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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX I**

of the Commission Implementing Decision on the financing of the annual action plan part I in favour of the Americas and the Caribbean for 2022

**Action Document for EU Policy and Outreach Partnership in the US and Policy Dialogue Support Facility US**

**ANNUAL PLAN**

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

## 1 SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title</b> <b>OPSYS business reference</b> <b>Basic Act</b>	<b>EU Policy and Outreach Partnership in the US and Policy Dialogue Support Facility US</b> OPSYS number: ACT-60695 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <u>NDICI-Global Europe</u> )
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in the United States of America
<b>4. Programming document</b>	Multiannual Indicative Programme for the Americas and the Caribbean for the period 2021-2027 <sup>1</sup>
<b>5. Link with relevant MIP(s) objectives / expected results</b>	<b>3.2 Support measures:</b> Cooperation facility, strategic communication and public diplomacy, policy dialogue and support to the external dimension of EU policies <u>Pan American window</u> A – Regional cooperation facility: Financing strategic communication and public diplomacy activities, including strategic communication campaigns, and visibility actions on EU cooperation. C – Strategic communication and Public Diplomacy: Dedicated public diplomacy initiatives to allow for sustained engagement with key stakeholders, target audiences and partners around key EU policy priorities and interests. These initiatives will allow the EU to mobilise networks such as youth, academics, civil society and cultural actors.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	

<sup>1</sup> Pan America window: [...] This window will include support to those countries without a specific MIP in Latin America, namely Argentina, Brazil, Chile, Costa Rica, Mexico, Panama, Uruguay and Venezuela. It will also contribute to the EU's engagement with the US and Canada, including public diplomacy, people-to-people contacts and policy outreach.

<b>6. Priority Area(s), sectors</b>	<ul style="list-style-type: none"> <li>Public diplomacy, promoting understanding of the EU and its policy priorities among key stakeholders, including various new target audiences due to the changing demographic;</li> <li>Advance dialogue and collaboration on key shared priorities, (promoting the EU-U.S. partnership, e.g. cooperation on issues related to trade, technology and security, notably in the context of the EU-U.S. Trade and Technology Council, a transatlantic green deal and green tech alliance, oceans, global health, human rights, cooperation on security and defence and the tackling of various geopolitical issues)</li> <li>A Europe Fit for the Digital Age – Dialogues with Tech and Creative Industries</li> </ul>			
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG: 17 – Partnerships for the Goals Other significant SDGs: N/A			
<b>8 a) DAC code(s)</b>	99810 – Sectors not specified			
<b>8 b) Main Delivery Channel</b>	11000 – Public sector institutions 61000 – Private sector institutions 51000 – University, college or other teaching institutions, research institute or think-tank			
<b>9. Involvement of multilateral partners</b>	No			
<b>10. Targets</b>	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>11. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input type="checkbox"/>	<input checked="" 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"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>12. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation @ digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Connectivity @ transport people2people energy digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>13. Amounts concerned</b>	Budget line: 14 02 01 40  Total estimated cost: EUR 7 000 000  Total amount of EU budget contribution EUR 7 000 000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>14. Type of financing</b>	- <b>Direct management</b> through: Procurement			

## 1.2 Summary of the Action

The EU-US partnership remains the most important and strategic relationship for the European Union and its Member States. The past two years have been a pivotal period in EU-US relations. The EU-US Summit on 15 June 2021 was the first EU-US Summit since 2014. It marked the beginning of a renewed transatlantic partnership and set a joint agenda for the EU-US cooperation in the post pandemic era.

Through the action, the EU wants to support the achievement of the EU foreign policy objectives through strategic public diplomacy activities in the United States that engage meaningfully with targeted audiences and stakeholders, in order to build trust and mutual understanding.

In line with the commitments of June 2021 EU-US Summit, the proposed action will also support policy dialogues in the key shared priorities. It will facilitate policy research and production of policy/research papers, organisation, follow-up of policy dialogues and policy networking, to advance advocacy efforts and where there is high potential to advance common agendas, guided by the shared priorities, including in response to significant foreign and security policy challenges. This includes dialogues with political, business, creative and academic stakeholders, to further the EU objectives.

