



European
Commission

Management Plan 2023

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

ASEAN = Association of Southeast Asian Nations

AU = African Union

BS = Budget Support

CAFS = Commission's Anti-Fraud Strategy

CBSD = Capacity Building in support of Security for Development

CELAC = Comunidad de Estados Latinoamericanos y Caribeños (Latin American and Caribbean Community)

CSO = Civil Society Organisation

CWP = Commission Work Programme

D4D = Digital4Development

DCI = Development Cooperation Instrument

DRR = Disaster Risk Reduction

EBRD = European Bank for Reconstruction and Development

ECA = European Court of Auditors

EDD = European Development Days

EDF = European Development Fund

EFSD = European Fund for Sustainable Development

EFI = External Financing Instrument

EIB = European Investment Bank

EIDHR = European Instruments for Democracy and Human Rights

EINS = European Instrument for Nuclear Safety

EMAS = Eco-Management and Audit Scheme

EU = European Union

EUVR = European Union Voluntary Review

FLEGT = Forest Law Enforcement Governance and Trade

FA = Financing Agreement

FWC = Framework Contract

GDDT = Global Development Data Tool

HR = Human Resources
HLPF = High Level Political Forum
IC = Internal Communication
ICT = Information and Communication Technology
IGAD = Intergovernmental Authority on Development
IMF = International Monetary Fund
INSC = European Instrument for International Nuclear Safety Cooperation
IT = Information Technology
JETP = Just Energy Transition Partnerships
KPI = Key Performance Indicator
LA = Local Authority
LAC = Latin America and the Caribbean
LDC = Least Developed Countries
LMIC = Low and middle-income country
LTS = Long Term Emission reduction Strategies
MAAP = Multi-Annual Action Plan
MAV = Manufacturing and Access to Vaccines, Medicines and Health Technologies
MFF = Multiannual Financial Framework
MIP = Multi-annual Indicative Programme
MTE = Mid-Term Evaluation
NDC = Nationally Determined Contributions
NDICI = Neighbourhood, Development and International Cooperation Instrument
OACPS = Organisation of African, Caribbean and Pacific States
OAD = Overseas Association Decision
OECD = Organisation for Economic Cooperation and Development
PGII = Partnership for Global Infrastructure and Investment
RER = Residual Error Rate
SCO = Simplified Cost Options
SDG = Sustainable Development Goals
SRHR = Sexual and Reproductive Health and Rights
SSR = Security Sector Reform
SWD = Staff Working Document
TA = Technical Assistance
TED = Team Europe Democracy
TEI = Team Europe Initiative
UN = United Nations

UNEP = United Nations Environment Programme

UNFCCC COP27 = United Nations Framework Convention on Climate Change OR Conference of the Parties

UNFPA = United Nations Population Fund

VPA = Voluntary Partnership Agreements

WBG = World Bank Group

WHO = World Health Organisation

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Introduction

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

Under the **geopolitical ambition and political guidelines** set by the President of the European Commission, DG INTPA leads on international cooperation, building partnerships with countries and organisations across the globe. In 2023, DG INTPA will continue to be at the forefront of the European Union's (EU) efforts to **implement global commitments**, notably the Sustainable Development Goals (SDGs) and the Paris Agreement on climate change.

Russia's war of aggression against Ukraine in 2022 has had disastrous consequences worldwide, including on food and energy security. The world also faces other impacts related to the war, like market instability, price volatility, high inflation, a strain on recovering supply chains, uprisings and increased insecurity. 2023 could be even more challenging than 2022, as the impact of these disruptions pervades economies and societies.

DG INTPA's Strategic Plan 2020-2024 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 this Management Plan, DG INTPA describes how it plans to contribute in 2023 to the achievement of the specific objectives set in the Strategic Plan.

NDICI-Global Europe, Team Europe Initiatives and Mid-term review

In 2023, the focus will be on **implementation and delivery of the programming priorities** under the Neighbourhood, Development and International Cooperation Instrument - Global Europe (NDICI-GE), including through the implementation of the European Fund for Sustainable Development plus (EFSD+).

Team Europe Initiatives (TEIs), which are fully embedded in the programming of the NDICI are now moving forward towards implementation. By the end of 2022, 165 TEIs were either finalising their design or had started their implementation. The majority of these, 141, fall under the remit of DG INTPA (111 are country-level TEIs: and 30 regional TEIs, as well as five global-thematic TEIs).

In 2023, an evaluation of EU external financing instruments will be carried out. The conclusions will feed into the **mid-term review of NDICI-GE programming**, which will be launched in the course of 2023.

Global Gateway

In pursuing international partnerships, a cross-cutting priority of DG INTPA's work will be the further deployment of **Global Gateway**¹ as **a coherent strategic policy framework for the EU's geopolitical priorities and as the European Union's external brand**.

Global Gateway is delivered in a Team Europe approach, with Commission services, the EEAS, EU Member States - notably their financial and development finance institutions and the European multilateral banks (European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD)) working together in a joint approach to boost investments in infrastructure and beyond, in 5 priority areas; climate and energy, digital, transport as well as health, research and education. Global Gateway is expected to mobilise investments of up to EUR 300 billion between 2021 and 2027.

The **EFSD+** (European Fund for Sustainable Development +) has a central role in delivering on Global Gateway and in covering a share of the risks of the development finance partners contributing their own resources, which in turn will attract additional investors, notably from the private sector. In 2023 DG INTPA will endeavour to conclude a large share of guarantee agreements under the **EFSD+ Open Architecture** following the call for proposals in 2022.

To reach scale and transformative impact, the **involvement of private sector** in the implementation of Global Gateway is critical. In light of this, the Commission will continue to engage with both the European private sector and the private sector in partner countries and is looking forward to the first meeting of the Global Gateway Business Advisory Group in 2023.

In 2022, events such as the AU-EU (African Union - European Union) Summit, the Ministerial Forum of the Indo-Pacific region, the EU-Central Asia Connectivity Conference and the EU-ASEAN Summit paved the way for **Global Gateway deliverables to be rolled out** throughout 2023. In 2023, the EU-LAC (Latin America and Caribbean) Summit planned for July 2023 will be another key milestone.

Enhanced strategic framework for engaging with Africa

In 2023, the strategic partnership with Africa will be strengthened with the implementation of the **Global Gateway Africa-Europe Investment Package** and the expected operationalisation of the monitoring system for political commitments made at the AU-EU Summit of February 2022.

The long-awaited signature and provisional application of the **post-Cotonou Agreement**, currently stalled in the Council, should set the EU-OACPS (Organisation of African, Caribbean and Pacific States) partnership on a renewed path.

¹https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/stronger-europe-world/global-gateway_en#documents

Fight against climate change effects, loss of biodiversity and energy diversification and promotion of sustainable energy sources

DG INTPA will continue working on economic, environmental and social sustainability with partner countries to tackle **climate change**, contributing to mitigation, adaptation and disaster risk reduction. Building up on initiatives presented at the 27th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP27), DG INTPA will work to support partner countries in their effort to respond to climate change and scale up support to the **Global Methane Pledge**. To enable the EU to lead and accelerate the global **green and just energy transition**, DG INTPA will continue to support partner countries in promoting renewable energy including renewable hydrogen and energy efficiency and where applicable **through participating in the Just Energy Transition Partnerships**. DG INTPA will also support the implementation of the post 2020 **Global Biodiversity Framework** as adopted in the Biodiversity COP15 in December 2022, and increase its conservation efforts through integrated approaches for the sustainable management of key biodiversity landscapes, enhanced support to Africa's Great Green Wall initiative and the new partnerships on forests.

Team Europe global response to food security

Russia's war of aggression on Ukraine aggravated the **global food systems crisis**. Climate change, conflict and economic difficulties have eroded the resilience of food value chains. DG INTPA will continue to operationalise the four-pillar Team Europe response, in accordance with Council Conclusions of 20 June 2022, particularly the sustainable production pillar, which was endowed with an additional EUR 350 million from EDF de-committed funds. DG INTPA intends to scale up support to food security and sustainable food systems in partner countries. These operational efforts would be complemented by strategic political engagements to promote ambitious EU green transition policies, including agroecology. DG INTPA intends to support diplomatic outreach on food systems at the multilateral level, including the UN Food Systems Summit stocktaking event in July 2023 as well as the Fifth EU-AU Agriculture Ministerial Conference in June 2023 and in policy dialogues at regional and national level.

Working together with partners on finding alternative energy sources (e.g. green hydrogen) and linking critical raw materials

Russia's unprovoked military aggression against Ukraine has massively disrupted the global energy system, triggering increased price volatility and energy security risks across the globe. The EU and its partners share the challenge of improving energy security while ensuring access and affordability and advancing as fast as possible the energy transition and decarbonisation to combat climate change. Increasing renewable energy generation capacity and develop alternatives will therefore be critical in 2023 and beyond. One of these alternatives is **green hydrogen**, which will play a key role for energy security and for decarbonisation of hard-to-abate sectors, with mutual benefits for EU and its partner countries. **Critical raw materials** are essential for the deployment of the technologies that

enable the green and digital transitions. DG INTPA will contribute to the external dimension of the new **Critical Raw Materials Act** foreseen for adoption in the first semester of 2023. As securing sustainable supply of raw materials, renewable hydrogen and batteries will be decisive to develop the resilience of industries in partner countries, the EU intends to deepen the cooperation with its partners on raw materials value chains and renewable hydrogen, and develop long lasting partnerships that drive economic and social development, and promote local value addition, investments and sustainability. More concretely, strategic partnerships on raw materials value chains are explored with partner countries, e.g. South Africa, Democratic Republic of Congo, Uganda, Rwanda, Senegal in Africa; and Chile and Argentina in Latin America – in addition to the one already concluded with Namibia. Many of these partnerships will have Team Europe Initiatives at their core.

Human development

In 2023, DG INTPA will focus on getting back on track on human development SDGs with the aim of addressing inequalities heightened by COVID-19 and the multi-crisis context by reinforcing people to people and stakeholders' engagement.

First, DG INTPA intends to roll out **Global Gateway flagship initiatives on health and education**, following up to the AU-EU summit, the political recalibration injected by the UN Transforming Education Summit and the newly adopted **EU Global Health Strategy**. These will include regional and country level flagships, such as the Regional Teacher programme and further implementation of the EUR 1 billion **Team Europe Initiative on manufacturing and access to vaccines, medicines & health technology products in Africa**.

Second, DG INTPA intends to pursue the people-to-people dimension through: (i) the implementation of **Youth Action Plan**, including launching a Youth and Women in Democracy Initiative, a new Africa-Europe Youth Academy and a Youth Empowerment Fund; (ii) the midterm report on the **EU Gender Action Plan**; (iii) the roll out of key thematic flagships on **human rights and democracy** (Team Europe Democracy, Impunity Observatory) and on strengthening the enabling environment for civil society (Early Warning and Monitoring mechanism); and (iv) new actions targeting climate and environmentally internally displaced people and the evaluation of the **humanitarian-development nexus**.

Finally, DG INTPA will focus on curbing inequalities between and within countries by:

- rolling out the new **inequality marker** and promoting it internationally,
- advocating for more just and sustainable financing options, notably for LDCs (Least Developed Countries) and promoting innovative solutions for human development financing,
- promoting stakeholders' engagement in policy processes for CSOs (Civil Society Organisation), youth and LAs (Local Authority).

Communication

In 2023, and in coordination with EU Member States, INTPA's communication effort will focus on the deployment of Global Gateway through **flagship Team Europe initiatives**. **Global Gateway communication campaigns** will be launched in Africa, Latin America and Asia. Political communication, specific events, and awareness-raising activities will also contribute to showcase the impact of DG INTPA's work.

PART 1. Delivering on the Commission’s priorities: main outputs for 2023

Theme 1 - Partnership

The adoption of the relevant Council Decision on the signature and provisional application of the **new OACPS-EU Partnership Agreement (post-Cotonou Agreement)**² is stalled in the Council. It is still unclear whether the signature and provisional application of the new agreement will take place by 30 June 2023. The Commission is doing its utmost to help break the deadlock.

The new **post-Cotonou Agreement** provides for a multi-stakeholder approach. In this sense, the post-Cotonou agreement is more ambitious than its predecessor, as it goes beyond the general principle of informing and consulting non-state actors to a more specific provision to set up “open and transparent mechanisms for structured consultation with stakeholders”, including civil society and young people. The aim is to make the implementation an inclusive process that considers citizens’ needs. In agreement with the OACPS, the EU has contracted the Organisation for Economic Cooperation and Development (OECD) as a knowledge partner to develop a structured stakeholder engagement mechanism. The project is expected to deliver its final recommendations by the end of 2023, while preliminary recommendations should be available already by mid-2023.

Post-Cotonou Agreement

Under **Global Gateway**, work will continue to shape up and implement the commitments announced with the AU-EU Global Gateway Investment Package, Indo-Pacific Ministerial, Central Asia Connectivity Conference in Samarkand and EU-ASEAN (Association of Southeast Asian Nations) Summit.

The Global Gateway investment and delivery model is based on a holistic approach that draws on a mix of grants, concessional loans and guarantees to de-risk private sector investments and a number of operational tools such as technical assistance, policy and economic dialogue, trade and investment agreements and standardisation, in order to create better conditions for quality investments. In this approach, the European Commission will go beyond official development assistance, looking at supporting investment friendly environments.

