-311/18) as regards international data transfers. DG INTPA has already informed the SG about this judgment possible impact on its operations and stressed the need to consider our operational context.

Objective: DG INTPA is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for INTPA’s key data assets	% implementation of the corporate principles for data governance for INTPA’s key data assets	Interim milestone by 2022: 80%
MFF CL1 Management, MFF Forecasting; ROM and EVAL Features in OPSYS, MFF CFD and FA Management	Percentage of delivered features	100%
Corporate ITSRM Compliance	No. projects compliant	4
Registered documents are systematically filed in ARES.	Percentage of filed documents	≥ 97%
Documents generated by OPSYS are registered / filed automatically in Ares and OPSYS files are linked to the INTPA filing plan.	Percentage of filed documents and files linked to the filing plan	100%
Consolidation of paperless procedures by the use of qualified electronic signature whenever it can legally replace handwritten signatures.	Use of Q-sign in ARES and of OPSYS e-signature for legally binding documents electronically signed in OPSYS by internal and external third parties	By the end of 2022 Q-sign in ARES is regularly used for documents legally needing a qualified electronic signature and active OPSYS modules are fully using electronic signatures within the applicable legal limits.

Output	Indicator	Target
Available on-line learning sources and material and accessed by staff and interested stakeholders alike	Number of enrolled users and site views in 2022	> 17,000 enrolled users by end 2022 > 800,000 site views by end 2022
Awareness raising & training on obligations under the Data protection Regulation applicable to EU institutions (2018/1725)	Attendance of INTPA staff to trainings on Data Protection	75% of staff; 100% of senior and middle management; 80% of newcomers.

E. Sound environmental management

1. Develop paperless working methods, and promote efficient use of other resources

The use of paper dropped sharply in 2020 and 2021 due the lockdowns²². In 2022, DG INTPA will continue to promote the use of paperless procedures and practices as well as a more responsible use of Information and Communication Technologies (ICT), especially by disseminating good ICT practices for “digital sobriety” and hence minimising “digital overload”

2. Reduce the impact of travelling and set up other actions to reduce emissions

In 2022, subject to the sanitary situation and country conditions, missions are expected to start again. DG INTPA will issue stricter rules on missions, based on the upcoming communication on “Greening the Commission”, with the aim to reduce travels and to promote modes of transport having a lesser carbon footprint, such as train or direct flights instead of indirect ones²³. Remote meetings have been the general rule during the sanitary crisis and will continue to be the “by-default” choice, except for operational or political reasons. DG INTPA will continue to engage in other actions to reduce transport-related emissions, e.g. by encouraging alternative mobility, shared commuting, the use of bicycle or other environment-friendly transport modes.

3. Organise sustainable events by implementing the EMAS “green approach”

The organisation of in-person seminars or events (eg. Annual Staff Retreat, European Development Days) will be based on the *EMAS Guidelines on organising sustainable meetings and events at the Commission*²⁴. DG INTPA will also pursue its efforts to mainstream sustainability in all events under its responsibility, for instance by including the

²² The latest figures show a decrease from 4,937,061 pages in 2019 to 1,573,905 in 2020 – i.e. a 68% decrease compared to a 55% decrease for the whole Commission

²³ See Appendix 8 to DG CLIMA “[Feasibility and scoping study for the commission to become climate neutral by 2030](#)”.

²⁴ https://ec.europa.eu/environment/emas/pdf/other/EC_Guide_Sustainable_Meetings_and_Events.pdf

EMAS Guidelines as an annex to the framework contract (FWC) used to organise events, and possibly as an annex to other types of contracts/calls for proposals²⁵. This action will also contribute to the protection of biodiversity, as it is estimated that more than 25% of biodiversity loss worldwide is caused by the livestock sector²⁶.

4. Other actions

Improved waste management will be promoted, including with the setting up of waste sorting stations²⁷.

DG INTPA will continue to participate in, and promote, EMAS actions and campaigns, e.g. the EU Mobility Week, and VeloMai, sustainable events, CSR-EMAS “Volunteer for a Green Change” initiative, etc. In line with the European Green Deal and the Farm to Fork initiative, the *EU Staff Cookbook* of sustainable food (re-published in an updated version in 2021 under the title *EU Staff for Climate Cookbook*), will continue to be disseminated and promoted among Commission staff, as part as EMAS and other environment-friendly or well-being initiatives internally.

Objective: DG INTPA takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2022:

I. Develop paperless working methods, as well as promote the efficient use of other resources

Output	Indicator	Target (2019 as baseline)
Promote paperless working methods	a. The use of paper is stable or reduced.	No increase or reduction compared to the latest available figures (1,573,905 pages used in 2020).
Promote a responsible use of ICT	a. The reduction of emails is promoted, as well as the use of heavy digital carbon footprint practices. b. The availability of social corporate responsibility web browsers is promoted.	a &b. Regular information is disseminated.

²⁵This was already done for the EU Delegations FWC in 2020. In case information is needed on service providers outside of the FWC (or to invite them to a possible call for tenders for the next FWC), COMM CONTRACT SOLUTIONS can be contacted with a description of needs for the specific events and DG COMM provides advice on the most suitable one(s).

²⁶ Leip A., et al. (2015). Impacts of European livestock production: nitrogen, sulphur, phosphorus and greenhouse gas emissions, land-use, water eutrophication and biodiversity. *Environmental Research Letters*. Nov. 4; 10(11).

²⁷ Upon request made with the OIB.