## 2 RATIONALE

### 2.1 Context

The EU-US partnership remains the most important and strategic relationship for the European Union and its Member States – economically, politically, and socially. This partnership is crucial for addressing key global challenges. The EU-U.S. trade and investment relationship is the central artery of the world economy, and is based on the shared commitment to democratic values and human rights. Together, the United States and EU represent 780 million people and account for about a third of the world's GDP and trade, and 60% of foreign direct investment.

Engagement with the US will seek to advance the overall priorities of the (2020) Joint Communication “A new EU-US agenda for global change”, the accompanying Council Conclusions and the EU-US Summit Statement of June 2021. This includes joining forces to address key global challenges such as the COVID-19 pandemic, climate change and transitions towards a greener and more inclusive economy, advancing global security, prosperity and democracy, while also working together to shape new technologies, innovate and improve trade and standards.

As the June 2021 EU-US Summit 2021 Statement noted “the leaders of the European Union and the United States, met today to renew our Transatlantic partnership, set a Joint Transatlantic Agenda for the post-pandemic era, and commit to regular **dialogue** to take stock of progress”. Advance dialogue and collaboration on key shared priorities, promoting e.g. a transatlantic green deal and green tech alliance, oceans, global health, human rights and the tackling of various geopolitical issues, are a priority. The EU-US Trade and Technology Council (TTC), launched in 2021, has had two meetings at ministerial level; the first in Pittsburgh in September last year; and the second in Paris in May 2022. The TTC is the transatlantic forum fostering cooperation on trade- and technology-related issues, based on shared democratic values. The EU and the US have also set up a Joint Technology Competition Policy Dialogue (TCPD) that will focus on developing common approaches and strengthening the cooperation on competition policy and enforcement in the technology sector. On April 2022, the European Union and the United States held in Brussels, the third high-level meeting of the EU-US Dialogue on China and the second high-level EU-US Consultations on the Indo-Pacific. On March 30, 2022, the European Union and the United States held in Washington, D.C., the first US-EU High-Level Dialogue on Russia. On 22 April, the first meeting of EU-US Security and Defence Dialogue took place. These meetings follow the commitments of June 2021 EU-US Summit, where both sides resolved to coordinate US and EU policies and actions related to Russia and enhance cooperation on security and defence.

**Public diplomacy** as a tool supports the implementation of EU foreign policy objectives by strengthening the EU's ability to engage meaningfully with key stakeholders (US politicians, government officials, Journalists and other media professionals, opinion leaders, advocacy organizations, and digital influencers, businesses and their representative organizations, young professionals and students think tanks and other research institutions). Work on countering the Russian war in Ukraine on a wide range of policy and public diplomacy issues will figure highly. Engaging with selected audiences in the US has the capacity to raise awareness of EU issues and concerns and promote the importance of the EU-US relationship among the American public.

**Digital diplomacy** as a tool supports the exploration at the intersection of technology, economic and societal transformation, and new geopolitical challenges and risks with respect to democracy, human rights, security, privacy, and fair competition. These geopolitical implications have made digital technologies more intertwined with EU foreign and security policy.

Building on the results of previous actions *EU Policy & Outreach Partnership (EUPOP)* and Dialogues with Tech and Creative Industries - *South by Southwest (SXSW)*, the proposed action will thus provide continuity to past and ongoing targeted **public diplomacy efforts** while nurturing the partnerships and networks already established. Complementarity will be sought with projects currently running financed by FPI (e.i. Educational Stand-alone project, Getting to Know Europe grants, Trade and Technology Dialogue) and the Press and Information budget (i.e. Embassy Adoption programme and Kids Euro Festival, the EU Open House, the Cookbook initiative). The proposed action will build upon and consolidate the results already achieved while remaining flexible to adjust to the demands of a changing political landscape and policy priorities. The proposed action will serve as an important instrument to implement the Delegation's strategic approach for public diplomacy and strategic advocacy and communications in the spirit of the whole-delegation approach, under the steer of the Head of Delegation. As such,

they will be closely coordinated with the activities of the Public Diplomacy & Press (PPD) Section as well with EU strategic communication programme and the European Parliament Liaison Office in Washington D.C.