With respect to **Global Gateway governance**, DG INTPA ensures the Global Gateway secretariat coordinating the work on Global Gateway with other Commission services and

² These actions contribute to the achievement of the Specific Objective 1 of DG INTPA’s Strategic Plan 2020-2024

EEAS. As a result a **list of Global Gateway priority flagships for 2023** are planned to be submitted to the Council. In 2023, DG INTPA will facilitate the first meeting of the **Global Gateway Business Advisory Group**.

One of the first deliverables of Global Gateway is its **Africa-Europe Investment Package**³ (at least EUR 150 billion in investments by 2027), endorsed by leaders at the AU-EU Summit in February 2022. Work is underway to implement the Investment Package via Team Europe Initiatives (TEIs) and flagships, and will continue in 2023 and beyond.

Building on the 2nd AU-EU (African Union - European Union) Foreign Affairs Ministerial Meeting in Kigali (25-26 October 2021), EU and AU Leaders committed at the 6th **AU-EU Summit in Brussels** (17-18 February 2022) to **monitor the implementation of Summit commitments**. The EU proposed a draft follow-up mechanism as well as a draft monitoring table, which are yet to be endorsed by the AU. The follow-up mechanism is expected to be formally agreed and operationalised during the next AU-EU Ministerial in spring 2023.

Crucially, the Commission is working towards an **EU-CELAC (Comunidad de Estados Latinoamericanos y Caribeños) Summit** under the Spanish presidency in the second semester of 2023. The Summit will put Latin America and the Caribbean back on the EU agenda, in particular as a strong Global Gateway partner. The opportunities for investment in the region and a positive agenda will be key components. The aim is to create a regular platform of engagement with the CELAC region, which includes the European private sector as a partner in delivering Global Gateway in this region.

EU-CELAC Summit

Partnerships are central for fostering a rules-based multilateralism, thus tackling global challenges and creating shared prosperity. The EU will continue to play an assertive role as a leader and a reliable partner to the multilateral system helping in the pursuit of shared universal commitments, such as the implementation of the SDGs and the Paris Agreement, inspired by the headline ambitions of the Commission. DG INTPA will accelerate work on the **implementation of the Joint Communication on Multilateralism**^{4,5}, in order to reflect the new geopolitical reality and translate its values and commitments into actions worthy of EU's ambition to be a global player.

As announced by the College in the Commission Work Programme for 2023, the adoption of the **EU Voluntary Review** (EUVR) on SDG implementation and its presentation at the UN High Level Political Forum (HLPF) on sustainable development in New York in July 2023,

³ These actions contribute to the achievement of the Specific Objective 2 of DG INTPA's Strategic Plan 2020-2024

⁴ Join(2021) 3 final

⁵ These actions contribute to the achievement of the Specific Objective 4 of DG INTPA's Strategic Plan 2020-2024

which was highlighted in the 2023 Commission Work Programme will reinforce the visibility of EU's commitment and engagement to the 2030 Agenda for Sustainable Development. The EUVR will be an important deliverable encompassing internal and external EU actions.

DG INTPA will actively contribute to the development tracks of the **Indian G20 and the Japanese G7 Presidencies**. It will support the discussions on the **evolution of Multilateral Development Banks (including on the World Bank Group evolution)**.

As part of DG INTPA's work programme for independent strategic evaluations, the **evaluation of the EU contribution to the Sustainable Development Goals (SDGs)** over the period 2016-2021 will assess the extent of EU contribution to the implementation of SDGs in external action and international partnerships

In addition, the **evaluation/study of the EU cooperation with the United Nations (UN) in external action**, jointly implemented with DG NEAR, will inform Commission decision makers on how to improve the current and future cooperation between the EU and the UN, in

Strategic evaluations

the light of the Commission priorities and the Joint Communication on strengthening the EU's contribution to rules-based multilateralism. It is expected to be coherent, to the degree possible, 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.

Furthermore, a **mid-term evaluation (MTE) of the European Union External Financing Instruments (EFIs)** under Heading 6 (Neighbourhood and the World) of the EU Multiannual Financial Framework (MFF) 2021-2027 is being launched and will provide preliminary findings at the end of 2023, on the EU added value, relevance, conditions of implementation and performance of the EFIs, particularly their effectiveness to achieve their objectives and results, their efficiency and, where relevant, the impact and sustainability achieved. This MTE will be subject to an open public consultation. Its findings will feed into the mid-term review of NDICI-GE programming, to be launched in the course of 2023.

Finally, five geographic evaluations/studies are expected to strengthen the partnership with the corresponding authorities and other key partners and stakeholders in the countries and regions in question. More concretely, the **evaluation of the EU cooperation with Papua New Guinea, Somalia, Malawi and Nepal** will inform EU decision makers on how to improve the current and future cooperation with this partner in key sectors and in the context of shared priorities. The **evaluation of the EU Trust Fund Bêkou** in the Central African Republic will take stock of the EU action and results achieved under the Fund, as a political and financial instrument of EU external aid.

Theme 2 - Climate Change, Environment, Energy⁶

In line with the EU's Green Deal, DG INTPA will promote climate action (SDG 13) by **supporting the implementation of Paris Agreement** tools and processes, focussing on Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), Long Term Emission reduction Strategies (LTSs) and promoting Disaster Risk Reduction (DRR) strategies and actions to minimise and address loss and damage, integrating climate goals in EU funded actions across a broad range of sectors (e.g. food systems, urban development, infrastructure), as well as contributing specifically to UNFCCC Global Funds and to advance the EU climate agenda in key international events such as **COP 28 and the One Planet summit**

Climate change

that will take place in the course of 2023. Relevant EU actions include the contribution to the **Adaptation Fund** in the first half of 2023 for a total of **EUR 100 million**, following the relevant EU pledge by the Executive Vice-President Timmermans at COP26⁷, making the EU and its Member States the biggest contributors to the Fund with more than EUR 350 million. DG INTPA aims to deliver on the **Global Gateway Africa-Europe Investment Package**, most specifically through a new **Flagship/ Team Europe Initiative on Climate adaptation and resilience in Africa** – providing EU support to climate risk assessment, Early Warning Systems, adaptation finance and disaster risk financing (minimising and addressing loss and damage). The Initiative is being developed with EU Member States, for joint overall contribution of approximately EUR 1 billion.

Actions to promote **sustainable agriculture and food systems** are equally of crucial importance. Adaptation to climate change in agriculture is essential to maintain the productive capacity and preserve the natural capital basis. On the mitigation side, lower emissions practices and enhanced carbon storage in soils and vegetation bring a meaningful contribution to emissions reductions. Climate change is mainstreamed in the design of actions under the EUR 350 million additional support on sustainable food production and resilience - mobilised in response to the global food crisis in 2022 and to be operationalised through 20 programmes contracted by EU Delegations and DG INTPA HQ in 2023.

Mobilisation of EU external funding for biodiversity is planned to be increased, in line with EU commitments in international fora. DG INTPA will help implement the **EU Biodiversity Strategy for 2030**⁸ (SDG14 and 15). It will support the implementation of the transformative **Global Biodiversity Framework**, adopted in the Biodiversity COP15 in December 2022. Following-up on the commitment made by the President of the Commission at the UN General Assembly in 2022 to **double external funds for biodiversity** (up to EUR 7 billion until 2027), in particular for the most vulnerable countries,

Biodiversity

⁶These actions contribute to the achievement of the Specific Objectives 5, 6 ,7 and 8 of DG INTPA's Strategic Plan 2020-2024

⁷ https://ec.europa.eu/commission/presscorner/detail/it/ip_21_5886

⁸ https://ec.europa.eu/environment/strategy/biodiversity-strategy-2030_en

DG INTPA will scale up actions in 2023 on the conservation and on the sustainable, legal and safe use and trade of natural resources. As concrete initiatives⁹, the **Great Green Wall** and **the NaturAfrica** will be implemented at national and regional levels. The latter provides an integrated response to tackle the conservation, restoration and sustainable management of natural resources and ecosystems, while creating jobs and better livelihoods for the populations and improving governance. DG INTPA will work to **enhance EU international leadership on forests** and foster alliances with like-minded partners, by developing roadmaps to implement **Memoranda of Understanding on Forest Partnerships** signed at COP27 and by implementing the **Voluntary Partnership Agreements**.

DG INTPA will actively participate in the **UN 2023 water conference** where a reinforced support to water multilateral governance at country level will be launched with UN-Water, UNICEF and Sanitation and Water for All.

In line with the Global Gateway, DG INTPA will support partner countries in their **just and green energy transition** by promoting renewable energy including renewable hydrogen, energy efficiency and energy access. DG INTPA's focus will be on the implementation of the overall **Africa-EU Green Energy Initiative (AEGEI)**, a regional Team Europe Initiative, as well as on the further development and implementation of **Just Energy Transition Partnerships (JETPs)** with major carbon emitters (South Africa, India, Indonesia, Vietnam and Senegal).

Energy

At the global level, DG INTPA's work in 2023 will focus on a **just transition to**, and increased adoption of, **circular economy** policies and regulations in partner countries, through support to initiatives like the **Partnership for Action on Green Economy (PAGE)**, the **Green Growth Knowledge Partnership** and the **Green Economy Coalition**, as well as the **Global Alliance for Circular Economy and Resource Efficiency**. At the regional

Circular economy

level, new circular economy actions will be designed in Eastern and Southern Africa, and in Latin America and the Caribbean, while further support will be provided to the **LAC Coalition on the Circular Economy** and the **African Circular Economy Alliance**

(ACEA), which the EU has formally joined as a strategic partner. DG INTPA will also contribute to inter-service work to promote due consideration of aspects related to the international dimension of Commission regulatory proposals under the EU Circular Economy Action Plan, including green claims made by companies and measures to reduce the impact of microplastic pollution on the environment.

The EU's Green Deal signals a new era of collaboration with **Latin America and the Caribbean (LAC) region** where climate action and sustainability can become the new drivers of resilient and green development and growth. In this context, the EU is establishing

⁹ These actions contribute to the achievement of the Specific Objective 6 of DG INTPA's Strategic Plan 2020-2024

two new regional Team Europe Initiatives: “LAC Green Transition TEI” and the “Amazon TEI”, under which three EU-financed programmes will be implemented: **EUROCLIMA, the Amazon Basin Initiative¹⁰ (AMAZONIA+) and the Five Great Forests of Mesoamerica Initiative.**

In 2023, the action to enhance the protection and sustainable use of the **Five Great Forests of Mesoamerica** will be launched. The objective is to develop a joint comprehensive approach, simultaneously strengthening forest governance, improving sustainable forest management, protecting biodiversity, addressing climate change, fostering sustainable livelihoods and trade, reducing inequalities, and benefitting local people – especially those living in the most vulnerable situations. The total budget from regional and bilateral funds is EUR 25.5 million.

In 2023, the **Regional Green TEI with ASEAN/South-East Asia¹¹** is expected to be further implemented). The EUR 30 million programme of support adopted by the Commission as the backbone for this TEI will be operational in 2023. A key element will be the starting of EU funding under the ASEAN Green Catalytic Finance Facility (ACGF).

Theme 3 – Digital, Data Technologies and Connectivity

DG INTPA will support the **improvement of digital and data infrastructure, bridging the digital divide and enhancing secure broadband connectivity** in terms of affordability and quality. The EU will support key multilateral and multi-stakeholder processes, promote regulatory convergence and build capacity in areas such as digital technical and regulatory standards, accessibility, artificial intelligence, cybersecurity, open internet and digital rights and principles, with an effort to achieve them as part of a Team Europe approach.

Through the Global Gateway, DG INTPA and the Member States in a Team Europe approach will offer to partner countries the development of **Digital Economy Packages** aiming at promoting an EU’s human-centric vision, a secure, global, free cyberspace, as well as digital sovereignty of partner countries.

The EU aims to strengthen its connections with the world while helping partner countries **bridge the digital divide**, integrate into the global digital economy, and facilitate the green transition. **Digital connectivity** poses strategic challenges to the EU, when infrastructure are built or managed by geopolitical competitors. Establishing diversified, resilient and secure

¹⁰ The Amazon Basin Initiative covers Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname and Venezuela. Its objective is to improve the capacity of Amazon Basin countries to reduce and reverse deforestation and forest degradation in the Amazon forest. The total budget over 4 years is EUR 35 million.

¹¹ These actions contribute to the achievement of the Specific Objective 5 of DG INTPA’s Strategic Plan 2020-2024

digital connectivity with and within the partner regions and countries, while bridging the digital divide in underserved countries, will be a priority.

As critical infrastructures such as healthcare, energy or transport have become key target of cyber threats, DG INTPA will partner with countries to strengthen their **cyber resilience**. **Capacity building** activities will be carried out to enable digital transition in partner countries to take place in line with relevant security standards

Digital governance, policy and regulatory frameworks and the EU values-based human-centric approach to digital transformation will be supported, especially as all citizens need basic digital competences in order to navigate through online information, access digital public services, protect themselves against cybercrime, engage in online political debates, etc. DG INTPA will also work to ensure that the international partnership dimension by collaborating, among others, with the ITU (UN International Telecommunications Union) and the Joint Research Centre through the **Meaningful Connectivity action** to develop a global digital skills indicator, building on the EU's Digital Economy and Society Index.

