



European
Commission

Management Plan 2021

Directorate-General for International
Partnerships – DG INTPA

GLOSSARY

AAP = Annual Action Plan

AAR = Annual Activity Report

ACP = Africa, Caribbean, Pacific

AEGEI = Africa-EU Green Energy initiative

AFS = Anti-fraud Strategy

APSA = African Peace and Security Architecture

AU = African Union

BS = Budget Support

BSSC = Budget Support Steering Committee

CAFS = Commission's Anti-Fraud Strategy

CBSD = Capacity Building in support of Security for Development

CJEU = Court of Justice of the European Union

CRIS = Common Relex Information System

CSOs = Civil Society Organisations

DAC = Development Assistance Committee

D4D = Digital4Development

DCI = Development Cooperation Instrument

DPC = Data Protection Coordinators

EABF = European Africa Business Forum

EAMR = External Assistance Management Report

ECCAS = Economic Community of Central African States

ECOWAS = Economic Community of West African States

EDES = Early Detection and Exclusion System

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

EPA = Economic Partnership Agreement

EU = European Union

EUTF = EU Trust Fund

FLEGT = Forest Law Enforcement Governance and Trade

FA = Financing Agreement

FWC = Framework Contract

GAP = Gender Action Plan

GRI = Global Recovery Initiative

HR = Human Resources

IcSP = Instrument contributing to Stability and Peace
ICT = Information and Communication Technology
IDP = Internally displaced person
IFI = International Financial Institutions
IMF = International Monetary Fund
INFF = Integrated National Financing Frameworks
INSC = Instrument for Nuclear Safety Cooperation
IO = International Organisations
IT = Information Technology
KPI = Key Performance Indicator
LA = Local Authority
LAC = Latin America and the Caribbean
LAIF = Latin America Investment Facility
LDC = Least Developed Countries
LRG = Local and Regional Governments
MFF = Multiannual Financial Framework
MIP = Multi-annual Indicative Programme
MAAP = Multi-annual Action Plan
MS = Member States
MSME = Micro, small and medium enterprises
NDC = Nationally Determined Contributions
NDICI = Neighbourhood, Development and International Cooperation Instrument
NGO = Non Governmental Organisations
NIP = National Indicative Programme
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
OLAF = European Anti-Fraud Office
PCM = Project Cycle Management
PFD = Policy Forum for Development
QRG = Quality Review Group
RMF = Risk Management Framework
ROM = Result-Oriented Monitoring
SADC = Southern Africa Development Community
SDG = Sustainable Development Goals
SRPC = Sector Reform Performance Contract
SSR = security sector reforms
SWD = Staff Working Document
TA = Technical Assistance

TEIs = Team Europa Initiatives

TF = Trust Fund

TFEU = Treaty on the Functioning of the European Union

TVET = Technical Vocational Education and Training

UN = United Nations

UNDP = United Nations Development Program

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

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INTRODUCTION

DG INTPA's **mission** is to contribute to sustainable development, the eradication of poverty, to peace and to the protection of human rights, through international partnerships that uphold and promote European values and interests.

As part of the European Union's external relations, DG INTPA bases its actions on international law and multilateralism and is at the forefront of the European Union's efforts to implement global commitments, notably the United Nations 2030 Agenda and Sustainable Development Goals and the Paris Agreement on Climate Change.

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. DG INTPA works hand in hand with the Commission services to ensure that the external dimension of EU policies strengthens its action in the world. DG INTPA closely coordinates with Member States under a strong Team Europe approach to support the EU's global agenda. DG INTPA works hand in hand with its partners, setting policy agendas, taking initiatives and ensuring effective implementation of its actions for the ultimate shared benefit of EU citizens and people across the world.

DG INTPA's Strategic Plan describes the contribution of DG INTPA to the achievement of the headline ambition of the von der Leyen Commission – "A stronger Europe in the world". In doing so, DG INTPA pursues a number of specific objectives detailing the strategy for 2020-2024.

In its 2021 Management Plan, DG INTPA describes its most important yearly outputs which will contribute to the achievement of the specific objectives set in its Strategic Plan.

In 2021, in line with the Strategic Plan, DG INTPA will continue to support, through international partnerships, the Commission priorities. DG INTPA will contribute to the Commission's general objective "**A stronger Europe in the world**" through a number of initiatives, consistent with the Commission Work Programme 2021, *inter alia*: the conclusion and operationalisation of the agreement between the EU and the countries of Africa, the Caribbean and the Pacific¹; the preparation, holding and follow-up of the 6th EU-AU Summit²; the adoption, operationalisation and implementation of the new external financing instruments for the 2021-2027 period, notably the Neighbourhood, Development and International Cooperation Instrument (NDICI), including its investment component (the European Fund for Sustainable Development+), in particular through the adoption of a large number of geographic and thematic multiannual indicative programming documents; the conclusion and operationalisation of the new association framework between the EU and its Overseas Countries and Territories (OCT) partners; the implementation of the EU Action

¹ This initiative was part of the 2020 CWP. However, it has been postponed to 2021.

² The 6th AU-EU Summit was foreseen for 2020. However due to the current pandemic, the Summit was postponed to 2021.

Plan on gender equality and women empowerment³ in external relations (“GAP3”) and a Joint Communication on strengthening the EU’s contribution to rules-based multilateralism.

In all partner countries, DG INTPA will significantly contribute to implementing the external dimension of the other Commission headline priorities: **“A European Green Deal”**, **“A Europe fit for the digital age”**, **“An economy that works for people”**, **“Promoting our European way of life”**, **“A new push for European Democracy”**. In pursuing the Commission priorities, DG INTPA’s actions will remain guided by the 2030 Agenda and its Sustainable Development Goals as well as international agreements, including the Paris Agreement on Climate.

2020 has been a particularly challenging year, with the COVID-19 pandemic which caused pain and suffering in Europe and beyond. In 2021, together with the Member States, DG INTPA will support, through the **Team Europe** approach, a sustainable recovery consistent with the implementation of the SDGs and the **Global Recovery Initiative** for a green, digital, fair and resilient recovery.

DG INTPA will also continue to support **human development** in partner countries, and to address inequalities by building fair, inclusive and sustainable societies particularly in rebuilding recovery post Covid. Building back after COVID-19 also means that **gender equality and women’s empowerment** must be an essential component in the recovery; a condition for equitable, sustainable and inclusive recovery processes.

DG INTPA will contribute to the concrete operationalisation of the external dimension of the **Migration Pact**, including addressing the root causes of irregular migration and forced displacement, improving capacities for all aspects of migration and forced displacement and maximising the development impact of migration through the full spectrum of EU tools. The specific impact of the COVID-19 pandemic on vulnerable populations among refugees, Internally displaced persons (IDPs) and migrants will be addressed.

The **European Green Deal** is our plan to make the EU's economy sustainable and to become the first climate neutral continent by 2050. DG INTPA will continue working on economic, environmental and social sustainability with partner countries to tackle climate change, to reverse biodiversity loss, and to eliminate pollution by moving to a circular economy while creating decent jobs and leaving no one behind. As public funds alone will not be sufficient to face these challenges, we will engage with both public and private sector partners to leverage an increasing amount of private investments for climate and environment action in line with the EU Sustainable Finance Agenda. DG INTPA will contribute to the implementation of the **circular economy action plan**, the **EU biodiversity strategy** for 2030 and **Farm-to-Fork strategy**.

³ The Joint Communication (2020)17 on the EU Gender Action Plan (GAP) III – An ambitious agenda for gender equality and women’s empowerment in EU external relations was part of the 2020 CWP and adopted on 25 November 2020.

External communication activities in 2021

An ambitious agenda has been set for “EU International Partnerships”, that aims to fight inequalities, build inclusive and sustainable societies, and contribute to our green and digital objectives. Africa remains a priority. A series of campaigns and outreach activities will contribute to these objectives: specific events, campaigns in the EU and Africa, awareness-raising activities on sustainable development. They are listed in Annex 1.

DG INTPA will contribute to the establishment and projection of a strong EU in the World brand that expresses its vision, purpose and values, and defines who we are, what we stand for and how we are perceived by people. The rebranding of DG DEVCO, soon to become DG INTPA, will be concluded and implemented in 2021.

PART 1. Delivering on the Commission's priorities

DG INTPA's Strategic Plan 2020-2024 outlines the DG's strategy and work along 7 themes and 16 specific objectives that contribute to European Commission general objectives.

Evaluations/studies launched over the period 2020-2021 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 the specific objectives.

Theme 1 - Partnerships

2021 is expected to see a new era of relations between the EU and the 79 member countries of the **Organisation of African, Caribbean and Pacific States** (OACPS), formerly known as the ACP Group of States. Following the conclusion of the negotiations on a new **partnership Agreement** to succeed the Cotonou Agreement signed in 2000, partners will work towards the signature and ensuing implementation of the new agreement. This will allow the EU to deepen its political relationship with each region by focusing on common interests and equally important regional priorities. The cooperation between the EU and OACPS countries is expected to be more political but also more active on the world scene to better address emerging needs and global challenges faced, such as the COVID-19 pandemic, inclusive growth, climate change, migration, peace and security issues. Delivering on the Sustainable Development Goals will remain a crucial part of the EU's work with OACPS countries.

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 to 2021.

Despite the COVID-19 pandemic, long-term strategic priorities must remain at the forefront of the partnership with Africa. All of which, are even more important and urgent in a post-COVID world. The green transition, digital transformation, sustainable investment and jobs, migration and mobility, peace, security and governance, as laid out in the Joint Communication "**Towards a Comprehensive Strategy with Africa**" and supported by the Council Conclusions on Africa of June 2020, remain relevant for the post-COVID recovery; building a more resilient society to prevent future similar crises; and creating a future-proof and sustainable growth model for future generations. In 2021, in the run up to the EU-AU Summit, the EU will continue outreach to African partners in order to agree upon a **new joint AU-EU Partnership agenda**.

Another output in terms of international partnerships will be the conclusion, early 2021, of a **new association framework between the EU and its Overseas Countries and Territories (OCT) partners**, in the form of a Council association decision covering the 2021-2027 period.

The new association decision will be an important political achievement, integrating the old Greenland Decision and framing 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 MS will continue in the 2021-2027 period via annual Forums and four Tripartite meetings each year. Also, DG INTPA will contribute in 2021 to the update of the EU Arctic policy which will be defined through a joint HR/Commission Communication by November 2021.

In 2021, the EU, its Member States, their national development finance institutions, and development/implementation agencies, as well as European financial institutions (the European Development Bank – EIB – and the European Bank for Reconstruction and Development – EBRD –) will work even closer together in implementing EU external policy and development cooperation. This “Team Europe” approach was launched at the occasion of the external response to the COVID-19 crisis⁴ and it is an important way to showcase the EU’s global influence and leadership, as well as tangible solidarity to partner countries, towards a sustainable and green recovery and beyond. Going forward, a reflection is underway on ways to strengthen the existing European financial architecture for development: an independent feasibility study – which should be finalised in the first quarter of 2021 – is assessing, at the request of the Council Presidency, three different options to that effect, setting the ground for the ensuing political discussions.

In concrete terms, the EU Delegations together with the EU Member States Embassies in each partner country are continuing to implement **‘Team Europe country packages’, for as long as the pandemic crisis lasts**, responding to partner country “national plans for combating COVID-19”. The global “Team Europe” financial commitment in this respect is about **EUR 38.5 billion** with disbursements at an overall level of 50% (as at October 2020).

DG INTPA, together with DG NEAR, the EEAS and FPI, will aim at finalising the text of the **NDICI** in view of its adoption, following the political agreement reached with the European Parliament and the Council in December 2020. As per the agreement, DG INTPA will also work on the adoption of a delegated act in 2021, encompassing specific objectives and priority areas of cooperation per sub-region.

The operationalisation of NDICI will entail establishing the NDICI committee with Member States and the strategic and operational boards of the EFSD+, including the adoption of their rules of procedures. The implementation of the NDICI agreement will include the preparation and conduct of geopolitical dialogues with the European Parliament. The implementation of NDICI will focus on the adoption of a large number of geographic and thematic multiannual programming documents by end 2021, as well as related action plans.