II. Reduce the impact of travelling (“Avoid-Reduce-Offset”), as well as set up other actions to reduce emissions

Output	Indicator	Target (2019 as baseline)
Actions to reduce trips (if relevant) and promote modes of transport with a lesser carbon footprint	a. Remote meetings via video conferencing/calls are defined as the general rule. b. More sustainable travel modes are the rule or encouraged c. Staff is informed on emissions savings	a. b & c.: Note sent to the staff to define the new rules, as well as ad-hoc information as relevant. (e.g. on MIPS functionalities to lessen one’s carbon footprint).

III. Organise sustainable events by implementing the EMAS “green approach”

Output	Indicator	Target (2019 as baseline)
Organise EU events based on the <i>EMAS Guidelines on organising sustainable meetings and events at the Commission</i>	a. Events, seminars, conferences (if any) are organised according to the Guidelines. b. Preparatory work starts to include the EMAS Guidelines as an Annex to contracts	a. Compulsory requirements of the Guidelines are followed with at least one advanced option complied with. b. Progress on this by Q3. .

IV. Commission-wide

Output	Indicator	Target (2019 as baseline)
Promote better waste management	Sorting stations are placed in DG INTPA L-41 building, and if feasible, in J-54.	By Q2 in L-41
Participate in / communicate on other EMAS actions and campaigns	Number of actions and campaigns DG INTPA participates in / communicates on	At least 4 per year

F. Initiatives to improve economy and efficiency of financial and non-financial activities

- **Team Europe**

The “policy first” principle – as set out in the new NDICI-Global Europe – puts the alignment with EU strategic priorities at the centre of what we do. By doing so, and focusing on these priorities, we can ensure greater coherence of EU development cooperation. The “policy first” principle applies for the first time also to budgetary guarantees and the new EFSD+ investment windows will provide opportunities to identify bankable projects, which further enhance the impact of EU’s development cooperation and strengthen the EU priorities. By strengthening the Team Europe approach, and its implementation through Team Europe Initiatives (TEIs), the added value is the coalescence of funding provided by the EU budget as well as from Member States and Development Finance Institutions around the EU strategic priorities, which are at the heart of TEIs. The joint design process of the TEIs allows the EU and its Member States to focus better collectively resources and programmes, bringing scale to our joint efforts to support transformational change with

partner countries. As part of the country Team Europe Initiatives, the more regular and systematic approach to sharing information and planning together allows a better coordination of our expertise. In addition, such deeper coordination at country level should further enhance a more efficient use of our collective financial resources, getting better value for money from coordinated investments. Finally, the political importance attributed to Team Europe Initiatives, and the recognition of the need for more EU coordination, has led several EU Member States to second national experts to the Commission/EEAS and to various EU Delegations, further sharing the coordination burden and supporting the implementation and coordination tasks

- **Business Processes Governance**

One of the key aspects of DG INTPA's performance is the assurance that business processes evolve in response to our mission and our community (our users) needs, and making sure that business processes are documented appropriately so that solutions and systems are people/business oriented.

To ensure coherence of our business processes (financial and non-financial activities), INTPA R5 launched an initiative to improve the Business Process Governance. The dedicated governance framework delivered a vision and a strategy, and launched improvement initiatives on selected business processes.

One of the main achievements in 2021 was the operationalisation of the Business Process Governance Board (BPGB). The BPGB works closely with the Data Governance Board and the IT Board in respect of INTPA Enterprise Architecture principles.

During 2022, DG INTPA's BPGB will supervise improvements to the day-to-day activities by further:

- Breaking silos and facilitating communication between the different units in the headquarters and in Delegations;
- Providing a streamlined process for improvements to business processes and IT tools;
- Providing a forum in which process related issues can be discussed between operational units, and communication to the wider INTPA community ensured.

ANNEX 1- PERFORMANCE TABLES

External Communication Campaigns

An ambitious agenda has been set for “EU International Partnerships” that aims to fight inequalities, build inclusive and sustainable societies, and contribute to green and digital objectives. Events, campaigns, awareness-raising activities will contribute to these objectives. DG INTPA intends to showcase its work through a range of platforms and media including traditional press and news outlets and digital and social media. DG INTPA will pool communication resources and seek to develop more ambitious initiatives to maximise the impact of its action.

Major communication campaigns designed to engage with young adults will be run in Europe and Africa in 2022, and the groundwork laid for similar actions in other regions in 2023. Africa remains a priority; INTPA’s acclaimed communication campaign aimed at young African adults, *#WhatDoYouSee?*, will be expanded and extended in 2022.

Communicating on the impact of the 2021-27 programming will be a particular focus in 2022. Through a coordinated approach with EU Member States on flagship Team Europe initiatives, and strengthened relationships with key multilateral partners, DG INTPA intends to develop a new approach to strategic communication and public diplomacy outreach. Communication activities will help demonstrate the EU’s added value and impact in partner countries.

Global Gateway will be the flagship strategy for the EU’s external action for this Commission’s mandate. It will be the main theme for the European Development Days and the leitmotif of a major communication campaign in selected Member States in 2022.

General objective: A Stronger Europe in the world
Specific objectives: all

*Related to spending programmes:
 DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
 INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

External communication actions

Unit	Instrument	Output	Indicator	Target
02	EDF	<i>#WhatDoYouSee</i> campaign on the Africa-EU partnership in selected African countries (broadcast & social media).	View-through rate. Paid engagement. Earned engagement.	> 10%. > 1%. > 2%.
02	All	Campaign aimed at EU-neutral 18-35 year -olds designed and delivered through national influencers in selected EUMS.	View-through rate Reach. Engagement.	> 10%. > 25 million. > 2%.