Access to space and earth observation data and technologies will continue being enhanced and the **provision of space-based services in partner countries** will be improved, thus contributing to develop and deliver science-based information, enable policymakers, scientists, the private sector and civil society to address global environmental challenges. An **EU-Africa Flagship on space and earth observation** and the **Copernicus regional data centres** to be set up in LAC and Asia will be key assets in delivering on the Global Gateway.

The already low levels of digitisation in the public and private sectors have undermined the resilience of Latin American and Caribbean countries during the COVID-19 crisis and have meant that the region's post-Covid recovery, including in terms of digitisation, will take longer and be much more difficult.

Through the **EU-LAC Digital Alliance**, which the EU/Team Europe and LAC partners aim to launch at high-level in 2023, the EU and LAC will build a strong international partnership for sustainable digital transformation with like-minded partners, as called for by the Digital Compass Communication. The four main goals for the next decade will be addressed by the EU-LAC Digital Alliance policy dialogue and actions: (a) a digitally skilled population and highly skilled digital professionals, (b) secure and substantial digital infrastructures, (c) digital transformation of businesses, and (d) digitisation of public sectors.

Digital cooperation and connectivity are core priorities of the **EU strategy for Cooperation in the Indo-Pacific**, the **EU and Central Asia Strategy** and the **Global Gateway Strategy**. EU's action, mostly reflected in the various country and regional Team Europe Initiatives, will contribute to establish and improve sustainable digital connectivity between Europe and Central Asia, Asia and Pacific but as well within ASEAN, in line with the

respective connectivity strategies. In 2023, it is planned to adopt **Central Asia Digital Connectivity TEI** as well as the **ASEAN Sustainable Connectivity TEI**.

Theme 4 - Sustainable Growth and Jobs

Following the favourable opinion of the **EFSD+** Operational Board in December 2022, DG INTPA will prepare an Authorisation Decision covering the list of selected Proposed Investment Programmes supportive of Global Gateway. The negotiations of the **Guarantee Agreements** will then start and the first batch representing half of the currently allocated Guarantee volume will be finalized in the first half of 2023.

DG INTPA will continue its work in the field of **sustainable finance** in order to attract additional private international and domestic capital in developing countries at scale. Accelerating the flow of private capital to low- and middle-income countries is at the heart of Global Gateway. In that respect, the Commission has committed to develop a Strategy to scale up sustainable finance in low and middle income countries. To inform the Strategy, a **High-Level Expert Group** has been set up and is mandated to provide recommendations to the Commission in 2023 about innovative and transformational actions it can take to accelerate the flow of private capital in low and middle income countries for their sustainable investments. A **Sustainable Finance Advisory Hub**¹² will pool and coordinate technical assistance resources and expertise. In Latin America specifically, DG INTPA will support the development of the LAC common framework for the development of interoperable taxonomies in the region together with UNEP (United Nations Environment Programme). Further, DG INTPA is also seeking, with EU development finance institutions under the lead of EIB, to support low- and middle-income countries in scaling up their green bond markets under the proposed Team Europe Global Green Bond Initiative.

A global Team Europe Initiative will guide public and private stakeholders in partner countries to relevant accompanying measures (e.g. training tools, helpdesk for SMEs and partner countries, dedicated programmes at country level) to the forthcoming Directive on Corporate Sustainability **Due Diligence** and leverage the improvement of working conditions. Trade and trade facilitation, private sector development and engagement, and enabling of business investment climate will promote economic recovery, resilience and competitiveness in partner countries to foster job creations and strengthen value chains.

The **EU-LAC Business Forum**, planned in July 2023, will create a strategic occasion for the EU and LAC private and public sectors, and the financial institutions to gather, discuss, identify and/or consolidate joint opportunities. The EU has the largest network of trade agreements in LAC and is still the region's foremost investor.

EU-LAC Business Forum

¹² COMMISSION IMPLEMENTING DECISION of 12.9.2022 on the financing of the Multi-Annual Action Plan for Global Challenges - Partnerships for 2022-2023, see: https://international-partnerships.ec.europa.eu/action-plans_en

Hence, it is of mutual interest to step up cooperation towards a sustainable and inclusive economic recovery and development. Scaling up engagement between the private sector in EU and LAC is an important component to deliver a Global Gateway Investment Package for LAC. The outcome of the Business Forum will constitute a concrete EU deliverable in LAC under the Global Gateway in 2023 and will be a new step towards enhanced engagement. The **Business Forum** aims to contribute to fostering public-private dialogue on addressing global concerns on issues such as food security, energy crisis, resilience, sustainable value chains, and climate change. It will moreover highlight actions on key regional priorities as outlined in the Regional MIP (Multiannual indicative Programme) with a specific focus on green transition; digital transformation; sustainable and inclusive economic recovery; social cohesion and addressing inequalities.

Theme 5 - Migration

With increasing global numbers of forcibly displaced and migrant movements, **migration and forced displacement** will remain on top of the political agenda of the EU. The contribution of EU development cooperation to implement the external dimension of this priority policy area remains crucial.

In 2023, DG INTPA will work to continue engaging and supporting partner countries both on migration and forced displacement through **comprehensive and balanced migration partnerships** with countries of origin and transit¹³.

At global level, the EU will launch in 2023 three new actions in relation to **climate and environmentally induced displacement**, in line with recommendations from the July 2022 Commission Staff Working Document¹⁴ on this topic. The actions will focus on improved data and evidence on climate induced displacement, and provide direct support to the Platform for Disaster Displacement and the UN Action Agenda on internal displacement.

As per its engagement at the 2019 Global Refugee Forum, DG INTPA will continue **reinforcing regional refugee responses** through Support Platforms, including the Nairobi Process facilitated by IGAD (Intergovernmental Authority on Development) in the East and Horn of Africa, the newly established Support Platform for Central African refugees, the Comprehensive Regional Protection and Solutions Framework (MIRPS) in Central America and Mexico, and the Solutions Strategy for Afghan Refugees (SSAR) Support Platform. The **2023 Global Refugee Forum** will be an opportunity to reiterate the EU's engagement to respond to the most protracted and complex refugee situations, in a spirit of partnership, based on ongoing commitments under NDICI and on a review of good practices.

¹³ These actions contribute to the achievement of the Specific Objective 13 of DG INTPA's Strategic Plan 2020-2024

¹⁴ SWD(2022) 201 final "Commission Staff Working Document - Addressing displacement and migration related to disasters, climate change and environmental degradation

Engagement with partner countries in Africa is a priority and support will be included in country and regional programmes, with particular attention to improve migration management along the Central and Atlantic, Western Mediterranean Routes. The two regional **Team Europe Initiatives** (“Comprehensive Migration Approach in the Maghreb, Sahel and West African Countries in the Atlantic/Western Mediterranean Route” and “Comprehensive Migration Approach for the Central Mediterranean route”) were launched in 2022. In 2023 DG INTPA will continue providing support for all aspects on migration to partners in the region, including for the protection, voluntary return and reintegration of African migrants stranded in transit countries. Protection and assistance to refugees and other displaced populations, as well as support to refugee hosting countries and communities will also continue to receive attention in 2023, with a focus on protracted situations.

Engagement and support related to both migration and forced displacement will remain a priority also in **Asia**, notably in relation to the Silk Routes countries (Afghanistan, Pakistan, Bangladesh, Iraq and Iran). Three regional programmes will be launched addressing trafficking and smuggling of migrants, improved migration management and improved data collection capacities. In relation to forced displacement in and from Afghanistan, the EU will continue in 2023 to play a leading role in the **Refugee Support Platform**, notably through the regional flagship and **Team Europe Initiative on the Afghan displacement** situation, to be launched in 2023. Financial support to the Rohingya displacement situation in Myanmar and Bangladesh will also continue.

In 2023, DG INTPA will also maintain attention to the displacement and mixed migration challenges in the **Americas and Central America**, monitoring particularly the Venezuela situation, the Nicaraguan displacement, the situation in the Darien route, in the Northern Triangle and potential displacement in the Caribbean. DG INTPA will formulate new actions in the region at national and regional level. A **solidarity conference for Venezuela** is planned in 2023.

The **Afghan Regional Displacement Team Europe Initiative**¹⁵ is the EU’s coordinated response to the unfolding Afghan regional displacement crisis. This TEI is expected to become operational in 2023, and a launch with participating Member States can be foreseen. In terms of outputs, the EU has already adopted a series of programmes to support the regional displacement crisis, which are currently being implemented. A further series of programmes under NDICI were approved in November 2022 and will also come on-stream in the course of 2023 to bolster the EU’s response, in addition to contributions from Member States’ as well as of other Commission services, including DG HOME and ECHO.

Afghanistan

¹⁵ These actions contribute to the achievement of the Specific Objective 1 of DG INTPA’s Strategic Plan 2020-2024

Theme 6 - Human Development

Education is the key to prosperous futures of **children and young people worldwide**, yet too many children are deprived of a quality education. Due to the pandemic challenges, 2/3 of governments were forced to cut education financing, which risks leaving even more children behind. In this context, the UN **Transforming Education Summit** was convened in 2022 to build a new momentum and raise high-level political attention to the current learning crisis and mobilise leaders to get back on track on SDG4. DG INTPA aims to contribute to **global leadership on education** in the follow-up to the Summit, working in a Team Europe approach. DG INTPA will continue working to expand education cooperation, advocating for more and better education financing, and strengthening the **focus on teacher policy, governance and training**. Furthermore, joint global efforts will be made to mobilise the **Global Partnership for Education** and the global fund **Education Cannot Wait** through financial support. Monitoring progress on SDG4 on quality education and exercising accountability will be supported through participation in the global education coordination mechanism/SDG4 High Level Steering Committee.

Education

Education is also a critical enabler for **young people** in becoming important actors of change, contributing to **building and sustaining inclusive, democratic, prosperous, and peaceful societies** that contribute to the achievement of SDGs.

In 2023, DG INTPA intends to implement the **Youth Action Plan in EU external action** adopted in 2022, and notably its **flagship initiatives** to empower, connect, and engage young people meaningfully in policy making and decisions that concern them. The Plan identifies **young people as strategic partners** and provides the policy framework to ensure that youth participation and empowerment and youth policies are a cross-cutting priority in EU external action. A **monitoring framework** will be developed in 2023 to report on progress.

Youth

Increasing social protection coverage is instrumental to addressing inequalities. Efforts will continue towards **strengthening national social protection systems**. DG INTPA will focus on advocacy, policy coherence, data collection, research and the establishment of standards in social protection at global level, as well as implementation of a programme on **Improving Synergies between Social Protection and Public Finance Management**, which comes to an end in 2023. DG INTPA will coordinate with partners to ensure the implementation of the **Global Accelerator on Jobs and Social Protection**. It will also contribute to discussions of the global **Social Protection Inter-Agency Coordination-Board (SPIAC-B)** and the **Global Partnership for Universal Social Protection 2030 (USP 2030)**.

The implementation of the **Gender Action Plan III** is a priority cutting across all EU external action. The **Mid-term progress report** on the implementation of the EU Gender Action Plan III is planned to be submitted to the European Parliament and the Council in 2023, while

the efforts to reach the 85% target of gender responsive actions will continue robustly across implementing modalities, including EFSD+ and Team Europe Initiatives. Key global actions will be launched in 2023, including to support regional and global networks of women’s organisations and to promote women’s political participation, under the **Youth and Women in Democracy initiative**.

Gender

The COVID-19 pandemic has brought to the fore health as a global, European and African priority and highlighted the critical value of functional and inclusive **health systems** and the need to address health security preparedness. The Commission’s **Global Health Strategy** adopted at the end of 2022 builds on three pillars: effective global health security and more comprehensive and effective actions to promote health system strengthening, universal health coverage and ensure peoples’ health and well-being, with a focus on women and youth. In 2023, DG INTPA will work towards implementing the actions defined in this strategy, as a key component of the Global Gateway.

Health

As its key priorities, in 2023 DG INTPA will contribute to:

- Strengthen local manufacturing and thereby improve equitable access to vaccines, medicines and medical technologies. The EU will further work with Member States to operationalise the **Team Europe Initiative on Manufacturing and Access to Vaccines, medicines & health technology products in Africa (MAV+)**, alongside other on-going TEIs in health strengthening, namely **Digital Health, Health security through a One Health approach, Strengthening Public-Health institutes and Sexual and Reproductive Health Rights**, as main deliverables for the EU-AU Summit in 2022 and the EU Global Health Strategy. Also advancing EU-Latin America and Caribbean Partnership through collaboration on manufacturing vaccines, medicines and health technologies and strengthening health systems, to be featured in the EU-Latin America Summit of 2023.
- ensure **universal access to COVID-19 vaccines**: as the global shortage of COVID-19 vaccines has eased and more vaccines have become available, in part due to sharing from EU Member States, the focus shifted from vaccine procurement to in-country delivery and vaccine administration. DG INTPA will be supporting COVID-19 vaccine deployment in the least vaccinated countries, through COVAX’s COVID-19 Delivery Support (CDS) funding mechanism, aiming to scale-up delivery.
- **strengthen health systems** in low-income settings to prevent, detect and treat diseases, and to respond to current and future pandemics.