⁴ Global EU Response to COVID-19 [JOIN\(2020\) 11 final](#), 8 April 2020, and [Council Conclusions](#) of FAC (Development) on Team Europe Global Response to COVID-19, 8 June 2020

DG INTPA is responsible, together with the EEAS, for the multiannual programming in the implementation of the NDICI. In this context, EU Delegations will prepare draft Multi-annual Indicative Programme (MIPs) including **‘Team Europe Initiatives’** in cooperation with partner countries. The MIPs will define the framework for the EU’s long-term cooperation with the partner countries. Team Europe Initiatives are conceived as transformative joint actions that take forward the political/strategic priorities of the Commission while responding to partner country development priorities with the aim of better coordinating our diverse European resources and expertise in support of greater development impact. The above processes provide a **renewed political clout** to joined-up Union in external actions and reinforce existing local coordination processes thus improving effectiveness, as exemplified in the “working better together as Team Europe through joint programming and joint implementation” approach. The work involves **expanding Joint Programming** to more partner countries, in line with the relevant instructions in the new programming guidelines on the preference for joint programming. Work continues to **support European country based staff in Delegations and Embassies** to design/prepare joint programming documents that include joint results frameworks, where relevant linked to Sustainable Development Goals (SDG) indicators, as part of the EU and Member States joint response. Following the above, the EU Delegations will further identify and promote **joint implementation approaches**, such as Team Europe Initiatives, for a coherent and effective coordination of collective European support, aligned to partner countries' efforts. In 2021, efforts will be notably channelled towards further promoting the new tools of DG INTPA **Twinning and Technical Assistance and Information Exchange Instrument (TAIEX)** in development cooperation with a focus on how these tools could mobilise European public sector expertise in support of Team Europe Initiatives.

To further enhance development effectiveness, DG INTPA will also support EU policy-making across DGs to ensure that external impacts of policies are supportive of sustainable development in partner countries and that the EU’s global interests are considered upfront when devising relevant EU initiatives.

As we mark the 75th anniversary of the UN, the values and institutions underpinning **multilateralism** are increasingly at risk and this is a strong call for the EU to stand up and assert itself as a leader, a geopolitical player and a reliable partner in order to ensure the multilateral system as global agenda setter, as creator of norms and standards. The upcoming **new Joint Communication on Multilateralism** is very timely, in order to reflect the new geopolitical reality and translate our values and commitments into actions worthy of EU’s ambition to be a global player. It will notably help shape more strategic and structured partnerships and engagement towards multilateral organisations.

The Commission is committed to ensuring consistency and maximising the impact of our efforts since it provides a significant contribution to the EU's external representation through its development policy, in particular through its **partnerships with and participation in International Organisations (IOs), International Financial**

Institutions (IFIs) and informal groupings (G7, G20) , as well as new fora such as the Paris Peace Forum and the Finance in Common Summit.

The implementation of the 2030 Agenda, the EU Green Deal and the Global Recovery Initiative (GRI) will be guiding themes of our policy dialogue with all our partners. To this end, making the most of the Team Europe approach's potential for a better and stronger coherence/coordination and leverage of our collective funding, we will ensure relevant input and coordinated EU positions in the main UN bodies, in particular at the United Nations General Assembly (UNGA), in the UN Economic and Social Council (ECOSOC), and in major Conferences seeking to promote an effective multilateralism that serves EU strategic objectives and interests, that respects our values and ensure that the UN Development System is fit for purpose. We will strengthen **dialogue and cooperation with the IFIs**, in particular with the World Bank Group (WBG) and the International Monetary Fund (IMF) taking into account their key role to guide policy choices and investments by public institutions, the private sector and society at large. We will also seek to **maximise the impact of the EU as an effective development actor in other fora and groupings** such as the OECD's Development Assistance Committee (DAC), the G7 and the G20.

The “fast-track assessment of the EU’s initial response to the COVID-19 pandemic in partner countries and regions” will inform the Team Europe approach response to the impact and consequences of the pandemic but it will also support the development of the Team Europe approach beyond the COVID-19 crisis. The evaluation of the cooperation with the United Nations will inform Commission decision makers on how to improve the current and future cooperation between the EU and the UN, in the light of the Commission priorities and the upcoming Joint Communication on strengthening the EU’s contribution to rules-based multilateralism. It will be, to the degree possible, coherent with the evaluation of the World Bank Group Trust Funds that will inform EU decision makers on how to improve the current and future cooperation with the World Bank Group.

Theme 2 - Climate Change, Environment, Energy

The main outputs as regards **climate change** action will include: (i) the support to partner countries in the revision and implementation of their Nationally Determined Contributions (NDCs) committed to under the Paris Agreement; (ii) the integration of climate related actions in the largest possible amount of Team Europe Initiatives (TEIs) and bilateral/multi-country/regional programming documents managed by EU Delegations; (iii) the integration of international cooperation aspects into the EU negotiating position for the UNFCCC COP26 scheduled to take place in November 2021 in Glasgow (United Kingdom).

- Post-COVID 19 recovery presents the EU with an unprecedented opportunity to engage with Latin America and the Caribbean (LAC) partners - many of which are

strong allies in multilateral fora of climate change and biodiversity - to ensure a socially just and green recovery, in line with the EU Green Deal.⁵

- The EU will seek to strengthen the regional cooperation with Latin America on green priorities. Regional blending facilities and the new guarantee under the EFSD+ will also support the Green agenda.
- The Overseas Countries and Territories (OCTs) are especially vulnerable to climate change and environmental degradation. Through the new Overseas Association Decision (OAD), the EU will support OCTs' actions, including for the first time issues relating to the oceans. In terms of outputs, the areas covered by 2021-2027 MIPs will be jointly decided with OCTs.

Action in the area of **environment** will focus on: i) the external dimension of the EU Biodiversity Strategy for 2030 by strengthening the work on nature-based solutions and tackling the enormous impact of the COVID-19 outbreak, both on wildlife/ecosystems and on dependant people, as well as the implementation of integrated responses to tackle biodiversity loss such as NaturAfrica through a multifunctional landscape approach (linking green economy, restoration and security); ii) the implementation of the EU forest policy framework, notably the new EU Forest Strategy under the Green Deal, the Forest Law Enforcement Governance and Trade (FLEGT) Action Plan and the Communication on deforestation. The work will focus on promoting a holistic and integrated approach to forests through the establishment of EU Forest Partnerships; iii) strengthening the work related to Water, Sanitation and Hygiene (WASH) in response to the COVID-19 crisis and in support to the Human Development agenda while mobilising further efforts on water diplomacy through the United Nations Economic Commission for Europe (UNECE) Water Convention and further developing the water investment agenda; iv) promoting the circular economy in the context of relevant policy dialogues, in development and international cooperation programmes, and contributing to outreach activities such as Circular Economy Missions.

- In Sub-Saharan Africa, cross-border landscape and ecosystems approaches bring together protection of the biodiversity and ecosystem services where sustainable economic opportunities exist. In 2021, the preparation of new programmes under the NaturAfrica label will start, comprising Team Europe initiatives at country and multicountry level. They will promote a holistic approach to nature conservation, boosting job opportunities in the green sector/tourism and tackling illegal exploitation of natural resources and biodiversity loss. Forests protection and preservation should receive particular attention. Since the Green Deal is of strategic EU interest, these landscapes are linked to the selection of the “strategic corridors” in Africa for EU that will include environmental criteria.

⁵ Especially as Latin America and the Caribbean (LAC) host over 50% of the planet's biodiversity, 57% of primary tropical forest and some of the world's most important marine ecosystems. Climate change, environmental degradation and biodiversity loss will have a huge impact on one of the most unequal regions in the world. The COVID-19 pandemic has compounded further the deforestation and uncontrolled exploitation of natural resources.

In the area of **sustainable energy**, action will focus on addressing challenges and achieving progress in SDG7. In particular, the main policy output for the EU's external cooperation will focus on the deployment of the Africa-EU Green Energy initiative (AEGEI); the Operationalisation of the Energy Service Companies programme, together with EIB, under the framework of the Multiannual Action Programme 2019/2020 for Sustainable Energy, under the Global Public Goods and Challenges (GPGC) programme; supporting the African institutions which will launch the Continental transmission network Masterplan for Africa; and assisting EUDs in designing sustainable energy related actions as part of their Team Europe Initiatives (TEIs) and bilateral/regional programming documents to contribute in meeting the objectives under the Green Deal, Agenda 2030 and the Paris Agreement.

- In Sub-Saharan Africa, facilitating a green transition with a focus on climate change will be central to our Partnership with African countries and therefore an important focus of our programming exercise for 2021-2027, with an important number of Team Europe Initiatives planned to support the external dimension of the Green Deal (around 40 TEIs have selected one aspect of the Green Deal as a first priority).
- In Africa, sustainable energy is the engine for economic and social transformation. The continent harbours huge untapped renewable energy potential to fuel its growth and increase resilience. At the same time, economic growth translates into an increase in demand for energy, whilst around 600 million people lack access to electricity and 850 million people lack access to clean cooking. Programmes developed under the "Green Energy Initiative for Africa" should help maximise policy leverage and visibility through a strategically planned sequence of support for planning the energy transition, designing and implementing the necessary reforms (including at regional level), enhancing capacity building and boosting investments in order to increase generation and distribution of affordable, reliable and sustainable energy.

Action in the area of **sustainable food systems** will focus on: i) the external dimension of the Farm-to-Fork Strategy by supporting integrated food system approaches in the formulation and implementation of EU support programmes at national, regional and global levels, and by ensuring policy coherence for development; (ii) supporting the achievement of an ambitious outcome of the UN Secretary General's Food Systems Summit in 2021 through active and coherent engagement by the Commission in close consultation with EU Member States, as well as technical and financial support; (iii) pursuing EU nutrition commitments and action through advice, advocacy and direct assistance; supporting a successful outcome of the 2021 Nutrition for Growth Summit, and reporting on 2014-2020 achievements; and (iv) fostering the development of sustainable agricultural value chains, notably by pursuing the EU sustainable cocoa initiative.

- In Sub-Saharan Africa, support for **circular and green economy** will be integrated into the programming of actions on jobs and growth, sustainable food-systems, sustainable energy and other relevant actions, with the aim to promote more circularity and resource efficiency in African countries' economic growth strategies, sectoral policies and value chains.

As part of the green and sustainable recovery process (post Covid-19), we will create media opportunities for coverage in Europe and in partner countries.

Theme 3 - Digital and Data Technologies

Building on the strategic digital policy documents of 2020, as well as the joint note to EU delegations from DG INTPA, DG NEAR and the EEAS regarding 'EU support for partners in the digital transformation', a main priority will be to support EU Delegations and headquarters during the **programming process**. Actions supporting the digital response to COVID-19 will be further implemented. Additional support will also be provided to EU Delegations to analyse the development of digital transformation in partner countries, including digital ecosystems analysis, assessments of challenges and opportunities for digital transformation in a specific country/region/continent, and promoting the use of EU space-based assets. In the context of Global Challenges, actions will promote EU position and guidance with regards to digitalisation policy at the highest level, including at multilateral fora and through relevant international organisations.

- In Sub-Saharan Africa, ongoing initiatives to break the digital divide, such as AfricaConnect, will continue in 2021. TEIs in several countries (i.e. Kenya, Ethiopia, Tanzania, Rwanda, Mozambique, South Africa, Ghana, Senegal) will address digitalisation. In Kenya and Ethiopia, a full-fledged approach will be promoted based on the first three pillars of the Digital4Development (D4D) strategy (digital governance, connectivity, skills and digital entrepreneurship). Mainstreaming digitalisation in other sectors providing e-services will be included in TEIs of 18 countries.
- The COVID-19 pandemic has prompted the start of a digital transformation in Latin America and the Caribbean, a region where digitalisation has been lagging behind. This will offer avenues for the EU to leverage its own experience in core areas such as the European Single Digital Market, Galileo and Copernicus. It will enable the gradual construction of a third pole with digital allies setting up 'friendly' digital standards and promoting a human centred approach.
- Digital transformation and connectivity are important aspects of EU cooperation with the OCTs, several of which are remote, isolated islands. By way of the new OAD, the EU strives to ensure greater access of OCTs to information and communication technologies and services, including by policy and institution building to address the digital divide.

In order to build awareness and internal capacity within headquarters and EU Delegations to design and manage digital transformation actions, DG INTPA will continue the development of a **Toolkit on Digitalisation on Capacity4Dev**. The Commission will cooperate with EU Member States agencies and the EU private sector, notably under the D4D Coalition, to put through a multi-stakeholder EU approach to advance the digital agenda. In line with the Team Europe approach and in order to improve EU coordination on D4D, the Digital4Development Hub will be deployed in 2021 and the EU-AU partnership on digitalisation will be strengthened.

The digital economy is a growing priority, reflecting the transformative power of technological progress. A “Partnership for Digital Transformation” is one of the five key pillars of our proposed new Strategy with Africa. DG INTPA’s work in this field will be showcased across a range of platforms and media, including traditional press and news outlets and digital and social media. We will work closely with our partners to maximise the impact of our communication activities.

Theme 4 - Sustainable Growth and Jobs

Subject to the new MFF, in 2021 actions will aim at continuing **support to the private sector to ensure its contribution to economies that work for people**. This will be done with a view to contributing and leveraging sustainable private investments, as well as promoting trade for sustainable development and upgrading of value chains in a responsible way. More specifically, actions will aim at promoting the role of the private sector as a key developmental actor, notably by supporting an enabling business environment and investment climate, conducive to private sector initiative and engagement into sustainable value chains, to foster inclusive growth and decent job creation, with a special focus on youth and women. Particular attention will be paid to mitigating the negative consequences of COVID-19, as well as to decent work - in particular for youth and women, Micro, small and medium enterprises (MSMEs), access to new technologies, digitalisation, financial inclusion, private sector development, engagement in fragile states and Least Developed Countries (LDCs), and implementation of the Aid for Trade Strategy.