02	All	Preparatory work (financing decision(s), tendering and contracting) for major 2023 campaigns in Asia-Pacific and/or Americas	Decision(s) adopted Tenders concluded Contracts signed	> end-2022.
02	All	Eurobarometer survey confirms a substantial majority of citizens agree it is important for the EU to pursue international partnerships to reduce poverty around the world.	% of respondents agreeing that the EU's international partnerships are fairly or very important.	> 80%.
02	All	Kapuscinski lectures on sustainable development and international partnerships are held and followed by the public both live and online.	Average number of participants/lecture. Average online audience/lecture.	100. 250.
02	All	Info-point events are organised online and participation and interest remain stable.	Number of events. Number of persons reached.	> 50. > 5,000.
02	All	Collect footage and photography to support visual design and digital communication particularly on less covered priority topics such as Connectivity, Trade or Urban Development.	Number of photos and videos.	> 100 photos. > 5 videos.
02	All	Press material (press releases, DG INTPA web news, Daily News, replies to media queries, Lines to Take for the Spokesperson).	Number of DG INTPA press materials produced.	300.
02	All	Strategic communication resources consolidated at country, regional and global level, enabling more effective and impactful communication.	% of Delegations supported to design & implement strategic communication plans.	> 75%.
02	All	COVID situation permitting, international media representatives to accompany Commissioner to visits in third countries.	Number of media trips organised.	4.
02	All	INTPA programme managers (Delegations & HQ) trained in communication.	% of programme managers trained by end 2021.	> 75%.
02	All	Harmonise DG INTPA web presence and increase visibility of all DG INTPA priorities and programmes.	Number of visitors on DG INTPA website.	+ 5%.

Theme 1 - Partnerships

General objective: A stronger Europe in the World

Specific objective 1: A new partnership agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS) is concluded and operationalised

Related to spending programmes: DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR A	NDICI, OAD, EFSD, EFSD+, EI-INSC	PCA signed and provisionally applied: Proposal and finalisation of rules of procedures (RoPs) for the joint institutions	Proposals for RoPs adopted by COM	Q3 2022
DIR A	NDICI, OAD, EFSD, EFSD+, EI-INSC	PCA signed and provisionally applied: Operationalisation of the stakeholder engagement mechanism	Stakeholder engagement mechanism operationalised	Q4 2022

General objective: A stronger Europe in the World

Specific objective 2: A new joint AU-EU Partnership agenda is concluded and operationalised

Related to spending programmes: DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2022:

External communication actions

Unit	Instrument	Output	Indicator	Target
02	All	Communication plan drafted, agreed and implemented in cooperation with EEAS for the EU-AU Summit.	Number of press articles / media pieces on the Summit.	80

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR A (with support of other DIR)	NDICI, OAD, EFSD, EFSD+, EI-INSC	Organisation of different "fora" under the banner of "Africa-Europe Week"	Organisation of Summit fora (EABF, CSO, Youth,)	Q1 2022

Directorate	Instrument	Output	Indicator	Target
DIR A	NDICI, EFSD, EFSD+	NDICI-Global Europe implementation	The number of AAPs adopted during the year	At least 80% of number of AAPs approved on time as of planning/schedule agreed at the beginning of the year

General objective: A stronger Europe in the World

Specific objective 3: A Team Europe approach is strengthened by working better together with EU Member States through joint programming; joint implementation and Team Europe Initiatives

Related to spending programmes: DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2022:

External communication actions

Unit	Instrument	Output	Indicator	Target
02	All	Flagship Team Europe Initiatives identified and fully integrated into relevant country/regional/global strategic communication plans.	% of concerned Delegations integrating TEIs into strategic communication plans.	> 75%.

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR A	NDICI	Launch of the two regional TEIs on Migration (Western med and Central Med routes)	High-level representation in launch event	Q2 2022

Directorate	Instrument	Output	Indicator	Target
DIR D	All	<p>Team Europe Initiatives set out in country MIPs finalise their design process with a joint intervention logic and a financial table with indicative financial commitments.</p> <p>Joint programming processes continue to be taken forward at country level</p> <p>Increase in the use of Twinning and TAIEX tools to mobilise Member States Public Sector expertise</p> <p>A strengthened and reinvigorated Global Partnership for Effective Development Cooperation, more fit for purpose, is launched and garners broad political support at the 2022 Effectiveness Summit.</p>	<p>Number of Team Europe Initiatives in country MIPs with a joint intervention logic and an indicative financial table by the end of the year.</p> <p>Number of Joint Programming Documents</p> <p>Number of DG INTPA Twinning and TAIEX events</p> <p>Number of European Development Ministers participating in the Effectiveness Summit</p> <p>Council Conclusions endorsing reformed GPEDC operating model and monitoring system</p>	<p>At least 75%</p> <p>15</p> <p>8 DG INTPA Twinning ongoing (contract signed) and 30 DG INTPA TAIEX events completed.</p> <p>Minimum 10 European Development Ministers participating in the Effectiveness Summit.</p> <p>By end 2022</p>
DIR C	NDICI	Finalisation of the design phase for the TEI on Sustainable Natural Resource Management and Value Chain Development in Mongolia	Design phase finalised	By Q2 2022
DIR C	NDICI	Finalisation of the design phase for the regional TEI on Water, Energy and Climate Change in Central Asia	Design phase finalised	Q4 2022
DIR C	NDICI	Finalisation of the design phase for the regional TEI on Digital Connectivity in Central Asia	Design phase finalised	Q4 2022