In line with the commitments of June 2021 EU-US Summit, the proposed action will also support **policy dialogues in the key shared priorities**. It will facilitate policy research and production of policy/research papers, identification of important targets for our advocacy work, and organisation and follow-up of policy dialogues, where there is high potential to advance advocacy efforts, and advance common agendas, guided by the shared priorities including in response to significant foreign and security policy challenges.

## 2.2 Problem Analysis

### Short problem analysis:

The European Union's relationship with the United States is unique even when compared to other strategic partners. For more than 70 years, no other partnership has come close in terms of breadth, depth, or fundamental importance for our peace and prosperity or for the continued success of the European project. With no other partner does the EU cooperate on as many of the global challenges that go beyond the transatlantic space.

However, there are both short and long-term political, economic, and social trends that have the potential to challenge the strength of the transatlantic relationship. A more transactional US approach to foreign and trade policy in recent years has forced a spotlight on the fundamentals of the partnership and the accrual of benefits to both sides. Indeed, there remains a general lack of knowledge in the US of what the European Union is, what it does, and what value it adds to the transatlantic relationship. In the longer term, an increasingly diverse citizenry with fewer historical ties to Europe and the emergence of political forces antithetical to EU values also pose challenges.

It is therefore clearly in the EU's interest to continue to highlight the importance of this transatlantic partnership and to cater to the specific needs of the relationship by investing in programmes that build on topics and policies of EU and mutual interest, whilst also promoting the EU's core values in the US with a focus on defending human rights and democracy. The action will build on the progress made with the current Administration, entering its second year in office and late 2020 and 2021, a pivotal period in EU-US relations when the EU led in proposing a new road map for the transatlantic partnership moving forward, and the new Administration made it a priority to re-engage with the international allies, especially the EU.

The Delegation's engagement with the US is framed by the Joint HR-COM Communication of December 2020 and the Joint EU-US Statement of the 15 June 2021 Summit. Many of the EU priorities largely coincide with those of the US Administration but where there is divergence, there is a willingness to address and manage these through close engagement and dialogue.

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

Selected key target audiences to be addressed through this action include mainly:

- **US government officials** at all levels, including Members of Congress, state/local officials from a wide variety of US states, and US government agencies, especially in the light of the 2022 congressional and 2024 presidential elections.
- **Journalists and other media professionals**, employees of news organizations, freelance and specialized media, editors and editorial writers, including media focusing on underrepresented groups and issues, diverse groups of young journalists, journalism educators, and institutions in the field of journalism.
- **Opinion leaders, advocacy organizations, and digital influencers**, including activists and NGOs, with a grassroots approach and expertise in specialized policy topics and a strong follower base such as influential commentators and thematic allies/activists.
- **Businesses and Business organizations** with a focus on increasing trade, investment, and commercial transatlantic ties, foster innovation and start-ups, including with socially and environmentally responsible business actors, manufacturers, associations, and unions, creative, cultural, and tech industry leaders in both the US and EU,

- **Young professionals and students** by maintaining a pipeline of educational and professional development programs with a focus on diverse academic and professional interests.
- **Think tanks, foundations and research institutions**, with the objective of forming a longer-lasting and more policy-oriented strategic advocacy and communications outreach strategy, and with a special focus on building stronger links with organizations that have offices/campuses on both sides of the Atlantic.

Besides the above mentioned key audiences that form the main target group to be addressed through this action, there is a wider range of audiences of importance to the EU-US relationship such as new and increasingly influential groups from various ethnic, racial and sociodemographic backgrounds who do not normally have an EU-focused agenda.

For the policy dialogues facility, a key target audience for this action is the US administration at all levels of government, state and local officials, business and business organisations, independent institutions as well as the EEAS, European Commission services (both in the Delegation and in headquarters) and EU Member States. In addition, this action will support the identification of important targets for our advocacy work,

The approach of the action includes cross-Delegation participation and joint initiatives with Member States and their embassies, consulates and wider EU networks, and the European Parliament Liaison Office in Washington DC.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

##### **Overall Objectives (Impact):**

The **Overall Objective (Impact)** of this action is to strengthen transatlantic collaboration to address global challenges, promote EU interests and priorities amplify shared values, and demonstrate the EU's impact and global reach.