In 2021, the EU will continue to invest through its **External Investment Plan (EIP)**, and in particular through the **European Fund for Sustainable Development Plus (EFSD+⁶)** under the NDICI, to support partner countries in their efforts to attract more investment, by mixing EU contributions with finance from partners through blending projects, risk-sharing guarantees and support to investment climate improvements. New investments will help to mobilise financing needed to create jobs, boost growth, reduce inequalities. The key outputs for the year 2021 will be the programming and allocation of funds to support guarantee and blending operations, investment priorities and EIP’s pillar 3 (climate investment support) for the period 2021-2027; production of study on economic strategic corridors in Africa; publication of yearly aid for trade report; delivery of trainings on a number of EIP pillar 3 topics.

DG INTPA will continue to support the mobilisation of public and private, international and national financing flows. This is all the more urgent in the context of the current pandemic. In 2021, the EU will further support the development of operational guidance for partner countries to develop **Integrated National Financing Frameworks⁷** (INFFs). The EU will also support INFF processes in partner countries. DG INTPA will also support the

⁶ EFSD+ has a global coverage whereas EFSD covers NEAR and African countries only.

⁷ INFFs are a means for countries to develop a comprehensive and coherent financing strategy to mobilise funds and align all sources of finance with sustainability goals.

strengthening of green bond markets⁸ in targeted countries and the mobilisation of private investment for EU partner countries' sustainable development.

'Build Back Better' also calls for more transparent debt, better domestic revenue mobilisation and public expenditure. Debt management will be a priority continuing to support debt strategies and management in support of macroeconomic stability. Actions will aim at strengthening global support to macroeconomic stability, a key pre-condition for sustainable development. The Commission contributes to the IMF's Catastrophe Containment and Relief Trust (CCRT) for low-income countries' debt relief and DG INTPA will explore ways in which the EU could potentially support international debt restructuring. Actions in this field will be based on a Team Europe approach, coordination with the IMF, gathering creditors and credible reform programmes from country authorities. The Commission will continue to support the **Addis Tax Initiative post 2020**.

- In Sub-Saharan Africa, the Africa–Europe Alliance for Sustainable Investment and Jobs fits well with the interests of the Member States, which translates in a significant number of TEIs covering this objective. Indeed, for the EU-Africa partnership to succeed, EU programming will be geared towards a modern sustainable growth agenda. In that context, economic integration will be a key sectoral issue as part of country/regional programmes, through the promotion of a conducive investment climate, the development of trade and strategic transport corridors (and notably a priority for the EU-Africa partnership: the support to the Africa Continental Free Trade Area) and of sustainable regional value chains.
- In 2021, the EU will capitalise on the Economic Partnership Agreements (EPAs) ratified between the EU and Botswana, Eswatini, Lesotho, Mozambique, Namibia, and South Africa, all members of the Southern Africa Development Community (SADC). Angola is preparing to join the EU-SADC EPA. National authorities have prepared Economic Partnership Agreement (EPA) implementation plans, on which basis specific tailored support projects have been designed with the EU's financial support, similar to action already on-going in the Eastern and Southern Africa (ESA) group of countries (namely Comoros, Madagascar, Mauritius, Seychelles and Zimbabwe).
- Boosting growth and jobs is also crucial for the OCTs in the context of the COVID-19 pandemic, given their economic vulnerability. Through the new OAD to the EU will support the economic diversification of OCTs and the development of their sustainable trade capacities, as well as sustainable tourism as the mainstay of most OCTs' economies.

The evaluation of EU cooperation on vocational education and training (VET) for inclusive and sustainable growth will inform current and future EU support to VET and through it, how EU support could better address the "skills mismatch" in labour markets; increase the role of employers; and improve VET coverage, access, quality and equity in the VET system. In addition, it will inform on its contribution to decent employment, particularly amongst

⁸ This new initiative will be endorsed collegially and is independent from the work carried out in parallel on the establishment of an EU Green Bond Standard for the internal market (foreseen in the CWP2021).

youth and young women. The evaluation of public finance management including domestic resource aims at improving, through its key lessons learnt and recommendations, the current and future interventions with regard to the current EU policy priorities and the requirements in a post-COVID reconstruction context. Particular attention will be paid to debt sustainability and how the EU could strengthen capacity building on debt management in partner countries.

DG INTPA will also promote the EU policy of boosting investment in sustainable growth and jobs in partner countries by engaging in solid and long-term media partnerships with leading international media outlets. In doing so, we will build on the positive experience of European Development Days media partnerships, which have offered extensive and quality coverage to a large and varied audience.

COVID-19 permitting, we will invite leading international media representatives to take part in press visits on the ground with the Commissioner, and we will organise press events on flagship projects with a strong human dimension.

Theme 5 - Migration

In 2021, in the context of a **new budget cycle** and in line with the new **Pact on Migration and Asylum**, the EU will further step up its engagement on migration and forced displacement with partner countries. Comprehensive, balanced and tailor made migration partnerships with key regions and countries of origin, transit and destination will be the basis for our work at policy and operational level. DG INTPA will contribute to implementation of the external dimension of the Migration Pact, including addressing the root causes of irregular migration and forced displacement, improving capacities and maximising the developmental impact of migration. The impact of the COVID-19 pandemic on vulnerable populations among refugees and host communities, IDPs and migrants will be addressed.

Regarding the EU's engagement with African partners, the **EU Trust Fund for Africa**, will remain for 2021 at the core of our work addressing root causes of migration pending the implementation of the new NDICI. Attention will continue to be paid to migration management along the Central and Western Mediterranean routes. Engagement on forced displacement, notably in the Horn of Africa, should continue, in support to the Comprehensive Refugee Response Framework, as this region hosts 70% of Africa's refugees and more than one fifth of all refugees world-wide. Migration challenges in Asia and the Middle East will be addressed, especially irregular migration from Afghanistan, Pakistan, Bangladesh and Iraq to Europe, involving a number of crucial transit countries (Iran, Turkey). The EU will pay particular attention to the situation of the 6 million Afghan refugees in the region (Iran, Pakistan) with its role in the Refugee Support Platform. The Rohingya situation in Myanmar and Bangladesh will continue to be addressed. Trafficking and smuggling, labour migration and climate-induced migration and displacement are expected to be high on the agenda. The plight of Venezuelan refugees and migrants in Latin America and the challenges related to migration in Central America will continue to be

followed, including through support to Regional Refugee Platform. At global level, the EU will follow up on commitments made at the Global Refugee Forum and continue to engage with the UN Migration Network.

- Migration and displacement will be essential components of the programming in countries of origin, transit and destination in Sub-Saharan Africa, both to continue assisting in managing migration and addressing the root causes of migration, and to step up our assistance to persons in need of international protection and their host countries. Since 2016, financial support for migration and displacement has predominantly been provided through the EU Trust Fund for Africa, extended until the end of 2021. Migration and displacement will now have to be integrated in the national and regional programming that will go on in parallel.
- Some 80 % of migration in Africa happens within the African continent and South-South Migration is a massive issue for priority partner countries. In 2019, Africa hosted 7.3 million refugees (including asylum seekers) or 25 % of the global refugee population. To recognise that refugee hosting countries are contributing to addressing a global/regional issue, and in the spirit of burden and responsibility sharing support for the implementation of the Global Compact for Refugees and related standard-setting and dialogue, this issue will be covered mainly through an Sub-Saharan Regional Migration Support Programme that will support comprehensive, balanced and tailor-made partnerships with relevant countries of origin or transit and/or host countries. They will be complemented by actions under the country programmes, where appropriate, and by global actions.

The evaluation⁹ of cooperation with Mauritania assesses the contribution of the EU to integrating migration into the country's human development dynamics, in order to inform the EU decision makers on how to better articulate their support in this domain.

Promoting a comprehensive approach to migration remains one of INTPA's core priorities. We will showcase our work in this field through a range of platforms and media including traditional press and news outlets and digital and social media.

Theme 6¹⁰ - Human Development

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. Under the NDICI, at least 20% of the overall assistance should be dedicated to human development. Furthermore, 10% of the assistance should be dedicated to education for those partner countries under the responsibility of DG INTPA. The programming process in 2021 will ensure that human

⁹ Evaluation of cooperation with Mauritania is the only country strategic evaluation completed in 2020.

¹⁰ In DEVCO's Strategic Plan 2020-2024, this theme was presented as theme 7 and the specific objective was SO16. Due to a refocus in the priorities, it was decided to move Theme 7 "Human Development" up.

development is reflected as a priority in the Multiannual Indicative Programmes (MIPs). Through a **Team Europe approach**, the EU will continue to mitigate and recover from human development losses and drawbacks. At the center lies gender equality and women's empowerment, increased youth participation and empowerment as well as the rights of the most vulnerable.

The EU will accelerate the fight against inequalities amongst other through the application of the rights-based approach to development, whose methodology is going to be renewed in 2021. 2021 will also be the first year for the implementation of the new **Gender Action Plan III (2021-2025)** and its roll out at country, regional and global level. The EU will play a leading role in contributing to end violence against women and girls worldwide, as leader of the Generation Equality Action Coalition and through the EU-UN Spotlight Initiative. The EU intends to adopt a strategy on the rights of the child, encompassing external actions (e.g. child protection, participation, child labour and children in migration, child friendly justice). It will seek to empower and increase participation of young people in sustainable development as promoting the right of persons with disabilities.

The EU support through **global health and education Initiatives** will seek to align with and reinforce country priorities. Focus will be on impact, strengthening of health and education systems and support in the area of social protection. Erasmus+ will be a main tool to support higher education in partner countries and to foster people-to-people exchanges.

The Commission will work with all relevant actors, including with EU Member States, to ensure that a vaccine and other measures against COVID-19 are developed and made available to partner countries to help end the pandemic. This whilst strengthening health systems to prevent future major epidemics or pandemics.

- In Sub-Saharan Africa, the economic consequences of the COVID-19 pandemic can potentially pull countries of the region, namely the most fragile with weak health systems, years backwards in their fight against poverty, and cancel any recent progress in human development indicators. Strategic thinking should go into consolidating cost-effective social safety nets for vulnerable groups, continuing efforts for gender equality¹¹ and towards achieving progress on all human development indicators such as education, health, access to food, potable water and sanitation facilities as well as the rights of children.
- Inequalities is a major challenge in many EU partner countries, including in the region of Latin America and the Caribbean. The challenge has been further compounded by the Covid-19 crisis and the blatant digital divide. EU programmes, EUROsocial (EU's flagship programme in the area of social cohesion and equality; covering 19 countries of Latin America and the Caribbean) in particular, are at the centre of an ad-hoc dialogue on Covid-19 related social issues between the European Union and Latin American and

¹¹ Especially as 19 countries in this region are still without any domestic violence law, and 8 countries are those with the highest rate of child marriage in the world.

Caribbean countries. It will pave the way for EU cooperation in this area, supporting social cohesion in countries of the region willing to engage.

- Education was an important area of cooperation with OCTs during the last MFF period, and will remain so under the new MFF. A case in point is Greenland, where positive results so far have encouraged continuing cooperation in the same field. The new OAD expands the possible areas of cooperation in human development to include food and nutrition security.

The evaluation of the EU's cooperation on vocational education and training (VET) for inclusive and sustainable growth, aims through its main findings at contributing to human development in partner countries and regions, through effective support focusing on access to education and training for the the most vulnerable, such as refugees and ex-combatants, including through increased number of Interventions in conflict affected areas.

Social inclusion and human development, and particularly health, education and social protection, are a key focus of DG INTPA's communication activities. We will showcase our work in this field through a range of platforms and media including traditional press and news outlets and digital and social media. The Commission will continue to work closely with the Member States and other partners to maximise the impact of its communication activities.

Inequality is an important cross-cutting theme in this area, which will be covered through specific campaigns on women's and girls' rights (Gender Action Plan 3 and Spotlight campaign).

Theme 7¹² - Governance, peace and security, democracy, human rights, civil society

Under the future NDICI, priority actions and activities in 2021 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 Security for Development (CBSD)**, as well as support to the strengthening of the criminal justice chain in partner countries. Under the new **European Instrument for Nuclear Safety (EINS)**, the promotion of an effective nuclear safety culture and implementation of the highest nuclear safety and radiation protection standards will be addressed in 2021, as well as the safety of radioactive waste and spent nuclear fuel management, including environmental remediation of former nuclear mining sites and safeguards and international cooperation.

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, as well as through training activities for INTPA and EEAS staff. A more systematic approach to

¹² In DEVCO's Strategic Plan 2020-2024, this theme was presented as theme 6 and the specific objective were SO14 and SO15. Due to a refocus in the priorities, Theme 7 "Human Development" of SP 2020-2024 was moved up and it became Theme 6.

implement conflict analysis and conflict sensitivity assessments at the time of programming and at all stages of the intervention cycle will be applied.