Directorate	Instrument	Output	Indicator	Target
DIR C	NDICI	Finalisation of the design phase for the TEI - Support to a modern and sustainable agri-food sector and resilient livelihoods in Uzbekistan	Design phase finalised	By Q2 2022
DIR C	NDICI	EU/ASEAN Green TEI starts activities	First regional steering committee meeting	Q3 2022
DIR C	NDICI	Finalisation of Iraq TEI	Design phase finalised	Q2 2022
DIR C	NDICI	Finalisation of Afghan Regional TEI	Design phase finalised	Q2 2022

General objective: A stronger Europe in the World

Specific objective 4: Sustainable Partnerships with International Financial Institutions (IFIs), the UN and other multilateral partners around EU Priorities are built

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Evaluations and fitness checks

Directorate	Instrument	Output	Indicator	Target
DIR D		Evaluation of the EU cooperation with the United Nations in External action in the period 2014- 2020	Evaluation completed	Q2 2022
DIR D		Evaluation of the European Union's cooperation with the World Bank (2014 - 2021)	Evaluation at advanced stage of implementation	Q2 2022

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR A	EFSD+	Programming of blending operations and creation of a solid pipeline	Approval of projects submitted to Board	Q4 2022

Directorate	Instrument	Output	Indicator	Target
DIR D		Consolidating relations with US	3 meetings between Commissioner for Partnership and USAID Administrator Power and/or respective Senior Management	By Q4 2022
DIR D		DG INTPA and Team Europe interests strengthened in cooperation with UN and IFIs	2 High level dialogues with UN 2 high level dialogues with WBG and 1 high level meeting with the IMF	By Q2 By end 2022 By end 2022
Dir D		Coordination enhanced to leverage Member States and EU contributions to IFIs	Main options of coordination mechanism endorsed by Management/Commissioner and presented to MSs	by end of 2022
Dir D	All	Increased visibility of EU in multilateral fora	Relevant Event(s) organised in multilateral fora (e.g. Paris Peace Forum, UN, Bretton Woods, other)	At least 4 events
DIR C	Asia and Pacific Investment Facility (APIF)	Programming of blending operations and Team Europe Initiatives under the new MFF and creation of a solid pipeline	Projects submitted for Board approval to correspond to the amount of 62,8 million dedicated to the APIF for 2022	2022
DIR C	Asia and Pacific Investment Facility (APIF)	Signature of contracts approved under the Asia Pacific Investment Facility with deadline 31/12/2022	Contracts signed	Q3 2022
DIR C	DCI	Bangladesh Production Transformation Policy Review (PTPR) (under OECD Facility)	Implementation of the study begins	By Q4 2022
DIR C	DCI	Laos Multidimensional Country Review (MDCR) (under OECD Facility)	Study is launched	By Q4 2022
DIR C	DCI	Indian State Production Transformation Policy Review (PTPR) (under OECD Facility)	Study is launched	By Q4 2022

Directorate	Instrument	Output	Indicator	Target
DIR C	NDICI	Enhancing the EU's role in multilateral Asia (ASEM/ASEF ASEAN/ARF)	Decision is adopted and contracts are signed	By Q4 2022
DIR C	Iraq Economic Contact Group (IECG)	IECG Meetings at Director-level or above (once Iraqi government formation has been finalised)	Joint communiqués	By Q4 2022

Theme 2 - Climate Change, Environment, Energy

General objective: A stronger Europe in the World

Specific objective 5: Partner Countries capacities to adapt to climate change and reduce greenhouse gas emissions are increased

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR B	NDICI	Continued implementation of the Euroclima programme	7-8 new contracts signed	Q4 2022
Dir F	NDICI	Strengthened regulatory and policy frameworks for climate action in line with goals established under the Paris Agreement	Number of partner countries supported in drafting, reviewing and/or implementing their NDCs, NAPs and LTSs	At least 15 countries by end of 2022
Dir F	NDICI	Enhanced monitoring of climate target in relation to DG INTPA managed programmes	Number of reports on climate target drafted and disseminated	4 per year (quarterly)
Dir F	NDICI	Improved mainstreaming of climate dimensions in EU funded actions	Number of trainings (virtual or in presence) delivered on issues related to climate and environmental mainstreaming	At least 10 per year
Dir F	NDICI	Enhanced coordination with EU Member States on design and implementation of respective actions contributing to climate goals	Number of Expert Groups Meetings organised jointly with EU Member States	At least two per year

Directorate	Instrument	Output	Indicator	Target
DIR C	NDICI	Programmes of support for ASEAN under this SO	Contracting of programmes under EUR 30 million ASEAN/EU Green Initiative	50% contracted by Q3 2022
DIR C	NDICI	Water sector resilience and climate change adaptation in Samoa (budget support)	AAP adopted	Q3 2022
DIR C	NDICI	EU-Solomon Islands Partnership for Resilience Building (budget support) EUR 8 million	AAP adopted	Q4 2022
DIR C	NDICI	BS Sector reform performance contract (Rural development) - EUR 16 million	AAP adopted	Q4 2022
DIR C	NDICI	Solomon Islands - LoCAL Climate Resilience Financing Mechanism EUR 6 million	AAP adopted	Q4 2022
DIR C	NDICI	Design of a disaster risk reduction project for Iran	AAP 2022 adopted	Q4 2022
DIR C	NDICI	Finalisation of the design phase for the regional TEI on Water, Energy and Climate Change in Central Asia	Design phase finalised	Q4 2022