Vaccines

DG INTPA will also support and hold to account **the global health initiatives**, notably the Global Fund to fight AIDS, tuberculosis, malaria, Gavi as host to the COVAX facility, UNFPA (United Nations Population Fund) supplies for improving access to key SRHR (Sexual and Reproductive Health and Rights) commodities, and the WHO as effective steward for health

systems strengthening and universal health coverage. DG INTPA will fully participate in the operationalisation of the new **Global Pandemic Preparedness Fund (Pandemic FIF)** designed to prevent future global pandemics by providing a dedicated stream of additional, long-term financing to strengthen pandemic prevention, preparedness and response capabilities in low- and middle-income countries.

The **mid-term evaluation/study of the implementation of the EU Gender Action Plan III** will assess the extent to which its approach and objectives have been integrated into strategic programming of EU external instruments, as well as how EU external action contributes to women’s economic empowerment in partner countries.

Evaluations

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

Secure, peaceful and resilient societies are a prerequisite to other development objectives¹⁶.

Priority actions and activities in these areas in 2023 will continue to support 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 expertise and support to capacity building and the strengthening of the entire criminal justice chain in partner countries.

The coherence of actions related to resilience, peace and conflict sensitivity will be promoted through shared analysis of the root causes and drivers of fragility and crisis. A more systematic approach to include and streamline conflict analysis and conflict sensitivity assessments at the time of programming and at all stages of the intervention cycle will be applied. An important tool in this context are the **Conflict Analysis Screenings** which are currently being conducted in more than 60 partner countries.

The external context continued to worsen in 2022, deepening the challenges on governance, peace and security. 70% of the world’s population now live under autocratic regimes, compared to less than 50% ten years ago¹⁷. For the fifth year in a row, the rule of law has declined globally, with over 60% of countries registering a deterioration in their adherence to the rule of law¹⁸.

Important to recognise that a number of Team Europe Initiatives at country and regional level have issues of good governance and peace and security at their core aim, such as the

¹⁶ These actions contribute to the achievement of the Specific Objective 13 of DG INTPA’s Strategic Plan 2020-2024

¹⁷ https://v-dem.net/media/publications/dr_2022.pdf

¹⁸ <https://worldjusticeproject.org/rule-of-law-index/insights>

“Peace and Security” TEIs in the Democratic Republic of Congo and in Ivory Coast, the Stabilisation TEI in Mali, and the regional TEI on “Security and Justice” in LAC.

President von der Leyen strongly emphasised in the State of the Union speech that in the current geopolitical context, the EU must stand up for democracy. DG INTPA will contribute through flagship initiatives at global level, under the **Thematic Programme on Human Rights and Democracy**, and through regional and country programmes, which prioritise democratic governance and the rule of law (over 50% of country MIPs) (contributing to SO16). Such initiatives implement the EU Action Plan on Human Rights and Democracy, the European Democracy Action Plan and contribute to the EU positioning for the US Summit of Democracies, planned in March 2023.

Human rights

To address main challenges to human rights and democracy in the current context, in 2023, An **“Observatory on impunity”** will be established to enhance the global capacity and coordination in monitoring, denouncing and seeking accountability for the most serious human rights violations. This will be accompanied by actions to promote the work of human rights defenders and their freedom of assembly and association, with a focus on youth activists, fighting torture, advocating against the death penalty and promoting independent and pluralistic media and quality journalism. The opportunities and risks brought by the digital sphere to human rights and democracy will be reflected in a new **Tech4Democracy** programme, to foster cooperation with civil society, the private sector and governments. **Youth and women democratic participation** will cut across activities, including through the Youth and Women in Democracy Initiative and the contribution of the Commission co-led Youth participation cohort to the US **Summit of Democracies**.

The global **Team Europe Democracy (TED) initiative** launched in 2022 helps the EU and 14 EU Member States to enhance the impact of joint actions in promoting democratic governance in partner countries. TED will also launch a pilot programme with the Open Government Partnership (OGP), helping to fight corruption through transparency and accountability national action plans for reforms in selected countries. DG INTPA will develop new **operational guidelines for EU Delegations** on fighting anti-corruption, also drawing from the recommendations of a recent evaluation on the Rule of Law.

Democracy

Flagship initiatives under the **NDICI Civil Society Thematic Programme** in 2023 will strengthen the enabling environment for the participation of civil society in policy processes of partner countries and support the capacities of global and regional CSO (Civil Society Organisations) networks through new partnerships agreements with the EU. Key outputs will include:

- The further strengthening of dialogue with civil society and local authorities through the **Policy Forum on Development**, celebrating its 10 year anniversary in 2023;

- Continued support to EU Delegations in the implementation of **Country Roadmaps for engagement with civil society (CSO roadmaps)**, and the **Territorial Approach to Local Development**;
- Facilitation of dialogue and best practices between the EU institutions and local and regional Authorities from Europe and partner countries, through the “**Forum on Cities and Regions for Development Cooperation**” to be organised jointly with the Committee of the Regions.

The **Development Education and Awareness Raising (DEAR)** Programme will continue to promote active citizenship engagement for the achievement of the Sustainable Development Goals (SDGs) building on engagement of EU citizens, particularly youth, for sustainable development and cooperation with partner countries.

PART 2. Modernising the administration: main outputs for 2023

The internal control framework¹⁹ 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 2023, DG INTPA will continue implementing the actions of its 2020-2024 Monitoring and Control Strategy. DG INTPA will apply its new Anti-Fraud Strategy and will implement the related Action Plan. It will enhance the roll out of the Commission Decision on Simplified Cost Options (SCO) through the expected increase of SCO assessment of implementing partner organisations. Most of the complementary Pillar Assessments will be finalised in 2022. Only 5 (out of 80) entities with INTPA in the lead have yet to submit a draft report for review. In the meantime, compliance with the Financial Regulation is ensured through specific clauses included in the contractual templates used for projects concluded with pillar assessed organisations. The follow-up of the few remaining updated pillar assessments by implementing partners will be completed in 2023.

A. Human resource management

DG INTPA's strategies for human resources & learning 2020-2024 will serve as the backbone for human resources management in 2023. DG INTPA will remain committed to developing and engaging staff around its strategic priorities with these strategies as detailed below.

Gender & Equalities

In line with the overall 2020-2024 HR strategy, the 2023 actions will include the focus on increasing the number of **female middle managers appointed** in DG INTPA. The DG will remain committed to meeting Commission-wide targets for **gender parity at Management levels** by end 2024. Furthermore, the DG will implement an equalities work plan, including internal actions, to address inequality issues and raise awareness across the DG and in Delegations. The equalities plan brings together a number of internal awareness-raising events and initiatives to promote inclusiveness across the board and target better gender equality in the organisation.

¹⁹ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

Workload & Priorities

To deliver on the Commission's priorities and core business DG INTPA will assess resources against existing and future priorities. In Delegations, DG INTPA will implement the results of a **Workload assessment of Delegations** across the external DGs and with the EEAS. The Assessment includes detailed proposals for synergies across the network, through reinforcing regionalisation, and specific proposals for rebalancing resources towards Delegations with the highest workload. In HQ, the results of a **priorities exercise** will be implemented in 2023 to better manage workload and focus on DG INTPA's core priorities. In complement to both these exercises, results of DG INTPA's **Simplification exercise** will be implemented in 2023 (see section E "Initiatives to improve economy and efficiency of financial and non-financial activities").

Learning & Wellbeing

Since the establishment of DG INTPA it is important to ensure that the training offer aligns to the DG's strategic priorities. A strategically aligned **training catalogue** will be put in place in 2023, to run up to 2027, to ensure that the learning offer is in line with organisational goals.

On **wellbeing and organisational development**, follow-up to the DG INTPA skills mapping and training assessment survey at the end of 2022 will be important both at HQ and in Delegations. The results of the staff survey have been analysed and carried into actions in 2023. A "Well-being, Team Spirit and Digital Workload 2022-2023" action plan has been established, including five pillars: follow-up the implementation of digital workload guidelines, promote a respectful workspace, monitor workload, Implement staff development actions, implement wellbeing actions.

Delegations

A number of **actions to support staff in Delegations** will be prepared in 2023, with external DGs and the EEAS. These include: implementation of a new decision on special leave granted to staff posted in third countries; a new decision on flexible working arrangements for staff in Delegation, to parallel the decision for Commission staff; as well as continuing actions to reinforce the geopolitical role of Delegations under a specific action plan containing actions like examining the delivery of the EU Agenda or simplification actions in the delegation network, particularly reporting and facilitating careers in the field of external relations – across the Commission and EEAS services.

The INTPA We Want

Underpinning this work outlined above, the **INTPA We Want initiative** is the core concept for engaging with colleagues in HQ and Delegations alike, promoted and supported by Management. This is an overarching theme to define the various initiatives to improve the working practices and objectives of DG INTPA. In particular, it addresses people upskilling and new ways of working (talent) and mindset and culture shift (culture).

Internal Communication

A key priority for Internal Communication (IC) in 2023 will be supporting the **new Intranet transition**.

The introduction of the new technology of SharePoint Online for the European Commission's Intranet is an opportunity for DG INTPA to clarify the purpose and streamline the content of *MyINTPA*, and hence the role of IC. The main goal is to review, rationalise and restructure content and enhance user experience from a traditional intranet to a full digital workspace, where the focus is on news and announcements and on promoting links to collaborative platforms.

In parallel, a set of change management activities will be introduced, to ultimately shift INTPA's internal culture, ways of working and procedures, in the spirit of the **"INTPA We Want"**.

A first study provided a benchmark with proposals on the main purposes of IC, a strategy sketch and the resources needed for its implementation (Ares (2022) 6043400). A new contract was signed to enlarge this process to a culture change transformation that is intended to take place in 2023. IC is seen as a major player but should receive the necessary recognition as experts and the necessary resources to lead this process. Actions need to be rationalised and a plan to be put in place to orchestrate rapid execution of INTPA's transformation process, to embed co-creation and to benefit from new processes and ways of working.

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 2023:

Output	Indicator	Target
Support the Commission's objective of gender equality at Management levels, increase female managers at DG INTPA	Number of female managers increased	Ensure INTPA will have 50% female managers by end 2024, aligned to the Commission's target
Workload is assessed in Delegations (WLAD) and priorities are assessed at HQ	WLAD and priorities conclusions are adopted	Q1-2023
Enhanced well-being and working conditions in Headquarters: follow-up delivery of the action plan on wellbeing, digital workload & team spirit	Revision of digital workload guidelines	Digital workload guidelines revised in line with the Commission's new HR strategy
Enhanced wellbeing and working conditions in HQ and Delegations: 2021 Staff Survey	Implementation of the action plan on wellbeing, digital workload and Team spirit: update workload guidelines, continue to support wellbeing initiatives at DG level, design	End 2023

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 2023:

Output	Indicator	Target
	new training catalogue for the DG	
Deliver a strategic learning offer to DG INTPA staff at HQ and in Delegations	Number of learning events offered	> 300 learning events (online and classroom formats)
Development of a new Intranet more focused on news, stories, announcements and the promotion of interactivity.	Launch of the new Intranet Number of articles in the new style (written as so to engage and stimulate readers)	Q4-2023. At least 3 articles per week
Implementation of an Internal Communication Strategy, setting objectives and clarifying the purpose. Strategic Internal communication to: a) build up and inform about the goal of the organisation, b) exchange messages between the right audience(s) with the appropriate tools c) stimulate staff engagement d) deliver messages at all levels from both management and non-management staff.	Design and management endorsement of IC strategy	Q1-2023
INTPA culture transformation strategy	Strategy adopted by Management	Q1 2023

B. Sound financial management

Throughout 2023, DG INTPA will pursue the implementation of the Action Plan following reservations in DG INTPA's past AARs. This Action Plan was adopted in December 2022²⁰ to address identified control weaknesses and high risks. While DG INTPA's 2021 Annual Activity Report did not include a reservation, this action plan was adopted to continue the implementation of actions that have become a permanent feature of INTPA's internal control system and to respond to the recent findings of control processes, such as audits and verifications. Prioritised actions include:

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

- Simplify and clarify procedures and contractual conditions for grants.

B. Actions regarding Indirect Management with International Organisations and Development Agencies

²⁰ Ares(2022)8391286 of 4 December 2022

- Continue cooperation with International Organisations in view of sustainable reduction of Errors.

C. Cross-cutting actions

- Clarify and promote use of results-based financing.
- Address vulnerabilities to excess clearing of pre-financing.
- Reinforce the ToR for Expenditure Verifications (EV).
- Share information on frequently occurring errors with relevant control stakeholders.
- Improve the follow up of ECA/RER findings.
- Strengthen controls when drafting financing agreements for budget support operations.
- Strengthen controls in respect of legal bases before signing contracts.
- Remind partners to fulfil their obligation to notify the Commission when counterparties are identified as being in exclusion situations.

The Costs of Control remained under the established target of 4% (as calculated in the 2021 Annual Activity Report): they were estimated at EUR 258.8 million, representing 3.85% of the funds managed by DG INTPA in 2021. 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 for implementing partners, the recently implemented centralisation of auditing activities for globally operating International Organisations and the possible further centralisation and regionalisation of certain audit tasks may increase the efficiency and economy of these controls in the future.