Insofar the promotion and protection of human rights and fundamental freedoms, equality, democracy and the rule of law are concerned, 2021 will be the first year of implementation of the new **Action Plan for Human Rights and Democracy**, adopted end 2020. Implementation of country allocations, supporting human rights defenders and journalists and finalising work to counter the shrinking civic and civil society space, will be continued. The year 2021 will also be marked by integrating the updated methodology on right-based approach, as well as governance issues, human rights, rule of law and civil society into the programming and Team Europe Initiatives. The **MIPs (Multi-annual Indicative Programme) and MAAPs (Multi-annual Action Plans) for the new thematic programmes on Human Rights and Democracy under the NDICI** will be established with the same key priorities as above. For the NDICI Civil Society thematic programme, key outputs will aim to create an enabling environment for civil society, dialogue and policy participation and capacity building, while strengthening the Policy Forum on Development and supporting delegations on country roadmaps with new facilities.

Local and regional governments (LRGs) contribute to state reforms and sectoral policies in all Commission's priority policies and deliver essential public services at local/regional levels, including with place-based greener waste management systems, circular economy and recycling policies, promoting climate-neutrality, as well as co-creating digital services and infrastructure and promoting local economic development, agriculture and rural development. LRGs therefore play a key role in the promotion of social inclusion and protection of human rights and they can be a decisive factor for the consolidation and the transition to democratic regimes. In 2021, LRGs and their concerns will be integrated in bilateral and regional MIPs and a global call for proposals will be launched to promote decentralised cooperation and partnerships among local authorities of the EU MS and of partners countries focused on main Commission's priorities. In addition, the Commission will renew its Framework Partnerships Agreements and, if appropriate, its Specific Grants Agreements with global and regional Associations of Local Authorities. With these partnerships, DG INTPA will continue to support the inclusion of local development needs, territorial approach, local governance, SDGs localisation in the global agendas. The Commission will also contribute to the construction of inclusive dialogues between central and local governments in partner countries, promoting the reform of public administration and reinforcing its capacities at local level. Moreover, EU Delegations will be supported in the programming phase, as well as for the identification and formulation of projects aiming at empowering local authorities to become actors of development and building a territorial approach to local development that includes public and private entities, including civil society, academia and the private sector in all 6 priority policies areas identified by the Commission.

By the end of 2021 the MIP and associated MAAP for the NDICI **Civil Society thematic programme** should be adopted. The key priorities will be the **enabling environment for civil society, dialogue and policy participation and capacity building**. It is the

intention to strengthen the **Policy Forum on Development** with a virtual platform for continuous, moderated discussions and online-consultations and support to delegations on **country roadmaps** will be reinforced with capacity to assess and engage on the enabling environment for civil society. Civil society organisations will have been consulted on geographic programming and mainstreamed in geographic priorities as appropriate.

- Under the African Peace Facility, DG INTPA has financed African peace and security initiatives to prevent and manage conflict in the continent, including in Somalia, the Sahel, the Lake Chad Basin and Central African Republic among other areas. Going forward, DG INTPA will ensure a seamless transition towards the European Peace Facility, which is expected to become operational not later than July 2021, the financial management of which will be assumed by the FPI. Most peace and security support is focused on the Central African region, the Sahel and Somalia.
- With EU support, the Economic Community of Central African States (ECCAS) and the Economic Community of West Africa states (ECOWAS) will continue to benefit from institutional reform and capacity building for a more effective realisation of ECCAS and ECOWAS mandates in the implementation of the African Peace and Security Architecture (APSA). For example, in **Central Africa**, the programme includes a component to support the African Union Border Management programme in this region, part of which has been reoriented to address Covid-19 specific needs, such as increase health surveillance at the borders, as well as to strengthen the efforts of the region and ECCAS Member States to fight wildlife and natural resources trafficking.
- In 23 countries of Sub-Saharan Africa, TEIs are expected to be developed with a focus on Governance (including Rule of Law, access to independent justice and fight against corruption), Peace and Security, and this will be taken forward in 2021 during the programming process.
- At regional/continental level, support is expected to be provided to the implementation of the African Governance Architecture (AGA), including support to the regional and continental courts and human rights institutions, the African Peer Review Mechanism (APRM) and longer term electoral observation capacity.
- Specific countries such as the Democratic Republic of Congo, Central African Republic, the Sahel countries, Lake Chad countries, Somalia, Ethiopia and Sudan will continue to be followed closely due to the on-going political, security and humanitarian crisis.
- Criminal activities in Latin America are a major threat to citizens' security and affect the political stability in several countries. This has a ripple effect on the EU's growing economic and political interests in the region. Countries in the region highly value our partnership in this area and particularly appreciate the sharing of best practices and the human rights based approach that the EU promotes. Various areas appear as propitious for collaboration such as drug policy and trafficking; transnational organised crime, border management, anti-money laundering, environmental crimes (connecting with green deal), anti-corruption and cybercrime (connecting with digital).

The evaluation of support to rule of law and justice sector, through its focus on what has worked and what has not worked in the past and with regard of on-going support, should inform EU decision makers on how to improve the EU support in key governance areas such

as legislative processes, access to justice, equality and accountability before the law and anti-corruption actions.

The evaluation¹³ of cooperation with Mauritania assesses the contribution of the EU in strengthening the democracy, respect for human rights (including gender equality), citizenship and enhancement of the role of the civil society in Mauritania, in order to inform the EU decision makers on how to improve the future articulation of its support in this domain.

Peace and security, human rights, democracy and the rule of law are at the core of DG INTPA's work and as such inextricably woven into the fabric of all our external communication actions. We will continue to work closely with the UN, the Member State and civil society organisations to maximise the impact of our communication activities in promoting our work and showcasing our achievements.

¹³ Evaluation of cooperation with Mauritania is the only country strategic evaluation completed in 2020.

PART 2. Modernising the administration

The internal control framework¹⁴ 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 2021, DG INTPA will continue implementing the actions of its 2020-2024 Monitoring and Control Strategy. It will start applying its revised Anti-Fraud Strategy and the Commission Decision on Simplified Cost Options.

It will also perform an evaluation of 2018 Terms of Reference for expenditure verifications and will complete the follow-up of updated pillar assessments by implementing partners as per instructions of the central services.

A. Human resource management¹⁵

Middle Management

In line with the overall 2020-2024 HR strategy, the main 2021 actions include the increase of the number of first female middle managers appointed in DG INTPA. By November 2020, 2 additional first female middle managers have already been appointed, representing 75% of the target to be achieved by the end of 2022. DG INTPA will remain committed to continue filling upcoming Head of Unit vacancies with women, with a particular attention to such posts to be filled in Delegations.

Following the results of the 360° Feedback Survey Mechanism, specific learning and development priority areas have been identified for DG INTPA middle managers, including

- Inspiring (anticipate conflicts / solve them)
- Organising, Prioritising and Deciding (workload)
- Steering teams (staff performance)

with targeted trainings to be organised in 2021.

Wellbeing and working conditions (Staff engagement index)

With the reorganisation of DG INTPA (previously DEVCO) as of 16 January 2021, it is important to devote particular attention to its impact on staff and accompany the change

¹⁴ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

¹⁵ A local Human Resource strategy has been adopted by DEVCO's Management in June 2020. The actions for the implementation of this strategy will be further developed in collaboration with DG HR.

process. Dedicated on-line change management trainings will be offered to staff in the first quarter 2021.

Following the 2018 joint Opinion Survey of Staff in Delegation, joint EEAS/COMMISSION follow-up measures in the areas of “Communication and collaboration”, “Well-being and work-life balance” and “Learning & Development” were identified and, despite some delays due to the COVID-19 epidemic, are progressively rolled out.

In order to ensure educational continuity for children of staff returning from Delegation, a new Commission decision is scheduled to be adopted in 2021. This decision foresees the possible payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff during their temporary assignments to the seat of the institution or any other place of employment in the Union, under specific conditions set out in the decision.

The reform of the local agents’ conditions of employment providing clearer and harmonised employment conditions for local agents in Delegations entered into force on 1 June 2020. Work continues to prepare Delegation-specific decisions based on the requests from different Delegations to see specific local practices recognised by the EU under the reform. Local agents will have until end of June 2021 to subscribe to the reform.

The amount of home leave days granted to staff posted in third countries under Decision C(2013) 9035 of 16.12.2013 does not take sufficient account of the particularities and circumstances of a posting outside the EU. The agreement reached by the Commission services and the EEAS on an increase of home leave allowance for staff serving in third countries, of between 1 and 2 days based on the geographical distance ranges contained in the current Decision, will be formalised in 2021. In addition, the full package of leave in delegations, including the different types of special leaves (medical examinations, administrative formalities, voting, etc.) will be reviewed and rationalised.

Training

In the field of training, DG INTPA will develop and roll-out a solid annual training programme, providing basic and advanced courses on DG INTPA’s priorities, working methods and tools. This is key to ensure high quality delivery on the policy objectives and related actions.

The training programme will be structured around the following 4 building blocks:

- Policy/thematic training on priorities and relevant cooperation areas;
- Methodological training on its delivery modalities;
- Contractual & Financial Training on cooperation specific rules;
- Training on operational systems used in INTPA.

Internal communication

In 2021, building on corporate initiatives and ongoing change processes from DG DEVCO to DG INTPA, internal communication efforts will aim to accompany the reorganisation and ensuing change process. It will inform and engage colleagues by, inter alia:

1. Ensuring that the intranet is an effective tool for sharing information amongst INTPA staff and better reflects the strategic objectives of the DG.
2. Following-up internal communication and staff engagement issues stemming up from working groups within the DG that fed into the transformation of DG DEVCO into DG 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 2021:

Output	Indicator	Target
1 first female middle managers appointed in 2021	Appointment of first female middle managers	Appointment of 4 additional first female middle managers by the end of 2022 (starting from 01.02.2020; 2 first female managers were already appointed by November 2020)
Staff engagement index	Improvement of the staff engagement index (63% in 2018)	68%
Improved performance management: targeted trainings for middle managers following the results of the 360 degree evaluations	Organisation of targeted trainings for middle managers	End of 2021
Enhanced well-being and working conditions in Headquarters: "change management" trainings	Organisation of 3 "change management" trainings for staff in Headquarters	Q1-2021
Enhanced well-being and working conditions in Delegations: Implementation of the Local Agents' reform	Implementation of the Local Agents' reform	June 2021
Enhanced well-being and working conditions in Delegations: Adoption of the Commission Decision on the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations	Adoption of the Commission Decision	End of 2021
Enhanced well-being and working conditions in Delegations: Increase of home leave granted to staff in Delegations	Adoption of the Commission Decision	End of 2021
Increased satisfaction with training offer	Participant's average course satisfaction	> 75%

Improved catalogue of the training offer	Number of learning events offered	> 300 learning events (online and classroom formats)
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B. Sound financial management

Throughout 2021, DG INTPA will pursue the implementation of the action plan following the 2019 Annual Activity Report. Ongoing actions include:

A. Actions targeting grants in both direct and indirect management:

- Simplify and clarify procedures and contractual conditions for grants.
- Maintain awareness on frequently occurring errors in financial and document management for the implementation of grant contracts.

B. Actions regarding Indirect Management with International Organisations:

- Continue and reinforce cooperation with International Organisations in view of sustainable reduction of errors.

C. Cross-cutting actions

- Clarify and promote use of results-based financing.
- Improve the methodology and manual of the Residual Error Rate (RER) study.
- Reduce excess clearing of pre-financing by enhancing controls on the amounts declared as incurred.
- Conduct an evaluation on the use of Terms of References for Expenditure Verifications adopted in 2018.

The Costs of Control remained under the established target of 4% (as calculated in the 2019 Annual Activity Report). The main component of these costs is related to Human Resources costs. Some initiatives, such as the possibility of increased use of Simplified Cost Options, the recently implemented centralisation of auditing activities for globally operating International Organisations and the possible regionalisation of certain audit tasks 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 2021:

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 8)	At least 35%
Efficient controls	Accuracy of initial annual financial forecast for payments (KPI 1)	From 90% to 110%
	Percentage of payments paid within the contractual deadline	At least 90%

	(KPI 11)	
Economical controls	Overall estimated cost of controls	remains below 4% of payments made
Evaluation report assessing the compliance by expenditure verifiers with the essential features of the new ToR (Terms of Reference)	Evaluation report based on a sampling of audits carried out since April 2018.	June 2021

C. Fraud risk management

DG INTPA developed and implemented its own anti-fraud strategy (AFS) since 2014. The overall objective of the AFS is to reinforce DG INTPA's capacity to prevent, detect and correct 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. DG INTPA updates the AFS at least every four years. The last update was adopted in December 2019 to emphasise the role of the Early Detection and Exclusion System (EDES) as fraud-sanctioning tool, following a recommendation by the IAS and to update obsolete references and basic information regarding INTPA's regulatory and financial management context.

In 2020, DG INTPA has reviewed substantially the AFS in line with the 2019 Commission's Anti-Fraud Strategy (CAFS).