General objective: A stronger Europe in the World

Specific objective 6: An ambitious agenda for the conservation, restoration and sustainable management of natural resources and ecosystems, and for halting biodiversity loss and wildlife crime is adopted and implemented

Related to spending programmes: DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR B	NDICI	APPs for sustainable agriculture, water sanitation and biodiversity projects in various OCTs, and for forest partnerships (Guyana and Suriname) adopted	Adoption	Q4 2022

Directorate	Instrument	Output	Indicator	Target
DIR B	NDICI	Initiation of the implementation of Amazon Basin Initiative	New contracts signed	Q4 2022
DIR B	NDICI	Initiation of the implementation of cacao sustainable value chains in Nicaragua	Signature of DA with AECID and UNIDO	Q3 2022
DIR F/A	NDICI	NaturAfrica implemented through programmes at national and regional levels	Number of NaturAfrica landscapes under AAP 2022 and 2021 (contracts)	6 regional landscapes and 15 national landscapes
DIR F/A	NDICI	GGW supported through programs at national and regional level	a) Number of countries supported b) Number hectares of land restored or sustainably managed	a) At least 11 b) 5 million
DIR F	NDICI	Deforestation is reduced in supported countries	Percentage of reduction	At least -10%
DIR F	NDICI	Forests partnerships are deployed in partner countries to help them sustainably manage their forests	a) Number of countries b) Number of hectares sustainably managed	a) 10 to 15 b) 40 million ha
DIR F	EI-INSC	The environmental remediation of former uranium legacy sites is implemented	Number of sites cleaned up	2
DIR F	NDICI	Transition towards Sustainable Food Systems (SFS) supported at country and regional level	Number of countries with SFS programmes	At least 35 countries
DIR C	NDICI	Programmes of support for ASEAN under this SO	SSC approval	Q2 2022
DIR C	NDICI	Top up to the Kiwa Initiative (EUR 6 million)	Adoption process of the Action Document launched (ISC)	Q3 2022

General objective: A stronger Europe in the World

Specific objective 7: A partnership for a global green energy transition from fossil fuels to sustainable energy is mobilised

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR B	LACIF/EFSD+	Creation of a solid pipeline of projects and signature of contracts approved under the Facility	Submission of projects and guarantee operations to the Boards signature of corresponding contracts	Q4 2022
DIR B	NDICI	APPs for Renewable energy programmes in OCTs adopted	Adoption	Q4 2022
DIR F	NDICI	Deployment of the Africa-EU Green Energy Initiative (AEGEI)	Number of initiatives deployed	1 from Q2 of 2022 onwards
DIR F	NDICI	Diplomatic actions, technical support and new initiatives that promote just and green energy transition are implemented	Signature and implementation of 3 programme initiatives (Action Documents), under the "Planet AAP 2021"	By the end of 2022
DIR F	INSC	Regulatory authorities in third countries receive technical support to enhance their know-how and capacity to regulate the safe use of nuclear energy.	Number of countries / regions supported	5
DIR C	NDICI	Bangladesh - Partnership for Green Energy Transition in Bangladesh approved	QRM approval	Q2 2022
DIR C	NDICI	South Asia regional programme on energy	QRM approval	Q3 2022
DIR C	NDICI	Support to the Energy sector in Tonga (budget support EUR 10 million).	Financing Agreement signature expected in 2022.	Q4 2022

General objective: A stronger Europe in the World

Specific objective 8: Partner countries capacities in the transition toward green and circular economies are strengthened

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Evaluations and fitness checks

Directorate	Instrument	Output	Indicator	Target
DIR D	all	Evaluation of the EU support to sustainable agri-food systems between 2014-2020	Evaluation completed	Q3 2022

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR F	NDICI	Partner countries are supported to transition to more circular/ green economies	a) Number of partner countries supported to transition to greener and/or more circular economies b) Number of Action Documents including an explicit objective / result on the green / circular economy under AAP 2022	a) 10 b) 24
DIR B	NDICI	APPs on Green growth and transition to circular economy (Peru, Belize, Honduras) adopted	Adoption	Q4 2022
DIR B	DCI	Initiation of actions under the AL INVEST Verde Programme	successive rounds of dialogue have taken place call for proposal launched	5 Q4 2022
DIR B	NDICI	Publication of the 2022 edition of the Latin America Economic Outlook (LEO) on LAC-EU Sustainable Alliances	the 2022 Latin America Economic Outlook is published	Q4 2022
DIR C	NDICI	Sri Lanka – Promoting a Circular Economy (waste management/reduction, plastic life cycle management)	QRM approval	Q2 2022
DIR C	NDICI	Contracting to implement EUR 30 million EU Green Initiative for ASEAN/South-East Asia	% of programmes contracted under EUR 30 million EU Green Initiative for ASEAN/South-East Asia	50% contracted by Q3 2022

Directorate	Instrument	Output	Indicator	Target
DIR C	NDICI	Launch of the SWITCH-Asia regional programme policy component supporting Sustainable Consumption and Production	AAP adopted - EUR 20 million	Q3 2022
DIR C	DCI	Start of projects funded under the SWITCH-Asia regional programme call for proposals supporting Sustainable Consumption and Production	Contracted – EUR 32,6 million	Q1 2022
DIR C	NDICI	Philippines: National Support Action for a Low-carbon Circular Economy.	AAP adopted –60 million	Q4 2022
DIR C	NDICI	Budget support in Fiji – climate change “Time to Act! : Towards Implementing the Climate Change Act”	AAP adopted - EUR 12.8 million	Q4 2022

Theme 3 – Digital, Data Technologies and Connectivity

General objective: A stronger Europe in the World

Specific objective 9: Digital governance, policy and regulatory frameworks are improved and digital infrastructure and affordable and secure broadband connectivity are enhanced

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

External communication actions

Unit	Instrument	Output	Indicator	Target
02	All	Communication plan drafted, agreed and implemented in cooperation with EEAS on the Global Gateway Partnerships joint communication.	Number of press articles / media pieces on the concept.	100.