##### **The Specific Objectives (Outcomes) of this Action are to:):**

1. Support the development of policy research, the production of policy/research papers, and the identification of important targets for our advocacy work;
2. Support formal and informal EU-US policy dialogues and partnerships in key shared priorities.
3. Enhance the knowledge and understanding, perception, and attractiveness of the EU among targeted audiences in the US.
4. Increase the visibility of the EU as a trusted, capable, confident and successful actor by emphasising the EU's values, quality of life, creativity, and industrial strength.

##### **The Outputs to be delivered by this action contributing to the corresponding Specific Objective 1 (Outcome 1) are:**

- 1.1 EU-US cooperation in key priority areas is strengthened through regular policy dialogues and the agile development of policy/research to support advocacy.
- 1.2 Mutual understanding, trust and understanding of policy objectives and strategic interests are further strengthened between the EU and US as demonstrated through increased high level exchanges and enhanced People-to-people contacts.

##### **The Output to be delivered by this action contributing to the corresponding Specific Objective 2 (Outcome 2) is:**

- 2.1 Knowledge about the EU and its policies, principles and values among key target audiences is increased.

##### **The Outputs to be delivered by this action contributing to the corresponding Specific Objective 3 (Outcome 3) are:**

- 3.1 The EU is recognised as a credible reference point and solid partner for US in multiple areas of common interest and as an indispensable dialogue counterpart in areas of divergent positions.

3.2 Platforms for discussions, exchanges, debates and structured dialogues involving both specialised and wider target audiences in the US are activated and maintained.

### 3.2 Indicative Activities

All activities should contribute to the achievements of the outputs. The following non-exhaustive and non-exclusive list of indicative activities shall be further enriched by innovative and new types of public diplomacy/policy dialogues/policy/research development activities and that could be identified in the course of implementation of the action.

#### Policy Dialogue Facility:

- Organisation of events and exchanges of experiences and best practices, including but not limited to conferences, seminars, TED Talks-type events, workshops, mutual technical visits and study trips, official exchanges).
- Preparation of baseline studies and sectoral studies of relevance for developing and maintaining policy dialogues and operational partnerships.
- Provision of specialised technical/research/advocacy assistance in key priority sectors, e.g. policy papers, research, studies, comparative analyses, legal analyses.

#### Public Diplomacy activities:

- **Discussions, workshops, conferences and conversations** to promote EU main policy goals by engaging “a whole of Delegation” approach, effectively communicating internally and externally, and demonstrating EU HQ policies through tangible EU Delegation actions in the US and collaboration with Delegations in the greater Americas region. To enhance these goals, the Delegation will plan to coordinate engagements around regional meetings and organize a series of annual programs such as Future Forum, EU Defence Forum and other Dialogues across the key priority areas of the EU.
- **Joint events and campaigns with Member States** (in-person or digital) to display unity and increase the impact of the EU in the US on key policy priorities. The Delegation will also develop and execute joint outreach and initiatives with the countries that hold the rotating Presidency of the EU Council.
- **Connecting cultural diplomacy activities with EU policy priorities** to demonstrate unity through the diversity of Member States’ cultures. For example, creating partnerships with American cultural institutions for film festivals, art exhibits, and concerts, programming around Europe Day and EU Open House); and forming deep cultural relationships in the US throughout the year.
- **Joint state outreach for EU Heads of Mission**, Deputy Heads of Mission or section-specific outreach to highlight key EU policy priorities and local partnerships.
- **Establish multi-annual engagement opportunities with think tanks and other research institutions**, with the objective of forming a longer-lasting and more policy-oriented advocacy and communications strategy. This can be in the form of a series of private roundtable policy discussions, public lectures and conferences etc.
- **Annual Booth/Presence at conferences** (e.g. National Council of State Legislators Conference, National Governors Association, US Conference of Mayors, Annual Farm Bureau, SXSW or other thematic conferences) or similar to raise the visibility and awareness of the EU’s policies and initiatives through direct interaction with participants and the distribution of publications and promotional items developed mainly by the EU Delegation.
- **Study Tours**: This is an extremely effective means of policy advocacy to Americans at state and local level.

