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ANNEX VIII

Of the Commission Implementing Decision on the financing of the multiannual action plan in favour of the NDICI Neighbourhood East Region part 1 part 1 for 2021-2022

Action Document for NDICI-Global Europe East – Global Allocation 2021-2022

MULTIANNUAL ACTION PLAN

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

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS Basic Act	East Global Allocation 2021-2022 Multi-annual action plan in favour of the Eastern Neighbourhood for 2021-2022 NDICI-GEO-NEAR/2021/43012 NDICI-GEO-NEAR/2022/43013 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Ukraine, the Russian Federation
4. Programming document	Programming of the Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI-Global Europe) 2021-2027, Regional Multiannual Indicative Programme for the Eastern Neighbourhood (2021-2027) ¹
5. Link with relevant MIP(s) objectives/expected results	Regional Multiannual Indicative Programme for the Eastern Neighbourhood (2021-2027) This action indirectly supports all objectives built into the programmes and actions benefitting of the global allocation

¹ C(2021)9370 adopted on 15/12/2021

PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	European Neighbourhood Policy (ENP) priority areas			
7. Sustainable Development Goals (SDGs)	Main SDG: SDG 17 Strengthen the means of implementation and revitalise the global partnership for sustainable development			
8 a) DAC code(s)	430 Other Multisector <i>43010 Multisector aid – 100%</i>			
8 b) Main Delivery Channel	10000 Public sector institutions 20000 Non-governmental organisations and civil society 40000 Multilateral organisations 51000 University, college or other teaching institution, research institute or think-tank			
9. Targets	This action indirectly supports all targets built into the programmes and actions benefitting of the global allocation <input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Connectivity Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	<p>Budget line: BGUE-2021-14.02.01.11</p> <p>Total estimated cost: EUR 14 500 000</p> <p>Total amount of EU budget contribution EUR 14 500 000</p> <p>The contribution is for an amount of EUR 7 500 000 from the general budget of the European Union for 2021 and for an amount of EUR 7 000 000 from the general budget of the European Union for 2022, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p>			
MANAGEMENT AND IMPLEMENTATION				
13. Implementation modalities (type of financing and management mode)	<p>Project Modality</p> <p>Direct management through:</p> <ul style="list-style-type: none"> - Grants - Procurement <p>Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.4.</p>			

1.2. Summary of the Action

The East Global Allocation for 2021-2022 is a support measure giving the European Commission the possibility to fund measures and small-scale activities in a flexible way. The aim is to strengthen the means of implementation for sustainable development in line with the objectives of the Eastern Partnership (EaP) of the European Neighbourhood Policy, within the framework of the Neighbourhood, Development and

International Cooperation Instrument (NDICI) – Global Europe - as well as its operational and policy priorities.

The action contributes to SDG 17 to strengthen the means of implementation and revitalise the global partnership for sustainable development.

2. RATIONALE

2.1. Context

Multisector aid in support to project cycle management and studies, as well as information and communication activities.

Article 24(1) of Regulation (EU) 2021/947 states that Union financing may cover support expenditure for the implementation of the Instrument and for the achievement of its objectives, including administrative support associated with the preparation, follow-up, monitoring, control, audit and evaluation activities necessary for such implementation, as well as expenditure at headquarters and Union delegations for the administrative and coordination support needed for the Instrument, and to manage operations financed under the Instrument, including information and communication actions, and corporate information technology systems.

Union financing under support measures may cover:

- (a) studies, meetings, information, awareness-raising, training, preparation and exchange of lessons learnt and best practices, publication activities and any other administrative or technical assistance expenditure necessary for the programming and management of actions, including remunerated external experts;
- (b) research and innovation activities and studies on relevant issues and the dissemination thereof;
- (c) expenditure related to the provision of information and communication actions, including the development of communication strategies and corporate communication and visibility of the political priorities of the Union.

2.2. Problem Analysis

Short problem analysis

The experience from the global allocation funding under the former European Neighbourhood and Partnership Instrument (ENPI), 2007-2013, and the European Neighbourhood Instrument (ENI), 2014-2020, confirms the need for this instrument which allows Commission headquarters and delegations to plan and implement cooperation related activities in a flexible way.