Unit	Instrument	Output	Indicator	Target
02, Dir F	All	Under the overarching thread of trusted connectivity, the European Development Days 2022 will build on the EU's existing commitments and policy work to promote the Global Gateway Partnerships Brand.	Number of online participants Number of physical participants Number of applications for session organisation. Number of applications for the Young Leaders programme.	> 20,000. > 2,000. > 350. > 400.

Other important outputs

Directorate	Instrument	Output	Indicator	Target
Dir B	NDICI	Starting implementing the Regional Americas and Caribbean programme on digital transformation	Contracted	Q4 2022
DIR F	NDICI	The Digital Global Gateway is set up and promoted at international events to position the EU as a leader on human-centric digital connectivity	a) Number of Policy Steering Group meetings; b) Number of international events	a) 1 by Q1 and 1 by Q3; b) At least 2
DIR F	NDICI	The private sector is included in discussions on the Digital Global Gateway	Number of EU meetings /events with the private sector	At least 4
DIR F	NDICI	A global masterplan for the Digital Global Gateway is developed	Number of studies identifying digital and data infrastructure needs and proposing flagships	> 5 studies, covering infrastructures in Africa, Indo-Pacific, Central Asia and Latin America and the Caribbean
DIR F	NDICI	Delegations and HQ are supported through studies, assessments and trainings, new Technical Assistance Facilities on Digital, Space Earth Observation and Science Technology and Innovation (STI)	a) Number of Studies/Assessments b) Number of trainings / webinars	a) At least 10 b) At least 4
DIR F	NDICI	DG INTPA actively participates in the EEAS-launched Cyber Capacity Building Board	Number of Board meetings where DG INTPA participates	3 to 4

Directorate	Instrument	Output	Indicator	Target
DIR F	NDICI	The Digital4Development (D4D) Africa projects are launched	Number of projects	2 by Q4
DIR C	NDICI	Finalisation of the design phase for the regional TEI on Digital Connectivity in Central Asia	Design phase finalised	Q4 2022
DIR C	NDICI	India – Connectivity (in particular in energy, disaster resilience, sustainable finance)	QRM approval	Q3 2022

General objective: A stronger Europe in the World

Specific objective 10: The digital skills of individuals needed to fully capitalise on the digital transformation are improved

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR F	NDICI	The digital skills dimension is added as an important focus point of the AU-EU summit's agenda and outcome documents / final statement	Number of summit sections covering digital skills	At least one

General objective: A stronger Europe in the World

Specific objective 11: The provision and quality of public and private digital services in partner countries are improved

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR F	NDICI	Delegations and HQ are supported through studies / assessments launched by new Technical Assistance Facilities on Digital, Space and STI	Number of Studies / Assessments launched	At least 5
DIR F	NDICI	Partner countries are supported in developing or revising digital-related policy, strategies, laws and regulations in the key economic sectors (agriculture, energy, circular economy)	Number of partner countries supported in activities such as drafting national strategies, or organising capacity building, or running pilot projects or other similar activity	At least 5
DIR F	NDICI	Partner countries (public authorities and private sector) are supported in developing and providing Earth Observation and space-based services and data	Number of actions supported such as the development of Copernicus facilities in Panama, Chile and the Philippines	At least 3
DIR C	NDICI	Bhutan - Strengthened digitalisation of public services, especially education	QRM approval	Q2 2022

Theme 4 - Sustainable Growth and Jobs

General objective: A stronger Europe in the World

Specific objective 12: Mobilisation of public and private financing for sustainable development is enhanced contributing to decent jobs creation, and the reduction of inequalities

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Evaluations and fitness checks

Directorate	Instrument	Output	Indicator	Target
DIR D	all	Evaluation of the EU Collect More Spend Better framework (2015- 2025)	Evaluation at advanced stage of implementation	Q3 2022

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR A	NDICI, EFSD, EFSD+	Adoption of the Africa-Europe investment package and approval of its operationalisation	Approval at EU-AU Summit Start of implementation	Q1 2022 Q4 2022
DIR A+ E	NDICI, EFSD, EFSD+	TEI Investing in Young Businesses in Africa (IYBA) launched and the first batch of Countries selected.	Progress towards the launch of IYBA platform First batch of countries selected	Platform launched in Q2 2022 Q4
DIR E		EU Sustainable Finance Strategy for low- and middle-income countries	appointment of High-Level Experts Group	Q1-Q2 2022
DIR E	EFSD+	Global Green Bond Initiative (GGBI)	Status of the launch of GGBI	GGBI PIP received in Q2 2022
DIR E	NDICI	Sustainable Finance Advisory Hub	Launch of the Advisory Hub	Q3 2022
DIR E	NDICI	Support on implementing international tax reform deal in place	AAP/decision (under Global Challenges P-Partnerships) of support to partner countries via OECD adopted	Q4 2022
DIR E	NDICI	The number of AAPs on Prosperity adopted during the year	Number of AAPs	Two AAPs adopted (AAP2022 and AAP2023) in 2022

