

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.⁵

4.3.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The purpose of the grants, to be awarded through a call for proposals, is to achieve the expected results listed in Point 3.2 above (SO2). The call for proposals will aim to increase capacity of CSOs active in a broad range of topics as well as promoting exchange networks. Topics will be defined in detail in the guidelines for the call for proposals.

(b) Type of applicants targeted

Non-governmental organisations, civil society organisations targeting mainly organisations established in Botswana. Organisations working with women, people with disabilities and other groups in vulnerable situations will be privileged.

4.3.2 Direct Management (Procurement)

A number of for technical assistance contracts will be concluded to provide institutional capacity building, identify and implement policy dialogues, develop organise meetings and events and support communication activities. The provision of technical assistance may include short-term technical assistance/consultancies, ad-hoc studies and researches, communication and visibility and other related activities under **Objective 1**. Under this management mode, the activities/services will be procured by the EU Delegation on behalf of the Government of Botswana.

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

Should implementation through direct management described in paragraph 4.4.1. not be possible due to circumstances outside of the Commission's control, indirect management with a pillar assessed entity would be sought as an alternative.

A pillar assessed entity will be selected by the Commission's services using the following criteria:

- Nature of the action: The entity would have previously undertake projects that involve capacity building and a transfer of skills and knowledge to public administrations. In addition, it will have a good track record in assisting in identifying policy dialogues and implementing them as well as promoting EU actions and effective communication.
- Operational capacity: The entity would have a positive track record in implementation through indirect management of projects of a similar size and scope and will have sufficient operational capacity to implement the action or components thereof successfully
- Value-added: The entity will have experience in project-based cooperation either on country or institutional level and an adequate setup to ensure a transfer of knowledge, processes and frameworks to the Government of Botswana.
- Transparency and absence of conflict of interest: The entity and its members must have no conflict of interest in the design and implementation of the action.

⁵ 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.