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 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets	Reduction of old Pre-financing (KPI 10)	At least 40%
Efficient controls	Timely payment - Percentage of payments (in value) made within the contractual deadline	At least 90% of the value of the payments
Economy of controls	Overall estimated cost of controls	Remains < 4% of payments made

C. Fraud risk management

DG INTPA's Anti-Fraud Strategy (AFS) aims at strengthening its activities in relation to the prevention, detection and correction of fraud. The AFS distinguishes specific fraud types

and risks at DG level as well as mitigating measures with an action plan and sets key objectives to reflect the DG's priorities. Since its first entry into force in 2014, the AFS has been closely monitored and updated regularly (2015, 2019 and 2021) to reflect the requirements and the recommendations of the Commission's Anti-Fraud Strategy (CAFS) and the DG's evolving financial and operational context.

DG INTPA's AFS 2021-2024 includes an **action plan**, which focuses on three priority objectives: (i) increase internal and external awareness on fraud-related issues; (ii) strengthen follow-up measures taken once fraud is detected; and (iii) reinforce the coordination, cooperation and processes. In addition, it also includes actions from the CAFS for which DG INTPA is leading and/or associated service. They mainly aim at improving the Commission's data collection and management related to fraud investigations, and its knowledge of fraud risks resulting from existing and new implementation modalities and instruments.

In 2023, DG INTPA intends to perform a **mid-term assessment of the AFS 2021-2024**, in addition to the regular implementation of the related action plan. DG INTPA postponed the mid-term assessment that was initially planned in 2022, to take into account the revision of the CAFS action plan and the results of the Internal Audit Service (IAS) audit on the 'Anti-fraud strategy (EEAS, INTPA, NEAR, FPI, ECHO)', both with an expected finalisation in 2023.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ²¹ aimed at the prevention, detection and correction ²² of fraud.

Main outputs in 2023:

Output	Indicator	Target
Continued implementation of all actions foreseen in the CAFS 2019 and AFS 2021-2024	As in the CAFS and AFS documents	As in the CAFS and AFS documents
Mid-term assessment of the AFS 2021-2024	Adoption of the mid-term assessment by INTPA management	December 2023

D. Digital transformation and information management

Digital transformation

Working towards achieving the **Digital Transformation objectives** of the Commission, DG INTPA is an active participant in many corporate initiatives and Communities of Practice,

²¹ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

²² Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

such as the EC Corporate IT Governance, the IT Security Risk and Compliance, the Digital Stakeholder Forum (DSF), the IT Portfolio Managers and the Corporate Architecture. To better support the Commission's New Digital Strategy objectives (objectives applicable to DG INTPA are listed below), the dedicated governance teams (in the areas of IT, Business Processes and Data) have also revised their objectives.

Objective #1 Digital culture: The adoption of the new cloud-based collaboration tools (e.g. Microsoft 365 Teams and SharePoint) will continue to follow the pace recommended at corporate level. Supported by the INTPA Change Management team, the staff's digital skills and cybersecurity awareness will further be improved through trainings and targeted communication campaigns.

Objective #2 Enable digital-ready EU policymaking: objective applied to other DGs (e.g. DG DIGIT) and not relevant to DG INTPA.

Objective #3 Business-driven digital transformation: Innovative technologies are observed as they mature (e.g. Artificial Intelligence or Data Analytics) and assessed for their suitability to be incorporated in the IT projects. INTPA's contribution to corporate components like eProcurement or MAPP will remain instrumental and the process of automating business processes for improved efficiency will continue. The achievements are shared on a regular basis with the colleagues in the relevant communities.

Objective #4 Seamless digital landscape: In full commitment to the corporate dual pillar approach (DPA) and following the recommendation of the ITCB, DG INTPA completed the "MAPP – SUMMA (the system currently under development which will replace ABAC) integration boundaries" study and will work towards implementing its recommendations in collaboration with other Commission services. This will complement the ongoing efforts and DG INTPA's contribution to the corporate dimension and the New Digital Strategy of the Commission.

Objective #5 - Green, secure and resilient infrastructure: DG INTPA is committed to reach full compliance with the relevant corporate cybersecurity rules (n.b. based on the ITSRM methodology promoted by DIGIT. This implies performing Risk Assessments and drafting IT security plans for all of its information systems, as well as keeping all records updated in the common corporate tools used for monitoring their status. A new alignment goal with the New Digital Strategy is to ensure that any IT security plan will be updated at least every 2 years.

Information and IT security rules

Considering the efforts related to reaching compliance with the relevant corporate cybersecurity rules, additional in-house resources have been assigned to work on the IT security plans. DG INTPA will continuously monitor the cybersecurity rules and procedures, in permanent contact with the DG INTPA system owners and project teams, helping them adapt efficiently and timely to the changing landscape, improving overall process maturity.

DG INTPA is managing the security of the third-party services and systems (including the external access to Commission information systems and data) by conforming to all relevant Commission's decisions, rules and procedures in place. Where possible, such third-party collaborations are replaced with newly provided DIGIT services.

DG INTPA started reporting on IT security compliance using the new Governance, Risk and Compliance (GRC) tool. Although not all its systems require EU Login with Multi-Factor Authentication, a recommendation to all the System Owners will be made for its activation, hardening DG INTPA's systems.

Data, Information and Knowledge management

Information Management

In the area of **information management**, the following actions will be prioritised in 2023:

- 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 so that they are applied automatically to all its documents and files, in order to ensure that the authenticity, availability and integrity of documents are guaranteed, from the moment of their creation until their final archiving.
- Continue supporting the replacement of blue-ink signatures that are legally required by qualified electronic signatures with the use of ARES, in conformity with digital transformation and paperless solutions and in complement to OPSYS solutions and deployment.
- In the context of the Digital preservation strategy of the Commission, analyse the requirements, plan and organise the digital preservation of INTPA IT systems, in collaboration with system owners and unit R5, following the guidance to be issued by SG, DIGIT and OIB (Historical Archives Service).

The importance of digital learning material and courses has considerably increased in the last years, the contribution of the INTPA Academy to this evolution has been instrumental.

DG INTPA will continue to develop its learning offer to DG INTPA staff and to external stakeholders to ensure available information on DG INTPA's activities as well as opportunities to develop and learn about DG INTPA's strategic areas of work.

DG INTPA is an active member of the Information Management Steering Board (IMSB) involved in the Rolling Action Plan 2022-2024, in particular regarding the creation of a corporate reference data management. In 2023, DG INTPA will continue participating to Reference Data Corporate Groups, specifically on the governance guidelines related to the corporate reference data, on the geospatial reference data and on the country knowledge sharing initiative.

Knowledge Management

Knowledge management will be improved in DG INTPA by promoting collaborative and collective intelligence practices to make work processes, methods and meetings as transparent and collaborative as possible to foster collective work.

Capacity for knowledge sharing, collaboration and learning will be enhanced through Capacity4dev and other collaborative platforms. Capacity4dev, INTPA's corporate knowledge sharing platform will be revamped and migrated to the new Commission IT platform Drupal 9. Corporate collaborative tools such as M365 will be promoted in DG INTPA.

The Global Development Data Tool (GDDT) is an internal tool which features 224 socio-economic indicators covering 247 countries and territories and 16 regional organisations. In 2023, the tool will migrate to a relational database for faster data updates. An API will be added to allow third party applications to pull data from the GDDT. New indicators and improved functionalities will be added according to business needs.

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

Data protection

In line with the Commission's ambitious **Data Protection Action Plan**²³, DG INTPA expected outputs for 2023 towards achieving the specific objectives set forth in its Strategic Plan for the period 2020-2024 include to:

- complete the review of INTPA's 27 records of processing operations and drafting new ones where needed in order to ensure compliance with data protection rules and instructions from the Commission's DPO;
- develop the network of DG INTPA Data Protection Focal Points while at the same time reinforcing their role within DG INTPA in order to foster a stronger commitment of all DG INTPA staff and ensure compliance with data protection rules especially with regards to data subjects' rights;
- start implementing a rationalised and harmonised web presence of DG INTPA;
- continue raising awareness by informing its staff on a quarterly basis about training opportunities at corporate level in order to further strengthen the responsibility and ownership of data protection by the senior management.

Moreover, DG INTPA will continue to monitor closely the impact of the ECJ ruling of 16 July 2020 (case C-311/18) on the standards and conditions for international data transfers. DG INTPA, together with other RELEX DGs, has already informed the SG of the possible impact of this judgment on its operations and stressed the need to take into account DG INTPA's operational context.

²³ C(2018)7432, revised by C(2020)7625

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 2023:

Output	Indicator	Target
Governance, Risk and Compliance Assessments	Compliance attestations	100% of all 55 core compliance controls attested for all information systems
Cybersecurity corporate rules compliance	IT security plans approved	12 security plans
Alignment with the Commission's New Digital Strategy (ref. Objective #1 Foster Digital Culture)	Cybersecurity awareness campaigns	2 campaigns
Registered documents are systematically filed in ARES.	Percentage of filed documents	≥ 97%
Documents generated by OPSYS 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%
Consolidation of paperless procedures by the use of qualified electronic signature whenever it can legally replace handwritten signatures.	Use of Q-sign in ARES and of OPSYS e-signature for legally binding documents electronically signed in OPSYS by internal and external third parties	Q-sign in ARES is regularly used for documents legally needing a qualified electronic signature. OPSYS modules entered into production are fully using electronic signatures within the applicable legal limits.
Organise the digital preservation of INTPA IT systems, in collaboration with system owners and unit R5.	Implement guidance issued by SG, DIGIT and HAS.	INTPA's electronic records of current and legacy information systems are preserved under the application of the Commission common preservation rules and sustainable access to them is ensured.
Available on-line learning sources and material and accessed by staff and interested stakeholders alike	Number of enrolled users and site views in 2023	> 20,000 enrolled users by end 2023 > 1 000 000 site views by end 2023
Implementation of the corporate principles for data governance for DG INTPA key data assets ²⁴	Percentage of implementation of the corporate principles for data governance for DG INTPA key data assets	80%

²⁴ For each key data asset, services should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

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 2023:

Output	Indicator	Target
DG INTPA's Records of processing review/drafting of data	Percentage of INTPA personal data processing operations covered by an up-to-date record	100% by Q3 2023
Establishment of DG INTPA Data Protection Focal Points' network	Percentage of DG INTPA's units that has appointed a data protection focal point	70% of DG INTPA units by Q3-2023
Awareness raising & trainings on obligations under the Data protection Regulation applicable to EU institutions (2018/1725)	Percentage of DG INTPA staff attending or receiving specific guidance (incl. through DG INTPA Intranet and onboarding e-mails)	Training and information target by Q4-2023: <ul style="list-style-type: none"> ▪ 90% staff, ▪ 100% of senior and middle management, ▪ 100% of newcomers

E. Sound environmental management

DG INTPA will continue to work towards a **more efficient use of resources** (energy, water, paper).

In 2023, DG INTPA will promote the use of paperless procedures and practices as well as a more responsible use of Information and Communication Technologies (ICT), especially by disseminating good ICT practices for “digital sobriety”.

DG INTPA signed the Commission Pledge to **reduce travel emissions**²⁵ in 2022. On that basis and also building on the experience acquired in previous years due to lockdowns, in 2023 DG INTPA will continue to use digital solutions when working with stakeholders, to organise online meetings whenever possible, as well as hybrid meetings and events when participants do not need to be present physically or cannot travel. Mission requests will be subject to strict rules and will be agreed upon based on a series of required justifications. The organisation of the missions will favour modes of transport having a lesser carbon footprint, such as train under 500km distance, direct flights whenever possible, economy class tickets or premium economy when available, etc.

DG INTPA will continue to support other **actions in line with the Communication on Greening the Commission**²⁶, especially by promoting actions to encourage alternative mobility such as the use of bicycles – especially thanks to the installation of cyclist-friendly infrastructure in L-41 building in 2022. DG INTPA will also continue to participate in, and promote, Commission actions and campaigns such as the EU Mobility Week, the VeloWalk

²⁵ [Greening the Commission: pledge to reduce travel emissions \(europa.eu\)](https://europa.eu)

²⁶ [People first – Greening the European Commission | European Commission \(europa.eu\)](https://europa.eu)

initiative, the CSR-EMAS “Volunteer for a Green Change” initiative, etc. Improved **waste management** will be further promoted thanks to the setting up of waste sorting stations in L-41 and promotion of their good use by staff.

The organisation of in-person **seminars, meetings and events** (e.g. Annual Staff Retreat, European Development Days) will be based on the *EMAS Guidelines on organising sustainable meetings and events at the Commission*²⁷, including with vegetarian/plant-based catering, as already done with success at a staff retreat. DG INTPA will also pursue its efforts to mainstream sustainability in all events under its responsibility, if possible by including this as a criteria of evaluation in the framework contract (FWC) used to organise events, as well as by including the EMAS Guidelines as an annex, and possibly as an annex to other types of contracts/calls for proposals²⁸.

In line with the European Green Deal and the Farm to Fork initiative, the [EU Staff for Climate Cookbook](#) will continue to be disseminated and promoted among Commission staff, and possibly increased with more contributions from colleagues, as part as EMAS and other environment-friendly or well-being initiatives internally.