Directorate	Instrument	Output	Indicator	Target
DIR E	EFSD+	Launch of the call for investment proposals for EFSD+ Open Architecture investment windows Assessment and approval of received PIPs for the EFSD+ Open Architecture investment windows	Status of the proposed investment programmes (PIPs) Organisation of EFSD+ Operational Board meetings. Status of the approval of PIPs	PIPs received in Q1-Q2 2022 EFSD+ OB meetings organised and PIPs approved in Q2-Q3 2022
DIR E and DIR A		EU-AU Business Forum	Status of the organisation of the Forum	Forum organised in Q1 2022
DIR E		European Financial Architecture for Development	Status of the publication of the Roadmap 2022	Published in Q1 2022
DIR E	EFSD+	EFSD+ Risk Management Framework and functioning structures, processes and tools for risk assessment and monitoring	Status of risk policy document endorsement by EFSD+ Operational Board and transmission to Steering Committee on Contingent Liabilities for information Regular "prudential risk management", with reporting to both EFSD Strategic and Operational Board, as appropriate and in line with regulation Establishment of Guarantee Expert Group (GrEG) Risk assessment and reporting tools/ workflows in place Monitoring/tracking tools in place	Endorsed and transmitted in Q1 2022 Q1 2022 Q1 2022 Q1 2022 Q2 2022
DIR E	EFSD+	Unified Credit Risk Model	Delivery of the unified credit risk model to assess the proposals coming in as a result of the first call for proposals	Q1 2022
DIR E	NDICI	Risk Management Framework Plus (RMF+)	Comprehensive risk monitoring exercise for all DG INTPA countries concluded	Q1 2022

Directorate	Instrument	Output	Indicator	Target
DIR C	NDICI	Launch of first batch of NDICI-funded actions (EU-CLERA, SPEAC, employment and social affairs dialogue support)	China 2022 AAP adopted at the Feb 2022 NDICI Committee	Q2 2022
DIR C	NDICI	Vietnam: Decent Work Programme	AAP adopted	Q4 2022
DIR C	NDICI	Launch of first package of activities under the Geographical Indications Agreement (GIA) implementation project supported by the Asia Partnerships Facility, APF	Study on enforcement challenges completed and training to Chinese enforcers delivered	Q3 2022
DIR C	NDICI	Tuvalu - Budget Support Sector reform performance contract (Rural development) EUR 4.5 million	AAP adopted	Q3 2022

Theme 5 - Migration

General objective: A stronger Europe in the World

Specific objective 13: Comprehensive and balanced Migration Partnerships with priority partner countries are supported in line with sustainable development and poverty reduction goals

Related to spending programmes: DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR A, B, C, G	NDICI	migration related actions adopted as part of AAP 2022 or as Special Measures	Number of actions adopted	21 (10+1+8+2)
DIR A+C	NDICI	migration related TEIs adopted	Number of TEI adopted	3 (2+1)

Directorate	Instrument	Output	Indicator	Target
DIR G	NDICI	Improved coordination and synergies between EU and EU Member States migration programming and implementation meetings of the Coordination Group on Global Europe Migration	Number of meetings of the Coordination Group on Global Europe Migration held	6
DIR C	NDICI	R MIP programme on priority area 1 (forced displacement) is implemented	At least 1 programme linked to Afghan regional displacement crisis starts operations	Q2 2022
DIR C	NDICI	Multi-country programmes on migration for priority area 2 (migration management) are approved	At least 2 programmes are approved by QRM	Q4 2022
DIR C	NDICI	Multi-country programmes on priority areas 3 (flexible measures) are approved	At least 1 programme under flexible measures is approved by QRM	Q4 2022
DIR C	NDICI	Launch of action in support of Migration and Mobility Dialogue with China	China 2022 AAP adopted at the Feb 2022 NDICI Committee	Q2 2022
DIR C	NDICI	Design of support to Afghan refugees and host communities in Iran	Adoption of AAP 2022	Q4 2022

Theme 6 - Human Development

General objective: A stronger Europe in the World

Specific objective 14: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

External communication actions

Unit	Instrument	Output	Indicator	Target
02	all	Youth Sounding Board promoted, in particular via web and social media, as example of working for and with youth, at HQ and Delegation levels (as relevant).	Web visits. Reach Engagement	Youth topic page in top 10 visited pages of topic section. 3 million 1.5 million

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR G	NDICI, OAD, EFSD, EFSD+, EI-INSC	Youth Action Plan	Plan Adopted	September 2022
DIR G	NDICI	Multi-Annual Action Plan Global Challenges People 2022-2024	Adoption	Q2/Q3 2022
DIR G	NDICI, ESI	Ensure universal access to COVID vaccines	number of COVID vaccine doses shared by the Commission with low income countries	200 million doses by mid-2022
DIR G+ A	NDICI, EFSD+	New ground on vaccine manufacturing in Africa	Investment package agreed with the African Union and number of African countries	Agreement with AU and 3 African countries
DIR G		Inequalities marker	Full development of the marker: Final definition of the marker Start implementation of tracking	Q1 2022 2022