DG INTPA's new/updated AFS is based on a) an updated fraud risk assessment performed through an EU Survey to ensure the participation of the main DG INTPA actors (financial, operational and thematic in the Headquarters and the Delegations b) the objectives and actions included in the 2019 CAFS and c) the uncertainty regarding the risks attached to new instruments (NDICI) and new implementation tools (financial instruments and guarantees).

Based on the findings and results obtained from this analysis, DG INTPA reassessed the DG's priority risks, objectives and actions in 2020 and updated its AFS accordingly. The revised AFS will be approved by Management in the first quarter of 2021.

In 2021, DG INTPA also intends to improve the internal monitoring of financial recommendations, in accordance with the instructions [that will be] issued by the Corporate Management Board, with the support of DG BUDG and OLAF.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF)¹⁶ aimed at the prevention, detection and correction¹⁷ of fraud

¹⁶ Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁷ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Main outputs in 2021:

Output	Indicator	Target
Implementation of Actions foreseen in the CAFS 2019 and AFS 2020 for 2021.	As in the CAFS and INTPA documents	End of 2021
Staff awareness raising on fraud detection & prevention	<ul style="list-style-type: none"> - Ensure trainings on “Award procedures, Sanctions and Fraud prevention in practice” - Promotion of the on-line training module on DG INTPA’s Fraud Prevention via DG INTPA’s “Learning Bulletin” 	<ul style="list-style-type: none"> - March/June/September 2021 (if restrictions due to COVID-19 are lifted) - June/October 2021
Regular monitoring and reporting on the state of play of the OLAF investigations	Semestrial reports sent to Management and Cabinet	January and July 2021

D. Digital transformation and information management

Digital Transformation

The key digital solutions modernisation milestones and activities for 2021 relate to the completion of the **OPSYS** system. A revised planning for these activities was endorsed at the OPSYS PSC and OMB meetings in November 2020. They are as follows:

1. Readiness of OPSYS for the new MFF and anticipation of related features.
2. Phase-out of legacy systems:
 - Phase-out of Business Planning and Consolidation (BPC) and Management Information System (MIS - forecasting module of DG NEAR), and performance of the mid-year Forecasting Exercise through OPSYS. In addition, phase-out of MIS Risk Management and performance of the Risk Assessment exercise through OPSYS.
 - Phase-out of the CRIS Prior Approval and Deviation module.
 - Phase-out of the CRIS Decision and CRIS Contract modules.
3. Results Reporting Exercise 2020 and EAMR reporting through OPSYS.
4. Establishment of interfaces and/or integration between OPSYS and the following existing IT systems: ROM, EVAL, PROSPECT, AUDIT and EAMR.
5. Contract migration
 - Migration of specific contracts under three FWCs from CRIS to OPSYS (SIEA, AUDIT and PSF), including the migration of legacy FWCs, and
 - Migration of all types of open/ongoing contracts from CRIS to OPSYS

Most milestones are carried over from 2020 to 2021 due to difficulties encountered in putting the OPSYS releases in production. The PSC and OMB governance bodies are duly informed and alternative plans are put in place for moving forward.

Other digital solutions modernisation milestones and activities for 2021 are listed below.

EAMR's next improvements and evolutions (a.k.a EAMR2) will focus on user collaboration and co-creation, reusing the corporate building blocks eUI and Secunda+. The target for finalising such developments is November 2021.

RMF (Risk Management Framework) is a reporting tool used by the delegations to report on risks identified in EU delegation with partner countries. It has been decided to use EAMR2 to perform this exercise. The plan is to start development to adapt EAMR for RMF in December 2020 and to be ready for a POC (Proof of Concept) with a few delegations at the end of Q1 2021.

The **Global Development Data Tool** project, started by JRC, will continue in 2021 completely under the management of DG INTPA. The key benefit will be a website that provides comprehensive and verified data on partner countries for use by DG INTPA and other DGs. Hence, decisions taken during high-level and technical meetings or laid out in policy documents, briefings and country fiches in the scope of discussion or negotiations with partner countries will rely on comprehensive economic and social information. The project will support the new *Data Management and Business Intelligence* priority for Unit R4, in line with its *Better Data Management* strategic objective.

The objective of the **EC Credit Risk Model** project is to develop a credit risk model that will be available for both internal users (DGs BUDG, ECFIN, INTPA and NEAR) and external (implementing partners) users. The project, to be completed in 2021, will allow the Commission to:

- Enhance the credit risk modelling capacity of the Commission (underpin its AAA rating and reputation);
- Assess the adequacy of provisioning amounts held in the Common Provisioning Fund;
- Ensure IPSAS-compliant financial statements; and
- Ensure sound financial management (for both assets and liabilities).

Already considering data a strategic asset, DG INTPA will lay the groundwork for **data mining** processes, in order to better support decision-making processes and increase reliability of mission-oriented analysis. In the same context, DG INTPA will also look to enable artificial intelligence support in risk assessment and fraud detection.

Data, information and knowledge management

At DG INTPA, the foundations of a **Data Governance** model have been designed and tested in 2018 and with the launch of the Data Governance Board and its recurrent meetings during 2019 and 2020. The objective of the activities planned for 2021 is to reinforce DG INTPA's Data Governance current model embedding a Data Governance culture in DG INTPA's business, raise and follow-up all risks concerning data management and data quality, and assuring the alignment with the European strategy for data.

In the area of **information management**, the following actions are considered for 2021:

- Access to information and data is ensured by making registered documents easily retrievable and as widely available as possible by their systematic filing and preservation in the common Commission repository Hermes/Ares/NomCom.
- eDomec rules are embedded and fully operational in OPSYS, following the deployment of the tool in 2021, so that they are applied automatically to all its documents and files, in order to ensure that the authenticity, availability and integrity of supporting 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.

Data protection

The Commission adopted an Action Plan – C(2018)7432, currently under revision - to support and structure the implementation process, with particular emphasis on enhancing the Commission’s administrative capacity for data protection. The objectives set out in this Action Plan are still relevant for the period 2020-2024.¹⁸

A digitally transformed and data-driven Commission goes hand in hand with enhancing Commission staff’s data protection reflex, which is aimed to be achieved during 2021 mainly through continuous targeted trainings (for example: trainings for all staff at HQ including sessions webstreamed to Delegations, sessions at Newcomers Seminars, (senior) management sessions etc).

Monitoring of records and privacy statements to ensure full compliance of procedures with data protection obligations:

- Identification of procedures involving personal data by Units and constant mapping, inter alia through consultation by Units to the Data Protection Coordinator (DPC),
- Implementation of data protection obligations by the relevant Units, with DPC assistance, including drafting/review of ‘records’ (and corresponding Privacy statements) to be published in DPO (Data Protection Officer) register,
- Concerning use of external processors and international data transfers, pro-active follow-up to the CJEU Schrems II case¹⁹ to prevent potential negative impact on INTPAs activities.

Learning

¹⁸ 1) Strengthening accountability and ownership, 2) Empowerment of and awareness-raising among Commission staff, 3) Ensure a proper record keeping and a risk-based approach, 4) Improve the relationship with the citizens, 5) Monitor compliance and ensure follow-up.

¹⁹ In its July 2020 Schrems II judgment of 16 July 2020 (Case C-311/18), the Court of Justice of the European Union (CJEU) declared the European Commission’s Privacy Shield Decision invalid on account of invasive US surveillance programmes, thereby making transfers of personal data on the basis of the Privacy Shield Decision illegal. Furthermore, the Court stipulated stricter requirements for the transfer of personal data based on standard contract clauses (SCCs).

EU International Partnerships Academy will increase its existing online learning resources and formats, such as e-learning courses, virtual classes, learning videos, webinars, podcasts and manuals in response to the Covid-19 crisis and the need to offer content currently conveyed through face-to-face training (currently suspended). The new version of the platform allows content and features display in any mobile device and brings a fully digital learning experience.

In accordance with the planning, in 2020 the INTPA corporate **Data Tool** has evolved into a “Global Development Data Tool”. The Tool has expanded both geographically (to all ACP, the OCT and 6 Regional Organisations) and thematically (to 10 thematic areas updated with the latest data available). By the end of 2020, the Tool will be available for users in the European Commission and other relevant EU Institutions in a new web-based version and mobile app. Preparatory work is ongoing to enter a second phase of development in early 2021, which would see the current Tool gradually expand to more thematic areas and to cover all INTPA’s “world” with possibly global coverage, including the EU.

Knowledge management will be improved in DG INTPA by promoting collaborative and learning practices to make work processes and meetings as transparent and open as possible to allow collective work. Corporate collaborative tools such as M365, currently in pilot phase, will be promoted in DG INTPA with a view to its future rollout.

DG INTPA will contribute to the implementation of the Commission strategy on Data, Information and Knowledge Management by participating at its governance structures (Information Management Steering Board (IMSB), Information Management Team (IMT), Local Data Coordinators (LDC), Collaboration Hub) and the Commission Task Force M365.

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 2021:

Output	Indicator	Target
OPSYS features ready for the new MFF	Percentage of delivered features	100%
OPSYS features ready for the old MFF	Percentage of delivered features	100%
Registered documents are systematically filed in ARES.	Percentage of filed documents	≥ 97%
OPSYS supporting documents are registered and 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%
Progressive elimination of residual paper-based procedures by the full adoption of the qualified electronic signature in	Use of “Q-sign” in ARES for non-financing documents and of OPSYS e-signature for contractual and financing documents and number of	By the end of 2021 Q-sign in ARES is fully deployed and all senior and middle managers needing to use manual

replacement of hand-written signatures when they are legally required.	contracts and other legally binding documents electronically signed in OPSYS by internal and external third parties	signatures for legal reasons are able to switch to Q-sign in ARES.
Data protection reflex raised through awareness raising sessions and up to date Intranet guidance	Ensure trainings on Data Protection - 2 trainings for all staff, including data protection focal points - Introduction to Data Protection at INTPA Newcomers Seminars - Attendance of Unit meetings for short introduction sessions (on invitation by Units) - latest guidance from Data Protection Officer uploaded to INTPA intranet	31.12.2021 60% of staff; 100% of senior and middle management; 100% of newcomers. Updated INTPA Intranet pages on Data Protection
Adapting to the international data transfer requirements following CJEU judgment in the Schrems II case	(Pro-) active INTPA contribution to the Commission wide discussion on follow-up to Schrems II case, including comprehensive mapping, and ensuring pragmatic solutions that do not disrupt INTPA's operations (coordination with DPO, DG NEAR, FPI);	31.12.2021
EU International Partnerships Academy	Number of enrolled users	> 15,000 enrolled users by end of 2021
EU International Partnerships Academy	Total site views	> 600,000 site views by end of 2021
Advice and guidance on new working methods, collaboration and KM to INTPA services	Number of requests	> 10 by end of 2021
M365 customised training to INTPA services	Number of M365 trainings	> 15 by end 2021

E. Sound environmental management

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

Efficient use of Information and Communication Technologies (ICT) will continue to be promoted, by providing training to staff on the use of shared platforms (e.g. Sharepoint) and by disseminating information to staff.

Top and middle Management will be encouraged to 'lead by example', e.g. by using laptops during meetings instead of printed documents whenever possible (this latter aspect is not included as an indicator as it is difficult to monitor).

A more responsible use of ICT will also continue to be promoted, especially by disseminating good ICT practices for ‘digital sobriety’.

2. Reduce the impact of travelling (‘Avoid-Reduce-Offset’), as well as set up other actions to reduce emissions

In 2021, it is expected that travelling will still be reduced due to COVID-19. If relevant, action will start to reduce travels and to promote modes of transport having a lesser carbon footprint, such as train or direct flights instead of indirect ones²⁰. Remote meetings proposed under this objective are already the general rule, they will continue to be favoured²¹ including by sharing useful information for user-friendly meetings. Where relevant, DG INTPA will also engage in other actions to reduce emissions, e.g., encourage the use of bicycle or other environment-friendly transport modes.

3. Organise sustainable events by implementing the EMAS ‘green approach’

Depending on the organisation of in-person seminars or events (eg. Annual Staff Retreat, European Development Days), work will start in this area. Work will continue to include the 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 proposals, as it was only possible to include them in the 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).

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 sector²² –which means that, by promoting sustainable food with less meat and dairy products, we will also help biodiversity.

4. Commission wide (other actions)

Under EMAS Commission-wide action, EMAS correspondents in DG INTPA will continue to participate in EMAS actions and campaigns, e.g. EU Mobility Week, and VeloMai, sustainable events, CSR-EMAS ‘Volunteer for a Green Change’ initiative, as well as the use of sustainable masks (re-usable ones instead of disposable ones), etc. The Commission Green Deal, including the Farm to Fork initiative, will also be supported by disseminating more widely the *EU Staff Cookbook* of sustainable food, published online in October 2020.

²⁰ See Appendix 8 to DG CLIMA ‘[Feasibility and scoping study for the commission to become climate neutral by 2030](#)’.

²¹ Videoconferencing currently takes at most 7% of the energy/carbon of an in-person meeting, according to figures provided by the EU Staff for Climate group based on analysis of existing scientific literature.