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

The citizens in the EaP countries and the Russian Federation are the final beneficiaries of the action. The support to programming and management of actions will ensure the necessary analysis and preparation allowing for efficient project implementation; the studies and information and communication actions will enhance the visibility and understanding of external actions funded by the EU.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to ensure the swift preparation of actions and projects, while enabling the European Commission to act with flexibility by means of an instrument that is capable of adapting itself to evolving circumstances and/or dealing with unforeseen situations.

The Specific Objectives (Outcomes) of this action are to

1. Strengthen the management, implementation and follow-up of external actions in the framework of the EaP objectives and priorities.
2. Enhance the information, communication and visibility activities towards awareness and understanding of the ENP.

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

- 1.1 contributing to Outcome 1 (or Specific Objective 1) by supporting the project management cycle (preparation, implementation, monitoring, follow-up, evaluations and audits, including research, surveys and studies).
- 2.1 contributing to Outcome 2 (or Specific Objective 2) by strengthening the visibility through information and communication activities towards the EaP countries and the Russian Federation.

3.2. Indicative Activities

Activities related to Output 1.1:

- Identification and formulation of bilateral and regional projects that may result in funding (e.g. sectoral/thematic studies, country or region studies, studies on horizontal and cross-cutting issues or specific cooperation areas, preparatory activities etc.) as well as their follow-up, monitoring and evaluation.
- Small projects and other small-scale activities to back up major EaP bilateral and regional actions as well as cross-border cooperation projects² during their implementation.
- Audits, evaluations and impact assessment of projects for which financing of such activities could not be foreseen due to the N+1 rule, or is no longer available.
- Studies on relevant issues, including data collection and processing, and the dissemination thereof.

Activities related to Output 2.1:

- Information and communication activities to strengthen capacities for coherent communication initiatives based on the EaP priority areas, and also on the Black Sea Synergy (BSS) and the Northern Dimension (ND), in order to raise awareness and visibility of the EU, the ENP and the EaP;
- Information and communication activities to enhance the visibility of EU-funded activities and improve the understanding of EU cooperation policies in the EaP region with the objective to ensure the coordination of a structured narrative for EU-funded external actions in the EaP, as well as the regional cooperation of the BSS and ND.

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

² Unless activities are specific to the EaP region, multi-region activities must combine different budgets specific to other regions (i.e. in combination with NDICI South Global Allocation).

Outcomes of the Strategic Environmental Assessment (SEA) screening

The SEA screening concluded that no further action was required.

Outcomes of the Environmental Impact Assessment (EIA) screening

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

Outcome of the Climate Risk Assessment (CRA) screening

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

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G0. This implies that gender is not a significant objective. Nevertheless, gender equality will be promoted to the maximum extent possible into the planning, assessment, implementation, monitoring and evaluation of the activities.

Human Rights

The activities fully align with a strong support to EU fundamental values, including respect for human rights, in line with the regional priority of supporting accountable institutions, the rule of law and security.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that disability is not directly targeted although the global allocation activities take due regard to diversity, equity and inclusion for all.

Democracy

The global allocation supports activities fully aligned with EU fundamental values.

3.4. Risks and Lessons Learned

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
No risks identified as the global allocation is a tried and tested measure. The nature of this tool is to allow the Commission headquarters and delegations to plan, implement and follow-up activities in a flexible way.				

Lessons Learned:

The long-term experience of the global allocation (since 2007 under ENPI and ENI) confirms the need for this tool. Its flexibility provides valuable support to the full project cycle, ensuring continuous improvement from the planning stage of a project through its implementation, reporting and evaluation.

3.5. Intervention Logic

The underlying intervention logic for this action is that the Commission headquarters and delegations in the EaP countries and the Russian Federation may use the global allocation funds depending on the needs arising during the year. In the beginning of the year, each beneficiary prepares an initial annual plan stating the

indicative need for funding in relation to project cycle management, implementation, follow-up, monitoring, studies, evaluations and audits as well as information and communication activities. The plan is updated throughout the year when needs occur.