### 3.3 Mainstreaming

For the proposed action, different cross-cutting issues have been identified, regarding global challenges, EU principles and values, fundamental rights, multilateralism and the rule of law. Enhancing knowledge and understanding of the European Union and promoting EU principles in the United States through long-term

engagement with selected targeted audiences rest at the core of the public diplomacy activities of this action. This includes in particular gender equality, fundamental values, inclusivity, diversity, tolerance and a rule-based multilateral order. Highlighting the joint pursuit in addressing global challenges such as environmental protection and climate change are also included in the thematic scope of the action.

**Environmental Protection & Climate Change** are tackled in panel discussions and in interactive and artistic experiences. Environmental policies are addressed by choosing environmentally-friendly products and materials, in catering, venue decoration and branding, in particular by avoiding plastic waste. The number of personnel and speakers travelling by airplane are limited to the strict necessary and the combination of participation in the Delegation's event with other activities is encouraged. Virtual options and meetings can replace travel. Sustainable transport modes could also be showcased at the venue.

#### **Gender equality and empowerment of women and girls**

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is an important and deliberate objective, but not the principal reason for undertaking the programme. On the one hand it will promote the participation of women in public diplomacy activities and events to ensure equal opportunity is provided to women stakeholders. On the other hand, the project will promote EU gender policies and enhance understanding of the importance of gender policies, gender equality objectives and women and girls empowerment among selected target audiences.

**Human Rights** is implicit (sometimes explicit) topic of many panels and discussions, in particular in the field of the technology and creative industries, but also in cultural and experiential activations.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that the action does not focus on disability, at main or significant objective level. However, as the action promotes inclusiveness, diversity and tolerance as key EU values, people affected by disability will indirectly benefit from the action and will not be discriminated on any grounds.

**Democracy** is implicit (sometimes explicit) topic of many panels and discussions, in particular in the field of the technology and creative industries, but also in cultural and experiential activations.

**Conflict sensitivity, security, peace and resilience** are addressed on a case-by-case basis. On the topic of peace and resilience for instance, in 2022 two panels were added on short notice to the EU House at SXSW debating aspects of the Russian invasion of Ukraine and most speakers in the house addressed the topic as part of their interventions (e.g. the Ambassador, the EVP Vestager and the Mayor of Austin in their Opening remarks). A Ukrainian NGO was present with a fundraising and information stand throughout the 3-days of the EU House. Visitors had the opportunity to express their solidarity in a communication campaign. The Ukrainian flag was displayed and projected onto the building.

**Disaster Risk Reduction** is addressed on a case-by-case basis.

#### **Other considerations if relevant**

N/A

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High / Medium / Low)	Impact (High / Medium / Low)	Mitigating measures
External environment	Weakening of the transatlantic relationship at a political level.	Medium	Medium	Continuous assessment of the political situation in the US and continuous engagement with key partners in areas of mutual interest/with potential for enhanced cooperation.



				In order to quickly adapt to changing circumstances, flexibility will have to be built into the implementation of the contract and associated activities.
External environment	A continued pandemic could impose new travel restrictions, restrict in-person events and direct contacts, or result in events being cancelled at a late stage.	<b>Medium</b>	<b>High</b>	Continuous monitoring of the situation and exploiting possibilities for online or hybrid engagement as much as possible.
People and the organisation	Low performance of contractor resulting in time consuming, coordination and trouble-shooting efforts by the EU Delegation.	<b>Low</b>	<b>Medium</b>	Appropriate choice of implementation mode, close monitoring and proactive steering by the project manager.
People and the organisation	Isolation and non-synergy between individual activities under this initiative.	<b>Low</b>	<b>Low</b>	Constant coordination by the contractor and project manager, and with the EU Delegation, including through the Management Committee and Steering Committee.

#### Lessons Learnt:

Policy Dialogues Support Facilities projects (or similar) are being implemented in a number of other strategic partner countries of the EU. Despite similar objectives, stemming from the EU's intention to consolidate and enhance the existent strategic partnerships, the key lesson learned is that there is no "one size fits all" model. Each partnership is unique in its structure, scope, policy priorities and level of advancement. However, key elements to all are flexibility and multi-sector/horizontal nature of the action.