²² 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).

Objective: DG INTPA takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target
1. Develop paperless working methods, as well as promote the efficient use of other resources		
Promote paperless working methods	a. The use of paper is reduced (calculated in number of sheets per year). b. The use of Sharepoint is promoted.	a. -30% in 2021, compared to the 2018 figure of 6.9 million sheets of paper. b. Regular information is disseminated on MyINTPA (intracomm) and/or flatscreens, via the Directors' assistants and units' meetings, etc., as relevant.
Promote a responsible use of ICT	a. The reduction of emails is promoted. b. The availability of social corporate responsibility web browsers.	a. Regular information is disseminated on how to reduce e-mails on MyINTPA (intracomm) and/or flatscreens, via the Directors' assistants and units' meetings, etc., as relevant. b. DG INTPA follows up on the proposal made to DG DIGIT to include such browsers as possible browsers by default.
2. Reduce the impact of travelling ('Avoid-Reduce-Offset'), as well as set up other actions to reduce emissions		
Actions to reduce trips (if relevant) and promote modes of transport with a lesser carbon footprint	a. Encourage video conferencing/calls instead of physical meetings b. Promote more sustainable travel modes when travelling is necessary (e.g. train, direct flights instead of indirect ones, and possibly economy flights, with possible incentives to staff). c. Communicate on the environment benefits of video conferences/calls and of choosing more sustainable travelling.	a. b & c.: Ad-hoc information is disseminated on the IntraComm and via Directors' assistants and units' meetings, etc., as relevant. b. Liaise with services in charge of missions to pass the information.
3. Organise sustainable events by implementing the EMAS 'green approach'		
Implement the EMAS 'green approach' to organise EU events based on the <i>EMAS Guidelines on organising sustainable events at the Commission</i>	a. Events, seminars, conferences (if any) are organised in a sustainable way, including by choosing a sustainable venue, reducing/offsetting emissions from flights, offering plant-based food, reducing waste. b. Include EMAS Guidelines as an Annex to Framework contracts (and possibly other types of contracts/calls for proposals as relevant) in OPSYS and include environmental criteria in the evaluation grid (as already done in the Delegations' FWC).	a. Compulsory requirements of EMAS Guidelines are complied with when preparing the events. At least one advanced option (esp. 100% plant-based food) is complied with. b. Work continued with relevant units in INTPA to include EMAS Guidelines as an annex to FWC (and possibly other types of contracts or procedures).
Commission-wide		
Participate in EMAS	Information is disseminated in relation to	Articles are published on MyINTPA,

actions and campaigns	those actions and campaigns (e.g. EU Mobility Week and VeloMai, sustainable events, CSR-EMAS 'Volunteer for a Green Change' initiative, dissemination of the <i>EU Staff Cookbook</i> for sustainable food, using re-usable masks instead of disposable ones, etc.).	flatscreens or other means of communication; info stands or other promotion action are organised as relevant.
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F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

External Investment Plan (EIP)

In response to the COVID-19 pandemic, the Commission adjusted the EIP in two major ways in support of the Team Europe approach. First, many of the guarantee agreements have been reoriented to address socio-economic impact of the pandemic and target people who face the biggest challenges in maintaining their livelihoods, including small business owners, the self-employed, women and young people. Second, the guarantee reprioritisation addressed health-related challenges - the Commission announced a EUR 400 million guarantee to cover an EIB loan for that same amount to GAVI, the Vaccine Alliance, on behalf of the COVID-19 Vaccines Global Access Facility (COVAX) initiative, for vaccine manufacturing and procurement in support of countries in Sub-Saharan Africa and the EU Neighbourhood.

Under the next MFF and the NDICI, the EIP will become more ambitious with the expansion of the EFSD+ worldwide and the establishment of an External Action Guarantee to cover a volume of up to EUR 60 billion of operations. This comprehensive set-up will be subject to programming and steered according to the 'policy first' principle - which will also apply for the first time to budgetary guarantees - thus promoting alignment with EU strategic priorities and ensuring the coherence of the overall EU action. The European Fund for Sustainable Development Plus (EFSD+) Guarantee is going to be powerful de-risking tool - one of the largest public guarantee programmes in support of private sector investment for development. Guarantees to banks and other financial intermediaries are particularly well suited to help countries and businesses alleviate socio-economic challenges, including the consequences of the Covid-19 pandemic.

The guarantees are envisaged to align with EU priorities promoted through other instruments such as e.g. Green Deal, Digital, Jobs&Growth, and Human Development. The key outputs for the year 2021 will be the programming and allocation of the EFSD+ guarantees, as well as, whenever possible, the signature of EFSD+ guarantee agreements.

Subject to the new MFF, 2021 actions will aim at improving business environment and investment climate, through the EIP's integrated approach at country level; increasing financial inclusion and access to financial services; promoting trade and trade facilitation for sustainable and inclusive development and value chains; improving social, labour, and environmental sustainability supporting the production of global public goods; overcoming

gender inequality and barriers to women's economic empowerment; and improving VET policies and systems that are more responsive to labour market needs and opportunities.

OPSYS

DG INTPA coordinates the Multiannual Financial Framework exercise in the field of external action and is responsible, together with the EEAS, for the multiannual programming of external financing instruments.

The RELEX family (DG INTPA, DG NEAR and FPI) started planning a gradual phasing out of its legacy information systems in 2014. The development of the new operational information system OPSYS started in earnest in 2017, after the signature of a Memorandum of Understanding between DG INTPA and DG DIGIT. This system will allow the decommissioning of most of DG INTPA's legacy systems. OPSYS will cover the entire Project Cycle of interventions (programmes and projects) implemented by the RELEX family. Project Cycle Management (PCM) represents all management activities and decision-making procedures used during the life cycle of a project.

Compared to the previous generation of RELEX IT systems, OPSYS offers:

- A single interface covering all the end-to-end workflows in the project lifecycle;
- The management and aggregation of results, as well as core and corporate indicators all in one system;
- User pools for task management and task allocation;
- The engagement with external partners through the IT system;
- Individualised Process Centre, Metro-Lines workflow management, task notifications for users;
- The automatic creation of documents based on templates and encoded structured data, as well as progress and completion reports submitted and approved directly online;
- An automatic interface with ABAC and ARES; and
- The e-signature of all official documents by both the Commission and Implementing Partners.

The OPSYS programme has three major delivery tracks:

- **Track 1 Results and Monitoring targets an improvement in results management through an integrated approach** (replacing stand-alone systems at DG INTPA HQ and in EU Delegations), allowing users to shape and manage in real-time their operational portfolio;
- **Track 2 Contracts and Procurement aims at covering all types of contracts, defined as a legal commitment associated to a budgetary commitment.** The module aims at covering all business processes currently in use for the purpose of contractualisation by the External Action DGs;

- **Track 3 Programming, Actions and Decisions focuses on the initial phases of the “cycle of operation” ranging from strategic indicative programming, action appraisal, up to formal financing decisions.**

The OPSYS programme will allow the decommissioning of most of DG INTPA’s legacy systems, such as: CRIS Programming, CRIS Decisions, PADOR, PROSPECT, BPC-Forecasting, CRIS Framework Contracts, CRIS Contracts, CRIS Deviations & Prior Approvals, AUDIT, EVAL and ROM.

The main goal is that OPSYS is capable of hosting the new MFF when its first Actions, Financing Decisions and related commitments start in 2021.

Currently, the OPSYS programme is nearing its final phase, with development efforts still very much in full force. As such, the savings (in term of FTEs (Full-Time Equivalentents) and budget) can only be assessed at a later date, in the long-run, when the staff efficiency in the use of the new tool could be more appropriately measured (e.g. through KPIs (Key Performance Indicators)). Additionally, once the programme development is completed and we enter the maintenance phase, clear savings can be objectively drawn from the corporate approach to building OPSYS. In this sense, sharing the maintenance and any subsequent development efforts with other DGs in the Commission will directly translate in savings in DG INTPA resources (financial and personnel).

Annex 1- Performance Tables

External Communication Campaigns

General objective: A Stronger Europe in the world		
<i>Specific objective: All</i>		<i>Related to spending programme(s) all</i>
Main outputs in 2021:		
External communication actions		
Output/ Result	Indicator	Target
Branding of the EU in the World	Brand defined and established	Work completed by end 2021
Major Eurobarometer survey confirms a substantial majority of citizens agree it is important for the EU to pursue international partnerships	% of respondents agreeing that the EU's international partnerships are fairly or very important	> 80%
Kapusinski lectures on sustainable development and international partnerships are held and followed by the public both live and online	Average number of participants/lecture	50
	Average online audience/lecture	250
Infopoint events are organised and participation and interest remains high.	Number of events	> 40
	Number of persons reached	> 9,000
Five short web and SoMe videos produced on the main EU International Partnerships priorities	Number of series' views	> 150,000
Press material (press releases, INTPA web news, Daily News, replies to media queries, Lines to Take for the Spokesperson)	Number of INTPA press materials produced	300

 All Commission Work Programme items are flagged with this icon.


Theme 1 – Partnerships

General objective 4: A stronger Europe in the World

<i>Specific objective 1: A new partnership agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS) is concluded and operationalised</i>	<i>Related to spending programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC, (NDICI, OAD, EINS, EFSD+)</i>
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Main outputs in 2021²³:

New policy initiatives

	Output/ Result	Indicator	Target
Dir D, E	 Signature of the new Partnership Agreement between the EU and the countries of the Organisation of African, Caribbean and Pacific States ²⁴ (OACPS) (legislative, Articles 217 and 218 TFEU)	Signature of the Agreement	Q3 2021

External communication actions

	Output/ Result	Indicator	Target
02	General budget Press release	Publication immediately after agreement reached	Timely release
02	General budget Interview with Commissioner Urpilainen published in quality French and English speaking media	Number of readers reached	450,000

General objective 4: A stronger Europe in the World


<i>Specific objective 2: A new joint AU-EU Partnership agenda is concluded and operationalised</i>	<i>Related to spending programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC, (NDICI, OAD, EINS, EFSD+)</i>
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Main outputs in 2021²³:

New policy initiatives

²³ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

²⁴ This initiative was part of the 2020 CWP. However, it has been postponed to 2021.

Output	Indicator	Target
Dir D, E All  Entry into force of the new Partnership Agreement between the EU and the countries of the Organisation of African, Caribbean and Pacific States (OACPS)	Entry into force of the Agreement	Q3 2021
Dir D+E 6th EU-AU Summit organised	Joint EU-AU Summit Declaration/Statement	New strategic priorities for the Africa-EU Partnership agreed

External communication actions

Output/ Result	Indicator	Target
02 EDF #TogetherTomorrowToday campaign on the Africa-EU partnership in seven African countries (broadcast & social media)	View-through rate.	> 10%
	Paid engagement	> 1%
	Earned engagement	> 2%.

Other important outputs

Output	Indicator	Target
Dir D+E NDICI Country MIPs Regional MIP	Number of MIPs finalised in 2021	46
DIR NDICI , D+E EFSD AAPs (including Team Europe Initiatives)	Number of AAPs adopted in 2021	24
DIR Trust D+E Funds Africa and Bêkou	Optimal utilisation of the Trust Funds Amount left for contracting by 31.12.21	Zero funds left

General objective 4: A stronger Europe in the World

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

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

Main outputs in 2021²⁵:

New policy initiatives

Output	Indicator	Target
Dir D+E + 02 Europe-Africa Week organised ahead of the EU-AU Summit including communication, cultural and visibility actions to promote the Africa-EU	Meeting of 6 stakeholders' group organised Cultural event with artists organised i) in-depth reach out on	By end of 2021

²⁵ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Partnership

the Joint Communication “Towards a Comprehensive Strategy with Africa” and the Council Conclusions, (ii) forge closer partnerships amongst businesses, civil society, youth, local and regional authorities, members of parliaments in view of preparing recommendations for Summit deliberations

Evaluations and fitness checks

Output			Indicator	Target
04	all	Fast-track Assessment of the EU's Initial Response to COVID-19 Pandemic in partner countries and regions	Completed: conclusions and recommendations available to decision makers	Q3-2021

External communication actions

Output/ Result			Indicator	Target
02, A2	All	#TeamEurope visual identity taken up by Member States to project EU messaging in partner countries.	Percentage of Member States using #TeamEurope visual identity in partner countries.	> 50%
02	General budget	#2030IsNow online campaign delivered through national influencers in EUMS.	Member States participating.	> 14
			Reach.	5 million.
			Engagement.	> 4%.
02	General budget	DG INTPA programme managers (Delegations & HQ) trained in communication.	% of programme managers trained by end 2021.	> 75%.