Directorate	Instrument	Output	Indicator	Target
DIR G and geo directorates		Equality flagships	Adoption and launching of first Equality Flagships	Equality Flagships in South Africa, Kenya, Bangladesh , Burkina Faso; thematic flagship on Child Labour/Decent Work in Global Value Chains
DIR A	NDICI	Programme on regional Teachers Training in SSA;	Adoption of AAP	Q4 2022
DIR A	NDICI	Programme on Intra-African Mobility for higher education;	Adoption of AAP	Q4 2022
DIR B	DCI	Rider to FA - Social Plan El Salvador	Signature	Q2 2022
DIR B	DCI	Implementation of Triangular Cooperation targeting Youth under the ADELANTE Window	Initiation	Q4 2022
DIR B	NDICI	Regional AAP 2022 – new regional programme for LAC on social cohesion and addressing inequalities	adoption	Q4 2022
DIR C	NDICI	Laos – EU-Lao PDR Partnership in Education and Skills for Inclusive Green Growth Education	AAP approval	Q4 2022
DIR C	NDICI	Pakistan – Skills for green jobs	QRM approval	Q2 2022
DIR C	NDICI	Nepal – Education budget support	QRM approval	Q2 2022
DIR C	NDICI	Afghanistan: Humanitarian + Programmes in place for continued access to (i) health and nutrition services by the population (ii) primary and secondary education in particular for girls. Food security is improved. Community-based employment and income-generating opportunities are supported.	Contracts signed with key international organisations (UN agencies, World Bank) with measurable targets are inserted addressing women’s and girls’ rights.	Q1 2022
DIR C	NDICI	Asia-Pacific RIP Central Asia – DARYA (TVET)	Programme start up	Q2 2022
DIR C	NDICI	Asia-Pacific RIP Central Asia – CA Covid Crisis Response 2	Programme start up	Q1 2022

Directorate	Instrument	Output	Indicator	Target
DIR C	NDICI	Pacific transformative gender equality programme (project modality)	AAP adopted	Q3 2022

Theme 7 - Governance, peace and security, democracy, human rights, civil society

General objective: A stronger Europe in the World

Specific objective 15: Governance, resilience and peace building is enhanced through all available instruments in fragile countries or affected by/under risk of conflict

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Other important outputs

Directorate	Instrument	Output	Indicator	Target
Dir G	NDICI	Approval, dissemination and implementation of guidance, awareness raising and/or trainings on Conflict Analysis, Conflict Sensitivity, Security Sector Reform (SSR) and on Resilience	Conflict analysis, conflict sensitivity and resilience assessments performed. Training courses and/or awareness exercises delivered among the staff in EUDELS.	End of 2022
DIR A	NDICI	Programme on Maritime Security in the Gulf of Guinea;	Adoption of AAP	Q4 2022
DIR A	NDICI	Programme on stabilisation and conflict mitigation in selected border lands in SSA;	Adoption of AAP	Q4 2022
DIR C	NDICI	Maldives - Justice and Rule of Law	QRM approval	Q2 2022
DIR C	NDICI	Bhutan - Good governance	QRM approval	Q2 2022
DIR C	NDICI	Myanmar Special Measure - 3 new programmes on building resilience & peace, Youth training and Livelihoods.	Signature of Contracts/Calls for Proposals launched	Q2/Q3 2022
DIR C	NDICI	Afghan regional displacement crisis	Programme activities start	Q3 2022
DIR C	NDICI	Special Measure in favour of Yemen for peace and stability	Special Measure adopted	Q2 2022

General objective: A stronger Europe in the World

Specific objective 16: Promotion and protection of human rights and fundamental freedoms; equality, democracy and the rule of law are enhanced and civil society participates in democratic and development processes in an enabling environment

*Related to spending programmes:
DCI, EIDHR, EDF, EFSD, IcSP, Greenland,
INSC (NDICI, OAD, EINS, EFSD+)*

Main outputs in 2022:

Evaluations and fitness checks

Directorate	Instrument	Output	Indicator	Target
DIR D	all	Evaluation of the EU support to Rule of Law and Anticorruption in partner countries	Evaluation completed	Conclusions and recommendations are available to Commission decision makers, they inform joint work with EU Member States and dialogue with key partners such as the UN and the WB

External communication actions

Unit	Instrument	Output	Indicator	Target
02	General budget	Lorenzo Natali Prize(s) for sustainable development promoted, selected & awarded.	Number of participants. Unique web views. Winners announcement Twitter impressions Engagement. Winner announcement Facebook reach Shares	> 700 applicants. > 250,000. > 5,000 > 300 > 10,000 > 500

Other important outputs

Directorate	Instrument	Output	Indicator	Target
DIR G	NDICI	Multi Annual Action Plan 2022-2024 Human Rights and Democracy	Adoption MAAP 2022-2024	Q2 2022
Dir G	NDICI	Global Monitoring and Engagement System for CSO Enabling Environment	Publication for call for proposals	Q4 2022
Dir G	NDICI	Development Education Awareness Raising programme (DEAR)	Publication of call for proposals	Q2 2022

Directorate	Instrument	Output	Indicator	Target
DIR G	NDICI	Global Team Europe Initiative Launch Flagship on Impunity	Contract democracy network signed Launch event	Q1-Q2 2022 Q4 2022
DIR G	NDICI	Design and launch of the Civil Society Framework Partnership Agreements (FFPAs)	Publication of the call for proposals for FFPAs	Q2 2022
DIR B	NDICI	AAPs in Central and Latin America (Honduras and Peru)	Adoption	Q4 2022
DIR G	NDICI	Implementation of a coordination and monitoring system for the "Local Authorities – Partnerships for sustainable cities" programme	Launch of the system	2022
DIR C	NDICI	Vietnam -EU Justice and Legal Empowerment programme	AAP 2022 adopted	Q4
DIR C	NDICI	Laos – Programme Citizen Engagement for Good Governance, Accountability and Rule of Law	AAP 2022 adopted	Q4
DIR C	NDICI	Strengthening Electoral Cycle (SECSIP Phase III) - EUR 5.5 million	AAP adopted	Q4 2022