A key element for the success of a horizontal facility like the one proposed is active involvement and close technical steer from the different EU services. The setup of a comprehensive and workable Steering/Management Committee and the appropriate planning and monitoring mechanisms will be essential to this purpose.

A Global Thematic Evaluation of Public Diplomacy covering all past and ongoing public diplomacy actions funded under the Partnership Instrument is currently under way. Lessons learned and recommendations from that evaluation, which will reflect findings from the various EUPOP projects and in particular from its predecessor in the United States, will be taken into account for the implementation of the action. The results of this evaluation should be used to establish clear baselines and targets for key performance indicators for this action.

Many important lessons were learnt from: firstly, the cancellation of the SXSW festival in 2020 on short notice due to the pandemic (about one week before the opening of the EU House), secondly from the 2021 virtual SXSW and thirdly from the 2022 in-person SXSW.

The main lesson learnt is the need to have good contractual terms in place with all sub-contractors, which provide us with maximum flexibility, in particular for changes and cancellations as late as possible. There is also a need to have meaningful contingency plans in place, in particular for unforeseen restrictions and cancellations. Starting early in the preparations, that is no later than September for the festival in March, is of particular importance as well as the continuous work and support of all relevant EU Delegation colleagues.

The externalisation of the conceptualisation, the programming and content preparation to the contractor was not successful under the current contract, it was internalised again. On the other hand the man hours of the contractor

needed were much higher than anticipated, in particular for logistics, leading to the need to shift incidentals to man hours, despite the reduction of working time on the content.

SXSW is a prime event on the US calendar of activities and the EU House has become a house number in Austin. However, competition for the audience and high-level speakers is high, hence great efforts both financially and in terms of Human Resources are needed to project the EU's image as leading global player in the fields of innovation, technology, culture and policies capable of presenting solutions to humanities big challenges of the present times.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is aiming to underpin core EU interests and values in the EU-US relationship. Its relevance is based on the fact that the relation with US is one of the EU's most important - economically, politically, and socially. The past two years have been a pivotal period in EU-US relations. The EU-US Summit on 15 June 2021 was the first EU-US Summit since 2014 and the first visit by a US President to the EU institutions since 2017. It marked the beginning of a renewed transatlantic partnership and set a joint agenda for the EU-US cooperation in the post pandemic era. Through the action, the EU wants to use public diplomacy and policy dialogue as tools to create a more favourable environment for political engagement and thus support the implementation of the EU foreign policy objectives and the advancement of the EU's policy priorities in the US. The proposed action will implement a range of activities in the field of public diplomacy seeking to identify and engage target audiences, taking into account cross-cutting issues. It will also establish a policy dialogue facility, strengthening the relationship across a range of policy areas between the EU and the US.

The action will achieve **the following outputs**:

*On the one hand*, through the activities, the action will strengthen EU-US cooperation in key priority areas through regular policy dialogues and, through increased high level exchanges and enhanced people-to-people contacts.

*On the other hand*, through the activities, the action will ensure that knowledge about the EU and its policies, principles and values, among key target audiences is increased and their significance is understood; that the EU is recognised as a credible reference point and solid partner for US in multiple areas of common interest and as an indispensable dialogue counterpart, including in areas where EU and US positions diverge; and that platforms for discussions, exchanges, debates and structured dialogues involving both specialised and wider target audiences in the US are activated and maintained.

### 3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	To strengthen transatlantic collaboration to address global challenges, promote EU interests and priorities, advocating EU positions, amplify EU shared values, and demonstrate the EU's impact and global reach as the preferred partner for the US.	<ol style="list-style-type: none"> <li>1. Number of articles on the EU in the partner country ( IMP 5)</li> <li>2. Number of EU bilateral, regional, inter-regional and multi-lateral cooperation partnership strategies which have been enhanced ( IMP7)</li> </ol>	1-0 2-0	1-72 2-1	<ol style="list-style-type: none"> <li>1. Media monitoring</li> <li>2. Political dialogue outcome, statements, relevant reports</li> </ol>	<i>Not applicable</i>
<b>Outcome 1</b>	To support EU-US policy dialogues and partnerships and the production of research/policy papers, including in key shared priorities.	1.1 - Number of processes related to partner country approaches to challenges of global concern which have been influenced. (OC 3)	1.1-0	1.1	1.1	Many of the EU priorities largely coincide with those of the US Administration but where there is