Other important outputs

Output			Indicator	Target
Dir D+E	NDICI	Adoption (through adoption of MIPs) of TEIs for Sub-Saharan Africa	Number of TEIs	80 by end 2021
Dir F	NDICI	Adoption of Team Europe Initiatives (TEIs) for Asia Pacific Middle East	Number of TEIs adopted	28
Dir F	NDICI	Adoption of MIPs	Number of MIPs adopted	25
Dir G	NDICI	25 Team Europe Initiatives for LAC	Number of TEIs approved by Management	25 by end 2021
Dir G	OAD	OCT MIPs	Number of MIPs adopted	11 by end 2021


General objective 4: A stronger Europe in the World

Specific objective 4: Sustainable Partnerships²⁶ with International Financial Institutions (IFIs), the UN and other multilateral partners around EU Priorities are built

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

Main outputs in 2021²⁷:

New policy initiatives

Output		Indicator	Target
Dir A/A3	all  Communication on strengthening the EU's contribution to rules-based multilateralism	Adopted	Q1 2021
Dir A/A3	all In relation to EU priorities and Team Europe initiatives, multilaterals are consulted to shape future partnerships	Number of cases where multilaterals consulted on the programming exercise	Majority of DG INTPA EU Delegations ensure consultation and engagement with multilaterals active in the country
Dir A/A3	All System of monitoring engagement with multilaterals	First set-up of a monitoring system	Integration into Vade Mecum and progressive deployment
Dir A/A3	All Overview/Mapping/assessment of IOs/IFIs vis-à-vis EU development objectives	finalised	Q4 2021

Evaluations and fitness checks

Output		Indicator	Target
04	all Evaluation of the World Bank Group Trust Funds	Preliminary findings are available	Q3-2021
04	all Evaluation of cooperation with the UN	Preliminary findings are available	Q2-2021

External communication actions

Output/ Result		Indicator	Target
02, A3, Dir C	All Media partnership with a major African publication on the EU's role in facilitating investment and sustainable partnerships in Africa.	Articles/interviews published	2
02	General budget Cooperation with UN and UN agencies on specific communication actions linked with priorities (gender, biodiversity, migration).	Projects implemented	3.

Other important outputs

²⁶ Multilaterals are partners or associated to EU Alliances and/or Team Europe Initiatives at country, regional or global level

²⁷ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Output		Indicator	Target	
Dir A/ A3 (D2)	all	Status of the European coordination mechanism(s) in place in IFIs to ensure exchange of targeted information and positions relevant for EU priorities	Number of cases in which structured information is exchanged at the World Bank in terms of... a) number of cases in which structured information is exchanged at the World Bank b) number of cases with joint positions or démarches at the World Bank... ... with the European constituencies	a) 12 b) 2
Dir F		Asia Investment Facility/Investment Facility for Central Asia/Investment Facility for the Pacific	Signature of contracts under the existing blending facilities Programming of blending operations under the new MFF	Q3 2021
Dir F	DCI	Launch ASEAN Catalytic Green Finance and coordination of Team Europe with EFI therein	Signature with ADB	Q3 2021
Dir F	DCI	"Accelerating Climate-Smart and Inclusive Infrastructure in South Asia" programme with IFC	Signature with IFC	Q1 2021
Dir G	LAIF/CI F	Signature of contracts approved the two Facilities with deadline 31/12/2021	Signature of contracts	Q4 2021
Dir G	LAIF/CI F	Programming of blending operations and Team Europe Initiatives under the new MFF and creation of a solid pipeline	Submission of projects to the Board	Q4 2021
Dir G	EFSD+ Guaran tees	Programming of guarantee operations and investment priorities under the new MFF and creation of a solid pipeline	Preparation of a pipeline	Q4 2021

Theme 2 - Climate Change, Environment, Energy

General objective 4: A stronger Europe in the world

Implementing the external dimension of General Objective 1: A European Green Deal

Specific objective 5: Partner Countries capacities to adapt to climate change and reduce greenhouse gas emissions are increased	Related to spending programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)
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Main outputs in 2021²⁸:

External communication actions

Output/ Result	Indicator	Target
O2 Dir C	Communication strategy on the external dimension of the Green Deal. Strategy drafted and approved.	Q2.

Other important outputs

Output	Indicator	Target
Dir C DCI	Partner countries supported in revising and implementing specific parts of their Nationally Determined Contributions (NDCs)	Number of countries receiving EU assistance; Number of countries having revised their NDC Number of countries having started/continued the implementation of their NDCs
DIC C DCI, EDF, NDICI	Integration of climate related actions in Team Europe Initiatives (TEIs) and bilateral/regional programming documents managed by EU Delegations	At least 20 by Q4 At least 10 countries by the end of 2021 At least 15 countries by the end of 2021 40
DIR C DCI	Integration of international cooperation aspects into the EU negotiating position in for the UNFCCC COP26	Number of TEIs addressing climate related interventions Number of programming documents including climate related interventions EU Position Paper and Technical Working Documents for COP26 (on adaptation and climate finance) reflecting the EU international cooperation strategy
Dir D+E NDICI	Team Europe Initiatives	40 Q4-2021 35
Dir F	Participation in the Coalition for Disaster Resilient Infrastructure (CDRI)	Endorsement of Charter Q1 2021

²⁸ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Dir G	DCI	Euroclima+ (EUR 44 million): under the Euroclima+ programme new implementation contracts will be drawn up for EUR 20 million, and a mid-term evaluation will be carried out.	Country dialogues with countries that have requested support in strengthening their climate policies and implementation ; Support activities ; Implementation of 50 to 60 projects selected earlier.	Q4 2021
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General objective 4: A stronger Europe in the world Implementing the external dimension of General Objective 1: A European Green Deal

<i>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</i>	Related to spending programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)
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Main outputs in 2021²⁹:

External communication actions

Output/ Result	Indicator	Target	
02, General Dir C budget	Awareness of biodiversity issues raised by social media actions with our partners.	Engagement rate at key moments (project launch, UN summit, etc.).	30% above the average engagement baseline of 1.5-2%.
Dir C DCI	Organisation of a Water seminar co-hosted with Slovenia in preparation of their Presidency	Seminar successfully organised	1

Other important outputs

Output	Indicator	Target	
Dir C DCI	Annual Action Plan (AAP) for Environment and Climate Change under the Global Public Goods and Challenges Thematic Programme	Number of AAPs adopted in 2021	1 (Q4-2021)
Dir C DCI	AAP 2021 for sustainable agri-food systems	Number of AAPs adopted in 2021	1 (Q4-2021)
Dir C NDICI,	Develop and establish forest partnership	Number of Forest Partnerships established	15
Dir C NDICI,	Ratify FLEGT Voluntary Partnership Agreements (VPA)	Number of VPA ratified	2
Dir C NDICI	Biodiversity integrated in the programming exercise	Number of MIPs addressing biodiversity	25

²⁹ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

			Number of 6
		Regional programmes addressing biodiversity	
Dir F		Pacific/Kiwa Initiative for Biodiversity, Climate Change and Resilience Selected projects to start activities selection of further projects	Signature of contracts Q1/Q2-2021
Dir G	EDF	St Maarten: Urban infrastructures rehabilitation - Water and sanitation in St Maarten and cross-border cooperation (EUR 7 million)	Number of new projects selected Signature FA 3 Q2 2021
Dir G	EDF	Regional Caribbean Support for the effective and sustainable management of Solid Waste in the Caribbean (EUR 8.7 million)	Signature FA Q4 2021

General objective 4: A stronger Europe in the world Implementing the external dimension of General Objective 1: A European Green Deal

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

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

Main outputs in 2021³⁰:

External communication actions

Output/ Result	Indicator	Target
02, General Dir C budget	European Development Days on Green Recovery (June 2021) raises awareness and engagement on the EU's green work.	Number of media partnerships 10
	Articles published	40
	Number of participants	> 8500.

Other important outputs

Output	Indicator	Target
Dir C NDICI, EFSD+	Deployment of the Africa-EU Green Energy initiative (AEGEI)	Launch of the initiative the Q2/Q3
Dir C DCI, EFSD	The launch of the continental transmission network masterplan for Africa to promote a single electricity market, energy access and regional integration	Launch of masterplan Q1/Q2

³⁰ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Dir C	DCI	Energy Service Companies programme together with EIB	Launch programme	of Q1/Q2
Dir G	EDF/CIF	Reconstruction with resilience in the energy sector (EUR 8.2 million)	Signature of contracts	Q1 2021

General objective 4: A stronger Europe in the world
Implementing the external dimension of General Objective 1: A European Green Deal

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

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

Main outputs in 2021³¹:

External communication actions

Output/ Result	Indicator	Target
02, General Dir C budget	Successful projects and inspiring stories from Africa, Asia and the Americas showcased on the website and social media channels	Number of content pieces published for each continent.
	Page visits / engagement rate	> 5 > 500/2%

Other important outputs

Output	Indicator	Target
Dir C NDICI	Circular economy integrated in the programming exercise	Number of MIPs addressing circular economy
Dir F	Sustainable Energy Connectivity for Central Asia	25
Dir F DCI	SWITCH Asia –Promoting Sustainable Consumption and Production Call for Proposals (EUR 32.8 million)	Contracts signed
Dir G DCI	Bolivia - Support to the National Strategy for Integral and Sustainable Development (EDIS) 2020 – 2024 (EUR 20 million)	Contracted
Dir G DCI	Colombia - Inclusive, Green and Competitive Economy (IGCE) in Colombia - SRPC (EUR 20 million)	Signature FA
Dir G DCI	Circular economy in Ecuador (EUR 2.3 million)	Signature FA
		Q1 2021
		Q2 2021
		Q3 2021
		Q2 2021
		Q1 2021
		Q1 2021

³¹ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Theme 3 – Digital and Data Technologies

General objective 4: A stronger Europe in the world

Implementing the external dimension of General Objective 2: A Europe fit for the digital age

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 programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2021³²:

External communication actions

Output/ Result	Indicator	Target
02, General Dir C Budget	Successful projects and inspiring stories on objectives 9, 10 and 11 in Africa, Asia and the Americas showcased on the website and social media channels	Number of content products published on each of the three regions Page visits / engagement rate
		> 5 > 500/2%

Other important outputs

Output	Indicator	Target
Dir C DCI, EDF, EIDHR, EFSD	Support further operationalisation of the Digital4Development (D4D) Hub and its functioning in support of partner countries in Africa	D4D Hub operational Number of additional EU MS having joined the D4D Hub
		By Q4-2021 3 additional EU MS
Dir C DCI, EDF, EIDHR, EFSD	Establishment of a cooperation framework between the African Union and the European Union on Data	Political declaration/concept note jointly elaborated with AU
		Q2-2021
Dir C DCI, EDF, EIDHR, EFSD	Elaboration of a digital response to COVID-19	Number of actions/projects that have been (re)focused on COVID-19 response
		3 financing agreements signed
Dir C DCI, EDF, EIDHR, EFSD	Support to EU delegations in carrying out diagnostics related to the state of development of the digital sector in the country/region	Number of Studies/Assessments launched on digitalisation
		5
Dir C DCI, EDF,	Support to the organisation of the digital session of the European Union–African Union Business Forum	Digital session of the EABF organised
		By Q4-2021
Dir C DCI, EDF,	Delegations and HQ are supported	Ad-hoc support
		4 support actions by

³² Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

		through a new Technical Assistance Facility for Digital Team Europe Initiatives	delivered	Q4-2021
Dir D+E	NDICI		Number of TEIs described in NIPs having a “digital” focus	19
Dir F	DCI	Philippines – National Copernicus Capacity Support Action Programme for the Philippines (CopPhil)	Signature of Financing Agreement	Q1-2021
Dir G	DCI	Development in Transition Facility, 2021 LEO (Latin America Economic Outlook)	Publication of the 2021 Latin America Economic Outlook	Q4 2021

General objective 4: A stronger Europe in the world Implementing the external dimension of General Objective 2: A Europe fit for the digital age

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

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

Main outputs in 2021³⁵:

Evaluations and fitness checks

Output	Indicator	Target
04 all Evaluation of the EU's cooperation on vocational education and training (VET) for inclusive and sustainable growth	Desk study and country case studies completed. Key findings available to decision makers	Q2-2021

Other important outputs

Output	Indicator	Target
Dir C DCI Preparation of the toolkit and a series of e-learning tools on Digital and Data Technologies	Toolkit is finalised and disseminated for the use of EUDs and wider audience. E-learning tools is finalised.	Toolkit published on Capacity4DEV. E-learning is published on EU International Partnerships Academy

³⁵ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

General objective 4: A stronger Europe in the world**Implementing the external dimension of General Objective 2: A Europe fit for the digital age**

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

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

Main outputs in 2021³⁴:**Other important outputs**

Output	Indicator	Target	
Dir All C instruments	The use of the EU's Space-Based Assets is promoted in partner countries	Earth Observation and related topics are integrated in the programming of EU Delegations	At least 5 EUDEL (Q3-2021)

Theme 4 - Sustainable Growth and Jobs**General objective 4: A stronger Europe in the world****implementing the external dimension of General Objective 3: An economy that works for people**

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 programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2021³⁵:**Evaluations and fitness checks**