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

Main outputs in 2023:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target
Corporate energy saving actions are implemented, in line with the Greening the Commission Communication and action plan	a) Temperature in buildings optimised, esp. no heating over the weekends b) L-41 building closed during slower work periods	a) Rolling process b) End-of-the year period
Staff awareness actions are implemented to reduce energy use and paper use in the framework of EMAS corporate campaigns, as well as promote paperless working methods	Number of actions	At least 1

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target
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²⁷ https://ec.europa.eu/environment/emas/pdf/other/EC_Guide_Sustainable_Meetings_and_Events.pdf

²⁸This was already done for the EU Delegations FWC in 2020. In case information is needed on service providers outside of the FWC (or to invite them to a possible call for tenders for the next FWC), COMM CONTRACT SOLUTIONS can be contacted with a description of needs for the specific events and DG COMM provides advice on the most suitable one(s).

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

Main outputs in 2023:

Emissions caused by missions are optimised, and related information is disseminated, in line with the Greening the Commission Communication and action plan	a) Analysis of DG INTPA's mission trends b) Number of actions to inform staff about these trends, as well as about sustainable travelling, videoconferencing/virtual events	a) Rolling process b) At least 2
The EC Guidelines for sustainable meetings and events, incl. sustainable catering, are implemented, in line with the Greening the Commission Communication and action plan	Number of sustainable events	2 (Staff Seminar and European Development Days)
Staff awareness actions are implemented on reducing GHG emissions, e.g. in the context of the EU Mobility week and VeloWalk	Number of actions	At least 1
Sustainable mobility is promoted, especially by informing staff on the availability of bike parking facilities and showers at L-41	Number of actions	At least 1
Staff awareness actions are implemented on good ICT practices for "digital sobriety"	Number of actions	At least 1
The <i>Staff for Climate Cookbook</i> is promoted and disseminated among staff, incl. at information stands or in webinars, and possibly increased in a new edition	Number of actions	At least 1

III. Reducing and management of waste

Output	Indicator	Target
Staff awareness actions are implemented on a) waste reduction and sorting in the framework of EMAS corporate campaign b) sorting stations at L-41	a) Number of actions b) Information on sorting stations and rules disseminated at L-41, esp. on flat screens (in link with OIB Proximity Team)	a) 1 b) Rolling process

IV. Promoting green public procurement (GPP)

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

Main outputs in 2023:

Awareness actions are implemented among staff in collaboration with the OIB Proximity Team and OIB Fournituriste on “green” supplies , incl. possibly with information on flat screens (to be discussed/organised with the OIB)	Information disseminated	Rolling process
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V. Supporting biodiversity

Output	Indicator ²⁹	Target
Maintaining the herb garden set up with DG RTD in L-41 patio and having related staff awareness / participation actions	a) Herb garden maintained b) Number of actions	a) Rolling process b) At least 1

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

Team Europe

The Team Europe approach was born out of the extraordinary conditions created in 2020 by the Covid-19 pandemic, as a united European response to the major needs emerging in partner countries.

While the Team Europe approach was initially conceived as a way to explain the European response to Covid-19, in the past 2 years it has evolved into a comprehensive approach to working better together and has been embedded in DG INTPA’s toolbox for external action. Applying the Team Europe approach alongside the “policy first” principle means close coordination and coherence is its starting point wherever possible.

The Team Europe approach combines the collective development resources of the EU, Member States — including their respective financial institutions and implementing agencies —, the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD) in order to maximise the influence and impact of those resources.

In 2023, DG INTPA will focus on the implementation of the more than 150 Team Europe Initiatives that have been designed as part of the NDICI- Global Europe programming in co-creation with other Team Europe actors. Team Europe Initiatives are joint initiatives that focus on responding to a critical bottleneck for development and bring together the best

²⁹ In coordination with the OIB/OIL

possible mix of modalities, tools and partners at the necessary scale to deliver transformational impact at the level of partner countries and regions or at the global and multilateral level.

Also Global Gateway is supposed to be implemented in a Team Europe approach. Most of Global Gateway flagships are or include at the same time Team Europe Initiatives.

Through the Team Europe approach and the implementation of Team Europe Initiatives, DG INTPA is thus striving to plan, implement and monitor together with Member States and financial institutions to reduce fragmentation and improve transparency of development cooperation, thereby improving its development effectiveness and making the most efficient use its collective resources.

Finally, the political importance attributed to Team Europe Initiatives, and the recognition of the need for more Team Europe coordination, has led several EU Member States to second national experts to the Commission/EEAS and to various EU Delegations, further sharing the coordination burden and helping avoid the need for DG INTPA capacities to increase.

Better balancing workload & priorities: Simplification and priorities exercises

Simplification exercise

DG INTPA's Simplification exercise, announced at the Cooperation Days 2022, was launched by the Director General on 4 May 2022.

The objective of the Simplification exercise was to simplify priority areas of DG INTPA's business and support processes, in order to reduce workload, avoid duplication between HQ and Delegations and increase effectiveness.

Following the Director General's call for participation in this important exercise, five specific working groups, with staff from HQ and Delegations, analysed suggestions received from the staff and put forward specific proposals to improve five work areas: reporting, de-concentration, contract management, financing decisions and internal communication, including digital working methods.

A total of 43 Simplification measures were decided upon by DG INTPA's Management, drawn from proposals submitted by the Simplification working groups, which will be implemented in 2023.

Outcomes:

- Reporting: reduce workload by alleviating and rationalising wide reporting requirements across Delegations network;
- Contract management: reduce administrative complexities, error rate in indirect management with partner countries, operational management risks as well as ensure time efficiency gains in the procurement process, audit contracts and payment processes;

- Financing decisions & De-concentration: avoid duplication between HQ and Delegations and increase effectiveness;
- Internal communication & digital working methods: increase effectiveness and efficiency in the daily use of the work environment; improve information flow between HQ and Delegations.

Priorities exercise

The Priorities exercise, launched by DG INTPA's management in 2022, takes stock across INTPA Directorates of activities or initiatives to reduce or eliminate, in order to focus on INTPA's core priorities. The follow-up to this process will take place in 2023, to streamline, focus and better co-create DG INTPA's work, and aiming for a better workload distribution for staff.

ANNEX 1- PERFORMANCE TABLES

External Communication Campaigns

An ambitious agenda has been set for “EU International Partnerships” that aims to fight inequalities, build inclusive and sustainable societies, and contribute to the green and digital objectives. Global Gateway has become the flagship strategy for the EU’s external action, and is being rolled out in partner countries notably through Team Europe Initiatives.

A series of outreach activities will contribute to these objectives: campaigns for the general public, political communication, specific events and awareness-raising activities. DG INTPA will showcase its work through a range of platforms and media including traditional press and news outlets and digital and social media. DG INTPA will pool resources, moving away from project-specific communication, and seek to develop a more strategic approach that maximises the impact of its action.

Communicating on the impact of the 2021-27 programming will be a particular focus in 2023. In coordination with EU Member States, DG INTPA will deploy flagship Team Europe initiatives in line with the new approach to strategic communication and public diplomacy. Communication activities will help demonstrate the EU’s added value and impact in partner countries.

As part of the roll-out of Global Gateway, DG INTPA has adapted the brand of international partnerships, and will continue to develop and deploy this new Global Gateway brand.

General objective: A Stronger Europe in the world

Specific objectives: all

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

Main outputs in 2023:

External communication actions

Unit	Instrument	Output	Indicator	Target
02	All	Animated videos produced for Delegations on new approach to strategic communication and public diplomacy.	Videos produced and disseminated.	4 videos.
02	All	Communication training package developed and deployed for EU Delegations.	Percentage of Delegations with at least 1 attendee. Satisfaction rate. Increase in average before-and-after competence test scores.	75%. > 75% satisfied or highly satisfied 25%
02	All	Deployment of Global Gateway brand.	Percentage of INTPA communication products within	100%

			the scope of Global Gateway using the Global Gateway brand.	
02	All	Press material (press releases, INTPA web releases, Daily News, replies to media queries, Lines to Take for the Spokesperson)	Average number of page views of web releases.	+2% over previous year.
02	All	Production of infographics, factsheets, audio-visual and web stories highlighting INTPA priorities and achievements.	Number of page views.	3,000.
02	All	The European Development Days present a platform to explore issues relating to the Global Gateway with a range of partners at different levels.	Organisations actively involved in the EDD programme. Level 1 VIPs attending. Countries represented at the event by government or non-government actors.	At least 300 At least 10 At least 100
02	All	Kapuscinski events on sustainable development and international partnerships are held in a range of countries on topics linked to the Commission's priorities.	Average number of attendees.	250
02	All	InfoPoint events are hosted and attended by a wide range of stakeholders. Hybrid format enables wider reach.	% of sessions hosted or co-hosted by organisations outside INTPA. Individuals on the mailing list. Average attendance for external events.	15% 12,000 150
02	All	Harmonise the web presence of INTPA-funded programmes and increase the web-visibility of all INTPA priorities and programmes.	Number of visitors on INTPA website.	+5%
02	All	Global Gateway: Africa campaign in selected (Great Green Wall) African countries (out-of-home, broadcast & social media).	Reach (18-35 population). View-through rate. Paid engagement rate. Earned engagement.	> 75% > 10% > 1% > 2%
02	All	Global Gateway: Latin America campaign in Mercosur (out-of-home, broadcast and social media).	Reach (18-35 population). View-through rate. Paid engagement rate. Earned engagement.	> 75% > 10% > 1% > 2%
02	All	Global Gateway: Asia campaign	Reach (18-35 population).	> 75%

		in Central Asia and Mongolia (out-of-home, broadcast and social media).	View-through rate.	> 10%
			Paid engagement rate.	> 1%
			Earned engagement.	> 2%

Theme 1 - Partnerships

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

New policy initiatives

Output		Indicator	Target	
DIR B	NDICI, OAD, EFSD, EFSD+, EI-INSC	 ³⁰ Joint Communication on a New Agenda for Latin America and the Caribbean (EEAS chef de file and INTPA associated)	Adoption of the Joint Communication	1 st Semester 2023

Evaluations and fitness checks

Output		Indicator	Target	
DIR D	NDICI, OAD, EFSD, EFSD+, EDF	Evaluation/study of the EU's cooperation with Papua New Guinea	Final report published	Q3-2023
DIR D	NDICI, OAD, EFSD, EFSD+, EDF	Evaluation/study of the EU's cooperation with Somalia	Final report published	Q4-2023
DIR D	NDICI, OAD, EFSD, EFSD+, EDF	Evaluation/study of the EU's cooperation with Malawi	Final report published	Q3-2023
DIR D	NDICI, OAD, EFSD, EFSD+, EDF	Evaluation/study of the EU Trust Fund Bêkou (CAR)	Preliminary findings available	Q4-2023

³⁰ 2023 CWP items are flagged with an icon.

Public consultations				
Output			Indicator	Target
DIR B	NDICI, OAD, EFSD, EFSD+, EI-INSC	Public consultation on the Joint Communication on a New Agenda for Latin America and the Caribbean please add that EEAS is CF for the Communication and INTPA is associated	Publication of the call for evidence	1 st Semester 2023
Other important outputs				
Output			Indicator	Target
DIR A		The possible mechanism for engagement with stakeholders within the new EU-OACPS agreement is designed.	Recommendations delivered	Q4-2023
DIR A		The process to define appropriate modalities for effective cooperation and cooperation with OACPS at international level, pursuant to the new EU-OACPS agreement, is initiated	Commission first step for a non-binding instrument procedure is delivered to the Council	Q1-2023

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs				
Output			Indicator	Target
DIR A		Implementation of the Global Gateway Africa Europe Investment Package started with a series of flagships	Actions launched under each of the 11 key initiatives/flagships	Q4 2023
DIR A		The monitoring system for political commitments announced at the AU-EU Summit of February 2022 is adopted	Adoption	Q3 2023
DIR A		The first meeting of the AU-EU Ministerial Follow-up Committee is convened	Meeting organised	Q3 2023

DIR G	NDICI,	The grant agreements for the Development Education and Awareness Raising programme are signed with local authorities	Grant agreements signed	Q4 2023
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General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

External communication actions

	Output	Indicator	Target
02	Clear communication guidance provided to Team Europe partners.	Percentage of Team Europe Initiatives following guidance provided.	> 75%
02	Team Europe Initiatives web content on INTPA website.	Number of page views.	3,000

Other important outputs

	Output	Indicator	Target
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	Team Europe Initiatives set out in country MIPs finalise their design process with a joint intervention logic and a financial table with indicative financial commitments.	Percentage of Team Europe Initiatives with a joint intervention logic and an indicative financial table At least 80% by Q4 2023
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	Joint programming processes are taken forward at country level	Number of Joint Programming Documents 18
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	Increase in the use of Twinning and TAIEX tools to mobilise Member States Public Sector expertise	Number of INTPA Twinning contract signed 10 () Number of TAIEX events 32