						divergence, there is a willingness to address and manage these through close engagement and dialogue.
<b>Outcome 2</b>	To increase the knowledge and understanding, perception, and attractiveness of the EU among targeted audiences in the US.	2.1 - Percentage of participants targeted by outreach and advocacy events who acknowledge a positive change in their perception of the EU and/or international policies and standards (OC 12)	2.1 - 0	50%	Survey, perception studies	The transatlantic relationship is stable and there is a close engagement and dialogue.
<b>Outcome 3</b>	To increase the visibility of the EU as a trusted, capable, confident and successful actor by emphasising the EU's values, quality of life, creativity, and industrial strength.	3.1 - Percentage of participants targeted by outreach and advocacy events who acknowledge having engaged further on the topic on their own initiative as a result of their exposure to an event (OC 13)	3.1 -0	70%	Surveys, events registration records	EU public diplomacy actions may contribute to shaping a conducive environment for improved relations.
<b>Output 1 related to Outcome 1</b>	EU-US cooperation in key priority areas is strengthened through regular policy dialogues and the development of policy research and papers.	1.1.1 - Number of knowledge-based products developed (OP 8) 1.1.2 - Number of outcome statements emanating from the events (OP 9)	1.1.1 -0 1.1.2 -0	1.1.1-6 1.1.2-3	1.1.1- Studies, briefings 1.1.2-	xxxx
<b>Output 2 related to Outcome 1</b>	Mutual understanding, trust and understanding of policy objectives and strategic interests are further strengthened between the EU and US as demonstrated through increased high level exchanges and enhanced People-to-people contacts.	1.2.1 - Number of events organised or supported (OP 1) 1.2.2 - Number of participants in the events organised/supported (OP 2)	1.2.1 - 0 1.2.2-0	1.2.1-XXXX 1.2.2 XXXX	1.2.1 Events records 1.2.2 Participants records and registration	xxxx

<b>Output 1 related to Outcome 2</b>	Knowledge about the EU and its policies, principles and values among key target audiences is increased.	2.1.1 Percentage of participants in the events who report having benefited from the events organised/ supported (OP 3)	2.1.1-0	2.1.1-90%	2.1.1- Participants survey, live polling, participant feedback	Receptiveness and interest for interacting with the EU among target audiences remains stable or is increasing.
<b>Output 1 related to Outcome 3</b>	The EU is recognised as a credible reference point and solid partner for US in multiple areas of common interest and as an indispensable dialogue counterpart in areas of divergent positions.	3.1.1 - Number of communication products developed (OP 10) 3.1.2 - Level of engagement online and on social media (OP 12)	3.1.1 -0 3.1.2 -0	3.1.1-300 3.1.2 -	2.2.1- Narrative description of communication products (e.g. infographic, article, opinion piece, press release, video interview, leaflet, etc.) 2.2.2 – Online and social media monitoring	Receptiveness and interest for interacting with the EU among target audiences remains stable or is increasing.
<b>Output 2 related to Outcome 3</b>	Platforms for discussions, exchanges, debates and structured dialogues involving both specialised and wider target audiences in the US are activated and maintained.	3.2.1Number of events organised or supported (OP 1) 3.2.2Number of participants in the events organised/supported (OP 2)	3.2.1 -0 3.2.2 -0	3.2.1 - 300 3.2.2-15,000	3.2.1 Events records 3.2.2 Participants records and registration	Receptiveness and interest for interacting with the EU among target audiences remains stable or is increasing.

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

N/A

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner country.

### 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 72 months from the date of adoption by the Commission of this Financing Decision, which includes a period of 12 months for procurement (N+1), an indicative 48 months of action implementation and 12 months until the FDI.

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 measures<sup>2</sup>.

#### 4.3.1 Direct Management (Procurement)

All objectives will be implemented through the procurement of the relevant services.

This call has been launched on 15 June 2022 under a suspensive clause prior to the adoption of this Decision. This is justified as the current 2016-2022 EU Policy & Outreach Partnership (EU POP) (PI/2016/377-358) ends in August 2022, and it is essential to have a new contract in a timely manner and enable the continuation of public diplomacy efforts in the United States.