Output	Indicator	Target	
04 all	Evaluation of Public finance management including domestic resource mobilisation	Preliminary findings available	Q3-2021
04 all	Evaluation of the EU's cooperation on vocational education and training (VET) for inclusive and sustainable growth	Desk study and country case studies completed. Key findings	Q2-2021

³⁴ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

³⁵ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

			available to decision makers	
Dir C	EDF	Evaluation of Hubs & Spokes	Evaluation finalised	Q3-2021
Dir C	EDF	Evaluation of TradeCom II programme	Evaluation finalised	Q4-2021
Dir C	EDF	Evaluation of Competitive Industries and Innovation Programme (CIIP)	Evaluation finalised	Q4-2021
Dir C	EDF	Evaluation of Capacity building of mineral institutions and of small-scale private sector operating in low-value minerals in ACP countries	Evaluation finalised	Q4-2021
Dir C	DCI	Evaluation of Trade, Private sector development and engagement, and regional integration Facility	Evaluation finalised	Q4 2021

External communication actions

Output/ Result		Indicator	Target
02, Dir C	General budget	Media partnership(s), with other investment partners, to highlight the role of EU investment in Africa	Press material published 10
02, Dir A, Dir C	General budget	Digital content public and private financing successes in Africa, Asia and the Americas published (e.g. in collaboration with EIP)	Number of pieces of content published on each continent 3
		Page visits/engagement rate	> 500/2%

Other important outputs

Output		Indicator	Target
Dir A	INFF	Integrated national financing frameworks (INFF) supported in partner countries	Number of INFFs supported Q4 2021
Dir A	DCI, EDF	Addis Tax initiative post 2020	Number of beneficiary countries 15
Dir A	EDF	Short-term debt relief for poorest and most vulnerable countries. The EU contributes EUR 183 million to low income countries' debt relief. The funds are channelled through the IMF's Catastrophe Containment and Relief trust fund.	Number of beneficiary countries 25
Dir C		Programming of thematic programmes and funding to support EIP's pillar 3 for the period 2021-2027	Programmes and funds allocated Q4-2021
Dir C		EU-AU Business Forum	Organisation of forum Q4-2021
Dir C		Provide a methodology to identify economic strategic corridors in Africa	Production of a study by JRC under the leadership of C4-C5. Q1-2021
Dir C		Publication of the Aid for Trade 2021	Aid for Trade 2021 Q3-2021

		Progress Report (qualitative and quantitative monitoring of the renewed 2017 EU Aid for Trade Strategy roll-out). 2021 edition will include COVID-19 response in Aid for Trade	Progress Report published	
Dir C		Publication of thematic reviews series in the following areas: Trade Policy, Trade Facilitation, Market Systems Development, Intellectual Property Rights, Women Economic Empowerment, Quality Infrastructure, Public Private Dialogue, Informal sector, Financial systems and financial inclusion.	Thematic Reviews published under Tools and Methods series	Q1 and Q2-2021
Dir C	EFSD+	EFSD+ guarantees programmed to mobilise the private and public financing for sustainable development from both sources contributing to decent jobs creation and reduction of inequalities	Guarantee agreements allocated	Q2 and Q4-2021
Dir D+E	NDICI	Team Europe Initiatives having a "jobs and growth" focus in Africa	Number of TEIs described in NIPs having a "jobs and growth" focus	30

Theme 5 - Migration

General objective 4: A stronger Europe in the world implementing the external dimension of General Objective 5: Promoting our European way of life

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 programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2021³⁶:

Evaluations and fitness checks

Output	Indicator	Target
04	Evalaution of the cooperation with Mauritania (2014-2020)	Completed: conclusions and recommendation available to decision makers

External communication actions

Output/ Result	Indicator	Target
02, General	Results under migration partnerships are	Number of > 6 content products for Africa, > 2 for

³⁶ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Dir C, Dir D	budget	highlighted through media coverage	successful projects and inspiring stories showcased on the website and social media channels	Asia, > 2 for America.
02, Dir C, Dir D	General budget	Results of EU efforts (e.g. EUTF) and collaboration with UNHCR presented on websites and social media channels	Number of content pieces published. Page visits/engagement rate	> 10 > 500/2%

Other important outputs

Output	Indicator	Target	
Dir B NDICI,	Preparation and Adoption of the MIP 2021-2027	Number of MIPs finalised in 2021	1
Dir D+E	Team Europe Initiatives	Number of TEIs described in NIPs having a "migration" focus	12
Dir F	South Asia - Thematic programme Sustainable return of Bangladeshi migrants	Approval at PPA	end 2021
Dir F	Regional programme: Improved living conditions in Rohingya refugees camps and access to education, preparation for safe and dignified return	Approval at PPA	end 2021
Dir G DCI	Venezuela Migration-related projects signed in Peru and Colombia of EUR 21.4 million	Signature	Q4 2021

Theme 6³⁷ - Human Development

General objective 4: A stronger Europe in the world implementing the external dimension of General Objective 5: Promoting our European way of life and of General Objective 3: An economy that works for people

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 programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)

Main outputs in 2021³⁸:

³⁷ In DEVCO's Strategic Plan 2020-2024, this theme was presented as theme 7 and the specific objective was SO16. Due to a refocus in the priorities, it was decided to move Theme 7 "Human Development" up.

³⁸ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

Evaluations and fitness checks

Output	Indicator	Target
04 all Evaluation of the EU's cooperation on vocational education and training (VET) for inclusive and sustainable growth	Desk study and country case studies completed. Key findings available to decision makers	Q2-2021

External communication actions

Output/ Result	Indicator	Target
02, Dir B DCI, general budget The global "Spotlight Initiative" to end violence against women and girls to campaign on women's issues is promoted	Engagement rate	30% above the average engagement base line of 1.5-2 %
02, Dir B General budget The Gender Action Plan III priorities are promoted in Africa, Asia and the Americas	Number of digital content products published per continent (Africa, Asia, America)	> 5
02, Dir B General budget The EU-AU Youth Summit is promoted in collaboration with UNICEF and other partners	U-report results published and promoted	Q1 2021
Dir B DCI, EDF, NDICI, Communication actions in relation to the Commissioners leadership role in global education aid architecture (EU Education Summit, Global Partnership for Education replenishment) and on gender equality	Number of events and social media activities	1 Summit organised 1 Spotlight Initiative visibility action/Generation Equality

Other important outputs

Output	Indicator	Target
Dir B DCI MIP Global Challenges	Number of MIPs finalised in 2021	1
Dir B DCI AAP 2021 Global Challenges	Number of AAPs	1
Dir B DCI MIP Erasmus+	Number of MIPs finalised in 2021	1
Dir F AAP 2020 Central Asia part 4. Supporting the Economic Empowerment of Afghan Women through Education and Training in Kazakhstan, Uzbekistan and Kyrgyzstan	Signature of contribution agreement with UNDP.	Q2 2021
Dir F Pakistan - Development through Enhanced Education Programme	Rider Financing Agreement	Q1 2021
Dir F Pakistan - Poverty Alleviation and Inclusive Development across rural Sindh	Financing Agreement to be signed	Q1 2021
Dir F NDICI Laos PDR - Education / TVET programme	Approval at QRG	Q4 2021
Dir G Greenland Support to the Greenland Education Programme 2021	Adoption	Q4 2021
Dir G EDF Barbados - Support to Social Protection (BS SPRC) (EUR 3,65 million)	Signature FA and disbursement	Q2 2021
Dir G DCI Honduras - EUROEMPLOO - addendum-COVID response (EUR 15 million)	Signature of Addendum and disbursement	Q1 2021
Dir G EDF St. Lucia / Employment Generation and	Signature FA and	Q1 2021

Theme 7³⁹ - Governance, peace and security, democracy, human rights, civil society

General objective 4: A stronger Europe in the world implementing the external dimension of General Objective 5: Promoting our European way of life

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 programme(s) DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)
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Main outputs in 2021⁴⁰:

External communication actions

Output/ Result	Indicator	Target
02 General budget Governance, peace, security, democracy, human rights, civil society mentioned in DG INTPA web and print products.	Successful projects and inspiring stories showcased on the website and social media channels. Page visits / engagement rate.	> 15 instances > 500/2%

Other important outputs

Output	Indicator	Target
Dir B NDICI Preparation and Adoption of the MIP 2021-2027 for the Peace and Stability line of NDICI	Number of MIPs finalised in 2021	1 (Q1)
Dir B NDICI Preparation and Adoption of the AAP 2021 for the Peace and Stability line of NDICI ⁴¹	Number of AAPs under preparation in 2021	1 (Q3)
Dir B EINS Preparation and Adoption of the MIP 2021-2027 for EINS	Number of MIPs finalised in 2021	1 (Q1)
Dir B EINS Preparation and Adoption of the AAP 2021 for EINS	Number of AAPs under preparation in 2021	1 (Q3)
Dir B All Approval, dissemination and	Conflict sensitivity and	End of 2021

³⁹ In DEVCO's Strategic Plan 2020-2024, this theme was presented as theme 6 and the specific objectives were SO14 and SO15. Due to a refocus in the priorities, it was decided to move Theme 7 "Human Development" up.

⁴⁰ Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

⁴¹ Transferred to FPI in January 2021.

	instruments	Implementation of Guidance on Conflict Sensitivity and on Resilience	resilience assessments performed.	
Dir D+E	NDICI	Team Europe Initiatives	Number of TEIs described in NIPs having a “governance, resilience, peace building” focus	21
Dir F	DCI	Afghanistan – Afghanistan Partnership Agreement agreed at the Geneva Conference between the Government of Afghanistan and the international community	First review	Q4 2021
Dir G	DCI	Bolivia – Support to the National Strategy to fight against Drug Trafficking and Control of Surplus Cultivation of Coca (BS SRPC) (EUR 30 million)	Signature FA	Q2 2021
Dir G	EDF	Haiti – 3 new programmes “Appui au secteur des Infrastructures et des Services de Transports (ASIST)” (EUR 43.18 million available), Programme Multisectoriel de Sécurité Alimentaire et Nutritionnelle II (PMSAN II – EUR 37.1 million), Programme pilote d’appui aux initiatives émergentes de la société civile (EUR 6.2 million)	Signature FA	Q4 2021
Dir G	DCI	Guatemala – Strengthening public institutions and increasing rural income (Food security) – EUR 14 million	Signature FA	Q1 2021

**General objective 4: A stronger Europe in the world
implementing the external dimension of General Objective 5: Promoting our European way of life**

Specific objective 16: <i>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</i>	<i>Related to spending programme(s)</i> DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS, EFSD+)
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Main outputs in 2021⁴²:

Evaluations and fitness checks

Output	Indicator	Target
04 all	Evaluation of support to rule of law and justice sector	Preliminary findings are available
Dir A, DCI	Evaluation CSO-LA thematic programme:	Report on Q4-2021

⁴² Expenditure-related outputs are in line with the financial amounts provided in the Programme Statements. For a complete listing of expenditure-related outputs please refer to the Programme Statements published with the Draft Budget for 2021: <https://myintracomm.ec.europa.eu/budgweb/EN/bud/proc/adopt/Documents/DB2021-WD01-programme-statements.pdf>

B,C		follow up recommendations	implementation Contradictory Fiche
Dir A, B,C	All funding sources	Evaluation of EU Support to Rule Of Law in developing countries	Finalised Q3-2021

External communication actions

Output/ Result			Indicator	Target
02	General budget	Lorenzo Natali Prize(s) for sustainable development promoted, selected & awarded.	Number of participants	> 700 applicants.
			Unique web views.	> 250 000.
			SoMe impressions.	> 1 million.
Dir A, B,C	DCI	NGO Forum	Forum held	1 (by Q4-2021)

Other important outputs

Output			Indicator	Target
Dir A/B	NDICI	MIP Civil society thematic programme	Number of MIPs finalised in 2021	1 (Q3-2021)
DIR A/B	NDICI	AAP civil society thematic programme	Number of AAPs adopted in 2021	1 (Q4-2021)
Dir A/B/C	DCI	Policy Forum on Development strengthened	PFD ongoing consultation established	Q4-2021
Dir A/B/C	DCI	Support to delegations reinforced through new contracted facilities	Contracts awarded	Q2-2021
Dir B	NDICI,	MIP Human Rights and Democracy	Number of MIPs finalised in 2021	1 (Q3-2021)
DIR B	NDICI	AAP Human Rights and Democracy	Number of AAPs adopted in 2021	1 (Q4-2021)
DIR B		SWD on updated methodology on Right Based Approach	Number of SWD published	1 (Q2-2021)
Dir C	DCI	Launch and contracting the 2020 budget of the global call for proposals "Local Authorities – Partnerships for for Commission Priorities"	Call launched Contracts signed under the 2020 budget	Q1-2021 Q4-2021
DIR C	DCI	Signature of Framework Partnerships Agreements and Specific Grant agreements with global and Regional Associations of Local Authorities	Number of grant agreements signed in 2021	2
Dir F		Bangladesh Justice -Village court phase III	Approval at PPA/QRG	end 2021
Dir F	NDICI	Laos – formulation of new governance projects	Signature of project	Q2-2021