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

New policy initiatives

	Output	Indicator	Target
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Output		Indicator	Target	
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	 EU's first voluntary review of SDG implementation in the framework of the UN's High-Level Political Forum	Presentation of the EU Voluntary Review (EUVR) on SDG implementation at the UN HLPF.	July 2023.
DIR D		Coordination of the Agency by Agency analysis	All 20 partnership assessments for entities considered as priority 1 adopted	Q4 2023
Evaluations and fitness checks				
Output		Indicator	Target	
DIR D	NDICI, OAD, EFSD, EFSD+, FPI, EDF	Evaluation/study of the World Bank Group Trust Funds	Final report published	Q3 2023
DIR D	NDICI, OAD, EFSD, EFSD+, FPI, EDF	Evaluation/study of the Contribution to the Implementation of SDGs by the EU External Action	Final report published	Q3 2023
DIR D	NDICI, OAD, EFSD, EFSD+, FPI, EDF	Evaluation of the EU's External Financing Instruments for the 2014-2020 and 2021-2027 MFFs.	Preliminary findings available	Q4 2023
Other important outputs				
Output		Indicator	Target	
DIR C	NDICI	EBRD expanded to SubSaharan Africa and Iraq	Adopted at 2023 EBRD AM [spell out]	Q2 2023
DIR C	NDICI	Opportunities are developed to further strengthen partnership opportunities with the Islamic Development Bank and other Arab financial institutions	Organisation of a Joint Event on Islamic Finance and Resilience in Bruxelles Organisation with Saudi Fund of an online Joint Event on Investment Financing Tools	Q1 2023 Q2 2023
DIR C	NDICI	Finalisation of the EU-funded and EBRD-implemented Study on Sustainable Transport Connections between Europe and Central Asia	Submission of the study and organisation of a visibility event in Central Asia	Q2 2023

Output			Indicator	Target
DIR C	NDICI	Continued implementation of the EU's partnership agenda with India (2025 Roadmap), including the organisation of the EU-India Summit (Q1 2023) ; the provision of support for Green Hydrogen within the Just Energy Transition Partnership (JETP); the provision of support to the Coalition for Disaster Resilient Infrastructure's IRIS facility for Small Island Developing States. Punctual support will also be provided to the implementation of the investment pipeline.	Full operationalisation of AAP 2022 and adoption of AAP 2023	Q4 2023
DIR D	ALL	Relations with US are consolidated	4 meetings between respective missions and delegations	Q4 2023
DIR D	All	2023-2024 Multi-Annual Action Plan (MAAP) for Global Challenges Partnerships is adopted	Adoption of the MAAP 2023-2024	Q2 2023
DIR D	All	INTPA and Team Europe actors' interests to cooperate with UN and IFIs is strengthened	1 High level dialogue with UN 2 High level dialogues with WBG 1 High level dialogue with IMF	Q4-2023 Q4-2023 Q4-2023
DIR D	All	Liaison with UN and IFIs on EU priorities, including on TEIs and GG continued and intensified, and specifically: Coordination with MSs on EU priorities enhanced	Active participation in key UN-Fora and monthly coordination meetings with MS in CONUN. Number of discussions in CODEV ahead of Annual and Spring Meetings (4 in total) regular exchange with WBG EU EDs incl. 1 annual WBG EU EDs visit and with selected MSs ahead of WBG Trust Fund Forum) Concept and Format of "Team Europe in IFIs Forum" designed, endorsed by Management and Commissioner	Q4-2023 2 Q4-2023
DIR D	All	Improved coordination with the UN on the ground	Completion of 4 Joint EU-UN Seminars and outcome documents	Q4-2023

		Output	Indicator	Target
DIR D	ALL	G7 and G20 Development Ministers communiqués / declarations and other outcome documents developed reflect EU priorities	One G20 Development Ministers meeting Three meetings G20 Development Working Group Meetings of G7 development related working groups: Food Security WG, Global Infrastructure and Investment WG and Accountability WG. G20	By end of 2023

Theme 2 - Climate Change, Environment, Energy

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Evaluations and fitness checks

		Output	Indicator	Target
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC, EDF	Evaluation/study of the EU's cooperation with Papua New Guinea	Final report published	Q3-2023

Other important outputs

		Output	Indicator	Target
DIR B	NDICI	Continue implementation of previous phase of Euroclima+, focusing on 6 sectors and 6 action lines. (also contributing to SO6 and SO7)	Full implementation of Euroclima+ projects and actions	Q4 2023

DIR B	NDICI	Launch and implementation of Euroclima's next phase, covering all of LAC and expanding to biodiversity. (also contributing to SO6 and SO7)	Country dialogues carried out with at least 10 countries, and corresponding support measures identified New contracts with implementing agencies start New contracts focusing on green energy transition, such as GH2 in Chile, start	Q4 2023 Q1-2023 Q1-2023
DIR B	NDICI	Initiation of the implementation of Amazon Basin Initiative	Implementation started in all 3 components New contracts with implementing agencies start	Q42023 Q1-2023
DIR C	NDICI	Operational implementation of a EUR 30 million support programme which constitutes the backbone of the Green TEI with ASEAN / South-East Asia	Start of implementation of contracts within the EU support programme (EUR 30 million)	Q2 2023
DIR C	NDICI	Adopt the Commission's contribution to the Regional TEI on Water, Energy and Climate Change in Central Asia	Adoption of AAP	Q2 2023
DIR C	NDICI	Actions in support of energy and environment are approved under the Regional MIP for South Asia	Adoption of AAP	Q4 2023
DIR C	NDICI	Actions on climate change under AAP 2023 PAC Multicountry and Timor Leste have been adopted under the TEI "EU-Pacific Green-Blue Alliance".	Adoption of AAP	Q4 2023
DIR C	NDICI	Operational implementation of Turkmenistan – Cooperation Facility	Start the implementation of the service contract under priority 1 "Green aspects of the economy"	Q3 2023
DIR C	NDICI	Operational implementation of Kazakhstan – Cooperation Facility	Start implementation of the framework contract under priority 1 "Sustainable Economic Growth"	Q2 2023

DIR C	NDICI	Pakistan – Response to the crisis and recovery efforts for more climate resilient communities (agriculture, natural resource management) are delivered	Decision adopted	Q4 2023
Dir F	NDICI	Increased contribution to UNFCCC Global Funds in support of the goals of the Paris Agreement	Agreement with the adaptation Fund signed (EUR 100 million contribution)	Q2 2023
Dir F	NDICI	Deliver on the climate resilience flagship of the Global Gateway Africa-Europe Investment Package through TEI Adaptation and Resilience in Africa	Number of EU actions in support of the TEI Adaptation and Resilience in Africa	2 actions launched
Dir F	NDICI	Improved alignment of EU actions with climate change policies and strategies	Number of trainings (virtual or in presence) delivered on issues related to climate integration / climate actions	At least 4
Dir F	INSC	AAP adopted in the area of nuclear safety cooperation	Adoption of AAP 2023	September 2023
Dir F	INSC	Regulatory authorities in third countries are supported for the safe use of nuclear energy	Number of countries / regions supported	5

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs

		Output	Indicator	Target
DIR B	NDICI	Launch of the initiative and initiation of the implementation of Five great Forests of Mesoamerica	New contracts with implementing agencies signed	Q4 2023
Dir C	NDICI	First programmes on sustainable of natural resources, ecosystems and biodiversity under the TEI “EU-Pacific management Green-Blue Alliance” are contracted.	- “Our forest our Future” contracts signed and initial activities launched. - Contribution Agreement for Top Up funding for KIWA project signed	Q3 2023 Q3 2023

Dir F	NDICI	Great Green Wall (GGW) supported through programmes at national and regional level	a) Number of countries supported b) Number of new actions contributing to the GGW objectives c) Amount of new committed EU financing in support of GGW objectives	a) At least 9 b) At least 15 c) At least EUR 700 million
Dir F	NDICI	Multilateral governance on water is reinforced	Number of contracts signed with the UN	2
Dir F	NDICI	EU external forest leadership are enhanced	a) Number of roadmaps of Forest Partnership developed b) Number of VPA issuing FLEGT licenses c) Number of VPA signed	a) 5 b) 1 c) 1
Dir F	NDICI	Mobilisation of EU external funding for biodiversity is increased in line with EU commitments in international fora	Biodiversity external funding as reported to DAC	EUR 837 million
Dir F	NDICI	The transition towards Sustainable Food Systems (SFS) is supported at country and regional level	Number of partner countries with SFS programmes	At least 35

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs

		Output	Indicator	Target
DIR C	NDICI	Progress in the implementation of the Regional TEI for Central Asia on Water, Energy and Climate Change	Adoption of the Commission's financial contribution under NDICI to the Regional TEI on Water, Energy and Climate Change in Central Asia	Q2 2023
DIR C	NDICI	Indonesia: Green TEI in support of the JETP is developed	Regular attendance at G7 JETP Senior Official and Technical Level Meeting	2023

DIR C	NDICI	Vietnam/ Budget support to Sustainable Energy Transition Programme-JETP related is provided	Disbursement tranche 2023	Q4 2023
DIR C	NDICI	AAP on South Asia regional energy programme is approved	Approval of AAP	Q4 2023
Dir F	NDICI	Just and green energy transition is promoted, including in the field of green renewable hydrogen	Signature and implementation of at least 5 actions and initiatives	By the end of 2023

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs

Output		Indicator	Target	
DIR B	NDICI	Strengthened enabling environment for a green transition	Number of institutions directly supported, whose institutional and human capacities have been strengthened.	70
			Number of men and women trained.	7000
Dir C	NDICI	Adoption of additional programmes on sustainable of natural resources, ecosystems and biodiversity adopted under the TEI "EU-Pacific management Green-Blue Alliance"	Adoption of 2 additional programmes	Q4-2023
DIR C	NDICI	Launch of the phase III of the Regional SWITCH-Asia Programme.	- extension to the Middle-East and the Pacific (covering overall more than 30 countries)	Q1 2023
			- kick off of the Technical Assistance of the Policy Support Component;	Q1 2023
			- adoption of the Grants Scheme component	Q3 2023
			- launch of the regional call for proposals	Q4 2023
DIR C	NDICI	Progress TEI Philippines: Green Economy Programme starts implementation	Signature Financing Agreement	Q4 2023

DIR C	NDICI	Adoption of Budget Support programme on Integrated Water Resource Management in the Kyrgyz Republic	Adoption of the programme	Q3 2023
DIR C	NDICI	Operational implementation of EU – Turkmenistan Cooperation Facility	Start implementation of service contract on the “green aspects of the economy” (priority 1 of the Cooperation Facility)	Q3 2023
Dir F	NDICI	Partner countries are supported to transition to more circular/green economies	Number of countries benefitting from EU support on circular/green economies	10

Theme 3 – Digital, Data Technologies and Connectivity

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs

		Output	Indicator	Target
DIR B	NDICI	All specific objectives of the Digital Alliance are met	Launch of the Digital Alliance at a Ministerial event	Q1 2023
DIR B	NDICI	Specific Objective 1 of the TEI <u>EU-LAC Digital Alliance</u> : Improve and harmonise digital policy and regulatory frameworks through an EU-LAC policy dialogue on issues of common interest	contracts implementation starts	Q1 2023
DIR B	NDICI	Specific Objective 2 of the TEI EU-LAC Digital Alliance: Expand the BELLA programme by building secure digital regional backbone connectivity for research and education networks	contracts implementation starts	Q2 2023
DIR C	NDICI	Review for the overall strategic digital agenda in the Indo Pacific region.	Number of digital projects linked to strengthen partners’ capacities or bridge the digital divide, included or not in TEIs	At least 3
DIR C	NDICI	Progress in the implementation of the Regional TEI for Central Asia on Regional Digital Connectivity	Adoption of the Commission’s financial contribution under NDICI to the Regional TEI on Digital	Q3 2023

			Connectivity in Central Asia	
DIR C	NDICI	Progress in the implementation of the Regional TEI for ASEAN/South-East Asia on Sustainable Connectivity	Adoption of the Commission's financial contribution under NDICI to the Regional TEI for ASEAN/South-East Asia on Sustainable Connectivity	Q1 2023
DIR C	NDICI	Progress on digital agenda in the Philippines under the Global Gateway	signature of Contribution Agreement with European Space Agency to implement Copernicus Philippines Programme	Q1 2023
Dir F	NDICI	a) Digital and data infrastructures are improved, b) the digital divide is bridged and c) secure broadband connectivity are enhanced in terms of affordability and quality	Number of digital connectivity projects launched at national, regional or international level	5
Dir F	NDICI	Cybersecurity support is provided to partner countries through various capacity building activities, including high-level events, conferences, workshops, study visits, expert missions, assessments, trainings and awareness raising campaigns	Number of activities organised	At least 6
Dir F	NDICI	Cybersecurity considerations are mainstreamed in INTPA digital and connectivity programmes	Number of projects mainstreamed	At least 1

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs

Output		Indicator	Target
DIR B	NDICI	Specific Objective 1 of the TEI EU-LAC Digital Alliance: Improve and harmonise digital policy and regulatory frameworks through an EU-LAC policy dialogue on issues of common interest	contracts implementation starts with ECLAC and EU member states Q12023
Dir F	NDICI	Digital governance, policy and regulatory frameworks and the EU values-based human-centric approach to digital transformation are supported	a) Data Governance Flagship programme is launched b) Number of contracts signed with UN agencies a) By the end of 2023 b) 3