3.6. Indicative Logical Framework Matrix

Results	Results chain: Main expected results	Indicators	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To ensure the swift preparation of actions and projects, while enabling the Commission to act with flexibility by means of an instrument that is capable of adapting itself to evolving circumstances and/or dealing with unforeseen situations.	1.Extent to which the Commission headquarters and delegations report on support received from the global allocation. 2.Level of quality of programme documents, evaluations and appraisal of projects and programmes. 3.Level of monitoring and follow-up of programmes. 4. Level of visibility of external actions funded by the EU.	<i>Not applicable</i>	<i>Not applicable</i>	Project reports	<i>Not applicable</i>
Outcome 1	Strengthened management, implementation and follow-up of external actions in the framework of the EaP objectives and priorities.	1.1 Number of activities to identify and formulate bilateral and regional EaP actions (studies, preparatory activities etc.). 1.2 Number of small-scale activities to back up or complement major EaP actions. 1.3 Number of EaP actions to follow up on and monitor. 1.4 Number of audits, evaluations and impact assessment of EaP actions.	<i>Not applicable</i>	<i>Not applicable</i>	1.1 Programmes implementation and evaluation reports 1.2 Idem 1.3 Idem 1.4 Idem	Socio-economic and political stability of partner countries. Political dialogue with partner governments. Dialogue with citizens and NGOs.
Outcome 2	Enhanced information, communication and visibility activities towards awareness and understanding of the ENP.	2.1 Number of information and communication activities with the aim to strengthen capacities for coherent communication initiatives on EaP priority areas, including regional cooperation of the BSS and ND. 2.2 Number of information and communication activities with the aim to enhance the visibility and understanding of EU external actions and of EU cooperation policies.	<i>Not applicable</i>	<i>Not applicable</i>	2.1 Programmes implementation and evaluation reports 2.2 Idem	Idem

<p>Output 1 related to Outcome 1</p>	<p>1.1 Improved project management cycle (preparation, implementation, monitoring, follow-up, evaluations and audits, research, surveys and studies).</p>	<p>1.1.1 Number of identification and feasibility studies 1.1.2 Number of projects identified and prepared in co-operation with institutions and organisations in the partner countries. 1.1.3 Number of studies, audits and evaluations carried out. 1.1.4 Number of policy briefs produced. 1.1.5 Number of policy dialogues supported. 1.1.6 Number of meetings, trainings, workshops, seminars, conferences, etc. organised and number of participants.</p>	<p><i>Not applicable</i></p>	<p><i>Not applicable</i></p>	<p>1.1.1 Programmes implementation and evaluation reports 1.1.2 Idem 1.1.3 Idem 1.1.4 Idem 1.1.5 Idem 1.1.6 Idem</p>	<p>Positive dialogue and co-operation between delegations and counterparts in partner countries. Good quality of terms of reference provided by experts. Capacity of constructive and substantial participation of counterparts in dialogues, meetings, events, training, etc.</p>
<p>Output 1 related to Outcome 2</p>	<p>2.1 Enhanced visibility through information and communication activities towards the EaP countries and the Russian Federation.</p>	<p>2.1.1 Number of communication and visibility activities carried out. 2.1.2 Number of visibility events. 2.1.3 Number of people and media reached.</p>	<p><i>Not applicable</i></p>	<p><i>Not applicable</i></p>	<p>2.1.1 Programmes implementation and evaluation reports 2.1.2 Idem 2.1.3 Idem</p>	<p>Communication treated as priority by the delegations and counterparts. Communication and Visibility Plans created in accordance with contractual obligations.</p>

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with partner countries/regional organisations/territories.

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is

- 60 months for activities financed under budget 2021
- 72 months for activities financed under budget 2022

months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures³.

4.3.1. Direct Management (Grants)

a) Purpose of the grant(s)

The objective of the grants is to ensure swift preparation and follow-up of actions and projects by supporting the project management cycle as well as information, communication and visibility activities.

b) Type of applicants targeted

Target applicants are public bodies and local authorities, non-governmental organisations as well as legal persons established in the EaP region or in EU member states.