### 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, as well as in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

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).

### 4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
<b>Implementation modalities</b> – cf. section 4	
<b>Procurement</b> – total envelope under section 4.3.1	7 000 000
<b>Total</b>	7 000 000

<sup>2</sup> [www.sanctionsmap.eu](http://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.

## 4.6 Organisational Set-up and Responsibilities

The Contracting Authority will be responsible for administrative, legal and financial supervision of the contract, and will also monitor and supervise the contractor's implementation of the project.

The Contractor will be responsible for all aspects of the day-to-day implementation of the project (administrative, logistical, financial, etc.), mobilisation of technical expertise/assistance and provision of outputs and reports.

The management of the contract will be grounded in a common approach based upon a clear strategy, set of core principles, a narrative and a common understanding of key objectives and audiences.

The contractor will be expected to develop agendas and produce minutes for all meetings with the Contracting Authority and to provide each agenda to all participants at least 24 hours in advance. The contractor will be responsible for developing and maintaining a rolling work plan which the Contracting Authority will have access to and which covers all activities and services to be provided under the contract.

### Steering Committee

A dedicated Steering Committee (SC) will be established to act as advisory and reporting mechanism in order to provide strategic and policy guidance needed to ensure the action's smooth project implementation and alignment with the EU and Delegation's strategic approach to public diplomacy. The SC will give as well overall political steer to the policy dialogue facility. The SC will meet typically in its full formation with the contractor twice a year, though this could be more frequent depending on the circumstances and will review the priority work streams to be addressed by the action.

The SC will review and endorse work plans, monitor project outputs and achievements and provide advice on how to address obstacles and challenges identified during implementation. It will be composed of representatives from Service for Foreign Policy Instruments (FPI), the EEAS, and other EC services as relevant, mostly from the Delegation. Other entities may be invited to the meetings of the SC as needed. Meetings will focus on the upcoming activities and discuss both the previous 6 months of activities and the latest work plan for the coming 6-12 months with the contractor.

### Management Committee

A smaller management committee of staff from the EU Delegation, under the coordination of the FPI, will be responsible for general oversight of the implementation of the contract and the delivery of all activity covered by the contract. It will meet with the contractor every two months to discuss any difficulties or challenges which may have arisen and to provide more frequent and active guidance to the contractor on the implementation of the contract. Meetings will review both the recent implementation of activities and provision of services as well as upcoming activities/events/policy dialogues.

### Day-to-Day Management

The day-to-day point of contact for the Team Leader/Contract Manager regarding the oversight of the implementation and coordination of the activities will be the Contracting Authority's designated Programme Manager(s).

The Programme Manager(s) will work in close cooperation with relevant staff from the Delegation, EEAS, FPI, and other EC services which will provide constant guidance and policy support. The Programme Manager(s) should be in copy of any exchange of communications related to the implementation and the operational aspects of this contract.

Financial aspects of the contract lay with the Financial Officer for the Partnership Instrument team in the Delegation's Press & Public Diplomacy section. Any information and requests regarding the financial implementation of this contract need to be communicated to the Financial Officer.

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.



## 4.7 Pre-conditions

N/A
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# 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:

The contractor is responsible for day-to-day monitoring and reporting based on the agreed indicators in the logframe. Indicators shall be disaggregated at least per gender of participants, type of events and sector of participants. Adjustments to the agreed indicators will be subject to a discussion and approval by the contracting authority. The contracting authority will also be responsible for the approval of reports (interim, final etc.).

## 5.2 Evaluation

Having regard to the importance and nature of the action, a mid-term and/or final and/or ex-post evaluation(s) may be carried out for this action or its components via independent consultants contracted by the Commission.

A mid-term evaluation may be carried out for problem solving and learning purposes, in particular with respect to improve the current action, and to inform the planning of future EU interventions.

A final or ex-post evaluation may be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the changing political landscape and the need to constantly assess/adapt the EU approach and strategy to public diplomacy and policy dialogue.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners 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, apply the necessary adjustments.

The financing of the evaluation may 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 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle adopted a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

## Appendix 1 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a ‘support entities’. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as:

Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Procurement – total envelope under section 4.3.1