Dir F	NDICI	Digital entrepreneurship, digital skills and literacy are improved to fully capitalise on the digital transformation	a) Digital skills and Education policy note is finalised and distributed to EUDs b) Number of EUDs supported by the Knowledge Hub Digital and D4D Hub	a) Q1-2023 b) 4 EUDs
Dir F	NDICI	Technical assistance is provided to EUDs having identified the need to strengthen digital literacy and/or tackle the digital skills gap for citizens, entrepreneurship and employment	a) Number of Studies/Assessments b) Number of trainings / webinars c) Number of technical assistance missions/ assignments	a) 3 b) 2 c) 5
Dir F	NDICI	The international partnerships dimension is adequately addressed in the proposal for council recommendations on the provision of digital skills in education and training	Number of proposals of council recommendations that integrate the international dimension	1
Dir F	NDICI	The D4D Hub WG on digital skills and education starts its activities and potentially develop a Team Europe flagship initiative in the area of digital education and skills	a) Number of WG meetings b) Number of concrete deliverables (knowledge products, joint indicators and/or joint initiatives) developed by the Team Europe WG	a) 4 b) 2

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Other important outputs

Output		Indicator	Target
DIR B	NDICI	Specific Objective 3 of the <u>TEI EU-LAC Digital Alliance</u> : Foster multi-stakeholder and private sector collaboration, competitiveness, digital skills and innovation in the digital area, through the establishment of a regional EU-LAC Digital Accelerator.	contract implementation starts Q2-2023

DIR B	NDICI	Specific Objective 4 of the <u>TEI EU-LAC Digital Alliance</u> : Establish a regional Copernicus strategy including a data centre for emergency risk management in Panama and a regional backup Centre in Chile.	contracts implementation starts	Q1-2023
DIR F	NDICI	a) Access to space and earth observation data and technologies is enhanced and b) the provision of space-based services in partner countries is improved	a) Number of countries benefitting from direct access to Copernicus data b) Number of institutions in partner countries enabled to use Earth observation services	a) At least 3 b) At least 3
DIR F	NDICI	Delegations and HQ are supported through studies, assessments and trainings, Space and Earth Observation technologies and applications	Number of EUDs and units in HQ supported	At least 5
DIR F	NDICI	The provision and quality of public and private digital services, including e-government services, in partner countries are improved	a) Concept Note finalised and AAP prepared on the Regional approach to eGovernment programme in Sub Saharan Africa b) eGovernance compendium of legal environment is distributed to EUDs c) Number of EUDs to which TA support is provided	a) By the end of 2023 b) By the end of 2023 c) 2 EUDs

Theme 4 - Sustainable Growth and Jobs

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Evaluations and fitness checks

		Output	Indicator	Target
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	Evaluation/study of the EU Trust Fund Bêkou (CAR)	Preliminary findings available	Q4 2023

Other important outputs

		Output	Indicator	Target
DIR B	NDICI	EU-LAC week organised	EU-LAC week organised with specific business events ahead of EU-LAC Summit	Q3 2023
DIR C	NDICI	Iraq TEI covers increased diversified, sustainable and inclusive economic growth.	AAP 2023 approved	Q3 2023
DIR C	NDICI	The Team Europe approach in key areas for EU-Central Asia Connectivity is enhanced	Organisation of a High-Level Economic Forum with Central Asia	Q3 2023
DIR C	NDICI	Progress on implementation of the RIP for Central Asia	Adoption of partnering programmes	Q3 2023
DIR C	NDICI	Timor Leste AAP 2022 - Action 1: Skills development for employment & resilience – Foreseen Amount EUR 6 million.	Financing Agreement signed	Q3 2023
DIR E	Sustainable Finance	Report of the High Level Expert Group on sustainable finance	Publication of the report of High-Level Experts Group	Q3 2023
DIR E	Sustainable Finance	Launch of the Sustainable Finance Advisory Hub	Launch of the Advisory Hub	Q2 2023
DIR E	EFSD+ implementation	- Authorisation Decision on proposed investment programmes (PIPs) adopted and signature of PIPs	Adoption of the Decision Number of PIPs signed	Q4-2023 At least five PIPs signed
DIR E	EFSD+ implementation	EFSD/EFSD+ effective risk management and monitoring ensured	Number of risk reports prepared and submitted to INTPA/NEAR management and EFSD+ Operational Board	At least 2 reports: in Q2 and Q4
DIR E	Economy for people	One-stop-shop on Corporate sustainability due diligence (CS3D) accompanying measures launched	Adoption of AAP 2023	Q4 2023
DIR E	Economy for people	2023 AAP for Prosperity adopted	Adoption of 2023 AAP for Prosperity	Q4 2023
DIR E	Economy for people	Aid for Trade 2023 Progress Report published	Publication of Aid for Trade 2023 Progress Report	Q4 2023

DIR E	Domestic Resource Mobilisation (DRM), Public Finance Management (PFM) incl. with IMF	Multi-year engagement with IMF on DRM/PFM (in AAP 2023)	2023 AAP on Partnership adopted	Q4 2023
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Theme 5 - Migration

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Evaluations and fitness checks

Output		Indicator	Target	
DIR D	NDICI, OAD, EFSD, EFSD+, FPI, EDF / NDICI	Evaluation/study of the EU's cooperation with Somalia	Final report published	Q4 2023

Other important outputs

Output		Indicator	Target	
DIR B	NDICI	DG INTPA is represented in the solidarity event in support of Venezuelan migrants and host communities	INTPA participation in a 2 day conference in BXL (lead ECHO + Canada)	Q1 2023
DIR C	NDICI	Programmes to support the TEI on Afghan Regional Displacement are approved	Programmes contracted	Q4 2023
DIR C	NDICI	Programmes in support of Migration partnerships are approved under the bilateral MIPs and Regional MIP for Middle East-Asia-Pacific	Approval of AAP 2023 covering priority area on migration	Q4 2023
DIR G	NDICI Global Challenges PEOPLE	3 contracts under the 2022 AAP are concluded in relation to climate and environmentally induced displacement.	Contracts signed	Q2 2023

DIR G	NDICI	Strong development- oriented contribution to the Global Refugee Forum is made	Pledges formulated Good practices collected High level participation ensured at the GRF	Q4 2023
DIR G	NDICI Global Challenges PEOPLE	Adoption of AAP 2023 Migration	AAP adopted	Q3 2023
DG INTPA	NDICI	Indicatively 10% spent on migration under NDICI	Indicative 10% migration spending target is met	Q4 2023
DIR A	NDICI	Implementation of regional TEIs on the Atlantic/Western Med route and on the Central Med route	Boards, management and coordination meetings of the regional TEIs on the Atlantic/Western Med route and on the Central Med route are organised	Q4 2023
DIR C	NDICI	Implementation of TEI on Afghan displacement	Steering meetings on the TEI on Afghan displacement are organised.	Q4 2023

Theme 6 - Human Development

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Evaluations and fitness checks

Output		Indicator	Target
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	Evaluation/study of the EU's cooperation with Malawi	Final report published Q3 2023
DIR D	NDICI, OAD, EFSD, EFSD+, EI-INSC	Mid-term evaluation/study of the Gender Action Plan III	Final report published Q1 2023

Other important outputs

Output		Indicator	Target
DIR B	NDICI	Progress in the roll-out of the next programme on social cohesion and addressing inequalities in LAC (follow-up to EUROsociAL+)	NDICI Committee financing decision Q2 2023 Implementing partners identified and project concept notes submitted Q4 2023

DIR B / DIR G	NDICI	Progress in the roll-out of the EU-LAC partnership on health resilience and vaccine production	Contract with PAHO signed (regulatory strengthening and R&D)	Q1 2023
			Business matchmaking event organised	Q1 2023
DIR C	NDICI	Cambodia: Programme Enabling Quality Technical Education. Adoption of Decision.	Decision adopted	Q3 2023
DIR C	NDICI	Laos : Partnership in Education and Skills Programme. Adoption of Decision.	FA or Contribution Agreement signed.	Q4 2023
DIR C	NDICI	Adoption of decision on Nepal nutrition programme.]	Decision adopted	Q4 2022
DIR C	NDICI	Adoption of Decision on Bangladesh Education Sector	Decision Adopted	Q3 2023
Dir C	NDICI	AAP on Sri Lanka: social protection support to the recovery is approved.	Approval of AAP	Q4 2023
DIR G	Policy output	Start of Implementation of the Youth Action Plan in external actions[please	Development of the monitoring framework	Q4 2023
DIR G	Policy output	Transforming Education Summit follow-up: SDG4 High-Level Steering Committee (HLSC) and sub-structures. European Commission inputs provided (including from the EU as a region).	Attendance to relevant working group- and HLSC meetings during 2023.	100%
DIR G	Policy output	The Mid-term progress report on the implementation of the EU Gender Action Plan III (prepared jointly by DG INTPA and EEAS) is adopted by the end of 2023.	Adoption of the Joint Communication	Q4 2023
DIR G	GPGC – Human Development MIP 2018-2020: People - Inclusive and sustainable growth and jobs	Implementation of Thematic Programme on Improving Synergies between Social Protection and Public Finance Management	Completion of the Thematic Programme: percentage of activities implemented in all 26 countries covered by the programme	100%
DIG G	NDICI	Support to global pandemic preparedness is provided	Contribution agreement to Pandemic FIF signed	Q1 2023

DIR G	NDICI	Actions under Africa regional TEIs, MAV+, Health security through a One Health approach and Sexual and Reproductive Health Rights are launched	TEI Health security through a One Health approach Launch event Number of health related actions adopted as part of Africa AAP 2023	Q1 2023 3
DIR G	NDICI	Implementation of the Annual Action Plan 2021, Multi-Annual Action Plan 2022-2024	Contracting of actions	Q4 2023

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

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

Evaluations and fitness checks

		Output	Indicator	Target
DIR D	NDICI, OAD, EFSO, EFSO+, EI-INSC, EDF	Evaluation/study of the EU's cooperation with Papua New Guinea	Final report published	Q3-2023
DIR D	NDICI, OAD, EFSO, EFSO+, EI-INSC, EDF	Evaluation/study of the EU's cooperation with Nepal	Final report published	Q4-2023
DIR D	NDICI, OAD, EFSO, EFSO+, EI-INSC	Evaluation/study of the EU Trust Fund Bêkou (CAR)	Preliminary findings available	Q4-2023

Other important outputs

		Output	Indicator	Target
DIR B	NDICI	TEI Colombia: EU Contribution to TEI in AAP 2022 adopted and contracted	Contracting of EU Contribution to TEI in AAP 2022 contracted	Q4 2023
DIR C	NDICI	EU-Central Asia Civil Society Forum is organised	Organisation of the event	Q1-2023
DIR C	NDICI	Continue delivering the basic needs approach in favour of the Afghan population, in particular Afghan women and girls	Adoption of the Special Measure 2023 for Afghanistan	Q3-2023

DIR C	NDICI	Myanmar, continuation of programmes (special measures) for governance and peace with a focus on justice and democracy, while supporting the livelihoods of the Myanmar people	Agreements signed to top-up NEXUS Response Mechanism	Q3-2023
DIR C	NDICI	Adoption of Decision on Philippines Support Peace Process	Decision adopted	Q4-2023

General objective: A stronger Europe in the World

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

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

Main outputs in 2023:

External communication actions

	Output	Indicator	Target
02	Lorenzo Natali Prize(s) promoted and awarded in a visible manner.	Number of eligible applications. Countries represented in the pool of applicants. Click throughs to the prize from social media. Media coverage of the prize.	>550 applicants At least 30 At least 1 million At least 150 items in at least 90 outlets

Other important outputs

	Output	Indicator	Target
DIR B	NDICI	EL PACCTO 2.0 Contribution Agreement	Contribution Agreement Signed Q3 2023
DIR B	NDICI	Strengthen EU-CELAC cooperation and coordination on Drugs.	Support to 1 High-level meeting of the mechanism for cooperation and coordination on Drugs Q3 2023
DIR C	NDICI	Adoption of Decision. On Pakistan: Women, Human Rights and Democracy.	Decision adopted Q4 2023
DIR C	NDICI	Implementation of Kazakhstan Cooperation Facility	Start implementation of the framework contract under priority 2 "Rule of Law" Q2 023
DIR C	NDICI	Annual action plan 2023 on	Adoption of AAP Q3 2023

		improved public services in Uzbekistan is adopted		
DIR G	NDICI – CSO Thematic Programme	Key steps towards launch of EU System for Enabling Environment (EU SEE) are made	Signature of grant agreements	Q4 2023
DIR G	NDICI – CSO Thematic Programme	New Financial Framework Partnership Agreements with Global CSO networks is launched	Signature of grant agreements	Q4 2023
DIR G	NDICI – Global Challenges Programme	Forum on “Cities and Regions for Development Cooperation”	Forum held	Q4 2023
DIR G	NDICI – HR&D Thematic Programme	Launch of new thematic Financial Framework Partnership Agreements with Global CSO networks	Signature of grant agreements	Q32023
DIR G	NDICI – HR&D Thematic Programme	Launch of the Impunity Observatory	Signature of grant agreement	Q3 2023
DIR G	NDICI – HR&D Thematic Programme	Launch of the Youth and Women in Democracy Programme	Signature of grant agreement	Q1 2023
DIR G	NDICI – HR&D Thematic Programme	Launch of the Tech4 Democracy Programme	Signature of Contribution agreement	Q1 2023
DIR G	NDICI – HR&D Thematic Programme	Launch of the Flagship Media support programme	Signature of grant agreements	Q4 2023
DIR G	NDICI – HR&D Thematic Programme	Development of new operational guidelines on anti-corruption	Publication of guidelines	Q4 2023
Dir G	NDICI – CSO programme	The Development and Education Awareness Programme	Signature of grant agreements	Q4 2023