The essential selection criteria are financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the call: design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

c) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified for activities having specific characteristics that require a particular type of body on account of its technical competence, its high degree of specialisation or its administrative powers, on condition that the activities concerned do not fall within the scope of a call for proposals with regard to Article 195(f) of the Financial Regulation.

³ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.3.2. Direct Management (Procurement)

The objective of the procurement is to ensure swift preparation and follow-up of actions and projects by supporting the project management cycle as well as information, communication and visibility activities.

4.3.3. Indirect Management with an international organisation

A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: substantial specialised experience or high degree of competence in preparation, implementation, follow-up, monitoring, audit and/or evaluation activities that are directly necessary for the implementation of the activities.

The implementation by this entity entails activities related to the strengthening of the management, implementation and follow-up of external actions in the framework of the EaP objectives and priorities and the enhancing of the information, communication and visibility activities towards awareness and understanding of the ENP.

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

In case the implementation modality under indirect management cannot be used due to circumstances outside of the Commission's control, the alternative implementation modality of grant (direct management) will be used.

4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

For this multi-country action, natural persons who are nationals of, and legal persons who are effectively established in the following countries and territories covered by this action, are also eligible: Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Ukraine, the Russian Federation.

4.5. Indicative Budget

Indicative Budget components	EU contribution 2021/043-012 Final date for contracting: 31/12/2022 (amount in EUR)	EU contribution 2022/043-013 Final date for contracting: 31/12/2023 (amount in EUR)
Implementation modalities – cf. section 4.3		
1.1 Project management cycle composed of		
Grants (direct management) – cf. section 4.3.1	1 125 000	1 050 000
Procurement (direct management) – cf. section 4.3.2	3 937 500	3 675 000
Indirect management with international organisation - cf. section 4.3.3	562 500	525 000
TOTAL - 1.1 Project management cycle	5 625 000	5 250 000
2.1 Visibility through information and communication activities composed of		
Grants (direct management) – cf. section 4.3.1	375 000	350 000
Procurement (direct management) – cf. section 4.3.2	1 500 000	1 400 000
TOTAL - 2.1 Visibility through information and communication activities	1 875 000	1 750 000
Grants – total envelope under section 4.3.1	1 500 000	1 400 000
Procurement – total envelope under sections 4.3.2 and 4.3.3	6 000 000	5 600 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	Will be covered by another decision	Will be covered by another decision
Communication and visibility – cf. section 6	N.A.	N.A.
Totals	7 500 000	7 000 000
GRAND TOTAL	14 500 000	

4.6. Organisational Set-up and Responsibilities

The Commission headquarters and delegations benefiting from the global allocation will prepare after the approval of this Commission Implementing Decision an initial plan for the utilisation of the global allocation funds. They are responsible for the contracting of the funds.

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

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

SDGs indicators and, if applicable, any jointly agreed indicators as for instance per Joint Programming document should be taken into account.

Reports shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

Mid-year and other periodical updates will be carried out to assess the level of contracting of funds as well as to update the planned needs, if necessary. In addition, regular exchange of information between Commission headquarters and delegations will be assured.

5.2. Evaluation

Having regard to the nature of the action, a final evaluation will not be carried out for this action or its components contracted by the Commission.

The Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

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

5.3. Audit and Verifications

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

6. COMMUNICATION AND VISIBILITY

Communication and visibility is a contractual obligation for all entities implementing EU-funded external actions, to advertise the European Union's support for their work to the relevant audiences.

To that end they must comply with the instructions given in the [Communication and Visibility Requirements of 2018](#) (or any successor document), notably with regard to the use of the EU emblem and the elaboration of a dedicated communication and visibility plan, to be completed for every action at the start of implementation.

These obligations apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country (for instance, concerning the reforms supported through budget support), contractors, grant beneficiaries or entrusted entities. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and delegation agreements.

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

Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

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

This action already includes activities meant for supporting communication of the Commission headquarters and delegations and in particular visibility of EU's activities in the Eastern Neighbourhood. Action plans will be devised at country or regional level through respective communication and visibility contracts wherever relevant.